Digital Khalifah: Constitution Before Code

GOVERN BEFORE YOU SCALE — A MAQASID-ROOTED OPERATING SYSTEM FOR BUILDING ORGANIZATIONS THAT OUTLIVE THEIR FOUNDERS.

A Falah Digital Micro-Course

Introduction

Most organizations scale their product long before they scale their governance. They write a mission statement, pick an org chart off the shelf, and let culture be set "by accident or by the loudest voice." This course argues the opposite order: constitution before code. Before you ship a feature, you decide why you exist, how you decide, and what you will never compromise.

The lens throughout is *maqasid* — the higher objectives. Classical jurists asked what every ruling is ultimately meant to preserve: faith and purpose (*Hifz al-Din*), community (*Hifz al-Nasl*), intellect and clarity (*Hifz al-Aql*), wealth (*Hifz al-Mal*), wellbeing (*Hifz al-Nafs*). Each of the ten principles here is anchored to one of these objectives, so that structure serves purpose rather than the reverse.

Each lesson runs as a dialogue between two voices. **ORG_DESIGNER** speaks the language of Teal organizations, sociocracy, and holacracy — circles, consent, domains, observability. **KHALIFAH** speaks from the classical tradition — the Constitution of Medina, *shura*, *Baitul Mal*, *amanah*, *waqf*. They are not in competition. They converge: distributed authority as *ikhtiyar*, open books as *Baitul Mal*, accountability as *hisbah*, legacy as *waqf*.

By the end, a founder or team will be able to draft a real organizational constitution, map authority by domain instead of rank, run decisions by consent, treat the treasury as a trust, design succession as a pipeline rather than a crisis, and lock purpose into a structure that

cannot be sold. Each lesson closes with a "Sprint This Week" — small, concrete, testable. Read in order. Build as you go.

Lesson 1: Constitution Before Code — The Charter

Maqsad: Hifz al-Din (Preservation of Purpose) **Framework:** The Constitution Quadrant — Purpose / Principles / Guardrails / Amendment Process

A mission statement is not a constitution. A constitution is "the operating system that governs how you govern." It answers three questions no startup can afford to leave implicit: Why do we exist? How do we decide? What do we protect?

ORG_DESIGNER frames the artifact as the Constitution Quadrant. **Purpose** is the evolutionary why — not a frozen five-year plan but a calling you listen and adapt to. **Principles** are the immutable values that guide behavior ("Consent before command"). **Guardrails** are the boundaries that prevent harm ("No single person can approve their own compensation"). **Amendment Process** is how you change the constitution itself ("Consent of 80% of full members after two weeks of deliberation"). Draft all four before you move to structure, and do not proceed until the founding circle ratifies by consent.

KHALIFAH grounds this in the *Ṣaḥīfah* — the Constitution of Medina — which the Prophet ﷺ established as the first covenant, binding Muslims, Jews, and polytheists into one ummah with a shared purpose of defense and justice. It did not erase difference; it created a framework for cooperation. The classical *khilāfah* had no single written charter but a living one: Qur'an and Sunnah as supreme law, *shūrā* as method, *bay'ah* as the consent mechanism. The signature warning lands here: "A constitution without enforcement is a prayer. A constitution without amendment is a prison."

The charter also names what authority is: every role is a trust (*amānah*), every leader a servant. Authority flows from consent, not command; the treasury is "a trust, not a prize." Even the founding declaration commits to evolutionary purpose, distributed authority, radical transparency, wholeness, and perpetuity — the seeds of all nine lessons that follow.

SPRINT THIS WEEK

1. Run a two-hour workshop with all current members and draft all four quadrants: one-sentence **Purpose**; 3–5 non-negotiable **Principles**; a list of **Guardrails** (what you forbid yourselves); and an **Amendment Process** (e.g., 80% consent + 7-day cooling period).

2. Hold a consent round — “Any objections?” — integrate every reasoned objection, then have each member sign the *mithaq*. Post it publicly.
3. Embed it: open each week by reading one line of the charter aloud, and after 30 days hold a retrospective asking “Did the *mithaq* help us? What needs amendment?”

