



Students going out to plant trees as part of the Kuwala Community Outreach Program.



KUWALA
Christian Girls School

2021 ANNUAL REPORT

OUR PROGRESS IS GROWING FUTURES

REV. C | 22_040



This is an interactive PDF. For best results use the free Adobe® Acrobat PDF reader. This file contains video content. For printing this file use 11 x 17-in paper and set to single page landscape mode.

OUR STORY

Our story	03
What we are building	04
About Malawi	05
The challenge	06
The vision + mission	07
Core values	08

OUR TEAM

Malawians + Canadians	09
Message from Malawian board	10
Construction management	11

OUR FOCUS

Creating student success	15
Education	16
Innovation	17
Environmental stewardship	18

OUR PLAN

2020 year in reveiw	20
Multi-year plan	22
Financial summary	23
Infrastructure capital projects	24
Sales and marketing	25

OPERATIONS

Security + Covid-19	29
---------------------	----

OUR SUPPORTERS

Foundations + organizations	30
Message to faith-based organizations	31
Our faith based supporters	32

APPENDIX

Videos and impact statement	35
Credits	36



Kuwala students relaxing on new bedding and linen at the campus hostel. For many of the girls this is the first time they would have slept off the ground on a real mattress.

THE STORY

OUR PROGRESS IS GROWING FUTURES

In 2017 a group of Canadians, following multiple trips to Malawi, Africa, combined forces with a determination to use their resources to support the people of Malawi. Through personal research and direct interactions, it was apparent that in Malawi — one of the world’s poorest nations — girls’ education is the path forward towards growing futures.

Mobilizing like-minded Canadians and aligning with a dedicated team of Malawians, a clear vision was adopted for a boarding school that would provide free, high-quality education in a safe learning environment exclusively for girls from backgrounds of extreme poverty. Kuwala Christian Girls School was born from that vision and have achieved the goal of 120 students – a beacon of light and opportunity in one of the most impoverished areas of Malawi.

2021 saw significant advancements building on the first five years of operation. The vision is becoming a reality through the ongoing construction of high-quality facilities and continually expanding education offerings. Over the year, from developing on-campus housing for teachers and students to expanding greenhouse operations, to the

construction on St. Peter’s Assembly Hall as a central gathering place, progress has been swift. In 2021 we built on our established computer program and finalizing plans for a formal science lab with building to commence in 2022. Kuwala Christian Girls School continues to establish itself as a school providing a high-quality education in a safe atmosphere.

Based on a model of volunteer-driven work in Canada, a growing base of donors, and a continuous focus on value, cost control, we are changing lives; **we are growing futures.**

The images were taken circa 2017. In a few short years we have built a ‘green’ campus; check out the drone footage from **early 2021** to see the progress.

Play Video ▶



In 2017 the Kuwala campus was just a vision. Myles Boonstra, Canadian board member is in the foreground. The property had no infrastructure or trees.



Septic field, 2018.



60 bed hostel 2018.



Biodigester, 2018.



Community registration, 2018.



Water tower, 2018.



Campus, 2021.

WHAT WE ARE BUILDING



Hostel



Waste Treatment



St. Peter's
Assembly Hall



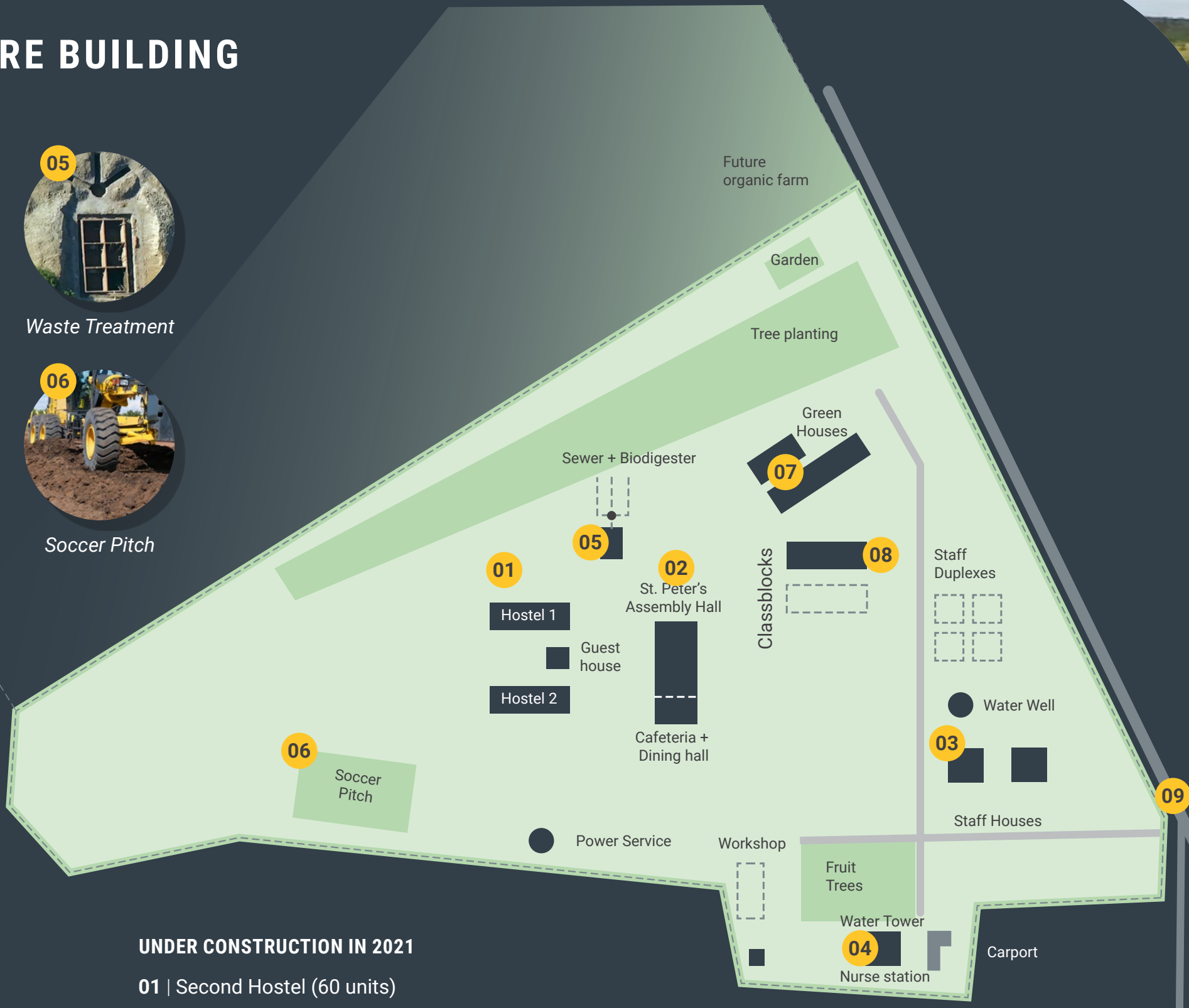
Soccer Pitch



2nd Staff House



Water Tower



UNDER CONSTRUCTION IN 2021

- 01 | Second Hostel (60 units)
- 02 | Completion of Soccer pitch
- 03 | Second staff house
- 04 | Second greenhouse (steel frame)
- 05 | St. Peter's Assembly Hall w/commercial kitchen



