

The background image shows a meeting in a room with a red brick wall and two large arched windows. Four people are seated at a long table on the left, and one man is standing on the right, speaking. The table has water bottles and papers on it. The overall tone is professional and community-oriented.

**funders  
in good**

# Impact Report

**A journey of faith-driven impact  
and strategic change**

**and financial statements for the year ending 2024**



# Why we do what we do

At Funders In Good we're on a mission to empower British Muslim leaders to shape a fairer, more confident society, driven by our faith.

By 2035, we aim to help build ten leading Muslim community organisations that are resilient, impactful, and sustainable.





# Our Impact at a glance

**funders**  
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## Empowering grassroots Muslim social venture leaders

Average 20% increase in knowledge for venture leaders through the Social Venture Academy

12 social venture leaders supported



## Boosting support for young Muslims in crisis

Cost per call reduced from £10.50 to £7.85

250% increase in calls handled

88% increase in suicide and self-harm calls handled



## Challenging media bias

5 key reports released to evidence biased reporting including on Gaza

17 headlines corrected

75 student journalists trained



## Nurturing British Muslim identity in children

17 specialist programme resources developed to address topical issues

4 new Muslim scout groups and 34 sections opened



## Powering strategic change

£2m raised to date

130+ strong Funder Community



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# Introduction and Background to Report

Funders In Good (FIG) began as an idea in 2021 with a simple goal: to empower British Muslim leaders to shape a fairer, more prosperous society, driven by faith. It's a direct response to the challenges faced by many Muslim-led organisations, such as fragmented funding, limited capacity and lack of collaboration. These issues prevent good organisations from becoming great, and we're here to change that. By 2035, we aim to help build ten leading Muslim community organisations that are resilient, impactful, and sustainable.

This vision is not just about community development; it's about acknowledging the broader context in which we live and responding accordingly. In a society where faith is becoming less important, the Muslim community has a powerful opportunity to step forward as a leading voice of faith, values, and social responsibility. With this in mind, FIG's mission of supporting Muslim leaders to strengthen their own communities and offer faith-driven solutions to challenges facing British society is even more urgent.

This impact report reflects our journey from inception to the end of 2024, highlighting the progress made by the incredible social ventures we've supported and the lessons we've learned together over the past four years. At the heart of it all is a shared commitment to see a society with opportunity, justice and hope for all – underpinned by our commitment to God and our values of mercy, compassion and service.

The publication of this report serves multiple purposes: to demonstrate accountability to our exceptional funder community, who have made this work possible; to showcase the remarkable achievements of our portfolio ventures; to demonstrate the value of our unique methodology in building capacity; and to invite other changemakers to believe and invest in faith-centred strategic change.

To create the level of impact and change we know is possible, we recognise that simply providing grants and leaving organisations to 'figure it out' themselves is not enough to create long-term change. So, we've created an ecosystem of support that combines patient funding with strategic expertise, mentorship, and long-term planning. This holistic model is already bearing fruit; over the last four years, our ventures have grown in confidence, expanded their teams, scaled their services, and deepened their impact.

And we're just getting started.

As we share this report, we do so with deep gratitude to every funder who believed in our vision, every venture leader who trusted us with their journey, and every beneficiary whose lives have been touched by this work. Their stories demonstrate that remarkable things become possible when faith meets strategic excellence. As we look ahead to the future, we do so with the confidence that comes from proven impact and the humility that comes from understanding the scale of work still to be done.



# Message from the Chair

Dear funders, supporters and friends, Peace be upon you, Assalamu alaikum

On behalf of the board of trustees of FIG, it gives me great pleasure to write these opening remarks for FIG's inaugural report. The genesis of the idea behind FIG was simple and two-fold. For funders, it was to enable them to give in a more strategic and high-impact fashion. For recipient ventures, it was to provide long-term patient funding and high-engagement support, enabling them to reach their potential. We believe solving these respective problems will act as a key catalyst to the manifestation of our vision: a prosperous United Kingdom, underpinned by our commitment to God.

The last few years are filled with numerous milestones and achievements, which have enabled FIG to reach our current position. Foundational work, which is often overlooked, has formed the backbone of our ability to deliver our operational intervention. This includes our charity commission approval for the official registration of the charity. Other core scaffolding of the charity, such as IT, finance, and HR, have been adopted, with a bank of policy and procedure documents and governance oversight also in place. These core systems—or lack thereof—are often the Achilles heel for many ventures we find in our community, hence our particular focus on ensuring they were delivered early.

Major achievements include the initial investment into our first two ventures, Association of Muslim Schools and Muslim Youth Helpline in 2021, the launch of Systems phase in 2023 with Centre for Media Monitoring and Muslim Scout Fellowship as the initial ventures and the successful delivery of the inaugural Social Venture Academy in the first half of 2024. In the latter half of 2024, we had various promotions taking place with four ventures moving from the Social Venture Academy into the Systems Phase, the Centre for Media Monitoring and Muslim Scout Fellowship, moving from the Systems phase into the main portfolio and the graduation of the Association of Muslim Schools out of the FIG portfolio.

Fostering a sense of community amongst our funders is another aim for FIG, and I'm delighted that so many funders were able to join us at events. Whether at our flagship end-of-year dinners or the more regular quarterly portfolio updates and launch events, these have enabled funders to network and provide a vital feedback loop on our work. Building on these achievements in the coming years remains a key aim.

Discussing achievements would not be complete without talking about the people who make it all happen: our funders, the team at FIG and the social venture leaders we work with. Whilst having the financial resources is certainly a good starting point, execution of our plans is critical to delivering our vision. Here, FIG is blessed to have a talented team and network of individuals supporting our social ventures and funders every day.

As we look back on our collective achievements and lessons learned, we look ahead with hope and purpose in tackling the challenges in front of us and delivering on our vision.

May Allah bless the work of FIG, keep our intentions pure and make it a source of salvation for all those involved.

**Farouk Miah**  
Chair, Funders In Good







# Message from Executive Director

Peace be upon you, Assalamu alaikum,

It's with immense gratitude and a deep sense of responsibility that I present to you FIG's first impact report. This moment marks more than a milestone. It's a testament to what can be achieved when our community of generous givers and exceptional talent come together to serve their communities and uphold faith.

By God's grace, we've achieved a huge amount together over the last four years. We've grown from nine seed funders to a community of over 120, including several institutional funders. Our annual income has increased to over £600,000, and we've built capacity in 16 social ventures. Critically, our work is making a real difference to people's lives. Muslim Youth Helpline handled more than 12,000 enquiries last year, a 250% increase since we started partnering with them. Of these enquiries, 478 were from young Muslims who expressed ideations of self-harm or suicide. The Centre for Media Monitoring launched a landmark report on the biased reporting of the genocide in Gaza. Muslim Scout Fellowship supported the opening of 14 new groups and 34 sections across the country.

While we work to build leaders and organisations, we've also focused on the work necessary to institutionalise FIG itself by refining our offering, growing our team and establishing key systems for growth. Our experience in growing FIG has also helped us to create empowering and productive relationships with our venture leaders, who work tirelessly to serve us all.

As we look ahead, we know this is just the beginning. We have big ambitions for FIG, matched only by the scale of challenges we face as a society. We'll be working to strengthen our internal systems and build a smarter, data-driven investment framework. We'll also be launching new programmes to respond to the needs of our community, which we're uniquely able to identify and respond to. We continue to listen and learn, and we're more committed than ever to harnessing the power of our community to realise our vision.

To our funders, venture leaders, partners, and the FIG team, thank you for believing in our work. The trust you have shown in us is deeply humbling, and it weighs heavily on us all. None of this would be possible without your support.

While this report demonstrates many achievements, I'm also reminded that real success is not in our hands. God, through His infinite mercy, asks us only to do our best to strive in His path. May God continue to guide us, bless our endeavours with sincerity and impact, and multiply the good in all we do together.

With gratitude and peace,

**Rizwan Yusoof**  
Executive Director



# What FIG Set Out to Do and the Problem We're Solving

## Current problems in the landscape

Muslim social ventures across the UK face several different challenges that limit their ability to achieve sustainable growth. In particular, ventures struggle to access patient capital allowing them to build capacity, and invest in their growth. These barriers prevent many promising initiatives from reaching their full potential. Despite being led by passionate individuals who want to create lasting change in their communities, they are unable to strategically plan for the future and realise their full impact.

### Lack of Patient Funding

Many Muslim social ventures fund their operations through donations and short-term grants. This funding model forces ventures to focus on raising funds for survival instead of building sustainable systems for long-term change. Fundraising is a time-consuming process that diverts resources from areas such as strategic planning, systems development and service delivery. Additionally, grant funding is typically only available for direct service delivery rather than the capacity-building activities required to create high-performing ventures.

### Capacity Constraints

One of the biggest challenges faced by Muslim social ventures is related to human resources. Research from The Muslim Charities Forum (MCF) reveals that 42% of Muslim-led organisations operate without any paid staff, relying on volunteers to bridge the gap. This dependency creates problems when key volunteers move on, taking their knowledge and skills with them. Under-staffed ventures are unable to plan for the long term or pursue opportunities for growth, so their impact remains limited.

Another area that Muslim social ventures frequently struggle with is related to governance and systems development. Successfully transitioning from an informal community project (often run by volunteers) to professionally governed organisations can be challenging. Many ventures lack the skills needed to navigate this process, such as expertise in financial management, developing policies and procedures or recruiting suitably qualified trustees.

### Limited Collaboration

Despite serving the same communities, Muslim social ventures tend to work in parallel with one another, rather than in partnership. This siloed manner of working is partly due to the community's diverse ethnic, theological, and geographic composition.

However, there are other contributing factors, such as a lack of resources to pursue collaboration opportunities, competition for funding and the absence of forums that facilitate knowledge sharing.

Ventures working in isolation from one another can often lead to a duplication of efforts and wastefulness of resources, which organisations can ill afford. For example, ventures working in the Muslim mental health space might be unaware of similar planned initiatives in their area, leading to missed opportunities for enhanced provision and greater efficiency.

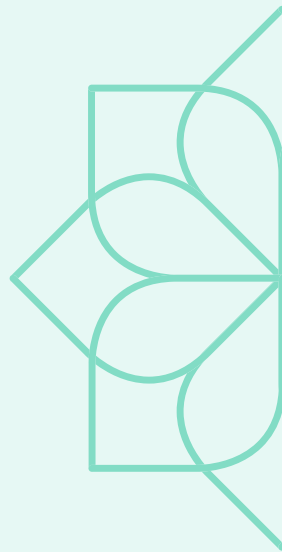


# Lack of God-centred vision in growing organisations

Many Muslim social ventures are founded upon faith-based values. Over time, they gradually adopt more secular approaches to fit with funder requirements or to appeal to a broader range of stakeholders.

This shift away from God-centred leadership is highly problematic, since it disconnects ventures from their real purpose and alienates the communities they serve. It also prevents them from approaching societal problems from a God-centred perspective, which can offer unique solutions based upon principles of social justice, collective responsibility and holistic wellbeing.

Since the negative perception of Islam in society remains a challenge we must respond to, it's of critical importance that Muslim ventures are built upon—and maintain—strong faith foundations while achieving professional excellence. In these turbulent times, God-centred leadership across all sectors is urgently needed to provide a way forward for Muslim communities and society as a whole.





# Ethnic, Religious, and Class Prejudice in Society

The Muslim social ventures landscape is heavily shaped by prejudice and discrimination. The widespread anti-Muslim sentiment that affects individual Muslims also impacts Muslim-led organisations. Funders requiring Muslim-led organisations to demonstrate higher standards of governance than their non-Muslim counterparts is one such example.

Another example can be seen in the media, where Muslim community initiatives are often framed around concerns about security or integration, rather than innovation, leadership and meaningful contribution.