Lesson 2: Circles Over Hierarchy — The Structure

Maqsad: Hifz al-Nasl (Preservation of Community) **Framework:** Structure Quadrant — Functional / Divisional / Circular / Networked

The charter declares that the organization is not “a ladder where some stand above others, but as a garden of interlocking circles.” It rejects both the idolatry of hierarchy that suffocates initiative and the chaos of pure flatness that starves direction. The choice is circles: bounded autonomy, nested purpose, distributed stewardship.

ORG_DESIGNER has you draw four circles — **Strategy** (evolutionary purpose, capital allocation), **Operations** (core value streams, delivery), **People** (culture, hiring, learning, wellbeing), and **Finance** (revenue, expenses, *Baitul Mal*, transparency). Each circle has a lead link, a facilitator, a secretary, and any number of roles. Roles are defined by purpose, domain, and accountabilities — not by job titles. “No one reports to a boss; everyone reports to a role’s purpose.” Circles are nested, and decisions are made by consent.

KHALIFAH shows this is the structure of Madinah: the ummah was “a network of circles” — family, clan, neighborhood, market, army, treasury — each with its own *amir*, authority delegated, reviewed, and recallable. The Prophet ﷺ appointed governors, judges, tax collectors, and market inspectors, each within a defined domain, and did not micromanage the *muhtasib*’s pricing or the *qadi*’s rulings. The classical *Baitul Mal* itself was a circle: treasurer, accountant, disburser, auditor — each role bounded.

The crucial distinction: hierarchy serves when it is temporary and role-based (a commander in battle, a crisis lead); it harms when it becomes permanent, identity-based, and status-driven. “The classical Khilafah had hierarchy of function, not of rank.” Authority attaches to the role, not the person; when the role ends, authority returns to the circle.

SPRINT THIS WEEK

1. Draw your four circles (Strategy, Operations, People, Finance) and assign a lead link, facilitator, and secretary to each.

2. Have every circle write a **Domain Document** listing what is exclusively theirs to decide, and every role-holder a **Role Canvas** with purpose, domains, and accountabilities.
3. Establish the rule that no one can override a role's domain without a governance meeting and consent — and cap circles at roughly 12 members to preserve intimacy and trust.

Lesson 3: Distributed Authority vs Centralized Command

Maqsad: Hifz al-Aql (Preservation of Mind / Clarity) **Framework:** Authority Quadrant — Command / Consent / Consult / Delegate

Ambiguity about who decides "breeds confusion, resentment, and paralysis." Clarity of authority is therefore a preservation of the mind. The covenant: "Authority is not a prize to be seized, but an *amanah* to be carried" — distributed to the closest point of competence, revocable by consent, with command reserved only for where speed, safety, or sacred law require it.

ORG_DESIGNER builds the Authority Quadrant as a 2×2 of clarity against decision speed. High clarity + quick = **Delegate** (role-holder decides alone). High clarity + deliberate = **Consult** (decide after seeking advice). Low clarity + deliberate = **Consent** (circle decides by raising objections). Low clarity + quick = **Command** (bounded, must be explained after). Roughly 80% of decisions should default to Delegate or Consent; Command is the exception, not the rule.

KHALIFAH maps each cell to classical governance: *Tafwīḍ* (full delegation to governors within Sharī'ah), *Shura* (consulting the *ahl al-ḥall wa al-'aqd*), *Amr* (binding command in defense or enforcing clear law), and *Ijmā'/Muwāfaqah* (consensus of the qualified). The model is the Prophet ﷺ sending Muʿādh to Yemen with principles and trust rather than micromanagement: "By what will you judge?" "By the Book of Allah… then the Sunnah… then I will exert my own reasoning." Delegation with boundaries. And the accountability that balances it: ʿUmar walking Madinah at night, removing unjust governors — "Authority without accountability is tyranny."

The key reframing is that authority is service, not status. A role-holder can be questioned without it being insubordination, because an objection must be a reasoned argument about harm to purpose, not a matter of rank or preference.

SPRINT THIS WEEK

1. Map every recurring decision in your organization to a specific circle or role in a simple spreadsheet: decision type, current decision-maker, domain boundary, authority level.
2. Find each place where a domain boundary is unclear or overlapping, and convene a 30-minute governance meeting to clarify it by consent.
3. Publish the final domain map and add a charter clause: “All decisions belong to the circle that holds the domain, unless explicitly delegated or escalated.” No decisions outside a documented domain without consent.

