KUWALA
Christian Girls School

ANNUAL GENERAL MEETING

2025 Annual Report

A Canadian–Malawian Partnership



www.kuwala.org

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“Educating girls in Malawi — one of the poorest nations in the world — will measurably improve the lives of their families, their villages, and their country.”

INTRODUCTION

About Kuwala: Who We Are

“We are a team of Canadians partnering with Malawians to provide quality Christian education to girls and to develop future leaders.”

Canadian–Malawian Partnership

A collaborative effort between Canadian supporters and Malawian educators to transform lives through education.

Girls’ Christian Secondary Boarding School

228-student boarding facility in rural Malawi providing safe accommodation, nutritious meals, and quality education.

Excellence in Education

Providing education to girls from poverty-stricken homes who otherwise would have no educational options.

Registered Charity

Registration number 800640062 RR001. Registered in Canada, approved in the US (501c3), and a registered Malawian NGO.



Kuwala is a member of the Manitoba Council for International Cooperation. MCIC values are echoed in our charity: a just world, voices for change, and supporting each other to be global citizens.

INTRODUCTION

Our Context: Malawi in Focus



“The Warm Heart of Africa”

A nation with immense challenges, but also immense potential through education.

32%

Inflation rate in 2024

75%

Living on less than $3.00 USD per day

41%

Of the population is under age 14

Why Girls’ Education Matters in Malawi

- Reduces child marriages and early pregnancies
- Improves family health outcomes and nutrition
- Creates economic opportunities beyond subsistence farming
- Empowers community leadership and development

Malawi is the world’s fourth poorest country per capita, according to the World Bank, with an average annual income of just $508 in 2024. More than 80% of the population works in agriculture and 90% of farming uses just rain without irrigation, according to the World Food Programme. That has made the landlocked southern African country particularly vulnerable to climate-fuelled disasters, including cyclones that have increased in intensity and frequency in recent years. In 2023, Cyclone Freddy killed more than 1,000 Malawians.

DAILY LIFE ON CAMPUS

Life at Kuwala: A Glimpse on Campus



24/7 Security Presence

Safe Accommodation

Full security team equipped with new technology to improve communication and to keep the entire campus safe.



Greenhouse Study Session

Nutritious Meals

Girls are fed a healthy diet each day to support academic performance and physical health.



Engaging Classrooms

Skills Development

Trades workshop where students will be able to learn practical skills with hand and power tools, preparing them for future employment.



Student Community

Christian Community

Our school follows the Malawian curriculum, which includes Bible studies. Our values-based education creates a supportive community atmosphere.

98% Kuwala is building a new school model focused on a long-term sustainable operation, combined with the highest levels of excellence in educational results. Our latest graduation rate was 98% with two-thirds qualifying for post-secondary education.

