

## STRATEGIC ROADMAP

# We Create Markets. Markets Create Jobs.

*Innovative Global Impact · 2026–2031*

**IGI's primary goal for 2026–2031 is lasting jobs, and IGI will create them by creating new markets.** Using disruptive, market-creating innovation, IGI will build simple, affordable products, services and local businesses for people who have nothing affordable to buy today. Those new markets need workers, suppliers and repair people, so jobs follow, and the skills, supply chains and services a growing economy needs follow the market.

IGI's current pilots stay at the heart of the plan. The maternity ward equipment project at Ghor Provincial Hospital and the completed water pipeline become launchpads: each is the base from which new local businesses, and the jobs they bring, will grow. Afghanistan is IGI's flagship program country and the proving ground for this model; the goal is a model IGI can carry to other fragile-state contexts.

This roadmap sets out the goals, the launchpads, the IGI Market Lab that builds new ventures, the phases and gates that move ventures from idea to scale, and how IGI will organize, fund and measure the work, with jobs as the first measure of success.

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## 01 · Where IGI stands today

IGI starts this roadmap with proven delivery on the ground, a working fundraising system, and a leadership team ready to grow. What it does not yet have is a repeatable way to turn its projects into new local markets and lasting jobs. Closing that gap is the purpose of this plan.

| Area                          | What IGI has in place                                                                                                                                                                | What the roadmap adds                                                                               |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| <b>Legal and governance</b>   | U.S. 501(c)(3) nonprofit; co-founders serve on the Board; board recruitment packet ready                                                                                             | An independent, skills-based Board with active committees                                           |
| <b>Field presence</b>         | IGI's own staff and office in Afghanistan                                                                                                                                            | Local owners and entrepreneurs for every venture                                                    |
| <b>Health and nutrition</b>   | Immediate-need equipment for the maternity ward at Ghor Provincial Hospital                                                                                                          | A launchpad for a local repair, parts and supply business that creates technician and supplier jobs |
| <b>Water</b>                  | A completed community water pipeline                                                                                                                                                 | A launchpad for water-based businesses and the jobs they create                                     |
| <b>Education and training</b> | Program focus area                                                                                                                                                                   | Training designed backward from the jobs IGI's ventures create                                      |
| <b>Women's livelihoods</b>    | Program focus area                                                                                                                                                                   | Women-led businesses that supply the ventures and hire others                                       |
| <b>Fundraising</b>            | Fundraising SOP across four channels (institutional grants, diaspora and individual giving, corporate and foundation partnerships, events and campaigns) and a live pipeline tracker | Blended funding, including earned revenue and impact investment, alongside grants                   |
| <b>People</b>                 | Co-founders; Innovation Research Intern; Public Health Intern                                                                                                                        | The IGI Market Lab, local leadership, and a growing bench of advisors                               |

## 02 · Our philosophy: create markets, and jobs follow

**Aid can fill a gap once; a market keeps filling it and keeps people employed while it does.** Many families go without things they need. Often it is not for lack of wanting them: nothing on offer is simple and affordable enough to buy. These people are non-consumers, and they are the largest untapped opportunity in the communities IGI serves.

Disruptive innovation turns non-consumers into customers. When a product or service is made simple and affordable enough for them, a new market appears. That market needs people to make, sell, deliver and repair things, so it creates jobs. As it grows, it pulls in the roads, training, supply chains and services it depends on. Development that is pushed in from outside tends to fade when the funding ends; development that a market pulls in tends to last.

A pipeline shows the difference. Built and handed over, it creates construction work and one or two operator jobs. Treated as a launchpad, reliable water makes new businesses possible: growers, dairy, food processing, and a water service run as a local business. Those businesses, not the pipe, create the jobs.

### Four principles that guide every decision

1. **Find the people no market serves.** Look for people with a real need and nothing affordable to buy. Serving them creates customers, workers and local businesses at the same time.
2. **Make it simple and affordable.** Build the simplest, lowest-cost version people will pay for, then improve it as the market grows.
3. **Hire and buy locally.** Judge every venture first by the paid jobs it creates and the local suppliers it buys from.
4. **Design for the day IGI steps back.** Every venture has a local owner from day one and is finished only when it runs without IGI's money or management.

