
Organizational Structure & Governance Framework

Unique Salateey Humanitarian Assistance Foundation

(USHAF Nigeria)

Building Community-Owned system for Truth, Safety, and Democratic Resilience

www.ushaf.org.ng



Organizational Overview

Who We Are

Unique Salateey Humanitarian Assistance Foundation (USHAF Nigeria) is a legally registered, non-profit civil society organization established in 2020. We operate at the intersection of civic engagement, climate justice, disability inclusion, and interfaith dialogue, with a particular focus on strengthening youth leadership and community resilience.

The organization was founded on the principle that sustainable change must be community-owned, culturally grounded, and built on trust. Our name reflects this commitment: we exist to serve, not to replace, local institutions and leadership.

What We Do

USHAF Nigeria designs and implements programs that address three interconnected challenges: the erosion of civic trust and democratic participation, the vulnerability of communities to climate-related risks and misinformation, and the exclusion of young people and marginalized groups from decision-making processes.

Our current programming is organized around four integrated systems:

- **Olobo Early Warning System:** A community-based mechanism for detecting rumors, harmful narratives, and social tensions before they escalate.
- **Amòye Explainer Hub:** A fact-checking and truth-clarification tool that produces shareable, culturally appropriate corrections in local languages.
- **CLEAR Environmental Alert:** Community-Led Environmental Alert for Resilience, monitoring floods, erosion, and environmental hazards at the local level.
- **HEARTS Mental Health Project:** School-based mental health and psychosocial support for adolescents and vulnerable populations.

Where We Work

We are headquartered in Osogbo, Osun State, with active programming across four states: Osun, Ekiti, Kwara, and Ondo. Our geographic focus is deliberate — these states share similar development profiles, enabling us to test approaches in one context and adapt them to others with reasonable efficiency.

Within these states, we work at the Local Government Area (LGA) level, engaging directly with community elders, youth groups, religious leaders, local government officials, and civil society

actors. This granularity ensures that our interventions are contextually appropriate and locally owned.

Governance Structure

USHAF Nigeria is in a transition phase. Since its founding, governance has been led by the Executive Director, supported by a small senior team and informal advisory relationships. As the organization scales and seeks institutional partnerships, earlier this year, we have formalized our governance arrangements to meet the standards expected by international funders and partners.

Advisory Council

Effective 2026, USHAF Nigeria has established a five-member Advisory Council to provide strategic oversight, ensure accountability, and strengthen the organization’s credibility with institutional partners. The Council will meet quarterly and will comprise:

- **One representative from academia:** With expertise in peace studies, development & public policy.
- **One representative from the religious community:** Demonstrated commitment to interfaith dialogue and social cohesion.
- **One representative from the private sector:** With experience in organizational governance or social enterprise.
- **One youth representative:** Below the age of 30, with demonstrated leadership in civic engagement.
- **One independent professional:** With expertise in law, & monitoring and evaluation.

Roles and Responsibilities

The Advisory Council have three core functions:

0. **Strategic Oversight:** Review and approve annual workplans, budgets, and major policy decisions.
1. **Accountability:** Review financial reports, audit findings, and program evaluations.
2. **External Representation:** Strengthen the organization’s network and credibility with institutional partners.

Accountability Systems

Before the Advisory Council is fully constituted, accountability is maintained through:

- **Transparent financial management:** Dual-authorization bank accounts, digital record-keeping, and quarterly internal reviews.
- **Donor reporting:** Regular narrative and financial reports to all funding partners.
- **Community feedback:** Structured feedback mechanisms embedded in all program activities.

Management Structure

USHAF Nigeria operates with a flat, functional management structure that prioritizes clear communication lines, rapid decision-making, and direct accountability. The current structure is designed for efficiency at our current scale while allowing for systematic expansion.