Lesson 4: Treasury — Baitul Mal as Tokenomics

Maqsad: Hifz al-Mal (Preservation of Wealth) **Framework:** Treasury Quadrant — Revenue / Allocation / Transparency / Accountability

“All wealth flowing through this body is *amanah* (trust), not private purse.” The charter rejects “the startup myth that ‘founders take risk, therefore founders take all’” and recovers the classical principle: wealth is a trust, to be preserved, grown, and allocated according to *maqasid*. Tokenomics, in this reading, is “not a fundraising gimmick” but a distribution mechanism for trust — rights and responsibilities, not speculative claims.

ORG_DESIGNER builds four circles. **Revenue** owns inflows and runs a mission-alignment check on every funding source. **Allocation** owns outflows by consent. **Transparency** owns the ledger — real-time, immutable, with “absolute” authority over data that no one can override. **Accountability** owns the *hisbah* function and holds “stop authority” — the power to pause any allocation that raises a prima facie concern — but no spending power. No founder has unilateral spending power; every power is balanced by another role’s check.

KHALIFAH maps these to the classical *dawawin*: *Diwan al-Kharaj* (revenue), *Diwan al-Jund* (salaries), *Diwan al-Khatam* (records, “the Transparency Circle”), and *Diwan al-Hisbah* (oversight). The anchoring line is ʿUmar ibn al-Khattab’s: “I have no more right to the treasury than a guardian has to the orphan’s wealth. If I am wealthy, I take nothing. If I am poor, I take only what is necessary.” Revenue is filtered ethically — no *riba*, *gharar*, or *haram* sources; “the mission is not for sale.” Allocation is prioritized: operational sustainability, then mission programs, then reserves, then any distributions (never disproportionately to founders).

The governing principle: “Your treasury is not your money… You are a guardian, not an owner. The moment you treat it as private purse, you have broken the *Mithaq*.”

SPRINT THIS WEEK

1. Audit the treasury: list every wallet, account, and allocation; publish the raw data; and produce a “transparency gap” document naming what is not yet observable.
2. Establish a *Waqf* pool — transfer 10% of surplus into a separate, irrevocable entity with a one-line charter stating its purpose and that it cannot be dissolved.
3. Install a *Muhtasib* role from a non-treasury circle on a 30-day rotation, with read-only access, who publishes the first *Hisbah* report on the transparency audit.

Lesson 5: Shura — Decision-Making at Scale

Maqsad: Hifz al-Nasl (Preservation of Community) **Framework:** The Shura Quadrant — Inform / Consult / Consent / Consensus

“A community that cannot decide together cannot survive together.” The covenant draws the sharpest line in the course: “We consult before we command. We consent before we proceed. We inform before we implement.” It also distinguishes consent from consensus — “a decision is valid when no one present has a reasoned objection, not when everyone agrees” — and names the failure mode: performative consultation, where leaders have already decided.

ORG_DESIGNER maps decisions into four modes. **Inform**: decide, then notify. **Consult**: gather input, decide alone. **Consent**: propose, no objection, adopt. **Consensus**: everyone must agree (reserved for existential matters like dissolution or merger). Operational decisions default to the consent of the role holding the domain; strategic decisions to the consent of the full governance circle. “The mistake most orgs make: they default to Inform (top-down) or Consensus (paralysis). The sweet spot is Consent.”

KHALIFAH draws the multi-level *shura* of the Prophet ﷺ: the inner circle (*ahl al-hill wa al-aqd*, whose consent was binding for appointments), the outer circle (the general public, consulted but not binding — as at Uhud), and the executive circle of governors and judges. The decisive example is Hudaybiyyah: the Prophet ﷺ “consulted, then accepted the treaty despite many companions’ emotional objections. He had genuinely listened.” The warning is blunt: “Performative Shura destroys trust faster than no consultation at all,” and hiding financial data “is… embezzlement, even if unintentional.”

Scale is handled by federation, not by gathering everyone in a room: each circle consents within its domain and sends a delegate carrying its tensions — "a layered *ahl al-hall wal-aqd*."