### What this looks like in practice

| The quick fix                       | The IGI approach                                                                                                |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------|
| Donate equipment to one hospital    | Launch a local repair, parts and supply business that employs technicians and serves many hospitals and clinics |
| Build a water system and stop there | Use reliable water to launch businesses: growers, food processors and a water service run by local people       |
| Run a training course               | Train people for the exact jobs IGI's new ventures create                                                       |
| Hand out cash or goods to women     | Help women build businesses that earn, grow and hire others                                                     |
| Measure supplies delivered          | Measure jobs created, and jobs still filled a year later                                                        |

### 03 · Five-year goals (2026–2031)

By 2031, IGI commits to one primary goal and five supporting goals. Every goal has a measure of success; the Board sets the numeric targets once Phase 1 has recorded today's jobs and incomes, so targets rest on evidence rather than guesses.

| # | Goal                                                                                                                    | How success is measured                                                                    | 2031 target    |
|---|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|----------------|
| 1 | <b>Primary goal: create lasting jobs.</b> Every IGI venture creates paid local jobs that are still filled a year later. | Paid jobs created; jobs still filled after 12 months; share held by women and young people | [Board to set] |
| 2 | <b>Create new markets.</b> Launch local ventures that serve people who had no affordable option before.                 | Ventures launched; new customers served; local suppliers selling to IGI ventures           | [Board to set] |

| # | Goal                                                                                                                                            | How success is measured                                                              | 2031 target    |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------|
| 3 | <b>Turn every pilot into a launchpad.</b> The Ghor maternity ward project and the water pipeline each give rise to at least one local business. | Ventures launched from each pilot; jobs created by them                              | [Board to set] |
| 4 | <b>Build women's economic power.</b> Women own, lead and earn from ventures, within what is safe and possible in each context.                  | Women-owned or women-led ventures; women's earnings                                  | [Board to set] |
| 5 | <b>Prove and replicate the model.</b> Take a proven venture to a second community, and then to a second country.                                | Replications completed; cost per job created                                         | [Board to set] |
| 6 | <b>Build an institution that lasts.</b> A diversified funding base, an independent Board and strong local leadership.                           | Share of revenue not from grants; independent Board seats; local staff in leadership | [Board to set] |

#### 04 · Launchpads and the IGI Market Lab

**IGI is not starting over. Each current project becomes the launchpad for new local businesses and the jobs they bring.** The pilots earned communities' trust and showed IGI unmet needs up close; the next step is to build markets around them.

#### Four launchpads open new markets, and markets create jobs



*Each launchpad is a current pilot that opens a new local market.*

| Launchpad                  | What it is today                                                            | The market it can open                                                                                                                                                             | Jobs it creates                                                               |
|----------------------------|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <b>Ghor maternity ward</b> | Immediate-need equipment for the maternity ward at Ghor Provincial Hospital | An affordable repair, parts and supply service for hospitals and clinics that have none today; locally made nutrition products for mothers and young children                      | Equipment repair technicians, supply and delivery staff, local food producers |
| <b>Water pipeline</b>      | A completed community water pipeline                                        | Businesses that depend on reliable water (vegetable growing, dairy, food processing); water as a local service business (water points, household connections, plumbing and repair) | Growers, food processors, water vendors, plumbers, system operators           |
| <b>Skills and training</b> | A program focus area                                                        | Training designed backward from the jobs IGI's ventures create; apprenticeships inside working ventures                                                                            | Trainees placed straight into paid roles                                      |
| <b>Women's enterprise</b>  | A program focus area                                                        | Women-led businesses that supply the health and water ventures and sell to new customers; savings groups that finance growth                                                       | Women business owners and the people they hire                                |

The services behind the launchpads still matter. The hospital keeps receiving the equipment its mothers and newborns need, and families keep their water. The difference is that each now sits at the center of a local economy rather than standing alone.