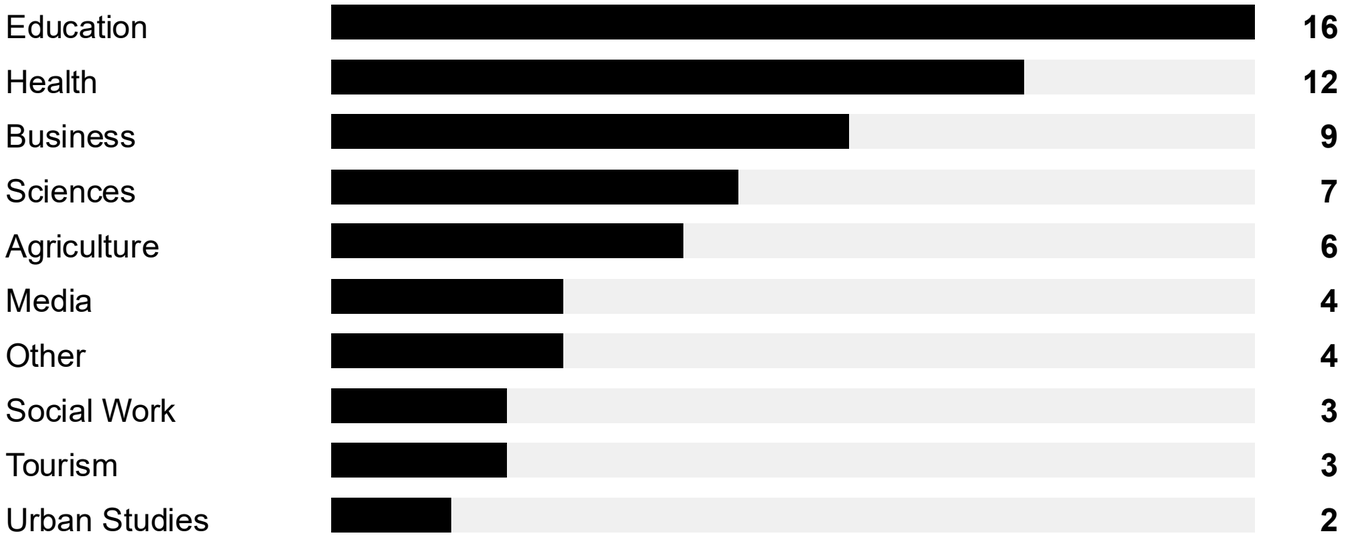
STUDENT IMPACT

Stories of Change: Kuwala Students After Graduation

Education is one of the most transformative forces in human life — it's not just about acquiring knowledge, it's about unlocking potential.

University Studies

66 graduates



Working

35 graduates



Where they study

LILONGWE UNIVERSITY OF AGRICULTURE & NATURAL RESOURCES (LUANAR)
Knowledge | Innovation | Excellence

DOMASI COLLEGE OF EDUCATION

STUDENT IMPACT

Stories of Change: Student Testimonials



Desire

Form 4 Graduate — North American Grade 12 equivalent

“I am in my third year at Chancellor College doing my Bachelor of Arts in Media Development.”



Lesina

Form 3 Student — North American Grade 11 equivalent

“Kuwala has taught me how to use a computer. It is not easy for a person to have this chance. Thank you for everything you do for me.”



Martha

Form 3 Student — North American Grade 11 equivalent

“Thank you for everything that you have been doing for me because without your help, I could not be here at Kuwala, where there is peace, love and joy.”

Programs & Operations Update

Academic Curriculum

Expanded STEM subjects with new science laboratory equipment. Professional development for teaching staff begun.

Skills Training

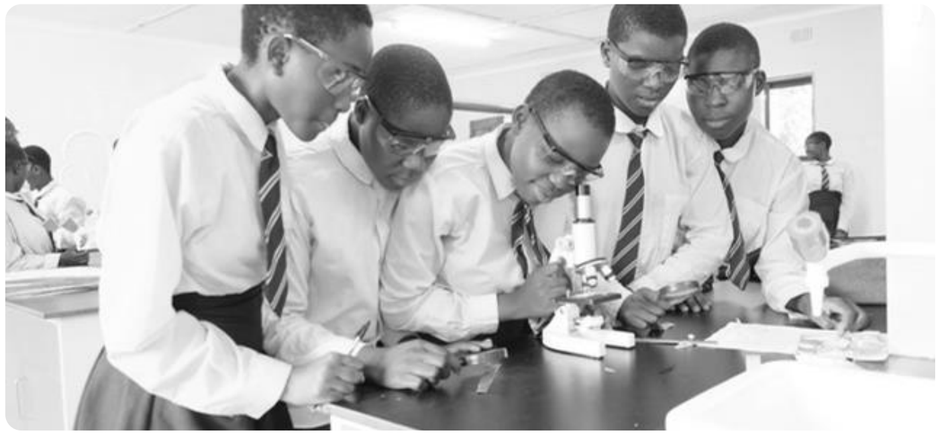
New trades workshop completed where students will be able to learn practical skills with hand and power tools. Introduction of new farming techniques and agricultural teaching opportunities for students and staff alike.

Improved Safety

Walkways and lighting have been added to the campus to make movement between buildings a safe and easy journey, especially during the rainy season.

Food Security

Our farm is ensuring a consistent sustainable supply of food. Purchase of additional vehicles to aid work on the campus.