Campus, 2021



Greenhouses

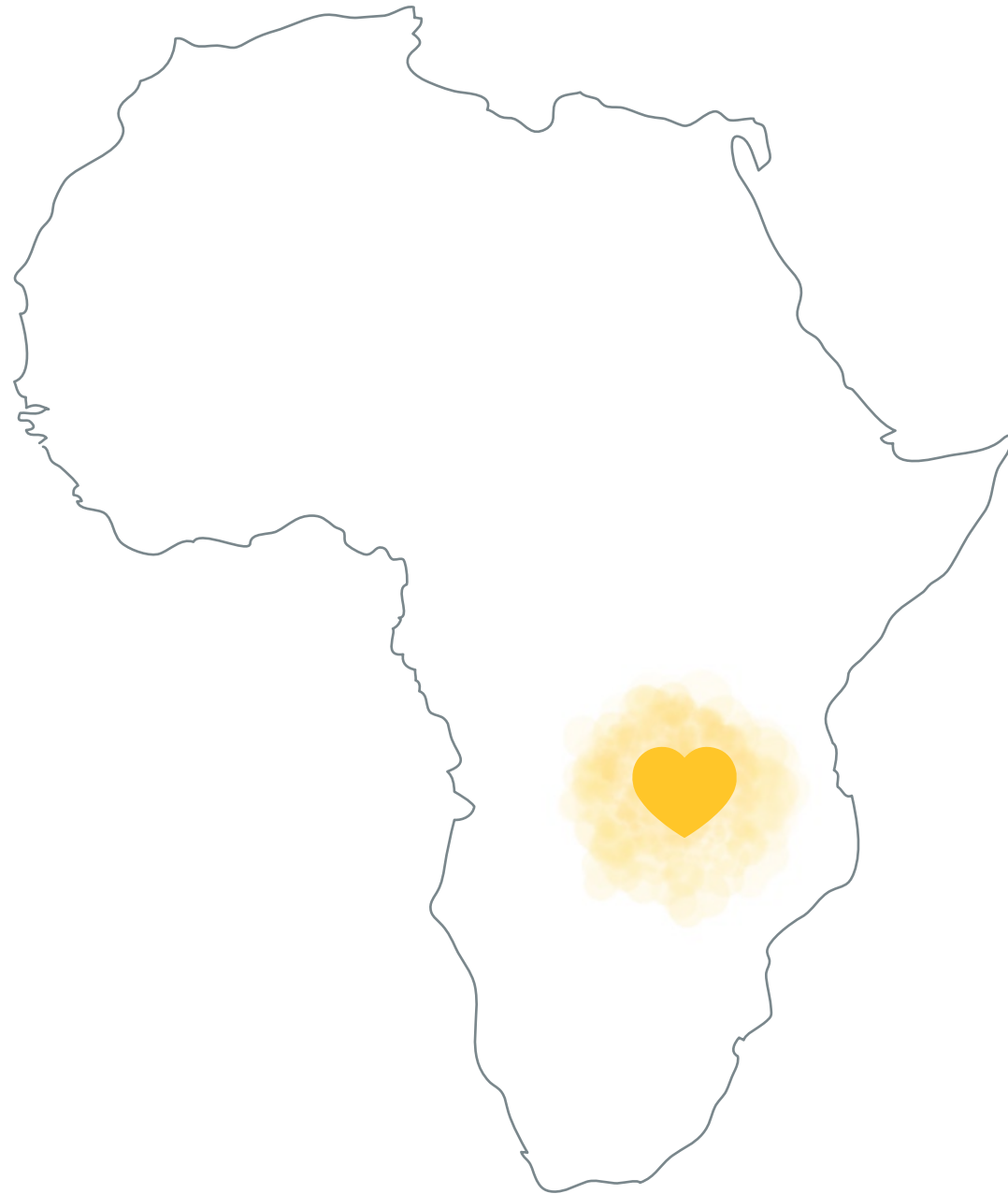


Classblocks



Gate entrance w/
perimeter fencing

ABOUT MALAWI



Known as the warm heart of Africa, Malawi is located in south central Africa with the majority of the population being subsistence farmers growing maize for food on small plots of land in Malawi.

One of the most **Christian dominant** communities in Africa, Malawi is also one of the poorest with **50% of the population living below the poverty line** and 70% living on less than \$1.25 per day. **48% of the population is under age 14** with 10 million children under age 20.



REASONS TO INVEST IN KUWALA

Kuwala maintains a unique low cost management structure of the charity while maximizing the value of our **working partnerships** across **Canada** and **Malawi**. The Canadian operation provides funding and professional business management and the Malawian board provides oversight, ensuring operational excellence.



All girls at Kuwala come from extreme poverty. These girls are most at risk of pregnancy and child marriage. Our Canadian charity provides tuition for each girl in Malawi to receive a quality education in a safe environment. Our progress is working.

— **We are growing futures.**



To help with our fundraising Kuwala has a new website with a call to action for donations using Canada Helps.

[Donate now](#)



THE CHALLENGE



WHAT GIRLS FACE IN MALAWI

Girls in Malawi suffer disproportionately. Young girls face poverty, gender bias, starvation and child marriage. When girls attend school, they delay marriage and children by several years. Girls not in school typically marry early often as young as 13 and begin having children.

KUWALA HELPS

Staying at the campus through high school gives girls more choices, they learn independent thinking which empowers them to break the poverty cycle. **We believe the solution is that simple.** Your donations go directly to helping build the Campus and support an all girls school in Malawi.

VISION + MISSION



Kuwala is teaching the girls to become young leaders in their communities. Student, Modester.

VISION

To empower Malawian girls through a Christian-based, meaningful education, to equip them for success, and to strengthen their communities for present and future generations.

MISSION

Kuwala Christian Girls School is an accredited high school that operates within a biblically based learning community. A school where girls receive a quality education, become independent thinkers, discerning decision-makers, and change agents in their communities locally and globally, as faithful followers of Christ.



Part of Kuwala's mission is to teach values of independent thinking, for example celebrating International Women's Day.

CORE VALUES



Empowerment – We provide and encourage the gift of knowledge with a Christ-centered education based on a biblical world view.



Compassion – We are committed to excellence and the development of Godly character by providing a safe, caring, living and learning environment.



Community – We want to inspire and equip the girls to serve in the local and global community.



Stewardship – We are faithful to the purpose of the resources entrusted to us for the accomplishment of our goals.

CANADIAN BOARD MEMBERS



Mark Kinzel

President & Chair

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

Mark.kinzel.kuwala@gmail.com



Myles Boonstra

Vice President & 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 a senior Vice-President of Information Services.

susan.wiegner.kuwala@gmail.com



Donalea Remillard

Secretary

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

donalea.remillard.kuwala@gmail.com



Darryl van Herksen

Director, Digital Marketing

Darryl is a creative director at Fannex, a live in-venue sports and entertainment technology company based in Winnipeg, and consults on brand development.

darryl.vanherksen.kuwala@gmail.com



Robert Granke

Director, Fundraising

Robert is a retired executive director of Canadian Lutheran World Relief. He has led many humanitarian world initiatives. He lives in Winnipeg.

robert.granke.kuwala@gmail.com



Ruth Hessmann

Director, Outreach

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.com



Megan Roberts

Director

Megan is located in Winnipeg working as corporate legal counsel at Richardson International with experience in M&A, real estate and construction, and corporate/commercial law.

megan.roberts.kuwala@gmail.com



Marsha Cosman

Director

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

marsha.cosman.kuwala@gmail.com

MALAWIAN BOARD MEMBERS



Memory Mdyetseni, B.Arts in Biblical studies, and an Education minor, African Bible College, Malawi.

Director

15 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, P. Eng.

Director

Henry has over 15 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.



Esther Kawale, M.Sc. and Strategic Management

Director

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



Loyce Chilimsungwi, M.Sc, B.B.A

Director

Loyce holds a Master of Science, and Accounting in Finance from the University of Birmingham, and a Bachelor of Business Administration from the University of Malawi. Loyce is a Civil Servant working with the Malawi Government - Ministry of Finance, as a Deputy Budget Director.



McLuwen Kachipanda, MBA (ESAMI), CPA (Malawi) with accreditation from the FCCA, ACCA

Treasurer

McLuwen Kachipanda is a Country Procurement Manager at JTI Leaf Malawi Limited.

This partnership provides, expertise, commitment to quality, stewardship, and guidance. It is the main reason we have operational excellence and is instrumental in the growth of the Kuwala campus.

MESSAGE FROM THE MALAWIAN BOARD

On behalf of all the workers and students at Kuwala Christian Girls Secondary school, I would like to sincerely thank our donors for the great job you are doing for us. You have provided us with employment that is supporting close to one hundred families.

I feel privileged to write a summary of the year to date. For the first time, we saw the operation of a whole school from forms1 to 4 since beginning

While it wasn't easy to manage the change, the staff and management of Kuwala have been very supportive of the transition.

The students themselves have been very helpful in making the transition both old and new into a new school environment.

We thank all of you, donors, organizers and supporters, for making this transition as smooth

as possible. With the support of every one of you, we are assured of a bright future

Girls and boys have a reason to work hard in school. Local women and men work at Kuwala whenever there is need for such. Little girls and boys come to Kuwala for reading and writing sessions every Wednesday. This initiative is helping them to work even harder when they go to their local schools.

Thank you very much

Memory Mdyetseni
Kuwala Board Member, Malawi

Play Video ▶

Memory recalls what the students' first impressions were when they saw Kuwala's Campus for the first time.
1:29 min



Memory Mdyetseni, Kuwala Board Director

CONSTRUCTION MANAGEMENT

2021 year has been busy at the Kuwala campus. In progress or planned are the following projects stretching into 2022:

- Commissioning of St. Peter's Assembly Hall
- Commissioning a second teachers' house
- Commencement of second class block
- Commencement of staff/teacher duplexes
- Completion of second hostel
- Commencement/funding for school farm
- Building and equipping new workshop
- Commissioning commercial kitchen

All these projects aim to improve life at Kuwala by providing additional skills to students, affordable better quality housing to staff and planning for climate change resilience.

While each of these is challenging, we are always comforted that we have assured support from all our donors and the team in Canada.

We thank every one of you for the invaluable support and encouragement. We feel privileged to associate with each one of you and be able to help our people.

God bless you all

Henry Mdyetseni
Kuwala Board Director, Malawi



Henry Mdyetseni, Kuwala Board Director

OUR FOCUS

Our focus is on accessible education for girls from rural areas and low-income families who would not afford this quality of education otherwise. The student must also have a desire to learn.

Kuwala achieves focus by providing a safe and healthy environment for its students, excellent care, and oversight. Our focus on a high standard of teaching results in a quality of education for the girls. Our partners in Malawi are dedicated and serve on the board to oversee the school’s plans and operations. It’s the Malawian board that is our secret to success. By empowering them, we all make the right choices.

Our Canadian board comprises of volunteers; each with a passion for girls’ education. A range of business, financial, engineering, legal, marketing, philanthropic, and academic skill sets make the team highly effective in carrying out the Charity’s vision and mission.

There is no doubt that Kuwala is making a difference in the lives of these girls as they grow into young women. Our board has a strong vision. The mission has fresh ideas on how to improve education with access to new technology and the internet. We are keen to consider ways to make it possible for students to take the next step towards post-secondary education and vocational training.



Play Video ▶

The Power of Education.
Esther Kawale, Director
3:57 min

Kuwala is a school where potential students apply with parental sign-off to attend full-time where meals, room and board are provided through sponsorships. Malawian students are taught by Malawian teachers.