## The IGI Market Lab

**The Market Lab is IGI's small venture team, set up in Phase 1, that works like a start-up studio for the communities IGI serves.** The co-founders lead it, with research support from IGI's interns and field data from the Afghanistan team. It takes every idea through four steps:

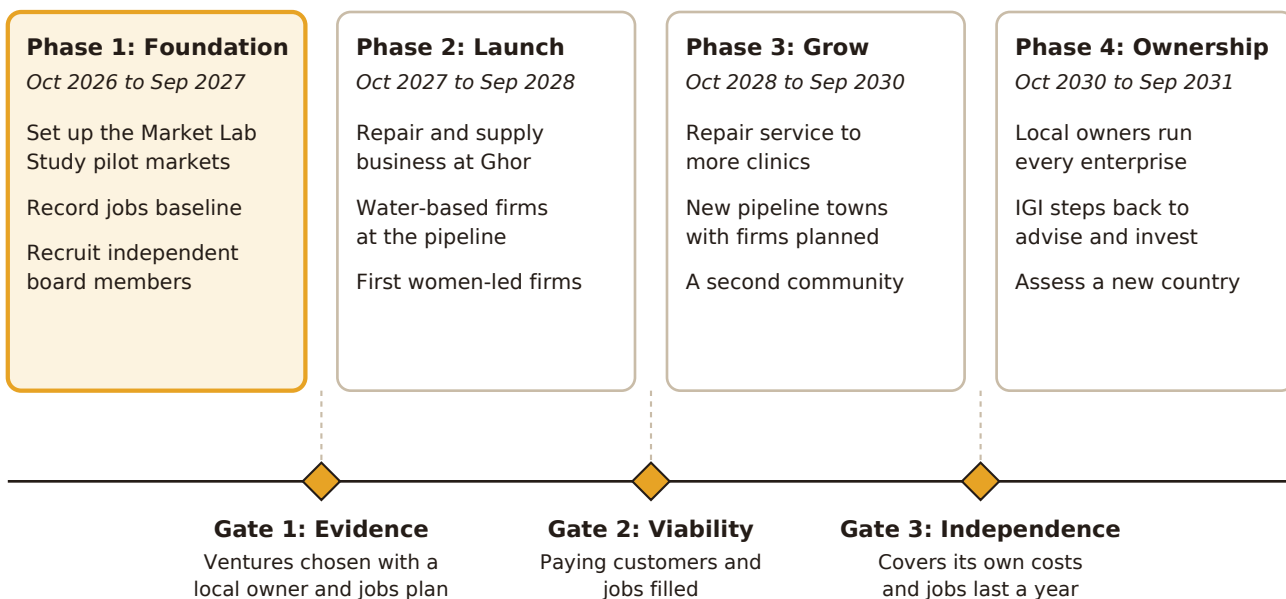
1. **Find.** Spot groups of people who need something and have nothing affordable to buy, starting with the communities around the two pilots.
2. **Design.** Build the simplest, lowest-cost version of the product or service that people will pay for.
3. **Launch.** Start small, with a local owner and local hires, and learn fast.
4. **Grow.** Back what works, stop what does not, and hand successful ventures to local owners. Every idea passes the IGI entrepreneurial review before it is launched and again at every gate.

## 05 · The roadmap: four phases, three gates

**IGI will not grow any venture until it has proven it creates jobs and can pay for itself.**

The roadmap runs in four phases from October 2026 to September 2031. Between phases sit gates: the Board reviews the evidence, and a venture moves forward only when it meets the gate's test. A venture that fails a gate is redesigned or stopped, not pushed ahead.

**Every venture must pass a gate before IGI grows it**



*Phase 1 is highlighted because it starts now. Phase dates are planning targets; the gates, not the calendar, decide when each venture moves on.*

### Phase 1: Foundation (Oct 2026 to Sep 2027)

- Set up the IGI Market Lab, led by the co-founders.
- Study the communities around the Ghor maternity ward and the water pipeline for unmet needs and business opportunities: who needs what, what they could pay, and who could run a business to serve them.
- Record today's jobs and incomes in each launchpad community, so every later job can be counted against a baseline.
- Run every idea through the entrepreneurial review and choose the first two or three ventures to launch.
- Recruit independent Board members using the board recruitment packet, and form Finance and Audit, Programs, and Fundraising committees.

**Gate 1: Evidence.** Each chosen venture serves people with no affordable option today, has a named local owner, and has a clear plan for how many paid jobs it will create.

### **Phase 2: Launch (Oct 2027 to Sep 2028)**

- Launch the equipment repair, parts and supply business from the Ghor Provincial Hospital launchpad.
- Launch the first water-based businesses around the pipeline, including water as a local service business.
- Start the first women-led businesses and savings groups, linked as suppliers to the new ventures where possible.
- Place apprentices into the jobs these ventures create.