SPRINT THIS WEEK

1. Draw the four quadrants on a whiteboard and, for each pending decision, place it in Inform, Consult, Consent, or Consensus — all members must agree on the placement before proceeding.
2. Run one real consent decision end-to-end: proposal, clarifying round, objection round, integrating each reasoned objection until none remains; record the decision and the objections.
3. Hold a 30-minute *muhasaba* on the process: "Did we use the right quadrant? Did consent feel safe? Where did we default to consensus or majority vote?" Publish the findings.

Lesson 6: Stewardship — Amanah as Accountability

Maqsad: Hifz al-Amanah (Preservation of Trust) — Stewardship Over Ownership
Framework: The Stewardship Quadrant — Owner / Steward / Beneficiary / Trustee

"None of us *owns* this organization; we are its *khalifah* (stewards) and *musta'min* (trustees)." The charter rejects "the modern doctrine of ownership as absolute control" and holds every role, asset, and decision as "a stewardship to be returned with increase." Fiduciary duty runs not to shareholders alone but to the *maqasid*. "Every role is a loan. Every surplus is a trust."

ORG_DESIGNER overlays three concentric circles. The **inner Stewardship Circle** (3–5 people) protects the charter's DNA and holds no operational authority — only the power to remove a role that violates the charter. The **middle ring** of self-managing operational circles reports outcomes, not tasks, with no middle managers. The **outer ring** of beneficiary representatives holds a structural — not merely advisory — right to object to any policy that harms the *maqasid*. The shift is linguistic as well as structural: replace every instance of "ownership" language with "stewardship" language.

KHALIFAH maps the three to *Khalifah* (guardian of the covenant), *Wulat* (governors with delegated *ikhtiyar*), and *Ahl al-Hall wa al-'Aqd* (who give consent and can remove the *khalifah* if trust is broken). The root is Qur'an 4:58 — "Indeed, Allah commands you to

render trusts to whom they are due" — and the image of ʿUmar walking the streets at night to check the *Baitul Mal* accounts. Stewardship is proven by transparency and by time: no role is held more than three years without consent-based re-appointment, and each steward's first duty is to document knowledge and train a successor.

SPRINT THIS WEEK

1. For each role, write a one-sentence *amanah* statement: "I hold this role for [beneficiary] with the duty to [responsibility] and must transfer it to [successor] by [date]." Publish it.
2. Build a succession pipeline: every role-holder nominates a deputy and begins weekly 30-minute shadowing, updating a role handbook (*Risala*) with key processes and contacts.
3. Install *hisbah* observability — a dashboard with an *amanah* self-assessment score, succession readiness (percent of roles with a deputy), and *Baitul Mal* transparency (all transactions visible).

Lesson 7: Conflict — Sulh as Organizational Retrospective

Maqsad: Hifz al-Nafs (Preservation of Wellbeing) — Conflict as Growth **Framework:** The Conflict Quadrant — Avoid / Accommodate / Compete / Collaborate

"Conflict is not a breakdown of order but a signal of growth waiting to happen." The charter rejects "the silent wound — the grudge buried in a meeting, the resentment that becomes policy by neglect" — and commits to *Sulh* (reconciliation) over mere compromise: "Compromise leaves both parties smaller; *Sulh* restores *fitrah*." The signature image is the Prophet ﷺ resolving the Black Stone dispute by having each tribe hold the cloth — "he did not avoid the tension; he elevated it into shared honor."

ORG_DESIGNER plots conflict on assertion against cooperation: **Avoid** (flee), **Accommodate** (yield), **Compete** (fight), and **Collaborate** (*Sulh*). Most teams live in Avoid (silence, email chains) or Compete (politics). The move is a structured, time-boxed Sulh Sprint: raise tensions as *objections*, not complaints; process them in a facilitated *Shura* with consent, not majority vote; and output a written *Sulh Agreement* that amends a circle's domain or role. "This is not therapy; it is governance."

KHALIFAH institutionalizes conflict at levels — circle-level handled by the lead link (like a *qadi* of that domain), cross-circle by a *Sulh* Committee with a neutral *hakam*, and constitutional conflict escalated to *Mithaq* review. Treasury backs it: a *Sulh* Fund as a line item, because unresolved conflict "leaks talent, erodes trust, and creates shadow power." Authority to resolve comes "from *amanah*, not rank": the *Hakam* (facilitator, not the lead link), the *Shahid* (witness/recorder), and the *Mujbir* (who executes but cannot amend the agreement). No one can veto a Sulh Agreement; the circle gives consent.