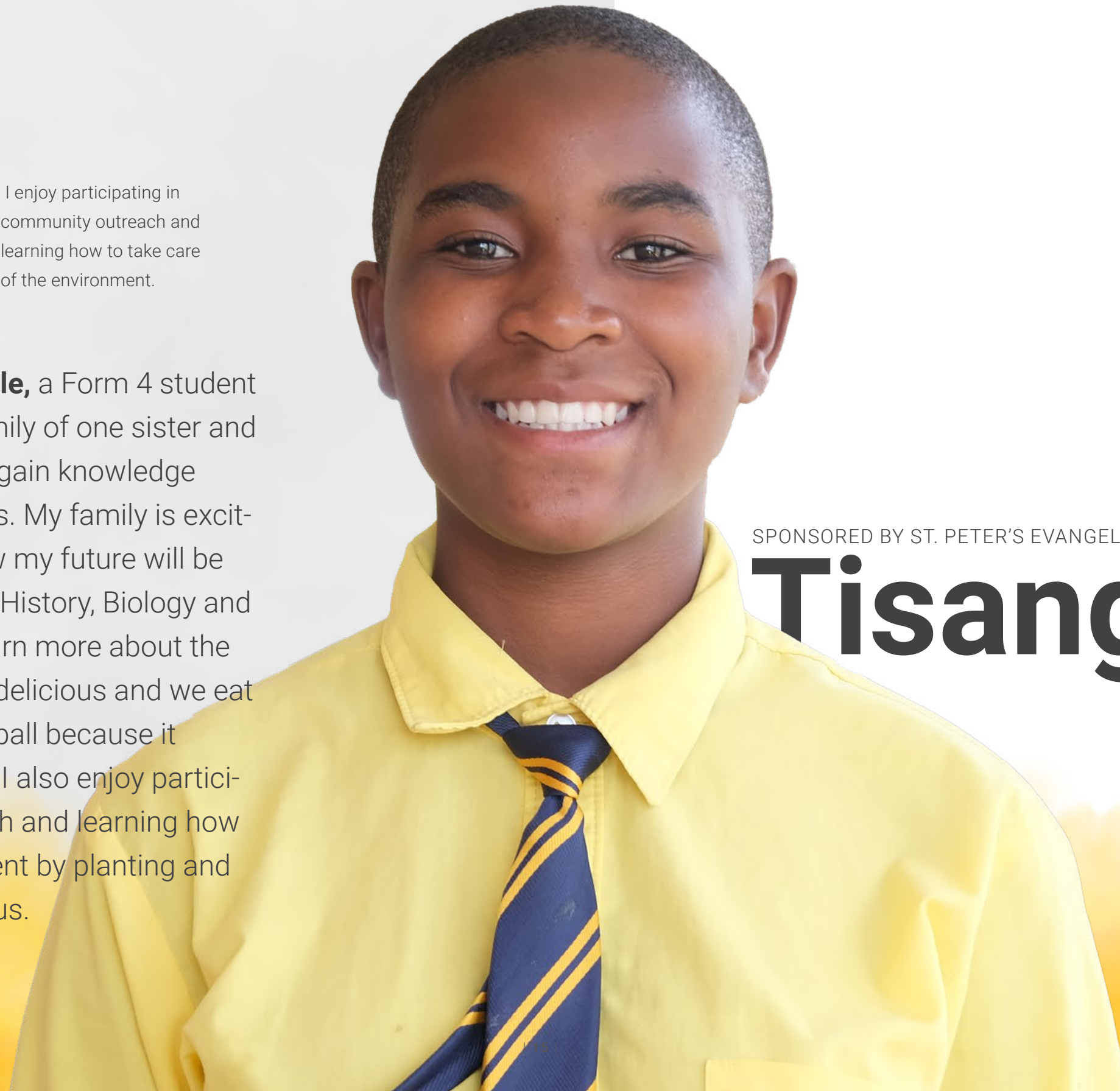


STUDENT SUCCESS



I enjoy participating in community outreach and learning how to take care of the environment.

Hello, my name is Tisangalale, a Form 4 student at Kuwala. I come from a family of one sister and one brother. At Kuwala, I will gain knowledge which will lead to my success. My family is excited for me because they know my future will be bright. I enjoy learning about History, Biology and Computer Skills. I want to learn more about the environment. The meals are delicious and we eat regularly. I enjoy playing football because it makes me physically strong. I also enjoy participating in community outreach and learning how to take care of the environment by planting and caring for the trees on campus.



SPONSORED BY ST. PETER'S EVANGELICAL LUTHERAN

Tisangalale

Play Video



EDUCATION

Our education stream is consistent with the National Malawian School curriculum with all students participating in the national exams required to achieve passing grades. The school is designed to offer a secondary education program for Malawian Forms One through Four (consistent with grades 9-12 in Canada).

Beyond the core education, our students learn how to live and operate in a fully modern environment with most of our students for the first time experiencing secure housing, modern washrooms, bedrooms, regular meals through our cafeteria, access to electricity, and a modern school curriculum. Additional development in the areas of horticulture and sports compliments their overall development.

The school has 13 classes: English, literature, Chichewa language, mathematics, physics, chemistry, history, geography, social studies, biology, agriculture, Bible studies, and computer studies. All students in junior secondary school take Form One and Two.

Upon completion of Form 4, students write MSCE exams (Malawi School Certificate of Education). Successful Kuwala students are awarded the MSCE Certificate.

In Form Three and Four, students continue to take the required courses in; agriculture, biology, mathematics, English language and literature, and Chichewa language and literature. Students then select their elective courses in: chemistry/ physics, geography/history, social studies, and Bible studies.

Kuwala's teachers are Malawian certified to deliver the Forms of the curriculum.



INNOVATION

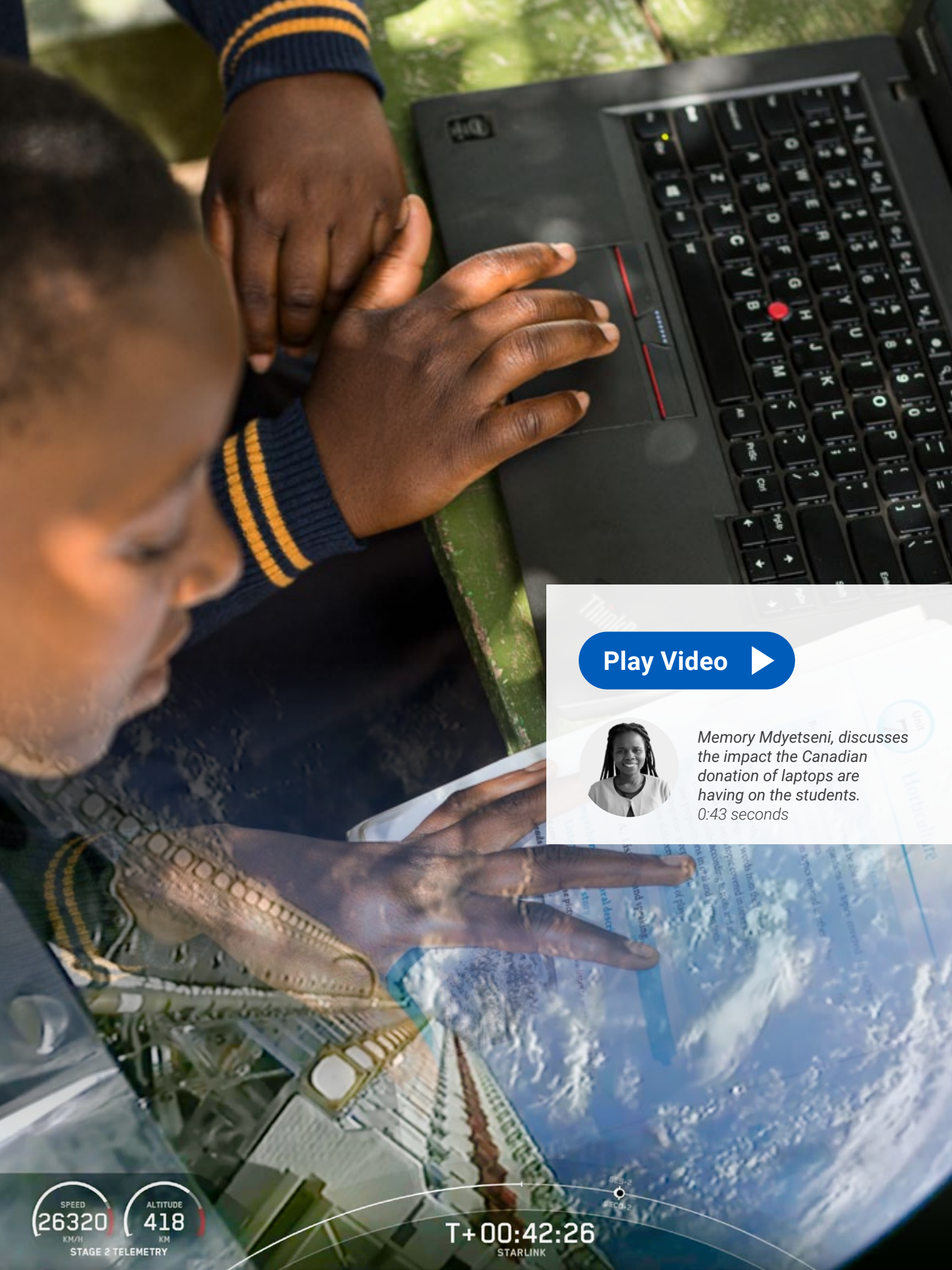
The vision of a laptop per student has been accomplished including setting up a computer network called, ARES — *African Ruggedized Education System*.

As a registered school within the Malawian Ministry of Education and our dedication to science and technology, we are creating an awareness of Kuwala’s reputation as a school of excellence. We focus on delivering the core national curriculum; we also teach sustainable life skills as evidence of the greenhouse and our third round of donated laptop computers scheduled for delivery in 2022 with a dedicated computer science lab. We believe all students and staff need to have computer literacy skills. It is rare in Africa to have this level of technology in a public or private school. Awareness about Kuwala’s progressive approach to education is starting to become noticed within the academic community in Malawi.