Organizational Hierarchy

Level	Role	Key Function
Executive	Founder & Executive Director	Strategic leadership, donor relations, external representation
Senior Management	Programs Lead	Program design, quality assurance, team supervision
Senior Management	Operations & Finance Manager	Financial management, compliance, logistics
Senior Management	Communications Lead	Media relations, digital presence, content production
Programme Staff	Project Officers (x2)	Field implementation, stakeholder coordination, reporting
Support Staff	Project Finance Officer	Financial documentation, expenditure tracking
Field Network	Community Focal Persons (x10)	Local coordination, beneficiary mobilization

Decision-Making Flow

Day-to-day operational decisions are made by the relevant functional lead (Programs, Operations, or Communications). Strategic decisions — including partnerships, budget allocations above a defined threshold, and policy changes — are made by the Executive Director in consultation with the senior team.

program-specific decisions follow a structured process: the Programs Lead proposes, the Executive Director approves, and the Operations and Communications teams support implementation. This

ensures that programmatic decisions are informed by both strategic direction and operational reality.

Core Functional Units

USHAF Nigeria's work is organized into five functional units. Each unit has a clear mandate, defined outputs, and specific accountability lines. This structure ensures that all organizational functions are covered without unnecessary duplication.

Programs and Implementation

This unit is responsible for the design, delivery, and quality assurance of all USHAF Nigeria programs. It manages the project lifecycle from conception through implementation, monitoring, and reporting. The unit leads all field activities, including community entry, stakeholder engagement, training delivery, and event coordination.

Current portfolio: Ijóba Awa Àra Wà (democratic resilience and misinformation response), interfaith dialogue platforms, disability inclusion outreach, climate education, and vocational skills training.

Research and Learning

The Research and Learning unit provides evidence-based support to program design and organizational strategy. It manages monitoring and evaluation activities, produces learning products, and ensures that program adaptations are informed by data rather than assumption.

This unit also coordinates USHAF Nigeria's engagement with academic institutions, including our partnership with Obafemi Awolowo University for curriculum development and research collaboration.

Communications

The Communications unit manages all internal and external communications. This includes media relations, digital presence, brand management, and the production of program materials. The unit ensures that USHAF Nigeria's work is documented, visible, and accessible to target audiences.

A specific communications product managed by this unit is the Amòye Explainer Hub, which produces fact-checking content designed for maximum reach and clarity in local languages.

Operations and Finance

This unit manages the organization’s financial resources, administrative systems, and operational logistics. It is responsible for budgeting, financial reporting, procurement, human resources, compliance, and the maintenance of organizational systems and assets.

The unit maintains dual-authorization financial controls, transparent bookkeeping, and digital documentation systems that meet the requirements of institutional funders.

Partnerships and Community Engagement

This unit manages relationships with external partners, including government agencies, civil society organizations, religious institutions, media houses, and international networks. It is responsible for partnership development, stakeholder coordination, and community mobilization.

The unit also oversees USHAF Nigeria’s volunteer network — currently over 50 trained volunteers mobilized annually — and coordinates the 10 community focal persons who support local implementation.

Key Roles and Responsibilities

The following roles constitute USHAF Nigeria’s core staff. Each role is defined by its functional outputs rather than by title alone, ensuring clarity about what each position delivers.

Name	Title	Core Deliverables
Adebisi Abdullahi	Founder & Executive Director	Strategic direction, partnership development, organizational governance, resource mobilization
Dr. Saheed Adebisi	Lead Consultant, Strategy & Research	Research leadership, programme design, academic partnerships, evidence-based strategy
Basheer Adeshina	Operations & Donor Relations Manager	Financial operations, donor reporting, compliance, procurement
Harafat Eniola	Communications Officer	Communications strategy, content creation, media relations, digital engagement
Ilias Olalekan	Project Finance & Reporting Officer	Project financial documentation, expenditure tracking, activity reporting
Fathia Odunayo	Resource Mobilisation & Project Support Officer	Field coordination, evidence collection, proposal development, MEL support

In addition to core staff, USHAF Nigeria maintains a network of 25 community focal persons and 12 active coordinators who support local coordination and beneficiary mobilization, and draws on technical advisory support in monitoring and evaluation, youth development, and safeguarding as needed.

Operational Systems

Project Planning and Execution

USHAF Nigeria uses a structured project management approach that ensures consistency across programs while allowing flexibility for context-specific adaptation:

3. **Needs Assessment:** Community entry and stakeholder consultation to validate program design against local realities.
4. **Workplan Development:** Detailed activity schedules with clear milestones, responsible persons, and resource requirements.
5. **Implementation:** Field delivery with real-time documentation and regular check-ins between field teams and management.
6. **Monitoring:** Continuous tracking of outputs and outcomes against established indicators.
7. **Reporting:** Structured narrative and financial reports for internal learning and donor accountability.