For leaders of Muslim ventures, the effect of such prejudice is clear; they need to work much harder and face unfair scrutiny to achieve the same recognition and support as their non-Muslim counterparts.

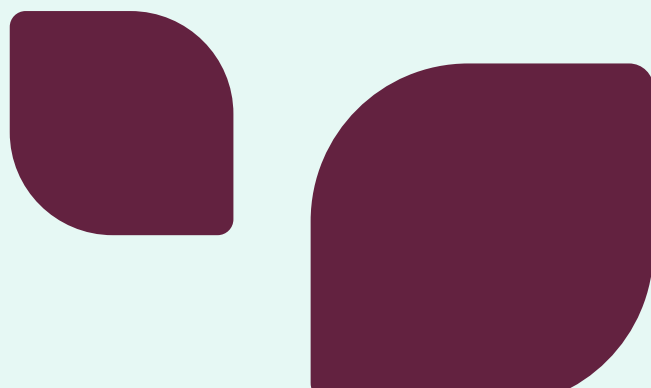
These challenges are exacerbated by class prejudice, since many Muslim communities reside in areas of economic disadvantage. According to census data from 2022, 39 per cent of Muslims live in the most deprived areas in England and Wales. This economic marginalisation limits access to resources and opportunities essential for organisational development.

## Filling a gap for British Muslim Funders

For the strategic funder, the problems mentioned previously are all too familiar. Over recent years, a growing group of individuals are emerging with the means and intention to solve these problems.

Muslim funders in the UK often struggle to personally find trusted, vetted charities and non-profits they can fund over the long term. This isn't due to a lack of demand; rather, it's a lack of time to explore and get to know such organisations. Once they find an organisation aligned with their values and in need of funds, there's often a lack of transparency in how things are run.

While FIG is powered by the generosity of our Funder Community, we also offer a solution to the challenges they face when giving. We understand that intelligent giving and maximising the impact of donations are important to every donor. That's why FIG takes on the time-consuming work of sourcing, vetting, and professionalising ventures so that funders can give confidently. Our portfolio approach to philanthropy, commitment to transparency, and long-term vision are designed to remove barriers and make impactful giving easier, more effective, and more rewarding.





# FIG's Unique Methodology

FIG operates on a unique model that differentiates us from traditional philanthropic approaches. Our methodology combines funding with tailored strategic support that addresses the specific capacity-building challenges Muslim social ventures face in the UK. This comprehensive support enables ventures to focus on long-term outcomes and impact rather than being trapped in cycles of short-term project funding.

## The FIG Venture Healthcheck and Diagnostic Process

Every venture starts with a comprehensive assessment that evaluates its critical impact areas. This healthcheck deeply analyses the social venture's strengths and weaknesses for sustainable growth. The process ensures that we understand not just what an organisation does, but how effectively it operates and where its greatest potential lies. The assessment results help us build a foundation for tailored support that addresses specific organisational needs, rather than applying a one-size-fits-all approach.





# Four Impact Areas

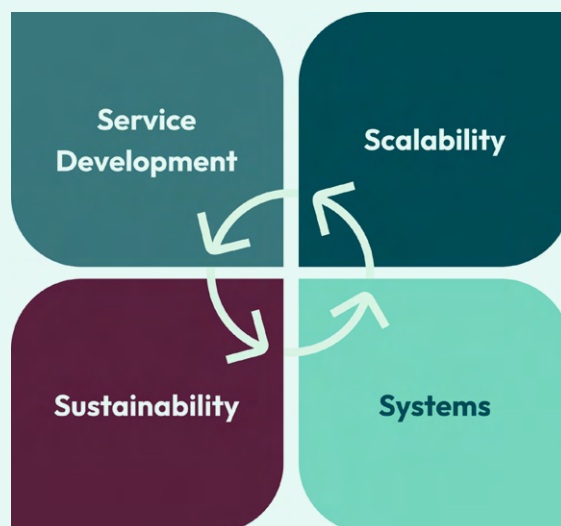
After our diagnostic process and healthcheck provides a comprehensive snapshot of where an organisation is, the work begins in building capacity to scale the organisation. Capacity building in organisations is a complex undertaking and not one which most grantmakers are well equipped to deliver.

There is a range of issues which lead to ineffective capacity building. A few include: trying to change too much in an organisation at once; not tracking interventions effectively; and not having a well-rounded approach to evaluating the organisation.

To counteract these issues, we created four impact areas encompassing the entire growth journey of a social venture.

Once an organisation enters the portfolio, we track their progress in one or more areas. This progress is also communicated quarterly to our Funder Community.

Capacity building will inevitably look different for every organisation as they all serve different societal needs. This framework standardises our interventions so we can gain a comprehensive view of how an organisation is growing.



Area	Why this is important in capacity building	Outcome
<b>Systems</b>	Establishing critical systems is an important foundation prior to any major funding incoming. These systems make the organisation resilient against any changes and the natural issues that come with scaling. Examples: HR Policies, Financial Management.	The organisation is led by a diverse, engaged, and skilled board which makes strategic, data-informed decisions to ensure alignment with vision, mission and strategy. It has appropriate governance, risk, financial, and impact management systems in place.
<b>Service Development</b>	This involves enhancing the core product or service the social venture offers its beneficiaries. This could be offering more online resources or new activities that beneficiaries can participate in. This ensures the organisation is evolving and innovating according to wider needs.	The organisation delivers services that aren't only impactful, but also evolving and expanding based on evidence and engagement. It can collaborate effectively with external stakeholders to multiply impact.
<b>Scalability</b>	Increasing the venture's reach and breadth of impact. This could be expanding geographically or growing their beneficiary base by targeting a new type of individual. Scaling effectively and strategically to ensure expansion does not slow down the organisation.	The organisation has a proven, scalable operating model with maintained impact and quality, which balances breadth and depth of impact.
<b>Sustainability</b>	Increasing their financial sustainability through fundraising or additional income streams. The ability to be self-sustaining is a key element in capacity building, ensuring the social venture never relies on a single external entity or funders to keep running.	The organisation can generate an annual income greater than its core outgoings; it's financially resilient and can plan long-term through diverse and sustainable income streams.



# Our Theory of Change

We believe that when social ventures have adequate funding and capacity-building support, they can reach their full potential and achieve transformational outcomes for their beneficiaries and wider society.

We recognise that meaningful social change requires intentional investment of resources over an extended period, so we provide multi-year funding agreements combined with intensive strategic support. This approach enables ventures to think beyond immediate survival needs and towards long-term growth and sustainability.

However, above all this, our Theory of Change begins and ends with supporting the people taking action. Our social venture leaders took

action by founding grassroots organisations and solving a problem they had identified in their respective communities. The support of our Funder Community means our social venture leaders have access to a pool of funding, valuable time and expertise. The past few decades have shown that taking action with good intent alone is insufficient. Strategic planning, collaboration, and creating systems accelerate our individual efforts, which is what our Theory of Change encompasses.

We hope that by executing this Theory of Change, we're not only closer to our vision of a society in which commitment to God is flourishing, but also that those taking action receive worldly and eternal returns from the impact of their actions.

## How we work towards our vision





# How We're Addressing These Challenges

At FIG, we're tackling the barriers holding Muslim social ventures back, not with traditional grants, but through a unique, three-phase support model that meets ventures where they are. We offer patient funding, hands-on strategic support, and a clear path for growth.

Through our **Social Venture Academy**, early-stage leaders gain the skills and peer support they need to build strong, connected organisations. In the **Systems Phase**, we help ventures implement the governance, operations, and strategy for long-term sustainability. And in the **Portfolio Phase**, we provide multi-year investment and close guidance through key transitions.





# Across all three stages, our work is shaped by our three core themes

## Socioeconomic status of Muslims in the UK

A large proportion of the Muslim population in England and Wales face economic hardships, with 61% living in some of the most deprived areas. Muslims are also more likely to be living in “social rented” housing and be unemployed compared to the general population. This theme aims to tackle the deep-rooted structural issues that perpetuate inequity in society. We believe that addressing these challenges is essential for removing the barriers to a society rooted in faith. We want to support leaders and organisations working on economic justice and social mobility for the Muslim community.



## Spiritual wellbeing of our community

The latest census shows that those identifying as having “no religion” is now the second most common group. With religious apathy on the rise, nurturing and deepening our connection with God and our Muslim identity is crucial for collective flourishing in this life and the next. We want to support leaders and organisations which foster a deeper and confident engagement with the Islamic faith and strengthen the British Muslim identity, ensuring faith remains the driving force behind our actions and aspirations.



## Public perception of Islam and Muslims

Many Muslims consider the UK their home and work tirelessly to serve their communities. However, with 21% of people holding negative views of Muslims, anti-Muslim sentiment remains a challenge. Empowering Muslims to influence policy and advocate for change is crucial. By creating space for them to campaign confidently, we can promote solutions rooted in Islamic principles that benefit society and increase the value proposition of Islam.





By keeping these themes at the heart of every stage, we ensure that all our ventures are collectively working together to tackle pressing issues faced by the whole of society and not just by Muslims.

For example, in the area of spiritual wellbeing, **Cycle Sisters** promotes health and wellbeing through cycling, while **Muslim Youth Helpline** —under the socioeconomic status of Muslims in the UK theme— provides vital mental health support for young people facing disadvantages.

By keeping these themes at the heart of every stage, we ensure that all our ventures are collectively working together to tackle pressing issues faced by the whole of society and not just by Muslims.

These themes were determined through a combination of methods. Initial workshops with early members of our Funder Community provided

valuable insights, coupled with extensive experience from the FIG team from spending decades in the sector. Shifting from primarily anecdotal and lived experience we're adopting a more data driven approach in our themes from this year.

Over the past four years, we've seen how FIG's unique approach can unlock transformative change. We've helped under-resourced organisations with great potential grow into highly professional, strategically focused ventures capable of scaling their impact.

We also recognise that not all outcomes might result from our involvement. Still, the growth we've witnessed across our work gives us confidence that our model is working and that our support is making a difference to our ventures and the lives of the people they serve.







# Social Venture Academy: Developing Leaders for Sustainable Impact



Through our ongoing engagement with social ventures, we recognised the breadth of entrepreneurial talent within the Muslim community and their rare drive to not only identify the needs of their communities, but critically, to respond to those challenges with action.

However, we also recognised that many venture leaders, while experts in their fields, lacked expertise as organisational leaders, opportunities to connect with other leaders and access to funding. In June 2024, we launched the Social Venture

Academy (SVA) with our inaugural cohort of 11 venture leaders to build capacity in key venture development areas, create opportunities for collaboration and act as a source of potentially investable ventures for FIG. Cohort one of the SVA has now been completed with excellent feedback and substantial increases in knowledge and skills development across the cohort. In a short period, the SVA has established itself as a leading leadership development programme for Muslim social venture leaders in the UK.



# Programme Design and Methodology



The SVA is a six-month programme of workshops, one-to-one consultations, and mentoring that brings together a small group of high-potential leaders to develop capacity in key venture development areas. The programme was designed with two primary success criteria:

1. To enhance the knowledge and competencies of venture leaders across eight key development areas to support their ability to grow their work.
2. To identify high-potential venture leaders for transition into the Systems Phase.

Through our programme development phase, we selected eight key foundational areas to be delivered both online and in-person.

## The Eight Module Areas Covered in Our Social Venture Academy



### Vision

Why do we do what we do?



### Mission

How do we contribute to our vision?



### Scale

How do we increase the impact of our work?



### Impact

How do we know we're making the difference we want to make?



### Governance

How do we ensure our decisions are made in the best interests of the charity?



### Financial Management

How do we ensure our resources are used for maximum impact?



### Fundraising

How do we become financially sustainable?