We are expanding the ARES computer network and have incorporated flat-screen display to further support learning using multi-media. Working with a rapidly broadening team of partners, we are now

seeking to bring together science, education and greenhouse farming utilizing mentorship and training from Canada via digital support. From a barren land of five years ago to a center of innovation, the changes are significant. We have advanced the STEM teaching methodology (Science, Technology, English, and Math). The core Malawian curriculum with the application of the knowledge to build a better campus, includes growing and selling our food. Our Malawian education partners are committed to adopting and introducing new programs so that students receive the best opportunity for success outside of the classroom.

To support the future growth of the Campus we are preparing to expand our distant education training by using **Starlink**, which is forecast to be available in Malawi in 2023. Kuwala is on the wait list!



ENVIRONMENTAL SUSTAINABILITY

From day one, Kuwala has been **respecting** and **renewing** the environment while **teaching** our students their **responsibility** as environmental custodians.



Composting and waste management

All compostable waste is collected and composted on site. The resulting nutrient-dense soil is returned to the land to support further growth.



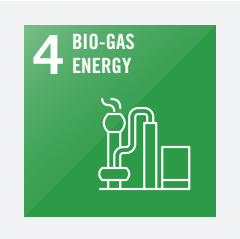
Tree planting

Hundreds of trees have been planted on site and girls have taken their efforts to surrounding communities planting additional trees and demonstrating sustainable action through the Campus Outreach Program.



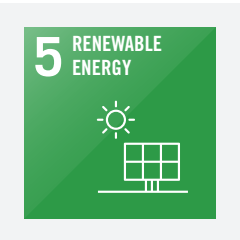
Cooking with propane is a better option

Propane burners have been added to the new commercial kitchen. Propane is more energy-efficient and safer than open-fire cooking with wood. Cooking with gas also reduces deforestation, a big environmental problem in Malawi.



Bio-Gas initiative

Initial planning has started on capturing, storing and using bio-gas. Bio-gas is created from plant-based and human-based waste as it breaks down. There is potentially enough waste to eliminate the need for propane in the future. This will reduce our carbon footprint and our fuel costs.



Renewable energy resources

Kuwala has developed a roadmap for dependable and renewable power including plans to install a larger backup power system and a campus-scale photovoltaic solar field (solar is already part of the campus electrical grid). This project will be critical to achieving a clean dependable power.



Sustainable agriculture and farming

Expanding on our gardens and greenhouses, Kuwala is making plans to establish a sustainable Farm! This initiative includes acquiring additional lands for agriculture, chickens, cattle, and maize grinding. The goal is to make Kuwala fully sustainable and self-sufficient while developing learning and employment opportunities.



Kuwala places sustainability at the heart of teaching, learning, operations, infrastructure and community. The rural campus intersects between sustainability and equity, community, and health. Girls are not only learning to eat healthy; they are learning to grow healthy food in a sustainable way. They are not only learning how to care for themselves in an environment that has running water and sanitation, they are learning where the water comes from, how precious it is and how to protect and conserve it. They are learning how to compost and manage waste. Living in a rural, gated-campus means, they are finding ways to minimize their reliance on systems and practices that they cannot sustain within their community. Teachers and staff are also learning how to lead and create this culture. The experience our students gain is for life, and as they return to their villages, they become the leaders that teach the next generation.

Actions taken at the school are noticed and Kuwala's reputation is building throughout Malawi and internationally.

ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS

Kuwala is about making transformative change happen.

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or member states.



Ensure healthy lives and promote well-being for all ages.

Kuwala provides a safe and healthy environment for its students with excellent care and oversight. As a result, girls receive and grow healthy food on campus, have access to clean water, and learn how to take care of themselves and others in a healthy way. This basic and essential learning stays with them for life.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

This is our mission! We are a school where girls, with no other options, receive a quality education, become independent thinkers, discerning decision makers, and change agents in their communities locally and globally.



Achieve gender equality and empower all women and girls.

Gender equality is a principle objective in forming Kuwala, ensuring women and girls have an opportunity to become educated. The students then apply their skills and knowledge toward a vocation of their choice.



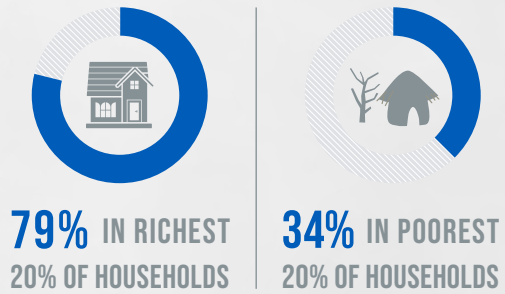
Make cities and human settlements inclusive, safe, resilient and sustainable.

A fundamental principle is for Kuwala to build, operate and develop its infrastructure and programs using local labour. In addition, there is a demonstrated commitment for Kuwala to be a leader within the community, promoting inclusive hiring, a safe environment, resilient and sustainable practices.



INEQUALITIES IN EDUCATION ARE EXACERBATED BY COVID-19

IN LOW-INCOME COUNTRIES, CHILDREN'S SCHOOL COMPLETION RATE IS



DESPITE IMPROVEMENTS, FULL GENDER EQUALITY REMAINS UNREACHED



THERE IS HOPE...

FEWER GIRLS ARE FORCED INTO EARLY MARRIAGE



MORE WOMEN ARE IN LEADERSHIP ROLES

BUT WE HAVE A LONG WAY TO GO

Source: The-Sustainable-Development-Goals-Report-2020

2021 YEAR IN REVIEW

2021 was a busy year as construction continues. We continue to expand our computer donation from Canada and included the shipment of headsets for each student and the installation of our first flat screen television to support group learning. This continues to support the computer science lab to teach basic computer skills.

The 60 laptop donation from Canada has resulted in a computer science lab to teach basic computer skills. Our goal was to provide a laptop to every student and now this is a reality. In Malawi, providing this level of education in computer literacy is rare and is a huge competitive advantage to these girls when they enter the work force after graduation.

As we move into 2022, the Campus will continue with its environmental stewardship to plant trees and gardens and to utilize the greenhouse to produce products for the local market in the village. The school has also initiated the planting of an orchard with mangos, lemons, guavas and peaches. In keeping with our environmental stewardship, the Campus girls are building living walls around the campus fences to provide shade, shelter for wildlife and reduce soil erosion.

In 2021, so much has been accomplished. Kuwala Christian Girls School continues to enhance the website and the robust presence of social media. The subscribers of the monthly newsletter have grown significantly.

Other significant upgrades were accomplished in 2021, including:

- Campus perimeter fencing, an Entrance Security Gate and Guard house has been constructed.
- Upgrades were made to the Solar power system.
- Streetlights installed along perimeter walkways for added security and lighting during evening study sessions.
- Kuwala employees approximately 27 employees in Malawi.

St. Peter’s Assembly Hall and commercial kitchen completed.

Second 60 student hostel complete, inclusive of wash-room facilities, electricity and running water.

Delivery of headsets to enhance computer learning and the first flat screen television

Self-contained Guest house complete.

Construction initiated on 2nd teachers house with targeted completion in 2022.

Soccer pitch graded and seeded and ready for play. Equipment has been funded and awaiting arrival.

2nd greenhouse completed and planting initiated.



2021 IMPACT STATEMENT

All girls at Kuwala come from extreme poverty. These girls are most at risk of pregnancy and child marriage. Our Canadian charity provides tuition for each girl to receive a quality education in a safe environment. The Campus provides:

- 1 A balanced curriculum that exceeds Malawian education standards.
- 2 Safe boarding with access to essentials including a bed, modern plumbing, and electricity.
- 3 Nutritional food program supplemented with fresh vegetables grown on campus.
- 4 An on-site clinic with a nurse to provide access to timely health care.
- 5 Computer skills development, one laptop per student + teacher.
- 6 Extracurricular including faith-based community activities, sports, greenhouse tending, and tree planting.



Kuwala is focused on learning culture and staff development. The school currently employs 19 staff which will grow to 27 to support a full 120 student campus. We provide local employment in addition to providing education.

Workers in the greenhouse installing string trellis for growing tomato crops.

MULTI-YEAR PLAN

As we move towards the end of our first five years in 2021 and look forward to our next five years, none of us would have predicted the amount of **progress** and the **impact** on the **future**.

Completed capital projects in 2021 included the second hostel and the introduction of another group of 60 students will be starting in 2022, expanding our overall student population to our target of 120. Our current capital projects include our first staff house under construction, **St. Peter's Assembly Hall and kitchen were completed**.

Other capital projects targeted for 2022/23 include a second classroom building, a science lab, a computer lab, a workshop, 2 staff duplexes, the completion of a 2nd staff house, a maize grinding facility and expanded solar power infrastructure.

We wish to develop innovative educational opportunities by leveraging technology and computers to build growing links with Canada. There will be occasions for distance learning, and we are searching for ways to expand our environmental stewardship where technology might play a role.

Our objective is to become nationally recognized in Malawi as a school of excellence. Our path is clear:

- Provide a free quality education for teenage girls in Malawi.
- Provide room and board at the campus, so they stay in school.
- Remove the socio-economic factors that lead to teenage pregnancy.

