



GlobalGiving



Christmas With A Smile (CWS) 2025

Follow-up Report

Overview and purpose

This report provides a consolidated update on CWS activities in 2025. It records governance and leadership changes, the outcomes of two planning meetings and two strategic meetings, the completion of community mapping, the selection of priority locations for December distributions, and a strengthened plan that aligns the project with a longer-term strategy. It also explains the temporary reporting delay linked to leadership transition and sets out a clear trajectory to year-end and beyond.

Governance and leadership

CWS experienced a planned leadership transition as the substantive Lead, Modupe Asama, relocated from Nigeria to the United States of America. Bushroh Olatunji has assumed duties as Interim Lead. The change caused a short lag in approvals and reporting, now addressed through a documented delegation, weekly cross-functional coordination, and clarified roles across programmes, finance, safeguarding, procurement, and communications. Decision records and workstream trackers are up to date, with a single-source workplan that synchronises fundraising, procurement, volunteer mobilisation, and last-mile delivery.

Planning and strategic meetings

Four meetings have taken place, and together they establish the operational plan for December 2025 and the strategic direction for the next five years.

Planning Meeting 1 on 21 June 2025 agreed on the December 2025 work-breakdown structure, preliminary budgets, a dual-vendor pre-screen, and the scope and tools for community mapping. It set milestones for permissions, vendor contracting, volunteer recruitment, induction, and quality control at packing and dispatch.

Strategic Meeting 1 on 12 July 2025 considered and endorsed in principle a programme repositioning paper that reframes CWS within a wider Community Resilience and Empowerment Initiative. The paper advances a capabilities approach to poverty, supported by Asset-Based Community Development, systems thinking, and participatory development. Within this frame, CWS remains the flagship seasonal delivery, while additional workstreams in economic empowerment, health and nutrition, education, and community infrastructure are prepared for later piloting. The decision preserves the 2025 focus on dignified care packages while commissioning a five-year roadmap and aligning monitoring tools.

Planning Meeting 2 on 26 July 2025 approved package archetypes and acceptance criteria, confirmed a dual-vendor procurement strategy, finalised the volunteer training curriculum, and reviewed draft memoranda of understanding with the Special Correctional Centre for Boys and the Lagos State Children Correctional Centre for Girls.

Strategic Meeting 2 on 9 August 2025 adopted the five-year direction for 2025 to 2029, agreed the resourcing model and partnership tiers, endorsed the risk register, and confirmed the after-action review schedule following December distributions.

Community mapping and site selection

A rapid mapping exercise drew on partner referrals, desk review, and targeted calls with community gatekeepers and statutory authorities. The assessment considered vulnerability profiles, feasibility and permissions, safeguarding conditions, logistics access, and the presence of trusted partners. Four priority locations have been set for 2025. These include the Ojota community cluster, the Special Correctional Centre for Boys in Oregon, and the Lagos State Children Correctional Centre for Girls. A fourth site within the Ojota to Oregon corridor is at final confirmation with local authorities. All locations will receive age-appropriate care packages tailored to the needs of children, adolescents, and caregivers. Distribution in correctional settings will follow facility protocols with enhanced privacy safeguards.

Strategic direction and programme repositioning

The meetings culminated in a strategic posture that retains CWS as a dependable seasonal intervention while preparing a shift from episodic charity to structured community development under the Community Resilience and Empowerment Initiative. The longer-term model is grounded in the capabilities approach, which treats poverty as multidimensional. It emphasises the mobilisation of local assets, coordinated responses to interconnected drivers of deprivation, and the active agency of community members. In this structure, CWS functions as an annual entry point that reduces material stress during the festive period and links households to services, while CREI components in livelihoods, health and nutrition, education, and community infrastructure are designed for phased introduction from 2026. The strategy sets measurable outcomes for income growth, savings participation, school attendance, learning progress, digital competence, menstrual health access, preventive health uptake, and social capital formation, aligning seasonal support with pathways to sustained change.

2025 delivery plan

The 2025 plan emphasises disciplined operations and dignified delivery. Care-package contents are standardised by age group with pre-approved substitutions to manage supply variability. Vendor arrangements use two vetted suppliers per commodity to reduce single-point failure and secure price stability. Packing will be staged at hubs close to each site, with a mobile packing option held in reserve for disruption. Volunteer teams will be recruited per site and inducted on safeguarding, respectful distribution, confidentiality, first aid, and crowd management. Data handling will focus on outputs and process verification, with no identifiable images of beneficiaries in correctional settings. All staff and volunteers will sign a code of conduct and will follow a tested incident reporting pathway.

Finance and fundraising will run to a year-round calendar with quarterly targets that mix small grants, corporate in-kind support for hygiene and staple foods, and community-based donations. A dedicated project account with dual signatories and a weekly cash-flow dashboard will protect purchasing power and timing. Donor stewardship materials will provide concise budget snapshots and a post-event factsheet.

Safeguarding is embedded through site-specific risk assessments, gender-balanced teams where appropriate, private distribution lanes for menstrual hygiene items, and multiple feedback channels, including facility liaison desks and anonymous comment cards. Monitoring will capture the number of packages by category and site, the participation of partners and volunteers, and a light set of outcome signals through short exit slips or structured group debriefs. Referral notes will be used to connect households to public health and education services where this is appropriate and requested.