### Branding & Marketing

How do we communicate our work?

The programme was designed to engage venture leaders through a variety of approaches, including

**Workshops led by experienced sector leaders**

**One-to-one sessions with workshop instructors**

**Masterclasses in key disciplines led by industry experts**

**Action Learning Sets to facilitate structured peer-to-peer learning**

**Experienced mentors for each venture leader**

**Built-in diagnostics to track progress across each module based on tailored learning objectives**

In addition, the SVA was designed to provide a platform for participants to connect with leaders from diverse backgrounds, exchange knowledge, and support one another. This diversity enriches the learning experience and helps build connections across the Muslim social venture sector.





# Results and Outcomes

The first cohort of the SVA programme wrapped up in late 2024 with strong outcomes across the board for the twelve participating organisations. Across the cohort, we saw an average 20% increase in knowledge after each session. Module four (Impact) stood out in particular, with the most significant jump in learning, accompanied by encouraging feedback and ongoing collaboration with the module lead. We also selected four high-potential ventures to progress into our Systems Phase for tailored support to establish critical systems.

Our surveys and feedback calls showed that participants believed the programme was valuable, relevant, and tailored to their unique situation. More importantly, every single venture

leader reported feeling more confident in their ability to lead by the end of the programme. Additionally, a recurring theme during our one-to-one calls was the sense of community among the leaders. For many, it was a rare opportunity to be surrounded by like-minded changemakers, which helped them feel less isolated on a journey that can be very lonely at times.

We're tracking our initial cohort on a range of KPI's over the next 12 to 24 months post programme. Their initial metrics show early promise, however real strategic change takes time. We remain engaged with the Social Venture Academy alumni community to measure this change and record their outcomes.



**Sadiq Dorasat**  
Founder of  
Muslim Census



**Noreen Niazi**  
Co-Founder of  
Muslim Women Connect



**Sheikh Bilal Brown**  
Managing Director of  
New Beginnings



**Misba Khan**  
Founder of  
Evergreen Collective



**Sajid Varda**  
Founder and CEO of  
UK Muslim Film



**Dr Rachel Abedi**  
Director of  
The Reflection Project



**Arfah Farooq**  
Founder of  
Muslimah Makers



**Sulaiman Iqbal**  
Founder of  
Muslim Boys United



**Sana Shafi**  
CEO and Co-Founder of  
STRIVE



**Majid Iqbal**  
CEO of Islamophobia  
Response Unit



**Yashmin Harun**  
Founder of Muslimah  
Sports Association



**Sarah Javaid**  
CEO of  
Cycle Sisters





## Muslim Census, Sadiq Dorasat

Muslim Census conducts research via online surveys, focus groups and interviews to provide data and actionable insights on issues affecting the Muslim population in the UK.

## Muslim Women Connect, Noreen Niazi

Muslim Women Connect supports Muslim women in overcoming personal and structural barriers to career success and fulfilment, whatever that means for them.

## Evergreen Collective, Misba Khan

Evergreen Collective was established as a registered charity to increase access to health and wellbeing programmes for the female Muslim community in Derby.

## Muslimic Makers, Arfah Farooq

Muslimic Makers is a community of Muslim changemakers helping Muslims level up across the tech industry and beyond.

## Strive, Sana Shafi

STRIVE source and develop talent from intersectionally diverse, socially mobile, and under-represented backgrounds and help them realise their true potential.

## Islamophobia Response Unit, Majid Iqbal

IRU is a charity dedicated to supporting people affected by Islamophobic incidents in England and Wales.

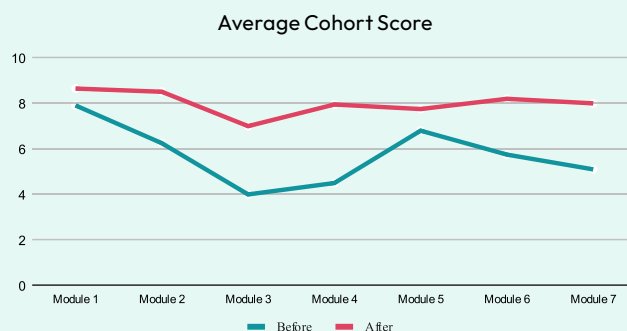
## Muslimah Sports Association, Yashmin Harun

Muslimah Sports Association aims to offer women a safe and positive environment in which to participate in a number of different sports without compromising their religious or cultural beliefs.

Four ventures were selected to progress to the Systems Phase by our investment panel, following the SVA Pitch Day. These are:

- Sulaiman Iqbal - Muslim Boys United
- Dr Rachel Abedi - The Reflection Project
- Sarah Javaid - Cycle Sisters
- Sajid Varda - UK Muslim Film

Building on the success of the inaugural cohort, the second cohort of the SVA launched in June 2025 with sixteen venture leaders. The second round was heavily oversubscribed, demonstrating the need for faith-based venture leadership training within the Muslim social sector.



The graph shows the average increase in knowledge across the cohort after each module.



“ I believe I have learnt so much from this process. The knowledge from the module deliverers and from my cohort peers has been so invaluable. But also this space can feel so lonely so it was comforting to know other charities/orgs face the same/similar challenges. I feel I have learnt about the different streams of funding/investing, and found the fundraising and vision module extremely insightful. I have expanded my network and on the road to learning how to present better. ”

**Yashmin Harun BEM**

Muslimah Sports Association



“ The SVA programme has really enhanced my confidence in leading and growing Cycle Sisters alhamdulillah. Reflecting on our vision and deeper purpose has not only reignited my personal passion but also clarified the direction for our organisation, reinforcing my ability to inspire and align our team around a shared mission. ”

**Sarah Javaid MBE**

Cycle Sisters



# Systems Phase: Establishing Critical Systems for Growth

The Systems Phase is the second phase in our capacity building engine. It was first introduced in early 2023 as a result of our experience in investing in established organisations. This experience indicated that investing in organisations that lack foundational systems resulted in a dampening impact. We also found that supporting organisations to develop systems and grow simultaneously was often challenging for the organisation. Therefore, the Systems Phase was designed to help ventures establish critical systems for sustainable growth in key areas, including strategic planning, governance, financial management and impact measurement, before being eligible to progress into our Portfolio.

## Programme Design and Methodology

The Systems Phase is a six to twelve-month programme designed for ventures that have demonstrated strong leadership and potential for growth, but need tailored support for long-term success. This phase provides support to make the social venture ‘investment ready’.

We start with our Venture Healthcheck to identify areas for improvement so that we can assemble a custom support package that includes coaching, strategic advisory, operational assistance, and access to our network of expert advisors to help them grow.

By the end of the Systems Phase, ventures will have developed comprehensive and resilient systems and infrastructure. This will include a 3-year strategy and an impact measurement framework to monitor progress and success.





Our Systems Phase is made up of three steps:

# Venture Healthcheck

Using our proprietary holistic diagnostic tool, each Systems Phase venture is assessed across nine organisational functions to identify strengths and areas for development. The Venture Healthcheck begins with a self-assessment questionnaire, followed by an interactive workshop to tease out further information, and concludes with a detailed report including objectives and a rating for each assessment area.

## Tailored specialist support

We then match the needs of each venture with specialists from our pool of experienced consultants who work closely with venture leaders over several months to achieve their agreed objectives. These include developing a three-year strategic plan, establishing robust financial management systems or enhancing governance systems.

## Final assessment

At the end of the Systems Phase, we carry out a final assessment of progress against objectives before deciding whether to progress the venture into our Portfolio.

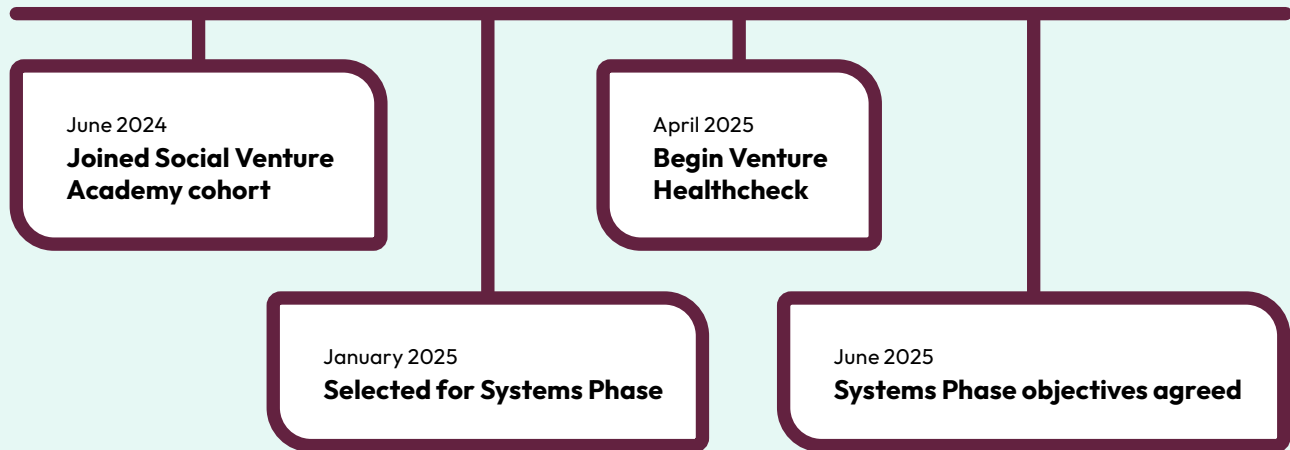


The following is a sample rating card for a venture across our nine Venture Healthcheck assessment areas:

Assessment Area	Score	Rating
Vision and Mission	8	<div></div>
Strategy and Planning	2	<div></div>
Leadership and Team	6	<div></div>
Governance	3	<div></div>
Financial Planning	7	<div></div>
Services and Operating Model	7	<div></div>
Fundraising and Income Generation	6	<div></div>
Collaboration	8	<div></div>
Impact Measurement	6	<div></div>
Total	53/90	



# Current Systems Phase Ventures



Our four current Systems Phase ventures were selected by our Investment Panel following 'Pitch Day' at the end of our SVA 2024 cohort. The academy allowed the team to assess each venture not only on their potential impact but also the commitment and competence of each venture leader.

Our cohort ventures began their Systems Phase journeys with the Venture Healthcheck in April 2025.



**Muslim Boys United**

## Sulaiman Iqbal

Empowering young Muslim boys on their journey from boyhood to manhood through impactful mentorship programmes.

### Systems Phase Objectives

- Complete the full strategy development process to deliver a 36-month plan with annual goals and KPIs.
- Establish a top-level governance team.
- Complete incorporation of the organisation.
- Complete policy review.
- Enhance financial management systems.
- Create a strategy to reach the beneficiaries most in need.
- Develop an impact measurement framework.







**The Reflection Project**

## **Dr Rachel Abedi**

Providing faith-sensitive, comprehensive therapy services for children and young people.

### **Systems Phase Objectives**

- Develop a theory of change.
- Complete the full strategy development process to deliver a 36-month plan with annual goals and KPIs.
- Establish key people management systems
- Recruit one new trustee
- Complete policy review
- Enhance financial management and planning systems
- Develop a marketing strategy.
- Develop an impact measurement framework.



**UK Muslim Film**

## **Sajid Varda**

Championing underrepresented talent, both on screen and behind the scenes, and ensuring authentic portrayals of Muslims in film.

### **Systems Phase Objectives**

- Develop a theory of change.
- Complete the full strategy development process to deliver a 36-month plan with annual goals and KPIs.
- Recruit one new trustee.
- Complete policy review.
- Enhance financial management and planning systems.
- Develop a fundraising strategy aimed at diversifying income.
- Develop an impact measurement framework.