**Gate 2: Viability.** Customers are paying, jobs are filled, revenue is on track to cover running costs, and a local owner runs day-to-day operations.

### **Phase 3: Grow (Oct 2028 to Sep 2030)**

- Extend the repair and supply business to more hospitals and clinics.
- Bring the model to new pipeline communities, with water-based businesses planned before construction ends.
- Link women-led businesses into supplier networks across the ventures.
- Repeat a proven venture in a second community, documenting cost per job created.

**Gate 3: Independence.** Each venture covers its own running costs without IGI subsidy, its jobs are still filled a year on, and it has worked in more than one community.

### **Phase 4: Ownership and new contexts (Oct 2030 to Sep 2031)**

- Hand every venture to its local owners, with IGI shifting to an advisor and investor role.
- Publish IGI's model and results, including jobs created and sustained, so others can learn from and fund it.
- Assess a second fragile-state country where the model can take root, and plan IGI's next five-year strategy.

## **06 · The IGI entrepreneurial review**

**No idea becomes an IGI venture until it passes seven questions an investor would ask.** The co-founders lead this review, and the Board's Programs Committee signs off before any venture launches. The review is repeated at every gate, so a venture has to keep earning its place.

| # | The question                                        | What a strong answer shows                                                                        | Red flag that stops the idea                                               |
|---|-----------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| 1 | <b>Does it serve people no market serves today?</b> | A specific group that needs the product or service but has nothing simple or affordable to buy    | The customers are already served, or the need is assumed rather than heard |
| 2 | <b>How many paid jobs will it create?</b>           | A clear count of paid local roles, especially for women and young people                          | It delivers a service but employs no one locally                           |
| 3 | <b>Will people pay for it?</b>                      | Evidence that customers will buy or pay fees, even in small amounts                               | The idea only works if it is free forever                                  |
| 4 | <b>Who will own it locally?</b>                     | A named entrepreneur, cooperative or enterprise ready to run it                                   | IGI would have to manage it indefinitely                                   |
| 5 | <b>Can it cover its own costs?</b>                  | A realistic path from start-up funding to revenue that covers operations, repairs and replacement | Ongoing costs have no source after the grant ends                          |
| 6 | <b>Will it pull in local suppliers?</b>             | Demand for local goods, skills and services that ripples beyond the venture                       | Benefits stop at the venture's boundary                                    |
| 7 | <b>Can it be repeated?</b>                          | A model that could work in the next village, province or country at a known cost                  | It depends on one-off conditions or one person                             |

**How decisions are made.** An idea that answers all seven well moves forward. An idea with gaps is sent back for redesign with specific questions to answer. An idea that fails questions 1, 2 or 5 is stopped, however appealing it looks, because a venture that serves no new customers, creates no jobs or cannot pay its way is a quick fix.

**Urgent needs still matter.** When lives are at immediate risk, IGI may provide direct relief. But even emergency support is designed with an exit into a local, lasting solution, and it is reported separately from IGI's market-creating programs.

## 07 · Organization and governance

**IGI will stay lean at the center and build strength locally.** Growth should show up in the local enterprises and leaders IGI supports, not in a large headquarters.

### Leadership roles

| Role                     | Who            | Focus under this roadmap                                                                                     |
|--------------------------|----------------|--------------------------------------------------------------------------------------------------------------|
| Co-Founder & President   | Mahnaz Yatribi | Innovation and strategy; recruits talent and partners; leads the entrepreneurial review; financial oversight |
| Co-Founder & Board Chair | Saad Yatribi   | Expansion; Board building and leadership; donor, foundation and market partnerships; fundraising initiatives |

| Role                            | Who                    | Focus under this roadmap                                                                    |
|---------------------------------|------------------------|---------------------------------------------------------------------------------------------|
| Founding Operations Coordinator | [Name]                 | Strategy support and donor relations, per the Fundraising SOP                               |
| Technical Field Operations      | IGI's Afghanistan team | Program delivery and data collection on the ground                                          |
| Innovation Research Intern      | Hayeda Aslami          | Research on new models, unmet needs and what has worked elsewhere                           |
| Public Health Intern            | Zeba Aslami            | Research and support for health and nutrition programs, including maternal and newborn care |

## Growing the Board

- **Phase 1:** Recruit independent members until they hold a majority of seats, prioritizing finance and audit, enterprise and impact investing, public health, water engineering, and people with deep knowledge of the communities IGI serves.
- **Phase 1:** Form three committees: Finance and Audit, Programs (which signs off on the entrepreneurial review), and Fundraising and Partnerships.
- **Phase 2 onward:** Add an advisory council of entrepreneurs, diaspora leaders and technical experts who mentor IGI-backed enterprises without the obligations of Board service.
- **Ongoing:** Separate financial duties so that the person who keeps IGI's books is not the only one who reviews them. An independent Treasurer or outside reviewer checks the statements.