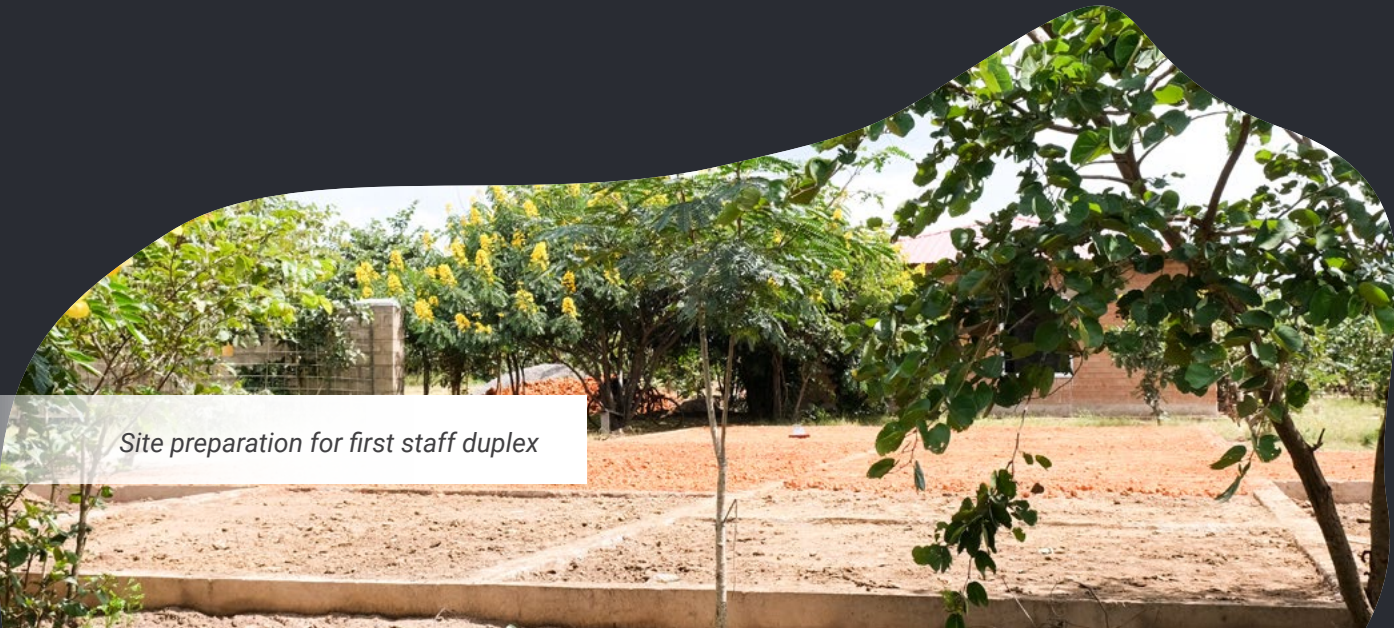
When the girls graduate, they have independent thinking skills and can advocate for themselves and others in the community. It is the path out of poverty. The vision of success is to turn this into a development model for other foundations and charities to follow.

Our progress is growing futures.

NEXT STEPS

Our **capital plan** for **2022-23** essentially gets us a campus that is self-contained. Must haves include:

2022-2023			
01	Second classroom \$85,000 est <small>Funding committed</small>	05	Staff, first duplex \$60,000 est
02	Science lab \$20,000 est <small>Funding committed</small>	06	Maize grinding facility \$20,000 est <small>Funding 50% committed</small>
04	Second house \$38,000 est <small>Funding committed</small>	07	Continued expansion of solar power \$40,000 est
04	School farm \$20,000 est <small>Funding committed</small>	08	Technical workshop \$25,000 est <small>Funding committed</small>



2021 FINANCIAL SUMMARY INSIGHTS

DESCRIPTION	\$CND-20	\$CND-21
Total support and revenue	342,002	466,589
School operating expenses	140,183	218,009
School construction	97,833	153,729
Management and general expenses	21,259	21,480
Fundraising expenses†	276	18,576
Total expenses	259,275	411,794
Net income	82,727	54,795
Total assets	106,520	151,501
Total liabilities	5,672	5,671
Net asset balance	100,848	145,830

Numbers are from 2020-2021 audited statement. †In 2021 to fast track our fundraising activities we contracted an independent consultant to secure high network donors. The investment raised an additional \$124k in gross revenue. †† Management expense ratio is calculated from management, general expenses and fundraising expenses divided by total support and revenue [x 100] to obtain a percentage. School expense increased due to returning teachers after Covid restrictions from 2020. In addition, Kuwala prepared for new students in 2022 and hired new teachers. FINANCIAL NUMBERS REPORTED BY INDEPENDENT 3RD PARTY AUDIT.

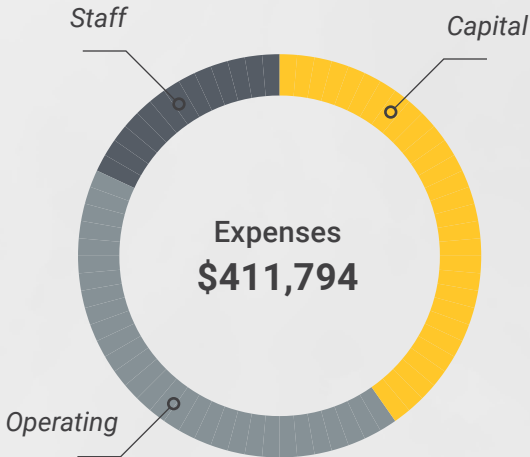
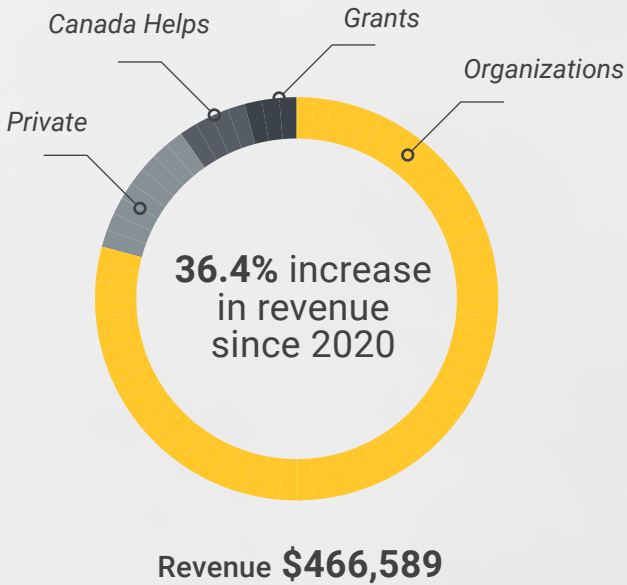
We have been approved by **CAF Canada** which means that **US donors can donate** to CAF America as a donor advised fund (i.e. designate that the funds go to Kuwala). By donating to CAF America they get a **tax receipt**. CAF America forwards the donation to CAF Canada which passes it on to Kuwala.

[LINK TO CAF WEBPAGE](#)

INSIGHT

Kuwala is actively building the sustainability of our donor base. More donors means a decreased risk of yearly fluctuations in revenue. Donors are defined as: individuals and organizations.

2020 Donors #	2021 Donors #	% Increase
39	96	146%



INFRASTRUCTURE DEVELOPMENT

| 2017-21 CAPITAL PROJECTS

Since our beginning in 2017 Kuwala has raised donations to **complete \$885,000 of capital projects** with an additional **\$183,000 raised towards projects currently underway**. The table summarizes our campus development projects for the period from 2017 through 2021.

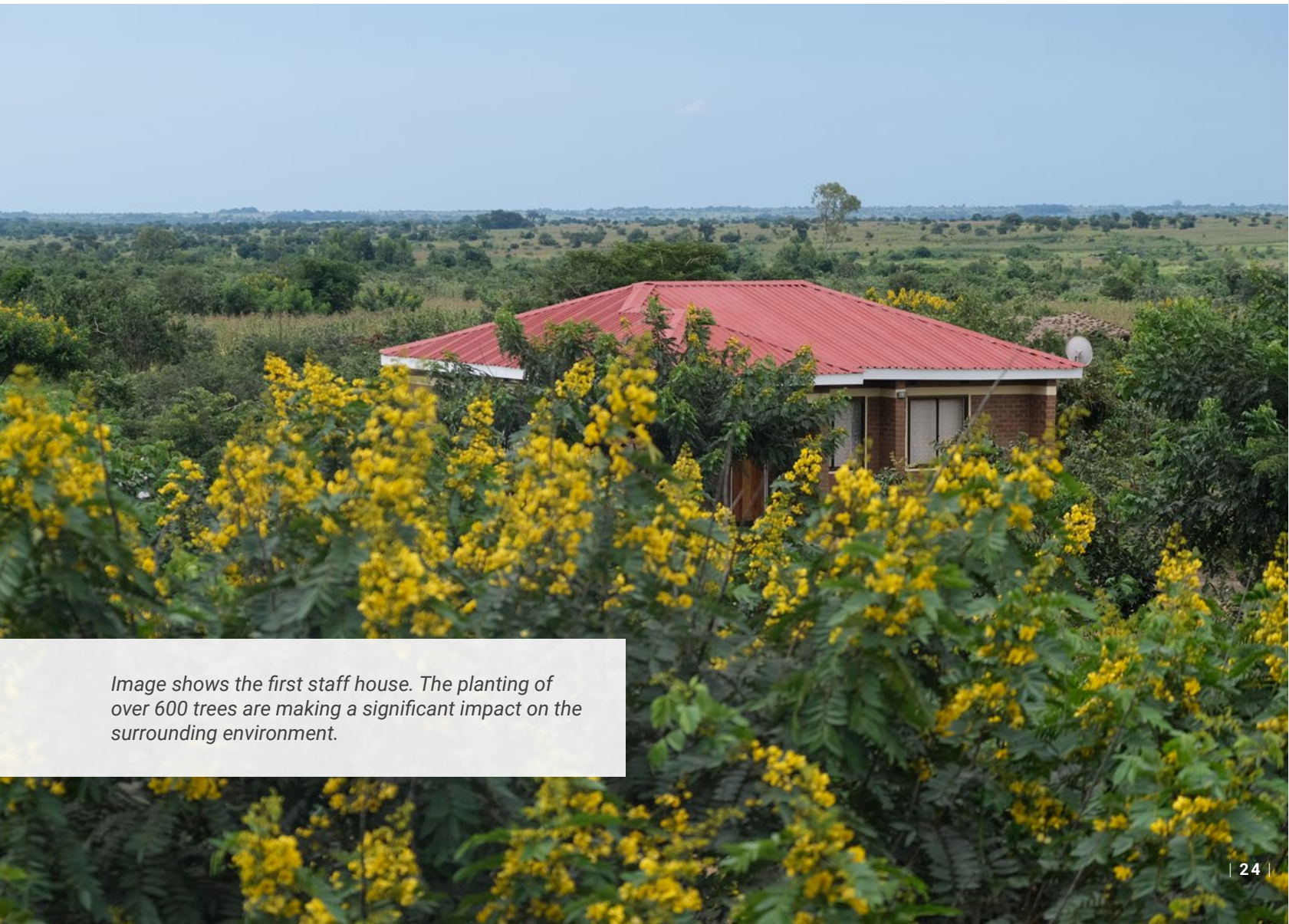


Image shows the first staff house. The planting of over 600 trees are making a significant impact on the surrounding environment.