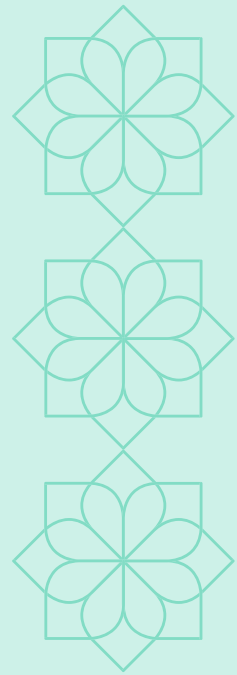
Cycle Sisters

## Sarah Javaid

An award-winning charity offering accessible spaces for Muslim women to cycle, fostering health, confidence, and a sense of connection.

### Systems Phase Objectives

- To revise and develop a 36-month strategic plan with annual goals and KPIs.
- To establish key people management systems.
- Enhance board governance
- Migrate and enhance financial management and planning systems.
- Develop an income generation strategy
- Develop an impact measurement framework.



“ FIG’s model is unique in its integration of funding with strategic guidance, tailored specifically to ventures rooted in faith and social purpose. FIG offers a rare combination of intellectual, spiritual, and material support at the early stages of development. It fills a vital gap in the UK’s philanthropic landscape. May God bless and sustain its work. ”

**Sulaiman Iqbal**

Muslim Boys United





# Portfolio Ventures: Setting the Scene for Transformational Growth

The Portfolio Phase represents FIG's highest level of investment and engagement, reserved for organisations with exceptional leadership and the ability to create lasting change. Ventures who reach this stage receive intensive strategic and operational support and substantial multi-year funding to enable them to achieve transformational impact across our four impact areas: Systems, Service Development, Scalability and Sustainability.

## Programme Design and Methodology

Portfolio ventures receive tailored packages of support customised to their specific development needs and growth trajectory. We work closely with leadership teams over several years to help them develop their staff and systems, enhance service delivery and become financially sustainable. This high-touch point programme includes regular strategic reviews, coaching, and performance monitoring to ensure every venture receives the support it needs to become a leader in its sector.

We've invested significant resources in our Portfolio ventures and see our work with them as a true partnership based on shared values. With the support of our Funder Community, we're helping to build future models of excellence, proving that Muslim-led organisations can achieve exceptional results whilst staying true to their faith and the communities they serve.

## Portfolio Ventures

In the following sections, we'll demonstrate the effectiveness of our methodology through detailed case studies from our Portfolio. We'll examine three current ventures, Muslim Youth Helpline, Centre for Media Monitoring and Muslim Scouts Fellowship, each at a different stage of their development journey with FIG. Additionally, we'll explore insights from our graduated venture, the Association of Muslim Schools. These ventures illustrate how our comprehensive support translates into tangible outcomes for ventures and meaningful impact for the communities they serve.





# Muslim Youth Helpline

## FIG Themes

Socioeconomic Wellbeing

Spiritual Wellbeing

**Muslim Youth Helpline (MYH) provides confidential faith and culturally-sensitive support for young Muslims in the UK via helpline, webchat and email.**

### Venture Leader

Maaria Mahmood (CEO) and Zahra Choudhry (Chair)

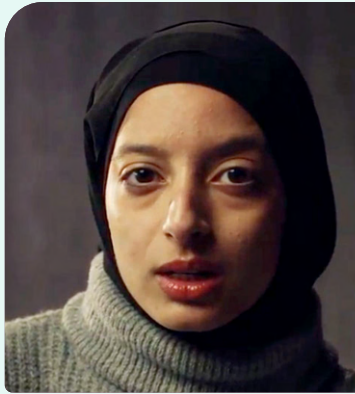
### Sector

Mental Health

### Why did we back them?

FIG recognises that poor mental health can be a major barrier for young Muslims in connecting with God, and contributing to broader society, when, in fact, strong faith is a key source of mental wellbeing. Additionally, mental health services in the Muslim community are persistently under-resourced, and FIG is keen to address this serious deficiency.





October 2021

## Selected for Portfolio Phase

MYH was one of the first organisations to receive investment at FIG's inception. It joined FIG as an established organisation, making a real difference to the lives of young Muslims. However, despite its achievements, it faced operational and sustainability challenges that needed to be addressed to scale its impact. Over the past four years, we've worked closely with the MYH team to strengthen its foundations and scale its impact.



MYH has grown from an organisation with firefighting challenges, a limited reach, and skeleton governance systems to an institution with strong strategic oversight and significantly increased scale and income. Going forward, FIG will work closely with MYH to build further resilience in its financial sustainability.

October 2021 – Present

## Portfolio Phase

Over the course of three years, FIG has provided hands-on support and funding to grow MYH through investing:

- Strategy development and coaching support for the growing board.
- Impact measurement support to implement systems to collect critical data.
- Funding for the Volunteer Coordinator and Programme to increase the capacity of the helpline.
- Funding for the integration of a new CRM to enhance the experience for service users.
- Funding for digital fundraising and bid writing.

**84% increase in annual income**

**Handling 2.5x more calls a year**



	2021	FIG Intervention	2024
<b>Systems</b>	A skeleton board focused on survival.	FIG provided trustee training to the board, strategy development support as well as board coaching.	MYH now has a growing and diverse board leading strategic planning and oversight.
<b>Service Development</b>	Basic helpline service with limited hours, manned by paid call handlers and 40% of inbound contacts being missed.	Change to a volunteer-supported operating model by funding a Volunteer Coordinator role and developing a volunteer recruitment and training programme.	The helpline service operates with increased hours, supported by a pool of 165 trained volunteer call handlers, and complemented by a suite of self-help resources. Missed contact percentage now only 19%.
<b>Scalability</b>	Handling under 5,000 enquiries a year with a cost per call of £10.50.	The volunteer programme significantly increases capacity and reduces cost.	MYH has exceeded targets and now handles 12,009 enquiries a year (2.5x growth) with a lower cost per call of £7.85.
<b>Sustainability</b>	Annual income of £190k.	Support with high-net worth relationships, grants and funding for a digital fundraising initiative.	Annual income increased by 84% to £350k.

In addition to the milestones above, FIG's capacity building grants have had a demonstrable impact in scaling MYH. Hadil Nour, Helpline Manager at MYH reflects on where FIG's strategic grants have impacted most.



**Hadil Nour**  
Muslim Youth Helpline

**“FIG funding has allowed us to grow our collaborations, and has allowed us to research and connect with regional support services across the UK to better benefit our service users. We have been able to add over 88 new organisations to our referral list.**

**We took part in impact measurement workshops with an external consultant. This has allowed us to add impactful survey questions to our helpline, we can then measure the success of our helpline, and whether we are meeting our vision and mission goals.**

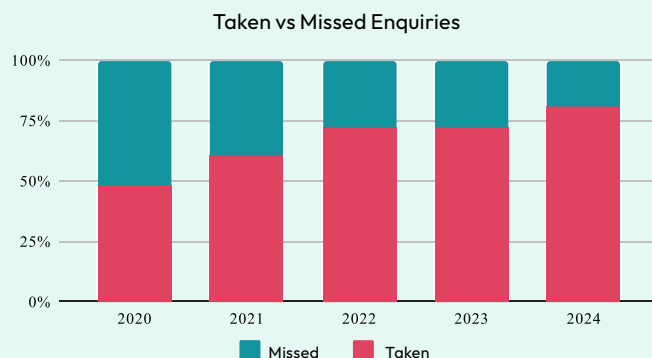
**FIG funding has also enabled us to switch to Salesforce for all helpline communication and note taking. Our data reporting is also more streamlined, creating more accurate reporting.**

**We launched a new vision and mission in 2024, with greater plans for service growth and outreach. Some of these projects include an advisory board, a mentorship program, and in-house research and counselling services. We re-launched our website, with new resources created in house, including a new student support guide, and guides for parents on supporting young people dealing with mental health concerns. We have been able to partner with different organisations and create resources, including Muslim Chaplaincy, Safe Lives, and the Association of Mental Health Providers.** ”



## Evidence of Impact on Muslims and Society

MYH has emerged as a critical lifeline for young Muslims across Britain, demonstrating significant growth and impact since FIG's involvement began in 2021. The evidence here reveals a service that has not only scaled but has fundamentally improved its effectiveness in supporting vulnerable young people.



## Reaching Young Muslims in Crisis

Since September 2021, 45,138 young Muslims have been supported through the service, representing one of the largest databases of Muslim youth mental health interactions in the UK. The service has experienced sustained growth, with total enquiries received increasing from 6,981 in 2020 to 14,923 in 2024 – more than doubling in four years.

Most significantly, the service's capacity to help young people has improved dramatically. In 2020, MYH could only take 3,365 enquiries throughout the year, but by 2024, this had risen to 12,009 enquiries, representing a 250% increase in people receiving support rather than missing out. MYH also halved the number of enquiries missed from 40% in 2021 to 19% in 2024.

**45,138 young Muslims supported**

**250% increase in people receiving support**

## FIG's interventions in action: MYH service model pivot

A major initiative with MYH was to review the model of service delivery and adapt this to help tackle one of their largest challenges—reducing the number of inbound requests for support which were being missed. In 2020, before FIG started working with MYH, 52% of contacts by youth were being missed, largely due to lack of call handlers.

After close collaboration and brain-storming with the leadership of MYH, a strategic pivot was decided upon where the nascent volunteer arrangement already existing would be expanded in order to take more of the low risk calls. This would allow for an expansion in capacity to take more calls, allow the paid handlers to focus on more complex cases, reduce the missed calls, as well as increase the muslim community's awareness of MYH and its work. A central part of the direct support here from FIG was funding the salary of a Volunteer Coordinator who would manage this project

Within a year of FIG funding the Volunteer Coordinator role through our 2021 grant package, the number of young Muslims MYH could help nearly tripled – from 3,365 to 8,951. That's over 5,000 additional young people in crisis who found someone to listen when they needed it most.



## Geographic Impact: Serving Communities Nationwide

The top three regions served by MYH reveal both the concentration of need and the service's national reach:

**London:** 3,377 beneficiaries – reflecting the capital's large Muslim population

**West Midlands:** 895 beneficiaries – demonstrating strong uptake in Birmingham and surrounding areas

**Yorkshire and Humber:** 512 beneficiaries – showing significant reach across northern England

Remarkably, MYH's impact extends globally, with 1,709 young people from Asia (including the Middle East) and 695 from the rest of Europe accessing the service, highlighting its unique role for Muslim communities worldwide.

## Ethnic Diversity: Reflecting Britain's Muslim Communities

The service reaches across ethnic lines within the Muslim community, with the top three ethnicities served being:

**Pakistani:** 2,431 individuals

**Indian:** 1,345 individuals

**Arab:** 496 individuals

165 volunteers trained since 2021

## Volunteer Training: Building Community Capacity

MYH has trained 165 volunteers since September 2021, with the largest cohorts being Intake Four: 38 volunteers and Intake Five: 49 volunteers, showing increasing confidence in the programme and growing community investment in peer support.