SPRINT THIS WEEK

1. Hold a 45-minute retrospective where each person silently maps one unresolved tension onto the Conflict Quadrant; discuss which quadrant dominates, and select one tension to process as a *Sulh*.
2. Convene a 30-minute facilitated dialogue: each party states their perspective uninterrupted (3 minutes each), the facilitator restates the core need, and together they propose a settlement documented on a one-page Sulh Record with roles, actions, and a deadline.
3. Follow up at the next standup — mark the Sulh closed and archive it, or escalate to the Hisbah circle; publicly acknowledge the courage of both parties.

Lesson 8: Succession — Continuity Over Heroics

Maqsad: Hifz al-Din (Preservation of Purpose) **Framework:** The Succession Quadrant — Hero / System / Pipeline / Endowment

"We reject the cult of the irreplaceable." The charter notes that the Prophet ﷺ — "the greatest leader in history" — did not name a successor by explicit text but left the tools of *shura*, *bay'ah*, and *ijma'*. Abu Bakr's succession "was a system, not a hero moment." The health metric is the bus factor: "how many people can be hit by a bus before the organization halts — must never be one." The organization measures itself "not by the brilliance of any individual, but by the depth of our bench."

ORG_DESIGNER plots the quadrant: **Hero** (one person holds all knowledge, bus factor = 1), **System** (roles documented, backups trained), **Pipeline** (talent identified early, mentored, rotated), and **Endowment** (the institution owns the knowledge; culture perpetuates itself). Every role keeps a living Succession Canvas — current filler, backup, knowledge to transfer, readiness (Red/Yellow/Green) — and a service circle, the *Istikhlaf Circle*, owns the overall architecture with no operational authority.

KHALIFAH shows succession as distributed: the *khalifah*, the *qadi*, the *amir al-jaysh*, and the finance minister each had independent pipelines, so no single departure reset the system. Abu Bakr appointed ʿUmar only after consulting the senior companions individually and receiving their *bay'ah*; ʿUmar in turn left a *shura* council of six. The authority rule: no role may have unilateral appointment power — "that's the Hero trap." The consent body for succession must include those who carry the mission (*ahl al-'ilm*), not merely those close to the current leader (*ahl al-qaraba*). And succession is funded: a Succession Reserve, a "Hero Tax" calculation, a protected Succession Wallet with no CEO override.

SPRINT THIS WEEK

1. Build a Succession Pipeline Spreadsheet: Role, Current Leader, Successor Candidate 1 & 2, Readiness (Now / 6 months / 2 years), Mentor Assigned, Last Review Date — and add a recurring quarterly "Succession Pipeline Review."
2. Run a Succession Authority Audit on your top 5 roles: document who appoints and who removes each, and redesign any role that has a single appointor into one requiring circle consent.
3. Establish a Succession Reserve (minimum ~2% of monthly revenue) in a protected wallet, and fund a first documentation stipend for the top 3 roles.

Lesson 9: Hisbah — Accountability Without Policing

Maqsad: Hifz al-Aql (Preservation of Clarity) — Self-Regulation at Scale **Framework:** The Hisbah Quadrant — Monitor / Guide / Correct / Elevate

"We hold ourselves accountable not through surveillance, but through clarity." The charter draws the core distinction: "Policing assumes brokenness and enforces compliance from outside. Self-regulation assumes wholeness and restores alignment from within." *Hisbah* was never a police force but "a voluntary system of mutual correction" rooted in *amr bil ma'ruf wa nahy anil munkar*. The commitments are stark: "No one shall be watched without their knowledge. No metric shall be used to punish."

ORG_DESIGNER maps *Hisbah* to modern observability through four concentric circles: a **personal dashboard** (each role-holder's live tension log), a **circle Hisbah Review** monthly (Monitor / Guide / Correct / Elevate), a **super-circle Hisbah Shura** quarterly (cross-circle patterns of misalignment), and an **annual organizational retrospective** that can update the *Mithaq* itself. Authority is a triangle with no dominant vertex: the role-holder owns their tension log, the elected rotating Hisbah Guide owns the system design and

sends *non-binding* nudges, and the circle owns corrections. The Guide "cannot override consent" — and if a role-holder says "your alert feels like surveillance," the Guide must step back and enter *Sulh*.