## Building local leadership

- Every enterprise has a local manager from launch, trained to take full control by Phase 4.
- IGI's field team shifts over time from running programs to coaching, monitoring and investing.
- Promote local staff into leadership roles and measure progress on this as a goal.

## 08 · Funding model

**IGI will fund the start of each venture, not its life.** Grants and gifts pay for research, prototypes and start-up costs. Over time, each venture's own revenue carries its operating costs, and IGI's funding moves on to the next community. This also makes IGI a stronger case for donors: every dollar builds something that keeps working.

## Funding channels

| Channel                                                       | Role in the model                                                              | Best used for                                       |
|---------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------------------|
| Institutional grants (primary channel in the Fundraising SOP) | Large, multi-year funding from foundations, multilateral and government donors | Baseline studies, prototypes, scaling proven models |

| Channel                               | Role in the model                                                        | Best used for                                                               |
|---------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| Diaspora and individual giving        | Flexible funds and a committed community of supporters                   | Seed funding for new ideas, emergency response, matching funds              |
| Corporate and foundation partnerships | Money plus expertise, supply chains and market access                    | Enterprise mentoring, buyers for women-led products, equipment partners     |
| Events and campaigns                  | Visibility and new donors                                                | Specific, time-bound goals such as a new pipeline or a hospital's equipment |
| Earned revenue in the ventures (new)  | Service fees, product sales and user fees collected by local enterprises | Operating, repair and replacement costs, kept locally                       |
| Revolving and impact capital (new)    | Small loans or recoverable grants to enterprises, repaid and re-lent     | Growing women-led and local enterprises without new grants each time        |

### How the mix shifts over the five years

| Phase         | Where the money comes from                                                                | What it pays for                                          |
|---------------|-------------------------------------------------------------------------------------------|-----------------------------------------------------------|
| 1. Foundation | Grants and individual gifts                                                               | Research, the review process, measurement, Board building |
| 2. Launch     | Grants and gifts, plus first customer revenue                                             | Start-up costs of the first ventures                      |
| 3. Grow       | Grants for expansion; venture revenue covering more operating costs; first revolving fund | New sites and replication                                 |
| 4. Ownership  | Venture revenue covers operations; IGI funding goes to new communities and countries      | Handover support and the next wave of ventures            |

**Before launching earned revenue or lending**, IGI will confirm with legal and tax advisors how these activities fit its 501(c)(3) status, and how funds can be moved to and used in each country in line with U.S. sanctions and banking rules.

## 09 · Measuring what matters

**IGI's first measure of success is jobs: paid jobs created, and jobs still filled a year later.** Every other indicator explains how those jobs came about and whether they will last.

| Level                 | Indicator                         | Why it matters                              | How often    |
|-----------------------|-----------------------------------|---------------------------------------------|--------------|
| <b>Jobs (primary)</b> | Paid jobs created by IGI ventures | The core promise of this roadmap            | Quarterly    |
| <b>Jobs (primary)</b> | Jobs still filled after 12 months | Separates lasting jobs from short-term work | Twice a year |

| Level                          | Indicator                                                           | Why it matters                                          | How often    |
|--------------------------------|---------------------------------------------------------------------|---------------------------------------------------------|--------------|
| <b>Jobs (primary)</b>          | Share of jobs held by women and young people                        | Shows who benefits                                      | Twice a year |
| New markets                    | Ventures launched; customers served who had no option before        | Proves new markets are being created                    | Twice a year |
| New markets                    | Local suppliers selling to IGI ventures                             | Measures the ripple effect beyond each venture          | Yearly       |
| Enterprise health              | Ventures operating 1, 3 and 5 years after launch                    | Survival is the test of a real enterprise               | Yearly       |
| Enterprise health              | Share of running costs covered by the venture's own revenue         | Tracks the path to independence and each gate           | Quarterly    |
| Household income               | Change in household income against baseline                         | Shows whether jobs make families better off             | Yearly       |
| Services behind the launchpads | Hospital equipment in working order; households with reliable water | The pilots must keep delivering                         | Quarterly    |
| Efficiency                     | Cost per job created                                                | Lets IGI and donors compare ventures and scale the best | Yearly       |