Capital Projects Completed (2017-2021)

Land	\$40,000
Hostel 1 (60 students)	\$95,000
Classblock 1 (with 3 classrooms)	\$85,000
Temporary cafeteria and kitchen	\$5,000
Staff house, 1	\$40,000
Sewer system with biodigester	\$60,000
Water well	\$25,000
Water tower	\$65,000
Pumphouse	\$10,000
Composting toilets	\$15,000
Site office	\$17,000
Greenhouse 1	\$12,000
Fence with entrance gate	\$35,000
Site vehicles	\$60,000
Design & engineering services	\$30,000
Electricity service	\$60,000
St. Peter's Assembly Hall	\$109,000
Hostel #2	\$95,000
Greenhouse #2	\$12,000
Guesthouse	\$15,000
Total expenses	\$885,000

All funds converted to Canadian dollars.

Digital Ecosystem

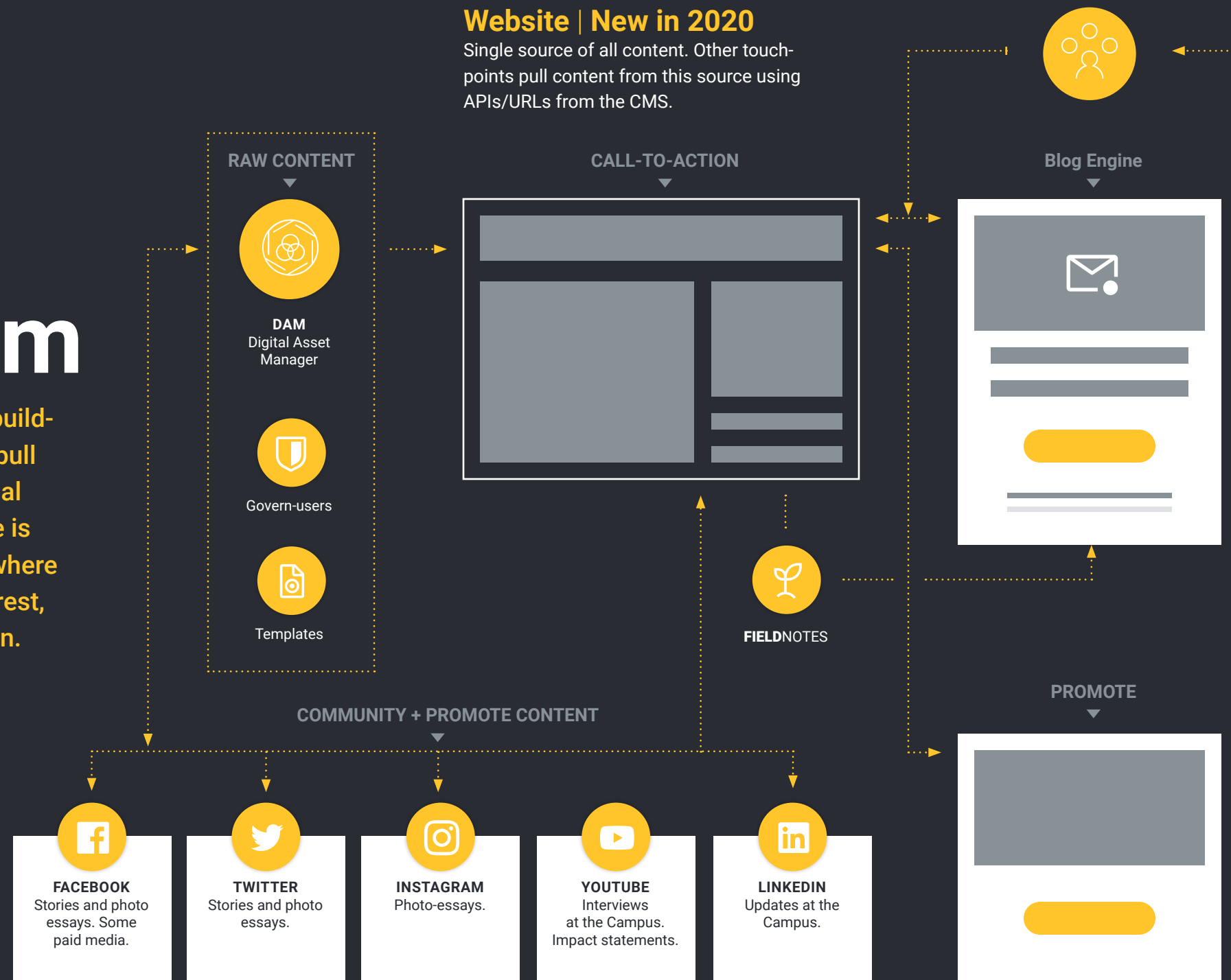
Our long-term strategy is to keep building our content and use push and pull marketing tactics to funnel potential donors to the website. Our website is our single source of truth and it's where the conversion funnel occurs: interest, awareness, credibility, and donation.

Social Media

Goal is to build an international community of like minded people that lead to advocacy of girls education in Malawi.

Audience Journey

PRIMARY AUDIENCE
OVERALL GOAL



Direct Mail campaigns

Content comes from website, business development consultant helps craft the message and support direct mail campaign with followup. Initiative to start in 2022.

STORIES FROM THE FIELD

Email

Act as an aggregator for content to subscribers. Content snowballs taken from:

- Monthly meetings
- Newsletter content in blog engine

Ads

Digital

Google AdWords, Text to donate
Web Ads, and SEO

Events

Zoom campaigns

Invite only events (after Covid)

Traditional

Handwritten post card
& phone call campaign
[Donor thank you].



All media moves audience through the journey map towards an annual repeat donor.

COMMUNICATION + DIGITAL TRANSFORMATION

Kuwala sends out a monthly newsletter to a managed email list that has leveraged content from the website. In Feb-2021 the Canadian board also decided to start producing a print-ready version called **"Stories from the Field"** to reflect the reading audience's wishes better. The print version offers a better reading experience on the iPad® or can be printed for those wishing to read from a hardcopy.

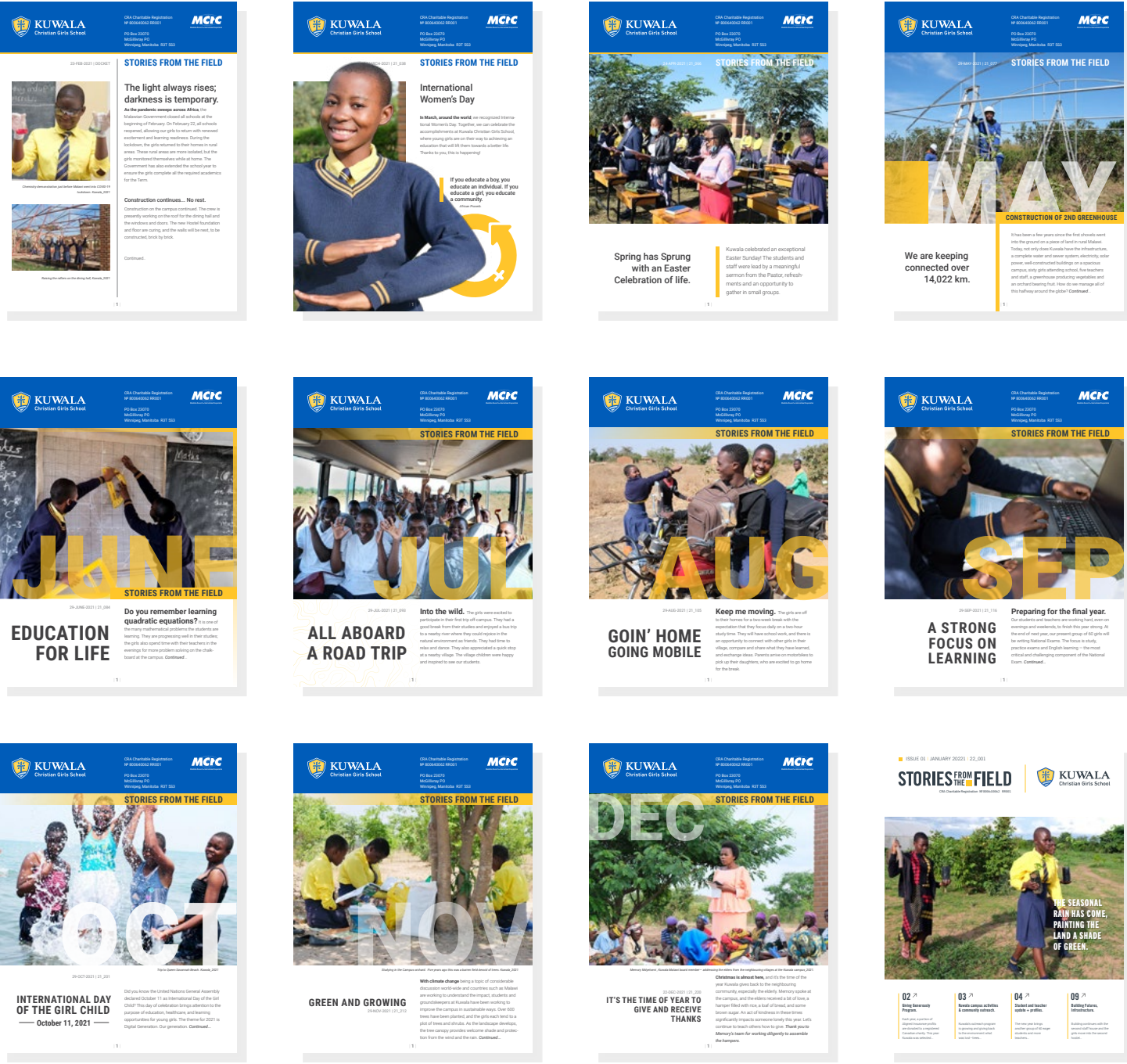
A cross-functional Canadian and Malawian team meets monthly to storyboard ideas, write, and edit to support the newsletter initiative. In Malawi, photos are taken to support the articles and assembled back in Canada with a publication date of the last week of every month.