## Handling Critical Mental Health Crises

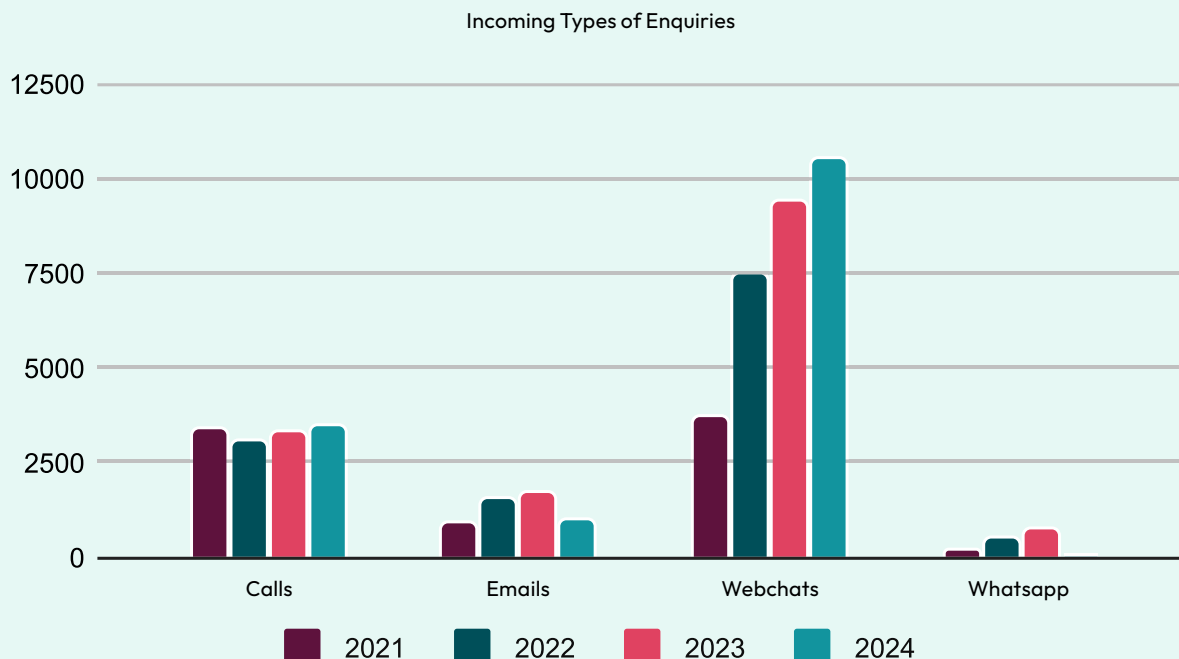
Perhaps most powerfully, MYH handled 478 self-harm or suicide calls in 2024 alone, compared to 254 in 2021—an 88% increase that reflects both growing trust in the service and the escalating mental health crisis among young Muslims. The service has become a crucial safety net for the most vulnerable in our community.

88% increase in crisis support



# Service Evolution: From Calls to Digital Support

The evolution of service delivery shows MYH adapting to young people's preferences:



**Webchats** increased from 3,668 in 2021 to 10,524 in 2024

**Phone calls** remained steady at around 3,400 annually

**Email support** fluctuated between 942 and 1,690 annually

This shift demonstrates MYH's responsiveness to how young Muslims prefer to seek help.

## Direct Impact: Voices of Transformation

Behind the numbers are real stories of young Muslims who have been on the brink of despair, and MYH has been there for them in their time of need. Here are some quotes they have shared:

“Speaking with you has changed my mindset. I wish I knew someone compassionate like you in my life. I always benefit when I use your service; I feel uplifted.”

Beneficiary  
Muslim Youth Helpline

“I've tried Samaritans and workplace therapy before, but it was never effective for me. I love using MYH. I always feel incredible afterwards.”

Beneficiary  
Muslim Youth Helpline

These testimonials reveal MYH's unique value proposition—providing culturally sensitive, faith-informed support that mainstream services cannot match.



## Empowerment Outcomes

Impact measurement shows that 84% of service users feel empowered or very empowered to overcome challenges and live a God-centered life of meaning and purpose after engaging with MYH. This represents not just crisis intervention, but genuine empowerment and positive life change.

## The Evidence of Systemic Impact

The evidence demonstrates that MYH has become an essential service to young British Muslims. By 2024, it was handling over 12,000 interactions annually with young Muslims in distress, many of whom found mainstream services inadequate for their needs. The growth in enquiries being handled, combined with improved cost-effectiveness (cost per call reducing from £10.50 to £7.85), demonstrates that MYH has achieved the holy grail of social impact: dramatically increased reach with improved efficiency and effectiveness. The service has proven that faith-sensitive, culturally competent mental health support is not just preferred but necessary for effective intervention in Muslim communities.

**84% of service users feel empowered or very empowered to overcome challenges**

**Cost per call reduced from £10.50 to £7.85**



**Ibrahim Peeran**  
Muslim Youth Helpline  
Treasurer  
Board of Trustees

“ I joined the Board of MYH as the Treasurer a year and a half ago upon the recommendation of FIG, who thought I could contribute my professional skills to a growing charitable organisation. Given this is my first board role, I welcome and continue to value FIG’s hands-on approach to supporting MYH closely in key areas of governance.

In particular, FIG encouraged us to develop our first-ever long-term strategy, which encompassed a number of elements from revamping our vision and mission to developing a detailed multi-year plan across our key pillars. FIG has also been instrumental in supporting our Board directly by organising trustee training and by acting as a reliable and experienced sounding board for dealing with sensitive matters. ”



# Centre for Media Monitoring (CfMM)



FIG Theme

**Public Perception of Islam**

**The Centre for Media Monitoring (CfMM) works to challenge irresponsible reporting on Islam and Muslims in the UK. They do this by establishing and nurturing relationships with key stakeholders in the British media landscape, including editors. Their work also involves comprehensive monitoring of print and online media to identify incidents of irresponsible reporting and challenges where appropriate. They also support the training of student journalists on how to report about Islam and Muslims. CfMM works to promote positive news and reporting about Islam and Muslims in the UK.**

**Venture Leader**

Rizwana Hamid (Director) and Miqdaad Versi (Founder)

**Sector**

Media Representation

**Why did we back them?**

FIG recognises that misrepresentation of Islam and Muslims in the media is a major contributor to negative perception amongst many Britons, impacting the lives of Muslims in the UK. Mitigating this issue also supports other efforts to proactively demonstrate the value of faith to wider society.



**March 2023**

## **Selected for Systems Phase**

Following a robust multi-stage application process, CfMM was shortlisted and selected to progress into our Systems Phase.



**March 2023 – July 2024**

## **Systems Phase**

We conducted a comprehensive review of CfMM using our Venture Healthcheck and identified key areas for support in establishing critical systems, including governance, leadership development, and strategic planning. With our support, CfMM successfully achieved their Systems Phase objectives, including the development of a 36-month strategic plan.



**July 2024**

## **Selected for Portfolio Phase**

Following the Systems Phase, CfMM was shortlisted and selected to progress into our Portfolio Phase.



**July 2024 – Present**

## **Portfolio Phase**

Since entering our portfolio, we've worked closely with CfMM to spin-off as an independent organisation, improve HR systems, improve efficiency through AI and enhance engagement with the Muslim community.



# Key Achievements

## Advocacy in Action: Uncovering Bias

2024 saw the launch of CfMM's landmark report on Islamophobia in GB News, featuring a high-profile panel including Baroness Sayeeda Warsi, former Ofcom regulator Stewart Purvis, and Newsnight presenter Gavin Esler. The report gained widespread attention across the media and Parliament.



In its strategic advocacy work, CfMM continues to engage with senior leaders across media, policy, academia and regulators. Their efforts saw three official corrections made in news from mainstream media in the first quarter of 2025 alone. With widespread propaganda and misinformation about Muslims in the media, uncovering this evidence proving bias is just the beginning of CfMM's advocacy in this space.





## Smarter Monitoring Through Artificial Intelligence

CfMM's evidencing work is vital and relies on many hours of team time to monitor news across media, print and broadcast sources. CfMM is working on AI tools to enhance its capacity to monitor, analyse, and respond to media coverage. Their report, looking at the BBC's coverage over a year regarding Israel's war on Gaza, is a breakthrough report for their team as it was the first publication utilising their newly developed AI tool. Without AI, analysing 35,000 pieces of content, including 5,000 clips would have taken two or three team members at least four months full time. In addition, there would have been significant inconsistencies in the delivery of some analyses.

Automation is unlocking a new pace of execution for CfMM's vital work. A crucial part of capacity building is ensuring social ventures can expand their core offering without creating a strain on resources. This AI tool is an excellent example of creating efficiency and implementing lean but effective operations in the team.

## Scaling with Intention

CfMM transitioned from a project under the Muslim Council of Britain into an independent company limited by guarantee with robust governance and operational systems, as well as improved monitoring and reporting systems. This has resulted in better impact measurement and stakeholder communications.

CfMM's journey has not been without challenges, including achieving organisational independence. However, these challenges have provided valuable learnings for us both, ultimately strengthening CfMM's resilience and our understanding of effective support strategies. Our work with CfMM over the past two years demonstrates how strategic support can transform an innovative initiative into a leading voice for change in media representation of Muslims. There is still a long way to go in building capacity for CfMM to grow and scale. Our initial interventions during the Systems Phase and early portfolio stages have set the foundations for CfMM to build on. Most importantly, as we have seen, their advocacy and media representation work has only accelerated, and continues to shine a light on the biases Muslims experience every day in the UK.







**Muslim Scout  
Fellowship**



# Muslim Scout Fellowship

**FIG Theme**

**Spiritual Wellbeing**

**Muslim Scouts Fellowship (MSF) inspires and nurtures young muslims into future leaders embodying Islamic values. Their role includes promoting Muslim scouting in key Muslim communities in the UK. Their programmes incorporate Islamic character development activities for delivery by scout groups, and running large-scale events for Muslim scout groups.**

**Venture Leader**

Yousif Eltom (Chair) and Amir Cheema (General Manager)

**Sector**

Youth Development

**Why did we back them?**

Scouting has a long-established history of exposing children to new experiences and building the foundations of future leaders. MSF plays a critical role in enhancing this proven model with Islamic values to develop a confident British Muslim identity in young Muslims.



March 2023

## Selected for Systems Phase

MSF was selected alongside the Centre for Media Monitoring, following an in-depth multi-stage application process to progress into our Systems Phase.



March 2023 – July 2024

## Systems Phase

We conducted a holistic review of MSF using our Venture Healthcheck, paying close attention to its unique volunteer structure and identifying key support areas, including governance reform, team development, and strategic planning. MSF successfully achieved their Systems Phase objectives, including the development of a comprehensive 36-month strategic plan.



July 2024

## Selected for Portfolio Phase

Following the Systems Phase, MSF was shortlisted and selected to progress into our Portfolio Phase.

July 2024 – Present

## Portfolio Phase

Since entering our portfolio, we've worked closely with MSF to develop their governance team, generate new high-quality resources, roll out tech solutions, and grow Muslim scouting in underserved communities.



Our partnership with MSF began early in its journey, but it was clear from the start that this was a venture with incredible potential. MSF has successfully combined Islamic values with the scouting tradition, developing programmes that help young Muslims to develop their character and spiritual growth while staying true to scouting principles. Over the past two years, we've been building a shared vision for youth leadership and laying the foundations for lasting impact in Muslim communities across the UK.

## Impact on Muslims and Society

MSF is a shining example of how faith-centred youth development can build confident young leaders and create lasting change. Since partnering with FIG, MSF has grown into a movement that reaches even more young Muslims, showing what's possible when the right support and a passion to enrich young lives come together.

### Rapid Growth

MSF has grown from 115 to 129 scout groups across the UK in just one year, and they're on track to launch another 25 by the end of this year. This growth is driven by real demand from the community for youth initiatives that nurture faith, confidence and leadership. Many groups are oversubscribed and have long waiting lists. In 2024 alone, 34 new sections and 14 full groups were opened, supported by two newly funded roles focused on onboarding and group registration.

### National Reach, Local Impact

MSF now supports scout groups in every region of the UK, from London to Scotland, Northern Ireland to the North East, ensuring young Muslims everywhere can access high-quality, faith-aligned programmes. Importantly, over half of these groups are in the UK's most deprived areas, providing vital opportunities for young people who might otherwise miss out.