### How IGI will measure

- Collect baseline data in Phase 1 before any new venture launches, so change can be proven, not assumed.
- Follow up with enterprises and trainees long after programs end, including 3- and 5-year checks.
- Report failures as openly as successes. A stopped idea is evidence the review works.
- Share an annual impact report with the Board, donors and partners, and use it to reset targets.

### 10 · Risks and how IGI manages them

**IGI works in one of the hardest operating environments in the world, so this roadmap plans for setbacks rather than hoping to avoid them.** As of August 2026, UN Women reports that Afghanistan is the only country that systematically bars girls from high school and women from university. Only 7% of women are employed, compared with 84% of men, and authorities restrict women working for NGOs.<sup>1</sup> International aid cuts have deepened the strain: nearly three-quarters of Afghan women's organizations surveyed lost funding in 2025.<sup>2</sup> These conditions make local, self-sustaining enterprise more urgent, not less.

| Risk                                                        | What could happen                                                                       | How IGI responds                                                                                                                                                                                             |
|-------------------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Restrictions on women's work, education and movement</b> | Women-led enterprises or training are blocked, or women staff cannot work in some roles | Favor home-based and community-based enterprises; work through local women's networks and family structures; adapt each design to what is safe and permitted; never put participants at risk to hit a target |
| <b>Security and staff safety</b>                            | Staff or participants face threats; programs are paused                                 | Security protocols for each site; local staff lead community relationships; flexible timelines in every grant                                                                                                |
| <b>Sanctions, banking and legal compliance</b>              | Funds cannot move, or a partner fails screening                                         | Screen all partners and board members; follow U.S. sanctions rules and any licenses that apply; keep clear records of every transfer; seek legal advice before new financial activities                      |
| <b>Funding cuts and donor shifts</b>                        | A major donor withdraws or priorities change                                            | Diversify across all six funding channels; build venture revenue; keep a reserve target set by the Board                                                                                                     |
| <b>Ventures that fail commercially</b>                      | Customers do not pay or costs are underestimated                                        | Gates stop weak ventures before scaling; small, cheap prototypes first; learn and redesign openly                                                                                                            |
| <b>Dependence on IGI or on one person</b>                   | A venture collapses when IGI or a key manager leaves                                    | Local owner from day one; train deputies; document how each venture runs                                                                                                                                     |
| <b>Elite capture</b>                                        | Benefits flow to a few powerful people instead of the community                         | Transparent fees and accounts; community oversight committees; track who benefits                                                                                                                            |
| <b>Concentration in one country</b>                         | Events in Afghanistan halt all of IGI's work                                            | Document the model so it travels; assess a second fragile-state country in Phase 4                                                                                                                           |

*The Board should review this risk table at least once a year and whenever conditions change.*

## 11 · Open decisions for the Board

The Board needs to settle these questions to put the roadmap into action. Most should be decided in Phase 1.

- ☐ Decide whether and when to publish a numeric 2031 jobs target on IGI's website.
- ☐ Approve the four phases, three gates and the entrepreneurial review as IGI's official strategy.
- ☐ Set the numeric 2031 targets for each goal once baseline studies are complete.
- ☐ Confirm the first two or three ventures to launch from the pilots.
- ☐ Decide the target number of independent Board seats and the timeline for filling them.
- ☐ Set a minimum cash reserve for IGI.
- ☐ Obtain legal and tax advice on earned revenue, lending and cross-border transfers.

- ☐ Name the second community for replication (Phase 3) and the criteria for choosing a second country (Phase 4).

### SOURCES

1. UN Women, “Five years after the Taliban takeover: the normalization of the exclusion of women and girls in Afghanistan,” August 2026. [unwomen.org](https://unwomen.org)
2. UN Women, “Aid cuts, employment bans, movement restrictions: the triple threat to Afghan women,” July 2026. [unwomen.org](https://unwomen.org)