



Without your support this image would not be possible. Kuwala_2023



KUWALA
Christian Girls School

2023 ANNUAL REPORT
OUR PROGRESS IS GROWING FUTURES

REV. 00 | 24-021



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Typical life in Malawi's capital city, Lilongwe. Most locals do business on the side of the road and many of the jobs are subsistence farming with crops grown in depleted soil, low in nutrients. Kuwala_2024.

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.

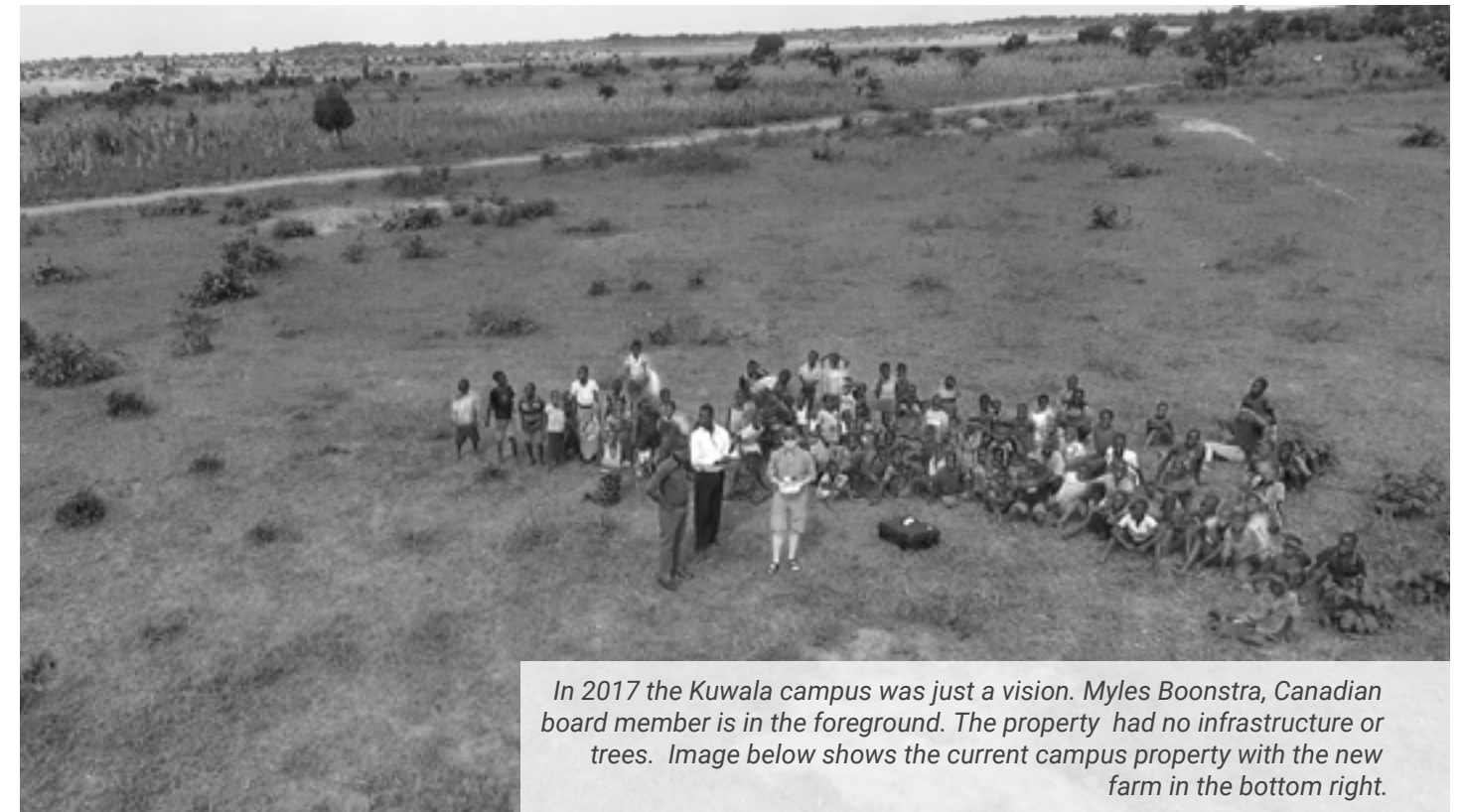
Mobilizing like-minded Canadians and aligning with a dedicated team of Malawians, was a clear vision adopted for a boarding school that would provide, high-quality education in a safe learning environment exclusively for girls from backgrounds of extreme poverty. Kuwala Christian Girls School was born from that vision and have surpassed the original goal of 120 students finishing 2023 with 154 students and poised for growth to 240 students in 2024

Advancements in the campus infrastructure continued through 2023 as the campus expanded to both better support the students and prepare for expanding numbers of students. The goal of raising the independence of Kuwala towards a model of self-sustainability for the school continues to move forward as the solar power and biogas programs are now working efficiently, food production for students and staff is accelerating and new work on