### Improving Cultural Diversity

Through intentional outreach, MSF has welcomed new communities into scouting, including Somali and Nigerian groups, making scouting more representative of the UK's diverse Muslim population. This work goes beyond inclusion; it creates a shared space where all young Muslims feel seen, welcomed, and proud of who they are

### New Resource Development

MSF has developed more than 17 new programme resources, covering everything from spiritual development to real-world issues relating to Palestine, climate action and human rights. Their materials—ranging from Hajj packs to Ramadan guides and character-building activities—help scout leaders deliver engaging, faith-integrated experiences that meet young people where they are.

### Strengthening Systems for the Long-Term

MSF has matured significantly as an organisation since working with FIG. A new six-member board now oversees strategy and operations, and they're steadily progressing toward a General Assembly that will represent scout groups nationally (currently at 40% participation).

While fundraising has been promising, MSF has clear plans and ambitions, from Waqf to enhanced governance frameworks.







“ As a Beaver leader for over eight years, I’ve had the privilege of watching so many children grow in confidence and find where they belong, especially those from mixed cultural backgrounds like my own children. Being third-generation in the UK can make identity feel complicated, but Scouting has given them a space where all parts of who they are are accepted and celebrated. I’ve seen children who were anxious to leave their parents at a session come back from just one camp standing taller, more sure of themselves, and with a real sense of belonging. It’s powerful to witness that kind of change; it stays with them. ”

Scout Leader  
Muslim Scout Fellowship

“ Scouting doesn’t just give young people unforgettable memories — it shapes their identity, gives them a sense of purpose, builds resilience, and inspires them to serve the very community that helped raise them. As a parent, I couldn’t be more grateful.

As a Scout Leader myself, I’ve seen this transformation play out time and time again — not just in my own children, but in so many young people. Scouting gives them a space to truly be themselves, to discover their strengths, and to feel a genuine sense of belonging. It becomes a launching pad — a foundation from which they grow, build confidence, and go on to uplift those around them. ”

Parent  
Muslim Scout Fellowship





# Association of Muslim Schools

FIG Theme

**Spiritual Wellbeing**

**The Association of Muslim Schools (AMS) is the national voice for Muslim faith schools across the UK. As an umbrella body, AMS is dedicated to supporting schools and teachers in delivering high-quality, values-driven education for young Muslims.**

**Venture Leader**

Abdul Wadud Ahmed (Director) and Ashfaque Chowdhury (Chair)

**Sector**

Education

**Why did we back them?**

AMS' unique position as the leading voice and advocate for Muslim faith schools and students offers a rare opportunity for FIG to positively impact the spiritual and mainstream education of tens of thousands of Muslim children in the UK.

**Status**

Alumni





October 2021

## Selected for Portfolio Phase

In 2021, FIG partnered with AMS to strengthen its capacity to better serve its member schools by enhancing its services, strengthening governance and supporting long-term growth.



October 2021 – December 2024

## Portfolio Phase

During this time, membership grew from 50 to 91 active paying schools, and over 20 new services were introduced. AMS also developed an RSE curriculum that reached approximately 25,000 children across 110 Muslim schools, a clear example of the sector-wide impact made possible through strategic investment and partnership.

**20 new services**

**25,000 children reached**

**82% increase in active paying schools**



## Systems

2021

FIG Intervention

2024

Outdated governance, board members only from member schools and policies not reviewed regularly.

Commissioned an external governance audit, trustee training and policy development review.

AMS has a suite of HR and external policies and trained board members, including, for the first-time, co-opted external members.

## Service Development

Limited member value; one inset day. No headteacher meetings or teacher training.

Funding for Director of Operations role and strategy development support to increase membership value.

3 inset days, 9 headteacher meetings, 3 'talent' events, and a procurement service rolled out.

## Scalability

RSE curriculum in development.

Funding to develop faith-sensitive RSE curriculum.

The RSE curriculum was rolled out to 25,000 children.

## Sustainability

50 paying members with annual income of £37k.

Developed and implemented a new three-tier membership model and support to increase membership value. New income generating initiatives developed.

91 members with a £53k increase, 86% retention rate. Procurement and teacher training as additional funding sources.





# Evidence of Impact on Muslims and Society

Our journey with AMS over the past three years shows what is possible when patient, strategic support meets grassroots ambition. When FIG first began working with AMS, it was a passionate but stretched organisation, keen to serve its community but held back by outdated systems and a lack of capacity.

Today, AMS is a thriving, professional organisation that supports nearly 100 schools and impacts thousands of children across the UK.

## Growing Reach

AMS now works with 91 Muslim schools, up from 50 at the beginning of our partnership. This growth reflects a deeper shift in how Muslim schools collaborate, lead, and support one another. Through regional talent events in debate, sports, and careers, young people are not just learning, but thriving. These events give students confidence and a platform to express themselves, showing what Muslim youth can do with the right support and opportunities.

## Investing in Muslim Educators

The impact of AMS on future leaders is noteworthy; 30 have completed accredited programmes, enabling them to lead with professionalism, confidence and a clear grounding in faith. A further 20 new teachers have received tailored support in their early careers, while 10 more have gained formal teaching certifications, creating a pipeline of skilled Muslim educators for the future.

## Developing Faith-Sensitive Resources

One of the most notable achievements of AMS is the development of faith-sensitive Relationships and Sex Education (RSE) resources. The curriculum is now being delivered in 110 schools to 25,000 children. The success of the curriculum has led to AMS piloting a version for mainstream schools, illustrating that Muslims not only contribute meaningfully to national conversations but can also lead the way.

## Financial Sustainability

AMS has also made major strides in financial sustainability. Annual membership fees have grown from £37,000 to £53,000, with an 86% retention rate—a clear signal that schools believe in what AMS offers. More importantly, the organisation has moved from relying on short-term grants to implementing a sustainable, tiered membership model that strengthens long-term planning.

## A Growing Professional Network

From one inset day to three regional gatherings a year, AMS brings together over 300 educators every year to network, share learnings and collaborate. These meetings are more than just trainings, they're spaces where relationships are built, ideas are shared, and people grow together. Additionally, 92% of members say they are satisfied with the support they receive, reflecting confidence in AMS to lead in this space.

## Governance That Reflects Faith and Function

Internally, AMS has matured significantly. It has moved from a traditional Shura model to a more structured governance system, built around clear policies and well-defined roles. Members of the Shura were supported with training to help them lead effectively, bringing a modern approach to oversight while remaining rooted in Islamic principles.

300 educators

86% retention

92% satisfied members



# Our Journey with AMS

AMS is the first venture to successfully complete its journey through our portfolio, and we're proud of the achievements born from our partnership with AMS. Working closely alongside AMS for three years has allowed us to gain insights that only come from deep, hands-on experience over an extended period. This partnership has taught us lessons that no theory or planning could replace, shaped by the real-world challenges and breakthroughs that come with supporting a live, growing venture.

One key learning is the power of a clear, compelling vision. Effective leadership, grounded in strong values and bold enough to reimagine what's possible, is essential to unlocking progress. A strong vision unites all stakeholders and gives them the confidence to continue their support, even when complexities arise.

We saw first-hand the importance of building strong systems early on. Governance, finance, and strategic planning aren't just administrative needs; they allow organisations to grow purposefully and confidently. Without these systems, ventures simply can't grow and are left to the mercy of reactive decision-making, short-term thinking, and overstretched leadership. Without a solid foundation, even the most passionate teams struggle to scale their impact or sustain their mission. Strong systems create the structure and clarity needed for long-term success, enabling ventures to move from survival mode to strategic growth.

One of the most significant lessons we learned was regarding the challenge of achieving real change within a long-established organisation. Additionally, future ventures we support must be grounded in a clear strategy and desire for long-term impact, even if it means risking the status quo. Without this, efforts can become reactive or disconnected from the wider organisational mission. Being intentional and realistic about the timelines and traction required for systems-level change is crucial. A key element of the pre-requisite "Systems" phase our social ventures go through now addresses this.

Finally, meaningful change requires a patient and sensitive approach, especially with established institutions with a rigid structure. Transformation is often about thoughtfully guiding leaders to consider new perspectives and ways of doing things rather than pushing for rapid disruption. These reflections now inform the design of our SVA and Systems Phase programmes, ensuring future ventures benefit from this journey while respecting their unique context and history.

**AMS has provided valuable support across all areas of our school – from leadership and staff development to student enrichment. Their training, communication, and guidance have contributed to improvements in our school's facilities and provisions. Beyond management and staff, students have also benefited through events such as debate competitions, sports days, and public speaking workshops. Most importantly, AMS is a sound Islamic organisation that represents the needs of Muslim schools and gives them a collective voice. Such organisations deserve long-term support and recognition.**



**Yusuf Collector**  
Headteacher,  
Eternal Light  
Secondary School



# The FIG Funder Community: Building A Movement for Lasting Change

The growth and development of our Funder Community over the past four years is a significant achievement and one that we're especially proud of at FIG. We started with nine visionaries who believed it was time for a new approach to philanthropy that combined patient funding with strategic support and long-term planning for maximum impact.

Today, our Funder Community has raised nearly £2 million since our inception. It brings together over 100 people working in various sectors, from investment banking to healthcare and entrepreneurship, all united by their passion for strategic change through building Muslim social ventures. The commitment of our funders runs deep: every year since we launched, more than 80% of our funders have chosen to continue their support. And they give more than just money. Our funders regularly support ventures with their time, skills, and experience in areas from governance and finance to strategy and operations.

We're also pleased to report that a growing number of institutional funders are approaching us to collaborate and invest in our capacity-building work. Their support is a strong endorsement of our unique approach and the real-world results we're delivering.

Our diverse funder community brings new perspectives and opportunities for us to learn from each other, grow together, and drive smarter, more strategic giving across the Muslim community. Most of our funders are based in the UK, with several living abroad in the Middle East, Far East Asia and North America.

We deeply value the support of our funders and are committed to going beyond the typical donor experience. From detailed quarterly updates and annual dinners to free trustee training and development opportunities, we're creating a space where funders feel valued, connected and informed throughout their journey with us.

“Funders In Good is an intentional and strategic organisation that is tangibly improving the state of the Muslim charity sector in the UK. Strategic philanthropy is a core goal of our foundation, and Funders in Good is really helping to uplift community-centred organisations to help increase their impact and organisational sustainability for the benefit of humanity. The growth of FIG to offer the Social Venture Academy has been a significant development, helping to harness the brilliance and innovation that exists in early-stage ventures and supporting them to develop and grow. I believe that FIG is helping us to get closer to a thriving British Muslim social impact economy that helps to tangibly improve the lives of people nationwide.”



**Fathma and Rizvan Khalid**  
Euro Quality Foundation  
(Institutional Funder)



“At Islamic Finance Guru, we’re witnessing a welcome rise in high-quality, values-driven social ventures, yet many still lack the structured support needed to scale. Funders In Good is closing that gap by bringing rigour, shared learning and a trusted convening point to what has been a fragmented ecosystem. That’s why IFG backs FIG: it provides the infrastructure that lets institutional funders deploy capital with confidence and unlock far greater impact. ”



**Ibrahim Khan**  
Islamic Finance Guru  
(Institutional Funder)

“I’ve backed FIG almost from the start. I joined because UK ventures with strategic potential need both funding and hands-on help to thrive. I’ve watched FIG learn and improve: funders now pull together and ventures benefit. Over the past year I’ve run governance sessions for venture leaders and seen them put stronger systems in place. FIG turns good intentions into results, and I’m happy to be part of it. ”

**Lucy Bushill-Matthews**  
Individual Funder  
and Mentor

**funders  
in good**

**With your wealth  
and your lives**

**Imam Shabbir Hassan**







## Funder Spotlight: When Expertise Meets Purpose

One of our funders, a senior finance professional and CFO in the private sector, came to FIG with a desire to contribute more than just capital. For him, supporting social ventures was a way to seek meaningful impact and a few more good deeds along the way.