FISCAL YEAR 2025

Financial Overview & Transparency

Description	2021	2022	2023	2024	2025
Total support and revenue	466,589	909,574	578,806	796,303	**1,438,159**
School operating expenses	218,009	264,124	279,786	429,250	**666,432**
School construction	153,729	375,859	295,439	308,650	**336,347**
Management and general expenses	21,480	30,325	24,637	29,072	**61,069**
Fundraising expenses	18,576	22,418	1,101	2,025	**4,542**
Total expenses	411,794	690,095	600,963	768,997	**1,068,386**
Net income	54,795	219,479	−22,157	27,306	**369,773**
Total assets	151,501	376,504	358,990	384,032	**756,155**
Total liabilities	5,671	5,671	7,500	7,875	**27,005**
Net asset balance	145,830	370,833	351,498	376,157	**729,150**

95.7¢

of every dollar spent went to Malawi or $959,659.50 of $1,002,779

2025 Expenses

Operating	454,938
Capital	336,347
Staff	211,494

Donation Source

Organizations	1,060,920
Private	72,190
Canada Helps	37,945

Kuwala Christian Girls School Inc. /Full financial reports are available on our website or upon request. Numbers are from 2021–2025 audited statements.

Single source of truth - 3rd party audit

GOVERNANCE

Operational Integrity

Our focus is on leveraging technology to stay connected, follow disciplined financial strategies and ensure effective communication.

- Weekly Zoom leadership calls to ensure alignment and procedural discipline
- Weekly Zoom calls with the finance teams in Malawi and Canada
- Use of QuickBooks for both Canada and Malawi
- Joint calls between Malawi and Canadian boards
- Monthly newsletter development calls
- Annual site visits by board members
- Annual financial audit by professional auditors, in both Canada and Malawi



Annual site visits by board member(s)



Starlink provides effective internet access

Risks & Mitigation

Risks

Currency volatility

Repeated devaluation of local currency

Inflation

Over 30% annually

Climate change

Increasing extreme weather

Declining international support

Scaled back foreign assistance

Mitigation

- Continuing to enhance operational and financial procedures
- A bringing foreign exchange into Malawi, which aids currency stability
- Introducing sustainable farming practices
- Development of food storage, preservation and on-location processing
- Developing community resilience by reducing reliance on external aid through local employment and the opening of our maize mill
- Building self-reliance in food and energy — farm, biogas, solar expansion

Path to Sustainability

Completed

- Solar power installation
- Biogas to replace liquid propane gas
- Installed weather station with communication back to Canada
- Phase 1 irrigation of 5 acres of farm
- Expanded regenerative soil practices including composting
- Purchased additional greenhouse
- Food preservation building
- New borehole for farm

Next Steps

- Secure 1 year supply of maize
- Continue to expand farm size to provide additional land to increase capacity
- Backup generator
- Increase greenhouse capacity
- Complete dugout
- Expand livestock diversity
- Upgrade solar