KHALIFAH shows the *muhtasib* as a distributed, peer-driven function, strictly bounded: could not enter homes, punish without witnesses, or act on suspicion alone. "Authority was *Amanah* — a trust to preserve clarity, not to dominate." The graduated response comes from the hadith: change evil "with his hand… his tongue… his heart" — guidance first, correction second, escalation only if necessary. The treasury guard follows: if a tool enables surveillance (e.g., keystroke logging), the *Baitul Mal* "must defend its necessity in an open Shura," or the tool is removed.

SPRINT THIS WEEK

1. Set up the Hisbah dashboard: every circle creates a public board showing its top 3 KPIs, its consent limits, and the name of this sprint's rotating *muhtasib*.
2. Run the first guidance session — a 30-minute *muhasaba* where each role answers "What did I commit to? What did I deliver? What tension do I see?" with the *muhtasib* facilitating, not judging.
3. Commit the Hisbah Quadrant and its limits (no coercive power; no secret surveillance; metrics never used to punish) to your *Mithaq*, ratified by consent of all circles.

Lesson 10: Legacy — Waqf as Organizational Endowment

Maqsad: Hifz al-Din (Preservation of Purpose) — Endowment Over Exit **Framework:** The Legacy Quadrant — Exit / Acquisition / IPO / Waqf

"Our work is not ours to sell." The charter rejects "the default assumption that every organization must end in acquisition, IPO, or dissolution" and chooses *waqf* — permanent endowment of the organization itself. "Where Silicon Valley asks 'How do we sell this company?', we ask 'How do we make this purpose immortal?'" In classical law *waqf* is the irrevocable dedication of an asset whose corpus is never sold, inherited, or gifted while its revenue flows eternally — and here the organizational form itself becomes the corpus.

ORG_DESIGNER designs a Waqf Circle with three sub-circles: **Corpus** (non-transferable assets — IP, brand, code, governance documents), **Revenue** (income streams as *usufruct*,

100% of net to purpose), and **Governance** (the perpetual consent-based structure whose core is almost impossible to amend). Authority is radial, not vertical: draw a pentagon — Waqf, Revenue, Governance, Hisbah circles — with every arrow pointing inward to Purpose at the center. "The purpose is the only sovereign."

KHALIFAH maps the classical *waqf* roles directly: *Waqif* (the founders who irrevocably renounce ownership), *Mutawalli* (the Waqf Circle, who cannot profit personally), *Qadi* (the Hisbah Circle, independent oversight with authority to remove), and *Mustahiq* (the beneficiaries / future generations). The precedents are ʿUmar's endowment at Khaybar — "hold the original and give away the fruits" — and the hadith that when a person dies their deeds end except three, the first being *sadaqah jariyah*. The governing rule: *al-waqf yabqa wa yataghayyaru al-mutawalli* — "the endowment remains, the custodian changes." The closing *muhasaba* asks the founder directly: "If you died tomorrow, would this organization continue to serve the Ummah, or would it be absorbed, acquired, or dissolved?"

SPRINT THIS WEEK

1. Draft a one-paragraph Waqf Intent Statement naming the purpose, the beneficiaries, and the commitment that no individual will ever own a controlling share or liquidate the corpus; sign it with your team and publish it.
2. Map every existing authority domain and ask of each: "Is this authority subject to the purpose?" Transfer any domain that could override the waqf deed to the Waqf or Hisbah circle.
3. Form the three governance circles (custodians / Nazir, Shura council, Hisbah committee) under the consent protocol, and publish the first annual report with a public financial dashboard.

The Organizational Constitution Template

A fillable worksheet. Work through it in order — it mirrors the ten lessons. Replace every blank line with your own language, and ratify the whole by consent of your founding circle before you build further.