With a background in financial strategy and systems, he offered hands-on support to one of our ventures, helping them move to a low-cost, streamlined accounting platform. This shift enabled clearer financial reporting and better grant tracking — foundational changes that will strengthen their ability to grow and plan sustainably.

The collaboration didn't stop there. Impressed by the venture's mission, the funder went on to formally join their team as a financial advisor, bringing long-term strategic value far beyond the initial funding.

This story reflects a broader truth at the heart of our work: the impact becomes exponential when funders step in with their time and skills, not just their money.

“As a child psychotherapist, my focus had been on providing appropriate, safe mental health support for children through The Reflection Project, and as a founder CEO, my focus was on showing it could be done, whatever the hours, most of them voluntary. But as the team grew and we began to receive grants, it was clear we needed to understand our running costs in order to maintain and develop services responsibly. Fortunately, our FIG mentor loves creating spreadsheets and patiently helped me overcome my initial dread of the process, developing a vital tool to track income and expenditure across projects. He has really taken the time to understand our operating model, has helped us to set up a Xero account, and best of all agreed to join our team as our financial advisor. We're so fortunate to have his experience and wisdom!”



**Dr Rachel Abedi**  
CEO,  
The Reflection  
Project

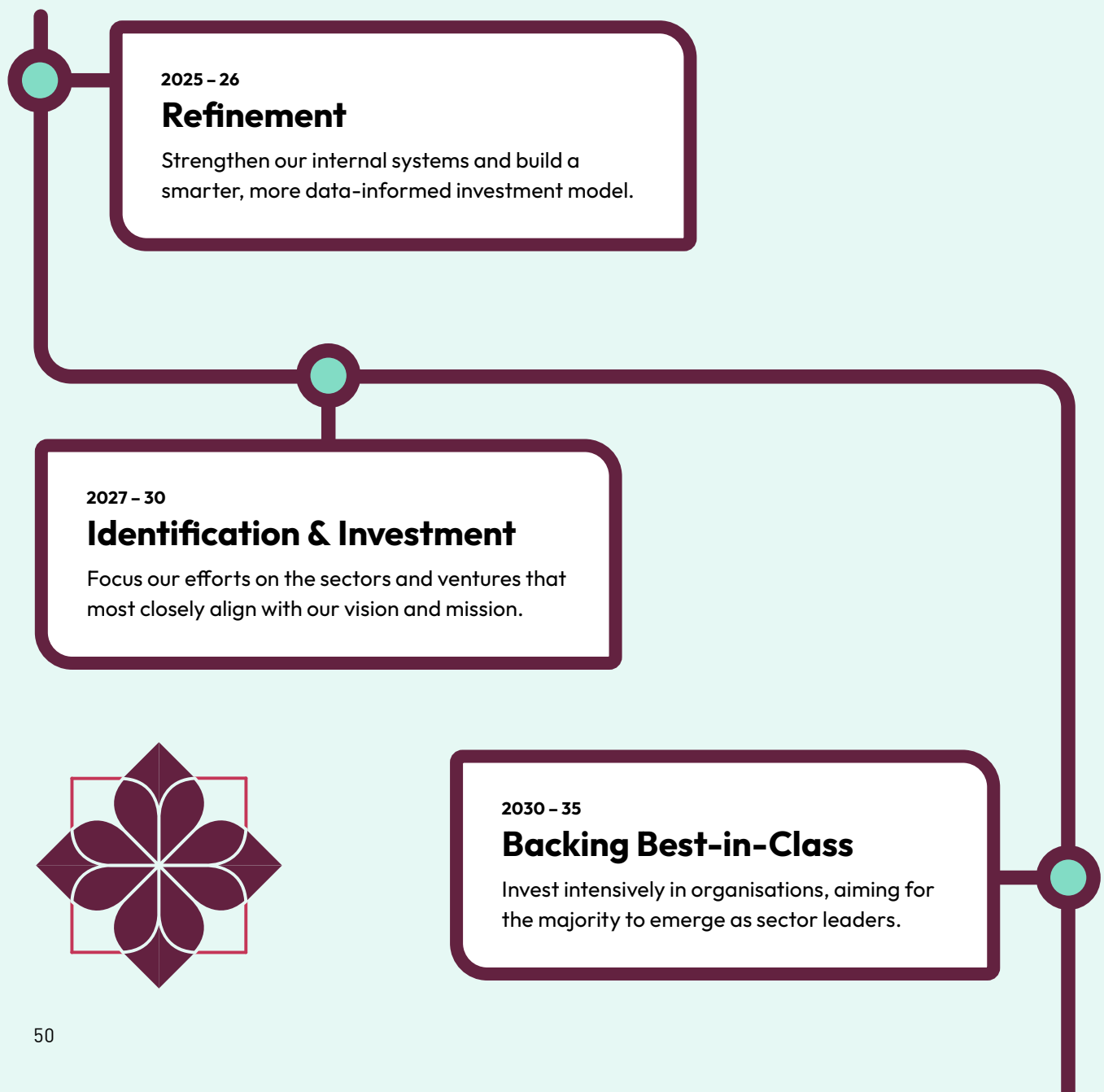


# The Next Chapter for Funders In Good

Over the last few years, our shared journey with our social ventures has shaped us just as much as it has them. We've been in the trenches with them throughout the ups and downs, learning, adapting, and building a better approach.

Our strategy for the future reflects hard-earned insight and a commitment to keep evolving. It sets a clear and disciplined path to our long-term goal: **to help build ten leading Muslim community organisations that are resilient, impactful, and sustainable by 2035.**

To help us get there, we've mapped out a three-phase journey that builds intentionally over time:





Our three investment themes — **socioeconomic wellbeing, spiritual wellbeing, and public understanding of Islam** — remain central to our work but will be sharpened through deep research and a new investment framework.

Our complete organisational strategy will be launched at the end of this year, marking a significant milestone in FIG's growth journey. While the full details are yet to come, we're excited to share some highlights below.

## Building a More Agile Support Engine

We're evolving how we work with ventures by strengthening our capacity-building engine. This includes:

- Expanding our specialist support network to provide targeted expertise.
- Creating new entry points for experienced ventures, recognising that not every organisation starts from the same place.
- Establishing a value-driven alumni pathway, so that the ventures we've worked with continue to benefit from our ecosystem.

## Planning for Long-term Sustainability

Just as we help our ventures plan for sustainability, we also prioritise building our own resilience so that we can serve our mission for the long run.

- Deepening relationships with long-term, values-aligned funders.
- Exploring alternative income streams including service delivery and endowments.
- Strengthening our internal infrastructure so we can scale effectively without compromising quality or mission.

## Strengthening Governance

Strengthening our governance is essential so that we're well equipped to handle the challenges that come with growth. Key developments include:

- Expanding our board from three to five trustees, focusing on governance, Islamic scholarship and gender diversity.
- Introducing structured trustee development, including onboarding, annual training and skills reviews.
- Creating sub-committees for investment and sustainability, drawing on specialist expertise from our broader network.
- Preparing for the future through succession planning and knowledge management, reducing key-person risk and ensuring continuity.





# FIG Financials

FIG has built a strong and resilient donor base of over 100 funders, comprised of individuals and institutions. Since we began, we've maintained an exceptionally high donor retention rate — over 80% — which speaks to the strength of our relationships and the trust funders place in our work.

As a provider of patient, long-term funding to our social ventures, it's essential that our income remains steady and reliable. Our grants are awarded for a minimum of three years to give ventures the time and space they need to grow. In line with this, funders who support FIG also commit to at least three years. In practice, most choose to stay with us well beyond that initial period, driven by a shared vision for a better, more faith-aligned society in the UK and a belief in FIG's unique role in helping to bring that vision to life.

## Reserves Policy

FIG's reserves policy ensures we manage our resources wisely, make sound decisions, and remain financially resilient. It also reflects our long-term commitment to the ventures we support, providing financial visibility and patient funding for up to five years.

To maintain this stability, our policy is to hold reserves that cover at least 6 to 12 months of operational costs, plus an additional 6 to 12 months of direct grant commitments to our charity portfolio. This approach allows us to continue supporting our partners even in the face of financial uncertainty. At the end of the reporting period, our unrestricted reserves stood at £526k—comfortably within our target range.

## Income and Expenditure

During the period to 31 December 2024, FIG raised £639k in donations and grants, with an additional £289k transferred from Mercy Mission UK at the time of our incorporation. More than half of our total spending was on direct grants for our portfolio charities.

This year also marked the launch of the first cohort of our SVA. To support this growth, we expanded our team, welcoming two new full-time members: a Programme Lead to deliver the academy and a Head of Funder Community to lead the retention and growth of our funder base.

We gave out grants and consultancy support of over £221k directly to our portfolio charities, in addition to the dedicated support the portfolio receives from our FIG team.

In order to meet our reserves policy going forward, we achieved a surplus for the period of £530k (with unrestricted reserves of £526k).

In addition to our financial contributions, we were also able to bring together a number of volunteers to provide pro bono support to FIG and our portfolio charities. For this period this pro bono support resulted in over 130 hours of time, with an estimated value of £40k.



Prior to incorporation, FIG's operations were managed via a restricted fund at Mercy Mission UK. The balance was transferred out of Mercy Mission UK during the period, and there are no further operational dealings with the entity.

## Key Risks

FIG continues to monitor its risks regularly; the most significant risks to the organisation are the loss of its strong donor base, the inability to support our charity portfolio and the loss of key staff, especially given the size of the existing team.

## Governance and Management

FIG is registered with the Charities Commission (Charity number 1204418) and was incorporated on 21 August 2023. The Board of Trustees is listed on the administration page and is the governing body for the charity. In addition to the Board, FIG's Investment Committee ensures that the organisation manages a balanced portfolio that helps us deliver our mission. The Committee scrutinises individual investment proposals and recommends to the Board the charities that should enter, progress through and exit the portfolio. The committee also reviews how each charity is progressing through our outcomes framework and its progress against funding milestones.

## Safeguarding

FIG is committed to protecting our staff, volunteers, and the people we work with. Our safeguarding policies and procedures set clear expectations for our staff and volunteers, ensuring we effectively manage our risk and set clear accountability mechanisms. We have a dedicated senior safeguarding lead, and the FIG Board receives any necessary safeguarding updates. All staff are aware of our safeguarding policies and procedures during their induction. We continue to support and work with our charity partners to ensure the risks surrounding safeguarding are monitored and managed effectively.





# Statement of Trustees Responsibilities

The trustees are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and the laws applicable to charities in England and Wales. The financial statements for each financial year must give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP 2016 (FRS 102);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity Accounts and Reports Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence, taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Approval

Approved by the board of trustees on the 10th August 2025 and signed on their behalf by:



**Farouk Miah**  
Chair of Trustees

Date: 10th August 2025



# Independent Examiners Report

I report to the charity trustees on my examination of the accounts of Funders In Good, for the period ended 31st December 2024.

## **Responsibilities and basis of report**

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act"). I report in respect of my examination of the charity's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

## **Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of The Institute of Financial Accountants which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination, giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view, which is not a matter considered as part of an independent examination.

I confirm that there are no other matters to which your attention should be drawn to enable a proper understanding of the accounts to be reached.