Solar provides reliable energy

Sustainability: On the Ground



Biogas installation



Preparing compost



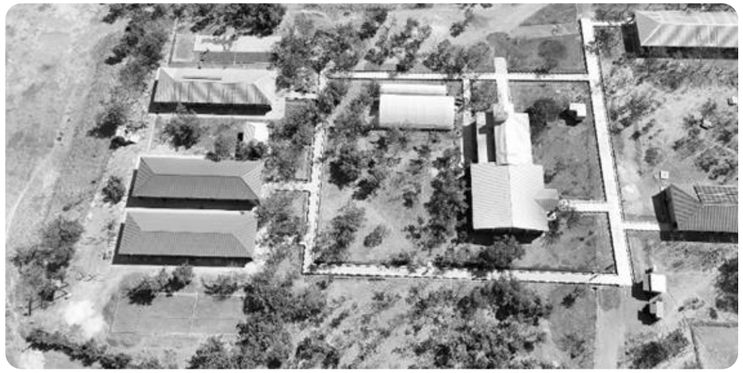
Mobile chicken coop



Irrigation underway



Walkways connecting our buildings



The campus from above

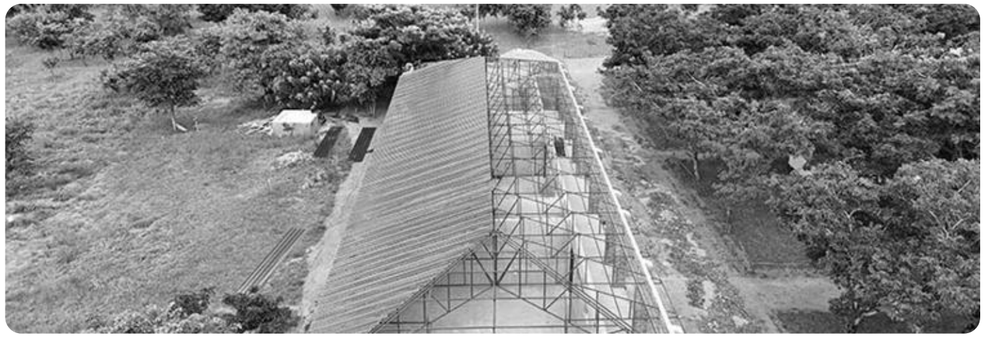
STRATEGIC GOALS & FUTURE PLANS

Campus Expansion Plans

380 Work is underway to extend our capacity to 380 students

10× Current demand exceeds ten times our existing capacity

- Private housing for matron and nurse
- An expanded computer lab and library as well as accommodating the extra students at an appropriate class size
- Enhancing our campus with walkways with canopies for the rainy season
- Expanded storage: for food and student lockers
- Enclosing biogas facility and upgrading kitchen equipment
- Continue to add 2 additional classroom blocks and 2 additional dormitories*





*We will work on these four buildings as our fundraising allows. / Kuwala Christian Girls School Inc.

STRATEGIC GOALS & FUTURE PLANS

Campus Site Plan



Farm Expansion

Inflation and climate change require a sustainable farm.

Accomplished in 2025

- Weekly farm coaching calls
- Introduction of sustainable farming practices
- Irrigation installation on 5 acres
- Companion planting introduced
- Diversification of nutritional choices
- Introduction of goats
- Purchase of the tractor and additional components

Planned for 2026

- Irrigation expansion
- Continued staff training
- Initiate food preservation program
- Bolster livestock with chickens
- Additional water wells
- Expand greenhouse capacity

714 kg

One recent harvest produced over 714 kg of tomatoes



50,000 kg

Irrigated land will be expanded to the size of two large Costcos and will be capable of producing over 50,000 kg of food

Farm Expansion: 2025 in the Field



2nd water tower, enhanced irrigation



Huge maize harvest



Tractor mixing compost

Community Impact

Kuwala has become a major employer supporting the surrounding communities.

56 permanent staff

Teachers	15	Security	15
Cooks	4	Maintenance	5
Farm Manager	1	Farm	8
Nurse	1	Accounts	3
Maize Operations	2	Biogas Management	2

As well as casual day labour of up to 40 additional people depending on activities scheduled.



Day labourers lining up for work



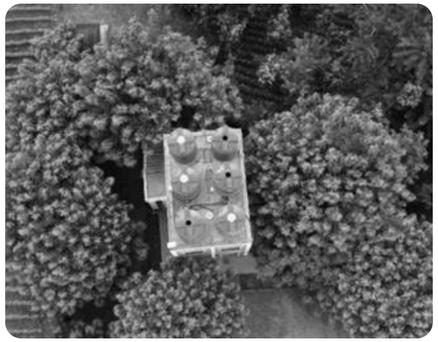
Kuwala students teaching local children



Fire extinguisher purchase and training



Making desks in the workshop



The campus is green and flourishing



Our teachers for the 2024/2025 school year

Canadian Board Members

Mark Kinzel

President and Chair

Mark is located in Winnipeg and is the Vice-Chair of IG Wealth Management.

mark.kinzel.kuwala@gmail.com

Myles Boonstra

Vice President and Vice-Chair

Myles is a senior professional engineer currently serving as the Director of Environmental Sustainability and Energy for Shared Health in Manitoba.

myles.boonstra.kuwala@gmail.com

Susan Wiegner

Treasurer

Susan is retired from the financial services market as Assistant Vice-President of Information Services.

susan.wiegner.kuwala@gmail.org

Donalea Ozuk

Secretary

Donalea is a credit analyst at a financial services company and lives in Winnipeg.