Workstream A. Partnerships and permissions

1. Execute MOUs with the Boys' and Girls' correctional centres, setting visit schedules, chaperone ratios, photography restrictions, and data boundaries.
2. Confirm community entry for the Ojota cluster through LGA desks and trusted CBOs.
3. Assign named site leads, deputies, and safeguarding focal points.

Workstream B. Fundraising and finance

1. Year-round calendar with quarterly targets, including CSR micro-grants and in-kind partnerships for hygiene and staple foods.
2. Dedicated project account with dual signatories, weekly cash-flow dashboards, and purchase-to-pay controls.
3. Donor stewardship kit with key messages, budget snapshots, and post-event reporting templates.

Workstream C. Care-package design and procurement

1. Children 6–12 Staple foods, personal hygiene kit, school consumables, age-appropriate toy
2. Adolescents 13–17 Staple foods, personal hygiene kit, reusable menstrual pads for girls, notebook and pen, snack pack
3. Caregiver pack Staple foods, cooking essentials, basic household hygiene items

Quality and dignity standards

Age-appropriateness, clear labelling, allergy checks, expiry-date controls, discreet packaging. Ten percent contingency stock per site. Acceptance criteria recorded at packing and dispatch.

Workstream D. Volunteer mobilisation and training

1. Targeted recruitment per site with skills mix for safeguarding, logistics, and first aid.
2. Mandatory induction covering respectful distribution, confidentiality, and crowd management.
3. Code of Conduct and Child Safeguarding issued and signed. Incident reporting pathway tested through a tabletop exercise.

Workstream E. Logistics and last-mile delivery

1. Two vetted vendors per commodity to avoid single-point failure.
2. Staged packing hubs close to each site, with a mobile option held in reserve.
3. Transport plan with timed dispatch windows, contact trees, and fallback routes.

Workstream F. Safeguarding and accountability

1. Site-specific risk assessments, gender-balanced teams, and private distribution lanes for menstrual hygiene items.
2. Grievance and feedback channels, including facility liaison desks and anonymous cards.
3. Data handling SOPs that prohibit identifiable images in correctional settings.

Workstream G. Monitoring, evaluation, and learning

Outputs

1. Care packages delivered by site and category
2. Partner, volunteer, and vendor participation metrics

Outcomes

1. Short anonymous exit slips or group debriefs tracking self-reported reductions in immediate material gaps.
2. Documented referrals to health or education services where appropriate

Data quality

1. Pre-numbered package registers and cross-checked tallies
2. Photograph logs of stock and process only, with no identifiable beneficiary images

Risk and mitigation

Leadership continuity is managed through weekly oversight meetings and a documented delegation matrix. Diversified micro-campaigns, a clear corporate social responsibility pipeline, and the ring-fenced project account contain funding timing risks. Permissions and security risks are addressed through early engagement with correctional authorities and community structures, adherence to all facility protocols, and a named security liaison at each site. The dual-vendor model contains supply risks, an agreed substitution matrix, and a ten per cent contingency stock per site. Safeguarding risk is reduced by mandatory training, gender-balanced teams, private distribution arrangements for sensitive items, and a clear incident escalation pathway.

Timeline

Permissions and memoranda of understanding will be secured by the end of September. The fourth site will be confirmed in the same window. Corporate proposals and community fundraising will run from September to October. Vendor framework agreements and price locks will be completed in October. Volunteer recruitment and induction will run in October and November. Procurement and packing will be completed in November with quality checks at receipt and dispatch. Distributions are scheduled for the second and third weeks of December. After-action reviews and a learning brief will be completed within two weeks of the final distribution and will feed directly into planning for 2026.

Milestone	Target window	Owner	Completion evidence
MOUs and permissions signed	September	Interim Lead, Safeguarding Focal Point	Signed MOUs, visit schedules
Fourth site confirmed	September	Programmes Lead	Site note and authority sign-off
CSR proposals submitted	September–October	Fundraising Lead	Submission receipts, at least one commitment letter
Vendor framework agreements	October	Finance and Procurement	Two vendors per commodity, price-lock sheets
Volunteer recruitment and training	October–November	Volunteer Coordinator	Attendance sheets, signed codes of conduct
Procurement and packing	November	Procurement, Site Leads	Goods-received notes, QC checklists
Distributions across sites	December weeks 2–3	Site Leads	Dispatch forms and output logs
After-action reviews and learning brief	Within two weeks post-distribution	M&E Lead	AAR minutes and learning brief PDF

Conclusion and next steps

CWS is positioned to deliver a dignified, well-governed and timely intervention in December 2025 while laying the groundwork for a shift to integrated community development from 2026. Immediate priorities are to confirm the fourth site, conclude permissions and vendor agreements, complete recruitment and induction, and lock the final stock-keeping lists. The strengthened plan integrates safeguarding, data quality, and accountability, links seasonal assistance to service referrals, and provides a disciplined bridge to the broader Community Resilience and Empowerment Initiative.