Monitoring, Evaluation, and Learning

Our MEL approach is designed to be proportionate to our scale and respectful of community time. We collect data through attendance records, pre- and post-activity assessments, community feedback forms, and structured observations. This information is compiled into quarterly reports that inform both donor reporting and program adaptation.

Key MEL practices include:

- **Output tracking:** All activities are documented with attendance records, photographs, and activity reports.
- **Outcome monitoring:** Selected programs include pre/post assessments to measure knowledge and attitude change.
- **Community feedback:** Structured feedback is collected at the end of each major activity.
- **Learning reviews:** Quarterly internal reviews identify lessons and inform program adjustments.

Community Engagement Approach

USHAF Nigeria’s community engagement is built on three principles: respect for existing structures, inclusion of marginalized voices, and shared ownership of outcomes. We do not enter communities as external saviors; we enter as partners willing to listen, adapt, and collaborate.

Our engagement methodology includes advocacy visits to local government and traditional authorities, intergenerational dialogue platforms that bring elders and youth together, and volunteer networks that ensure sustained community presence beyond project cycles.

Scalability and Sustainability

How the Structure Supports Growth

The current organizational structure is designed to accommodate growth without requiring fundamental redesign. The functional unit model means that as programs expand, new staff can be added within existing structures rather than creating parallel systems.

For example, as the Ijóba Awa Àra Wà project scales from 4 to 10 LGAs, the Programs unit can absorb additional program officers; the Operations unit can manage additional field budgets using existing financial controls; and the Communications unit can produce additional materials using established templates and workflows.

Sustainability Mechanisms

USHAF Nigeria pursues sustainability through four strategies:

8. **Youth Leadership Pipeline:** Our programs deliberately build the skills and confidence of young people who can sustain civic engagement beyond project funding.
9. **Community Co-ownership:** We design programs with community input and establish local governance mechanisms — such as the Intergenerational Peace Circles — that outlast individual projects.
10. **Institutional Partnerships:** Relationships with government agencies, academic institutions, and media houses create enduring platforms for continued collaboration.
11. **Diversified Funding:** We actively pursue multiple funding streams to reduce dependence on any single donor.

Risk Management

The organization recognizes that growth brings risks: staff capacity may stretch, quality may dilute, and community trust may erode if expansion is poorly managed. To mitigate these risks, we plan to implement annual organizational health reviews, maintain a capacity-building budget for staff development, and grow program coverage incrementally rather than abruptly.

Organizational Strengths

USHAF Nigeria's credibility is built on demonstrated performance rather than claimed capacity. The following strengths are observable in our track record:

Community Trust and Access

We have established working relationships across 10 LGAs in Osun State, with documented engagement of over 200 trained community members and 1,000+ people reached. Our ability to convene intergenerational dialogues that bring together Muslim, Christian, and traditional leaders is not a theoretical capacity — it has been demonstrated repeatedly.

Operational Systems

We maintain functional financial controls, digital documentation systems, and structured reporting processes. These are not aspirational descriptions; they are operational realities that have enabled us to manage partnerships with the Osun State Government, Red Dot Foundation, Candlelight Foundation, German Federal Foreign Office, Leap Africa and academic institutions.

Strategic Partnerships

USHAF Nigeria has built a network of partnerships that extends our reach and strengthens our programming. Current partners include Obafemi Awolowo University (academic rigor), Osun State Broadcasting Corporation (media reach), and the Red Dot Foundation (safeguarding expertise). We are members of YOUNGO (UNFCCC Youth Constituency) and the Peacemaker Network.

Adaptive Programming

The organization has demonstrated its ability to adapt. When the March 2026 floods affected Osogbo and Olorunda LGAs, our team mobilized within 24 hours, applying our existing community networks and early warning methodology to a rapid response context. This adaptability is a function of our flat structure, our community embeddedness, and our systems-oriented approach.

These strengths do not mean the organization has no gaps. We are still building formal governance structures, deepening our MEL systems, and strengthening our fundraising capacity. But the foundation is solid: we have community trust, operational systems, and a track record that demonstrates our ability to deliver.

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