PART I — THE CONSTITUTION QUADRANT (LESSON 1)

Purpose (the evolutionary why — one sentence):

We exist to _____

Principles (3–5 values we never compromise):

1. _____
2. _____
3. _____
4. _____
5. _____

Guardrails (what we forbid ourselves):

- No one may _____
- We will never _____
- No single person can _____

Amendment Process (how we change this charter):

- Changes require _____ % consent after _____ days of deliberation.
- Objections are integrated by: _____
- Core clauses that cannot be amended: _____

PART II — STRUCTURE: CIRCLES (LESSON 2)

List your circles and their purpose and domain:

Circle	Purpose (one line)	Domain (what it alone decides)	Lead Link
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Maximum members per circle: _____ Facilitator / Secretary assigned? ☐ Yes ☐ No

PART III — AUTHORITY MAP (LESSONS 3 & 6)

For each key role, record its domain and authority level (Delegate / Consult / Consent / Command), plus the conditions that bind it:

Role	Domain (what they own)	Authority Level	Limits / Shurut	What revokes it (Munkathirat)
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

Default mode for ~80% of decisions (should be Delegate or Consent): _____

Amanah statement (template): "I hold the role of _____ for _____ with the duty to _____, and must transfer it to _____ by _____."

PART IV — TREASURY / BAITUL MAL (LESSON 4)

- Revenue sources (and their ethical filter):

  _____

- Spending threshold above which consent is required: _____
- Compensation transparency: ☐ All compensation visible internally
- Max compensation ratio (lowest : highest): _____
- *Waqf* / endowment pool: _____ % of surplus, held irrevocably for: _____
- Audit frequency / open-book cadence: _____
- *Muhtasib* (rotating, read-only) assigned: _____

PART V — DECISION RIGHTS: THE SHURA QUADRANT (LESSON 5)

Decision type	Mode (Inform / Consult / Consent / Consensus)	Who consents
Operational	_____	_____
Tactical (circle-level)	_____	_____
Strategic (org-wide)	_____	_____
Existential (dissolution / merger)	_____	_____

PART VI — CONFLICT: SULH PROTOCOL (LESSON 7)

- *Hakam* (neutral facilitator, not the lead link): _____

- Time limit to raise a tension: _____ to hold a session: _____
- *Sulh* Fund (% of circle budget): _____
- Where Sulh Agreements are recorded:

  _____

PART VII — SUCCESSION / ISTIKHLAF (LESSON 8)

Critical role	Backup / deputy	Readiness (Now / 6mo / 2yr)	Mentor
_____	_____	_____	_____
_____	_____	_____	_____

- Succession Reserve (% of monthly revenue): _____
- No role is held longer than _____ years without re-appointment by consent.
- Who appoints a successor (must not be a single person):

  _____

PART VIII — HISBAH / ACCOUNTABILITY (LESSON 9)

- Top 3 KPIs published per circle:

  _____

- Rotating *muhtasib* term length: _____
- Commitment: ☐ No one is watched without their knowledge ☐ No metric used to punish
- Escalation path (guide → warn → escalate):

  _____

PART IX — LEGACY / WAQF (LESSON 10)

Waqf Intent Statement:

We intend that _____ (corpus: IP, code, brand, reserves) become a perpetual trust serving _____ (beneficiaries). No individual will ever own a controlling share or liquidate it. All surplus will fund _____.

- Corpus (never sold):

  _____

- Custodian / *Nazir*: _____ Oversight / *Qadi* (Hisbah): _____
- The endowment remains; the custodian changes: ☐ Affirmed

Ratification: Signed by consent of the founding circle on _____ .

Closing

You began with an inversion: constitution before code. If you have worked the sprints, you now hold something most organizations never write down — a living covenant that names your purpose, distributes your authority, opens your books, routes your decisions through consent, processes conflict as growth, prepares your successors, holds you accountable without policing, and locks your mission into a structure no one can sell.

None of this is finished the day you sign it. A constitution "without amendment is a prison"; a treasury you cannot speak about openly makes the charter "a lie"; a *Sulh* Fund left unused "is not a sign of peace — it is a sign of avoidance." The work is to keep testing the covenant against real pressure, and to amend it honestly when it fails you.

The deepest question the course leaves you with is the one from the final *muhasaba*: if you disappeared tomorrow, would this organization continue to serve its purpose? Build so that the answer is yes. Endow the purpose, steward the trust, and make yourself, in the best sense, unnecessary.

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