## **Imran Patel**

Midas Financials Ltd.  
Institute of Financial Accountants, 20-22 Wenlock Road,  
London, NI 7GU

Date: 10th August 2025



# Statement of Financial Activities

For the period 21 August 2023 to 31 December 2024

	Notes	Unrestricted funds (£)	Restricted funds (£)	Total funds (£)
<b>Income from:</b>				
Donations and legacies		589,529	50,000	639,529
Transfer of funds		289,484	-	289,484
<b>Total Incoming resources</b>	2	879,013	50,000	929,013
<b>Expenditure on:</b>				
Raising funds	3	33,363	-	33,363
Charitable activities	4	319,547	46,000	365,547
<b>Total expenditure</b>		352,910	46,000	398,910
<b>Net income / (expenditure)</b>				
Transfers between funds		-	-	-
Net movement in funds	4	526,103	4,000	530,103
<b>Reconciliation of funds:</b>				
Total funds brought forward		-	-	-
<b>Total funds carried forward</b>	9	<b>526,103</b>	<b>4,000</b>	<b>530,103</b>

The notes on the following pages form part of these financial statements.



# Balance Sheet

As at 31 December 2024

	Notes	31 Dec 2024 (£)
<b>Fixed Assets:</b>		
Tangible Assets	6	924
<b>Total Fixed Assets</b>		924
<b>Current Assets:</b>		
Cash at bank and in hand		491,644
Other Debtors	7	49,739
<b>Total Current Assets</b>	7	541,383
<b>Creditors:</b>		
Falling due in less than one year	8	(12,204)
<b>Net Current Assets</b>		529,179
<b>Net Assets</b>		530,103
<b>Reserves:</b>		
Unrestricted		526,103
Restricted		4,000
<b>Total Reserves</b>	9	530,103

The financial statements have been approved by the Board of Trustees on 10 August 2025 and were signed on its behalf by:



**Farouk Miah**  
Chair of Trustees



# Statement of Cash Flows

For the period 21 August 2023 to 31 December 2024

<b>Cash flows from operating activities:</b>	<b>2024 (£)</b>
Net cash provided by (used in) operating activities	492,663
<b>Cash flows from investing activities:</b>	
Purchase of property, plant and equipment	(1,019)
Net cash provided by (used in) investing activities	491,644
Change in cash and cash equivalents in the reporting period	491,644
Cash and cash equivalents at the beginning of the reporting period	-
<b>Cash and cash equivalents at the end of the reporting period</b>	<b>491,644</b>
<b>Reconciliation of net (expenditure)/income to net cash flow from operating activities</b>	<b>2024 (£)</b>
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	530,103
<b>Adjustments for:</b>	
Depreciation charges	95
(Increase)/decrease in debtors	(49,739)
Increase/(decrease) in creditors	12,204
<b>Net cash provided by (used in) operating activities</b>	<b>492,663</b>
<b>Net increase in cash and cash equivalents</b>	<b>2024 (£)</b>
Cash in hand	491,644
<b>Total cash and cash equivalents</b>	<b>491,644</b>



# Note to the Financial Statement

## 1. Accounting Policies

- a. The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) Second Edition effective 1 January 2019 and the Companies Act 2006.
- b. Funders in Good is a registered charity, number 1204418, incorporated in England and Wales. Its registered office is at 483 Green Lanes, London, N13 4BS. The charity constitutes a public benefit entity as defined by FRS 102.
- c. Going concern: The accounts are prepared on the going concern basis as the Trustees expect that the activities will continue for the foreseeable future and the charity has healthy reserves and a strong cash position at the balance sheet date. There are no material uncertainties that call into doubt the charity's ability to continue in operational existence.
- d. Income is included in full in the statement of financial activities once the charity has entitlement to the income; it is probable that the income will be received and the amount of income receivable can be measured reliably. Grants to Funders in Good are recognised in full in the statement of financial activities in the year in which they are receivable, or in the case of grants with associated eligibility criteria, in the year in which those criteria are satisfied. Where entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions, recognition of income is deferred.
- e. Individuals offering their time to work in areas where they are not undertaking their profession are classified as volunteers and their time is not quantified in the accounts, but is disclosed in the Trustees' Report.
- f. Expenditure is recognised on an accruals basis, inclusive of any VAT which cannot be recovered. Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.



- g. Expenditure is allocated to the particular activity where the cost relates exclusively and directly to that activity.
- h. Expenditure on raising funds relate to the costs incurred by the charity in raising funds for the charitable work.
- i. Grants payable to charities are charged in the year when the offer is conveyed to the investee charity except in those cases where the offer is conditional, which is typical of investee charities. Continued funding is conditional upon the charities meeting specified milestones. Conditional grants are recognised as expenditure when the conditions are fulfilled.
- j. Cash and cash equivalents represent bank balances and deposits held in sterling. Debtors, including Gift Aid receivable, are measured at the transaction price less any provision for doubtful debts. Trade creditors are measured at the transaction price.
- k. Items of equipment and software are capitalised where they are consider multi year use. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.
- l. Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. Computer assets have been depreciated at 20% straight line.
- m. Unrestricted funds are donations and other income receivable or generated for the objects of the charity.
- n. Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is matched to the restricted funds, together with a fair allocation of overheads and support costs, if appropriate.
- o. The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. No material judgements have been made in these financial statements
- p. Taxation: There are no taxable profits arising, consequently Funders in Good has no liability to tax and no deferred tax.
- q. Purposes of restricted funds: Funders In Good receives donations for specific domain areas, charities and for specific expenditure. These are treated as restricted donations with appropriate expenditure allocated against them.
- r. Related Party Transactions: There are no related party transactions which require disclosure in the financial statements



## 2. Income

	Unrestricted funds (£)	Restricted funds (£)	2024 (£)
Donations	517,029	50,000	567,029
Gift Aid	72,500	-	72,500
<b>Total donations including gift aid</b>	<b>589,529</b>	<b>50,000</b>	<b>639,529</b>
Transfer of assets from Mercy Mission UK	289,484	-	289,484
<b>Total incoming resources for the period</b>	<b>879,013</b>	<b>50,000</b>	<b>929,013</b>

## 3. Expenditure on Raising Funds

	2024 (£)
Advertising and Marketing	2,100
Salary and Employer related costs	16,703
Travel and Accommodation	626
Venue hire	13,934
<b>Total expenditure on raising fund</b>	<b>33,363</b>

## 4. Expenditure on Charitable Activities

	2024 (£)
Grants (see Note 4B below)	195,351
Consultancy costs for portfolio charities	26,283
Social Venture Academy (SVA)	16,495
Salaries and Employer related contributions	118,916
Other costs	8,502
<b>Total</b>	<b>365,547</b>

Of the salary and employer costs noted above, £30k can be allocated directly to our SVA programme and a further £64k to directly supporting our portfolio charities.



## 4b. Grants Paid

Portfolio Charity	2024 (£)
Muslim Scouts Fellowship	58,500
Association of Muslim Schools	55,678
Centre for Media Monitoring	60,479
Muslim Youth Helpline	20,695
<b>Total</b>	<b>195,351</b>

In addition to the grants paid above, FIG helped facilitate additional grants totalling £150k for Muslim Youth Helpline over the period. These grants were paid directly to the portfolio charity.

## 5. Staff Costs

	2024 (£)
Salary costs	118,119
Employer National Insurance	15,907
Pension Contributions	1,593
<b>Total Staff costs</b>	<b>135,619</b>
Full time equivalent headcount at year end	3

No employees earned an annual salary of above £60k during the year and no Trustees received any remuneration for their roles.

## 6. Fixed Assets

	Computer Equipment (£)
Cost brought forward	-
Additions	1,019
<b>Cost carried forward</b>	<b>1,019</b>
Depreciation charge brought forward	-
Depreciation charge for the year	95
<b>Depreciation carried forward</b>	<b>95</b>
Net book value brought forward	-
<b>Net book value carried forward</b>	<b>924</b>



## 7. Debtors

	2024 (£)
Amounts relating to Gift Aid	49,739

## 8. Creditors

	2024 (£)
Amounts relating to PAYE	12,204

## 9. Reserves

	Unrestricted (£)	Restricted (£)	Total (£)
Reserves brought forward	-	-	-
<b>Movements for the year</b>			
Income	589,529	50,000	639,529
Transfer of Assets from MMUK	289,484	-	289,484
Expenditure	(352,910)	(46,000)	(352,910)
<b>Reserves carried forward</b>	<b>526,103</b>	<b>4,000</b>	<b>530,103</b>



## Appendix

# Funders In Good Administration

## Trustees



**Farouk Miah**  
(Appointed 21/08/2023)



**Irfan Umarji**  
(Appointed 15/04/2024)



**Salman Siddiqui**  
(Appointed 04/05/25)

**Iqbal Nasim**  
(Resigned 15/04/2024)

**Dr Faheem Ahmed**  
(Resigned 04/05/2025)

## Leadership Team



**Rizwan Yusoof**  
Executive Director



**Zainab Qasim**  
Head of Funder  
Community



**Maariyah Rashid**  
Programme Lead



Appendix

# Reference Details

Charity Name

**Funders In Good (FIG)**

Charity Number

**1204418**

Registered Office

**483 Green Lanes, London, N13 4BS**

Bankers

**The Co-operative Bank  
1 Balloon Street, Manchester, M4 4BE**

Independent Examiner

**Midas Financials Ltd  
Institute of Financial Accountants  
20-22 Wenlock Road, London, N1 7GU**



# How We Measure Impact: Our Approach and Methodology

At FIG, our work is guided by a clear and thoughtful Theory of Change — a framework that helps us understand how real, lasting change happens within Muslim social ventures and the wider communities they serve. It's the foundation beneath everything we do, shaping how we plan, support, and measure impact.

In this section, we share the thinking behind our approach and explain how we collect and use data to track progress, learn, and improve, so that the change we're working towards is not only intentional but measurable and meaningful.

## What is a Theory of Change?

A Theory of Change is a clear, evidence-informed framework that helps us determine how and why our work leads to the long-term outcomes we hope to see. For us at FIG, it acts as both a guide and a check, keeping our daily activities aligned with our bigger vision: a society where commitment to God flourishes, underpinned by highly effective social ventures.

This framework also helps us stay honest and reflective. By clearly laying out how we think change happens, we give ourselves space to test our ideas, learn from experience, and improve as we go along. It means our decisions are based on evidence, not guesswork, and we remain accountable to the ventures we support and the communities and funders we serve.







## How We Collect Data

We collect data thoughtfully and proportionally, depending on each venture's size and stage. Our approach includes qualitative insights and quantitative benchmarks, giving us a complete picture of impact.

### 1. Strategic Consultation Calls

These regular one-to-one calls with venture leaders are central to our approach. They help us understand progress, surface challenges, and offer tailored support. Because the conversations are structured but flexible, they often reveal deeper insights, especially around leadership, decision-making, and organisational culture.

### 2. Venture Healthcheck

Ventures complete a comprehensive assessment each year that scores their progress across our four core pillars. These healthchecks combine self-reflection with our observations, creating a shared baseline for growth. They're designed to be helpful, not just to us, but to the ventures themselves, helping them set clearer priorities.

### 3. Quarterly Update Calls

We stay in touch with venture leaders through shorter update calls covering finances, operations, and strategic developments between formal assessments. This helps us remain responsive and in step with each venture's journey.

We have also used an external impact measurement consultant to improve how we track change, improve data quality, and validate our approach against sector standards, while keeping things practical for the ventures we serve.

## Making Sure the Data Is Reliable

We use consistent tools and protocols across all ventures and cross-check data wherever possible. For example, financial data is verified against actual reports. Our team also aims to ensure fair and consistent assessments, minimising bias and helping us compare results across time and organisations.

## Learning, Not Just Reporting

We see measurement as a tool for learning, not just accountability. We regularly review our portfolio to identify patterns and areas for improvement, both for our ventures and our support model. We share valuable insights with ventures while respecting confidentiality, so the data we collect actively helps them grow. This methodology underpins the rest of this report. It gives us confidence in the insights we share—and it reflects our commitment to transparency, rigour, and continuous improvement as we help build a stronger, faith-driven social sector.





Funders In Good is a registered charity in England and Wales (1204418)

[contact@fundersingood.com](mailto:contact@fundersingood.com)