In late 2021, for the 2022 publication year, we rebranded the newsletter, to better advertise **Stories From The Field** in the Masthead and started to focus the content around more of a magazine layout.

YEAR 2021
144 pages
of content
transparency | engagement

STORIES FROM THE FIELD





CRA Charitable Registration N° 800640062 RR001



SOCIAL MEDIA COMMUNICATION

As part of our ongoing digital transformation, we continue to leverage the content we create for the monthly newsletter to push out to our email list, Facebook, Twitter, Instagram, and LinkedIn. This strategy establishes a cadence of frequency and more impressions than a single media channel traditionally offers. **Our goal is to increase brand awareness and to show we are active.**

Insight
Our main target audience is most active on Facebook so this platform organically grows as our audience becomes connected to our cause. LinkedIn is a platform for business professionals and we didn't have a presence before 2000. Typically each month 12 posts / social media channel are scheduled (144 posts/year/channel).

Number of followers				
Year 2021	463	24	73	12
Year 2020	87	05	41	—
% Increase	463%	380%	90%	—

THE GROWING NEED TO MANAGE DIGITAL ASSETS

As part of our ongoing digital transformation, Kuwala has made a significant investment in managing our digital assets in a professional manner. To harness the potential we use a paid subscription service.

To help support the newsletter, we decided in late 2021 to invest in a Digital Asset Management Service to manage our growing library of images in a safe and secure manner.

The monthly investment offers:

- library of student profiles;
- history of capital projects and construction images;
- safe and secure storage of our history told through photos;
- better workflow for designing the newsletter content; and
- advanced search, tagging of keywords, and descriptions.

Any non-profit (irrespective of size) has the potential to gain a significant uplift in revenues by treating digital assets as a strategic advantage and as the image database evolves it will drive up the commercial value of the library.

BENEFITS

- 1 | **Engaging a new donor base**
- 2 | **Attracting new high networth partners**
- 3 | **Generating new revenue streams**

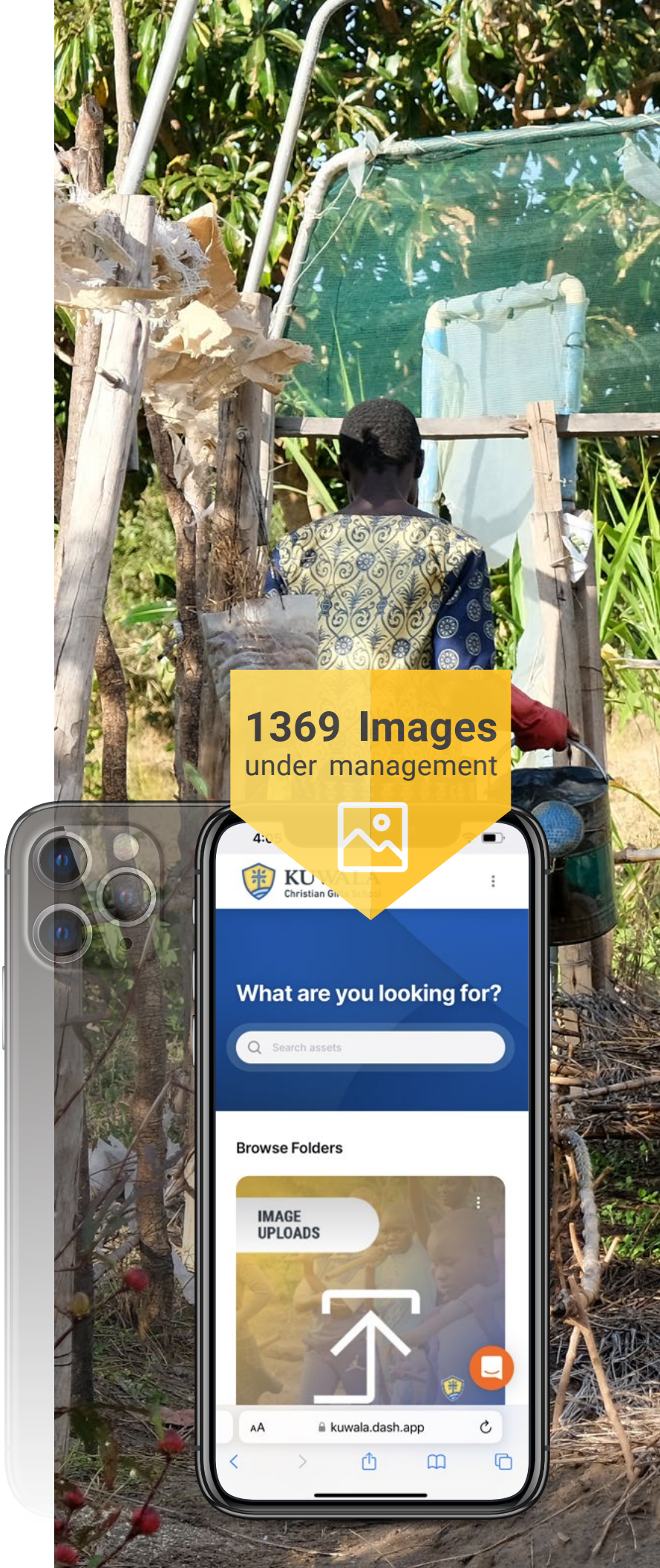


CHALLENGES

- 1 | **Creating engaging content and narrative**
- 2 | **Developing an effective monetization strategy**
- 3 | **Selecting the most relevant media channels**



1369 Images
under management



CAMPUS SECURITY

2020 was a challenge in terms of the worldwide pandemic but the Kuwala campus **stayed safe** by being **proactive**, taking **precautions**, and **helping** the community.

COVID-19 Update

Although not well documented, COVID-19 has community spread in Malawi. The Kuwala campus stayed safe by taking precautions, such as physical distancing, wearing a mask, keeping rooms well ventilated, avoiding crowds, frequent hand washing, regular temperature checks by the nurse, and health visits by the Government COVID-19 Rapid Response team. In addition, the Campus is mostly a self-contained bubble, so there is less exposure to the general population. To date the campus has not experienced a serious Covid outbreak.

Security of the Campus is more than just an attitude; it's community action.

At Kuwala, the management team takes the personal safety of the girls seriously. These girls are the future leaders of their communities and are on loan to us. The on-site professional security team, a matron that stays with the girls in the hostel. Onsite supervision of the teaching living on the property means the girls are never without adult supervision day or night.