donalea.ozuk.kuwala@gmail.com

Canadian Board Members

Kristi Knutson

Director

Kristi is an owner of MK Cattle Co, a purebred cattle operation, and an office administrator for T Bar C Cattle Co. Kristi lives in Saskatchewan.

kristi.knutson.kuwala@gmail.com

Darryl van Herksen

Director, Digital Marketing

Darryl is an account manager at Web Wizards, a software development and web-based company in Winnipeg, and consults on brand development.

darryl.vanherksen.kuwala@gmail.com

Mitch MacLean

Director

Corporate lawyer practicing at Halliwill Seguin LLP in Windsor, Ontario, with previous corporate law experience at a large top-tier firm.

mitch.maclean.kuwala@gmail.com

Canadian Board Members

Ruth Hessmann

Director

Ruth is a retired elementary school teacher who worked with Parkland School Division and stays connected by tutoring throughout the year. She lives in Nanaimo, BC.

ruth.hessmann.kuwala@gmail.org

Marsha Cosman

Director

Marsha is an e-commerce strategist, consultant, author, and entrepreneurial educator.

marsha.cosman.kuwala@gmail.com

Emily Hazlett

Director

Lawyer at Blake, Cassels & Graydon LLP. Her practice covers various aspects of civil and commercial law, with a particular focus on commercial litigation and class actions.

emily.hazlett.kuwala@gmail.com

Kuwala is a 100% volunteer-run Canadian charitable organization

Malawian Board Members

Esther Kawale

Chairperson of the Board · M.Sc. and Strategic Management

Esther is working as a Programs Manager with the Agricultural Commodity Exchange for Africa.

Memory Mdyetseni

Director · B.Arts in Biblical Studies with an Education minor, African Bible College

16 years experience as School Managing Director responsible for policy and general management. Memory's leadership and professional experience are exceptional. She has been on the Kuwala Board since inception and is instrumental in guiding the direction of academics and administration in a consultant capacity.

Henry Mdyetseni

Director · P.Eng.

Henry has over 17 years experience as a Schools Operations Director with his expertise and commitment to quality workmanship. He is instrumental in the growth of the Kuwala campus and grounds while also being a board member.

Martha Chizuma

Director · Senior Integrity Risk Specialist, World Bank

Martha holds a Masters in Law from the UK and a Bachelor in Law (Hon) degree from Malawi. Martha has won several awards in recent years, including Woman of the Year, Personality of the Year and Female Public Servant of the Year. In 2021 Martha was named one of the 12 Anti-Corruption Champions across the globe by the US State Department.

Malawian Board Members

McLuwen Kachipanda

Treasurer · MBA (ESAMI), CPA (Malawi), accredited FCCA, ACCA

McLuwen Kachipanda is the Cluster Procurement Manager responsible for all procurement activities for JTI Leaf Malawi and JTI Leaf Zambia. McLuwen has 23 years work experience in accounting and finance, financial planning, internal controls and audit.

Isaac Kalebe

Director · BAH, MBA (UNIMA), ACII

Isaac Kalebe is a commercially astute chartered insurer and an experienced business executive with over 19 years' experience in FMCG, risk management, public funds management and administration in Malawi, Zimbabwe and South Sudan.

Rev. Blessings Chikakula

Pastor, Director

Minister at Matola CCAP, Dowa District, Central Malawi. Blessings has a degree from the African Bible College, LL, Bachelor of Arts and Biblical Studies.

PARTNERSHIPS & SUPPORT

Thank You & Call to Action

We appreciate your support

With your continued partnership, Kuwala Christian Girls School is transforming lives through education. Thank you for being part of our mission to break the cycle of poverty in Malawi.



Become a Sponsor

$1,500

per year supports a girl's education.

Capital Campaign

Help us complete our campus expansion. You can donate online at Canada Helps.

Volunteer

If you'd like to help us, contact us directly.

Become an Ambassador

Spread the word about our mission. Sign up for our newsletter and share on social media.

KUWALA
Christian Girls School

ANNUAL GENERAL MEETING

Thank-you

A Canadian–Malawian Partnership



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