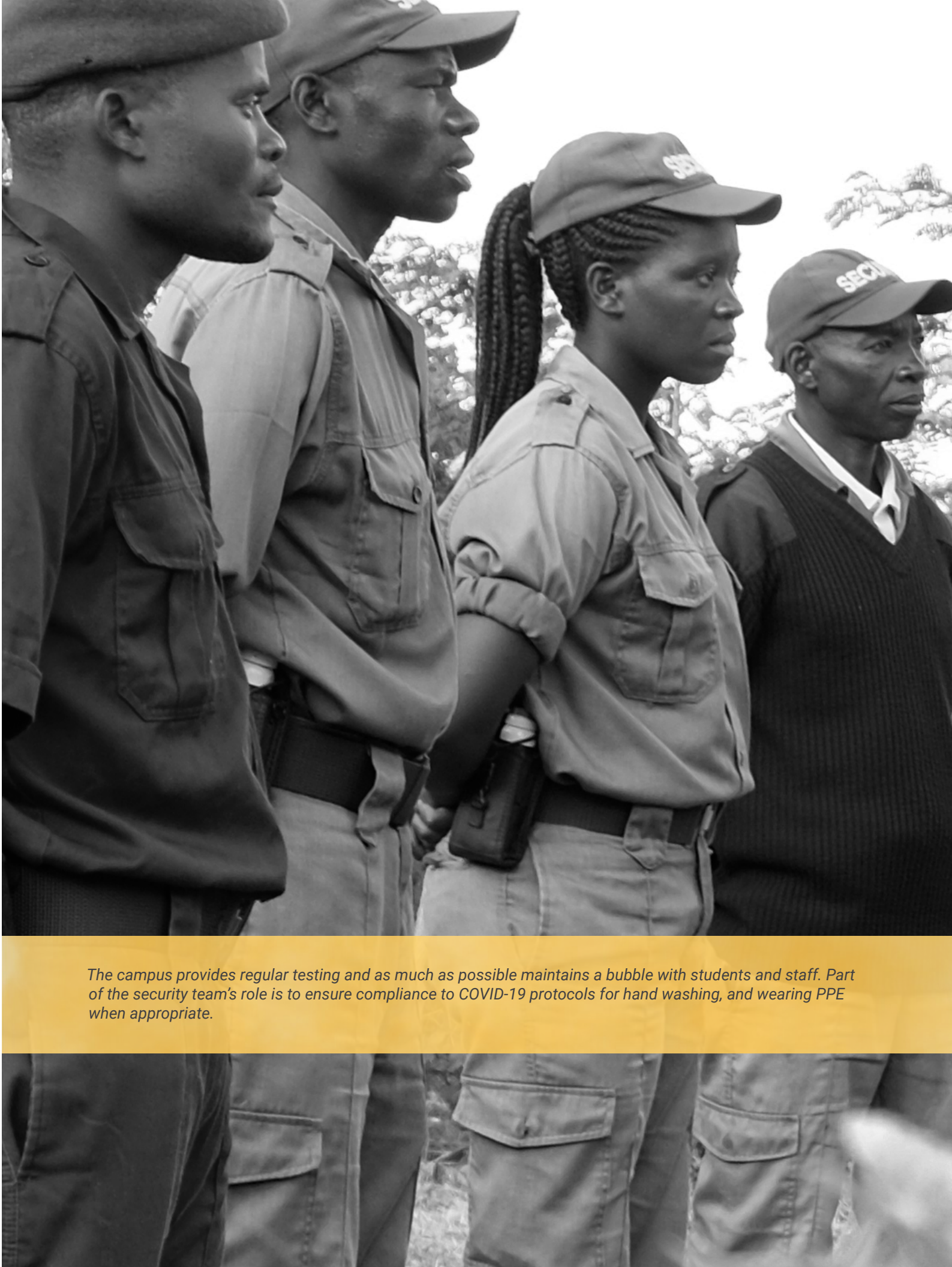
The personal security team is only part of the overall security system. In addition, the Campus has property fencing, a secure entrance, a guardhouse, and nighttime lighting.

Community outreach

Perhaps not as well known is the community pride in the Campus. In a few short years, the surrounding community has seen positive changes and economic benefits due to the Campus hiring local tradespeople and a greening of the environment.

The campus on several occasions has been a beacon of light to help the local community in times of need with supplying extra food staples such as flour.

The outreach of the student programs and the St. Peter's Assembly Hall will benefit the surrounding rural community for years to come when it comes on-stream in late 2021, answering the need for hosting community events. The best security is often an invested neighbour.



The campus provides regular testing and as much as possible maintains a bubble with students and staff. Part of the security team's role is to ensure compliance to COVID-19 protocols for hand washing, and wearing PPE when appropriate.

MCIC PARTNERSHIP

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. MCIC provides Kuwala with opportunities to engage with fellow Manitobans on various issues and approaches to international development, including the possibility of access to an annual grant for international development provided by the Province of Manitoba.

Through MCIC, Kuwala connects to numerous members that include many familiar development alliances and networks and thousands of Manitobans who support the vital vision of a just world as we strive towards achieving, for example, the sustainable development goals as set by the United Nations.

MCIC supports networking and capacity development in members and partners for more significant impact, engaging the public to be active global citizens, international cooperation through funding, and maintaining and strengthening organizational wellness.

We will continue to share future updates about Kuwala’s engagement with MCIC. For more information on the mission and vision of MCIC, please visit the website. www.mcic.ca



In partnership for a better world
through Education | Sharing | Action

MESSAGE TO FAITH-BASED ORGANIZATIONS

As a Christian school, we work to provide an environment based on values to establish a foundation for a successful life and nurture our students to reach their full potential. We teach to the Malawian national curriculum, and all students take religious studies religious studies which is part of the national program.

Students are guided by a syllabus-based textbook to read a verse from a Good News Bible. After reading the verse, the teacher asks the students to paraphrase in their own words the meaning. Different groups present their thoughts and the teacher clarifies using a teacher’s guide what the verse means. The teacher also recognizes those who were close to the correct meaning of the verse.

Students also read stories from the Bible, and the teacher asks questions to see if the students understand the stories.

The school schedule has extracurricular activities such as: prayers every Friday and Monday after classes, sports (netball, volleyball, football, and frisbee) and other indoor games including chess, draft, and Bawo.



Kuwala is helping girls shine.



Students reading Bible verses during sermon.

Play Video ▶



Memory Mdyetseni, discusses
the impact of the St. Peter's
Assembly Hall on the Campus.
1:29 min

OUR SUPPORTERS | FAITH-BASED

A message from the leadership team & Pastor Meinhardt at St. Peter's **Evangelical Lutheran Church** in Winnipeg, Manitoba Canada.



Bjoern Erik Meinhardt
Pastor



Jerry Roehr - Chair
Mission Committee



Michael Zacharias
Council President

WORDS BY PASTOR, BJOERN ERIK MEINHARDT

From the start, the Kuwala Christian Girls School project received strong support and commitment from the members of St. Peter's Evangelical Lutheran Church. It's an idea deeply rooted in and connected to Lutheran theology, which has always valued education within a Christian context.

When I think of Kuwala, two words come to my mind: vision and empowerment. With regards to vision, it all started in an empty field. The school has been built (with ongoing developments) and has become an established learning centre in Malawi. This is a wonderful achievement that was reached after only a few years. With regards to empowerment, Kuwala provides quality education to girls to become leaders and entrepreneurs in their communities. The school serves as a vessel for improving their prospects in life.

This year marks another highlight: The class of 2022 is the first group of students to graduate after completing a full four years of learning. Congratulations!



This is what the St. Peter's Evangelical Lutheran Church (Winnipeg) congregation built in Malawi. Thank-you.

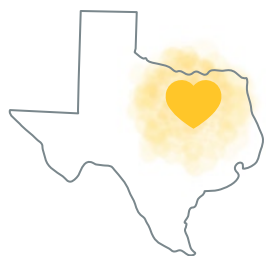
OUR SUPPORTERS | FAITH-BASED

A message from the ministries of King of Glory Lutheran Church on the importance of Kuwala to their congregation and beyond.

Since its establishment in 2012, **the King of Glory Foundation** has provided financial support to the ministries of King of Glory Lutheran Church as well as to those in the community and the world beyond. The foundation's focus has been the ministries within King of Glory that reach out and support the Dallas community, with the largest focus on social disparities such as food banks and refugee resettlement and youth both within King of Glory and in our area schools.



When the foundation first learned about the Kuwala Christian Girls School, there was an instant realization that so much about the school and the people benefiting from it were what we are called as Christians to lift up, support and celebrate. Even though the funding was going almost to the other side of the world, the foundation trustees realized that what we do today for those whom we have never met will help to change the world for generations to come.



DALLAS TEXAS

We have thoroughly enjoyed watching the videos and visiting the Kuwala School website for updates. We pray for their continued success.



If your faith based organization would like to adopt Kuwala as their world outreach program, Kuwala provides regular progress reports to your congregation and the direct impact their donation is having. Our communication to you is important.

OUR SUPPORTERS | FAITH BASED

A message from Pastor Peter Lurvey of the Joy Lutheran Church in Winnipeg, Manitoba Canada on the importance of Kuwala to their congregation.

The Kuwala project has been a gift from God for our congregation, Joy Lutheran, Winnipeg. My involvement has seen the early days of the commissioning and blessing of Myles and Rozanne Boonstra and their boys Owen and Asher for an exploratory trip to Malawi.

Now I've seen support for Kuwala in our church budget, year after year, and Joy members supporting individual students attending Kuwala. God has given Joy a wonderful focus outside of our walls - the education of girls in a Christian school, which will affect generations to come.



Our vision of the Church family has expanded, and we, who are God's workmanship, are privileged to be doing some of the *"good works, which God prepared beforehand, that we should walk in them."*

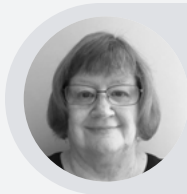
_Ephesians 2:10.

I thank God for Kuwala.





BOARD OF DIRECTORS + STUDENT IMPACT STATEMENT | VIDEOS

The board members that spoke at the 2021 Kuwala Annual General Meeting have been pre-recorded to capture the essential speaking notes to this report. Enjoy.




Susan Wiegner
Treasurer






Robert Granke
Director, Fundraising






Memory Mdyetseni
Kuwala Director






Tisangalale, Form 4
Student impact statement






Darryl van Herksen
Director, Digital Marketing





Myles Boonstra
Vice President & Vice-Chair





Henry Mdyetseni
Kuwala Director





CREDITS

Kuwala’s Canadian board of directors is an all volunteer board and we are proud to lend a hand to help girls in Malawi receive an education. While some expenses are necessary to run an international charity we do our best to keep the sales, marketing, and business operations in-house. This Annual report you are reading, the monthly newsletters, and the website are made possible by the Canadian and Malawian team working together to create the content. **All the board members in Canada and Malawi help contribute to Kuwala’s success but there are also non-members creating the monthly content that make all this possible.**

The names to the right offer their help to make this all possible.
THANK-YOU.

Non-board members invoved in content creation

- 1 Leslie Kinzel
Writing
- 2 Margaret Murray
Writing + editing
- 3 Madison Kinzel
Video editing
- 4 Cory Walpole, Release Media
Social media program
- 5 Chimwemwe Katola
Photographer, Malawi



KUWALA
Christian Girls School

info@kuwala.org