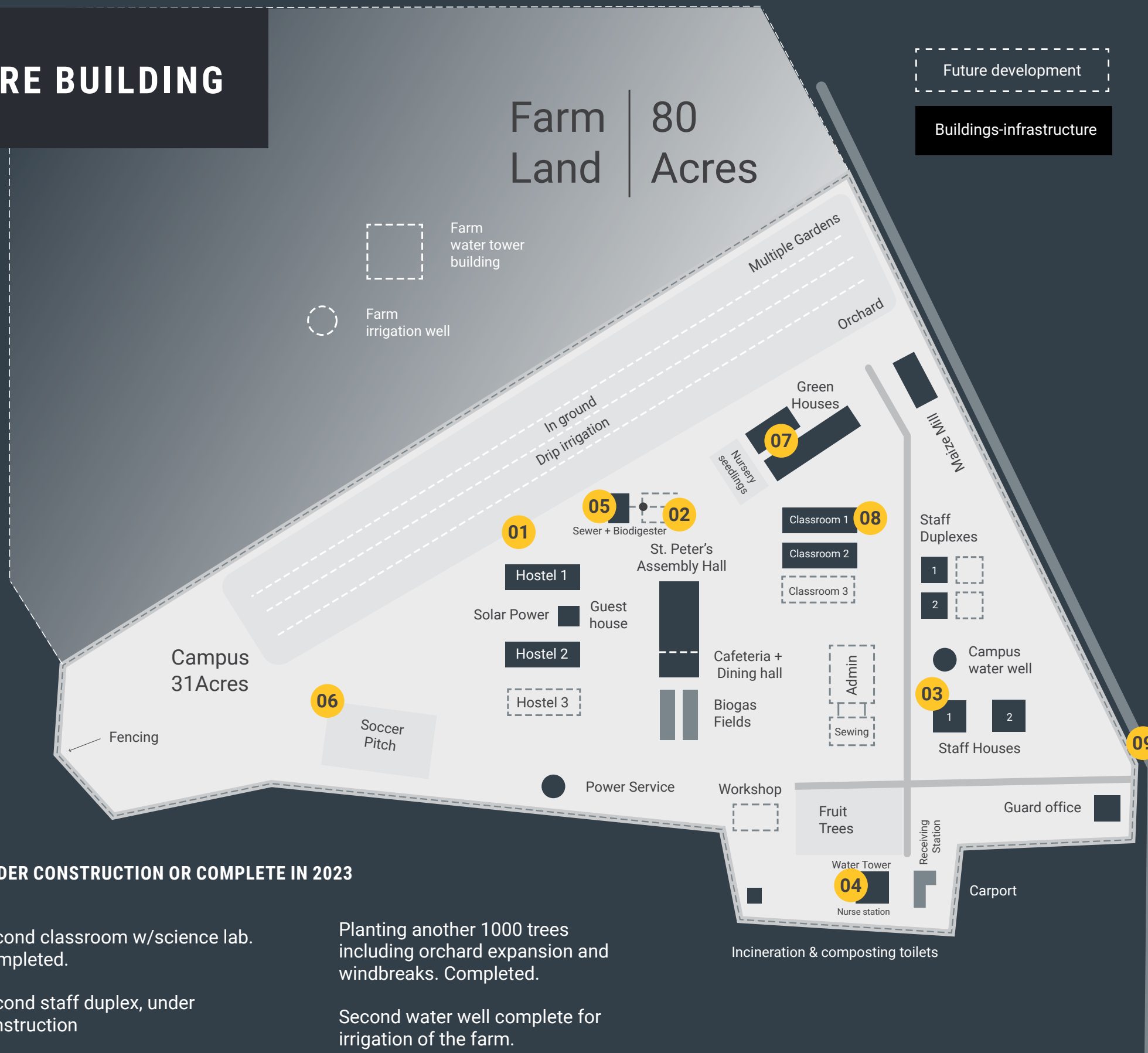
food preservation techniques to allow for longer term local food access is progressing.

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 image (above right) was taken circa 2017. In a few short years we have built a ‘green’ campus - (bottom right).



WHAT WE ARE BUILDING



01

Hostels



05

Waste Treatment



02

St. Peter's Assembly Hall



06

Soccer Pitch



03

Staff Houses



07

Greenhouses



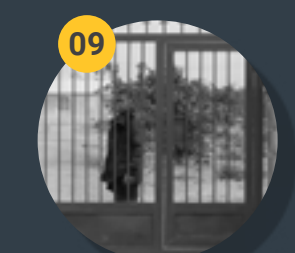
04

Water Tower



08

Classblocks



09

Gate entrance w/ perimeter fencing

UNDER CONSTRUCTION OR COMPLETE IN 2023

Second classroom w/science lab. Completed.

Second staff duplex, under construction

Maize Mill operational

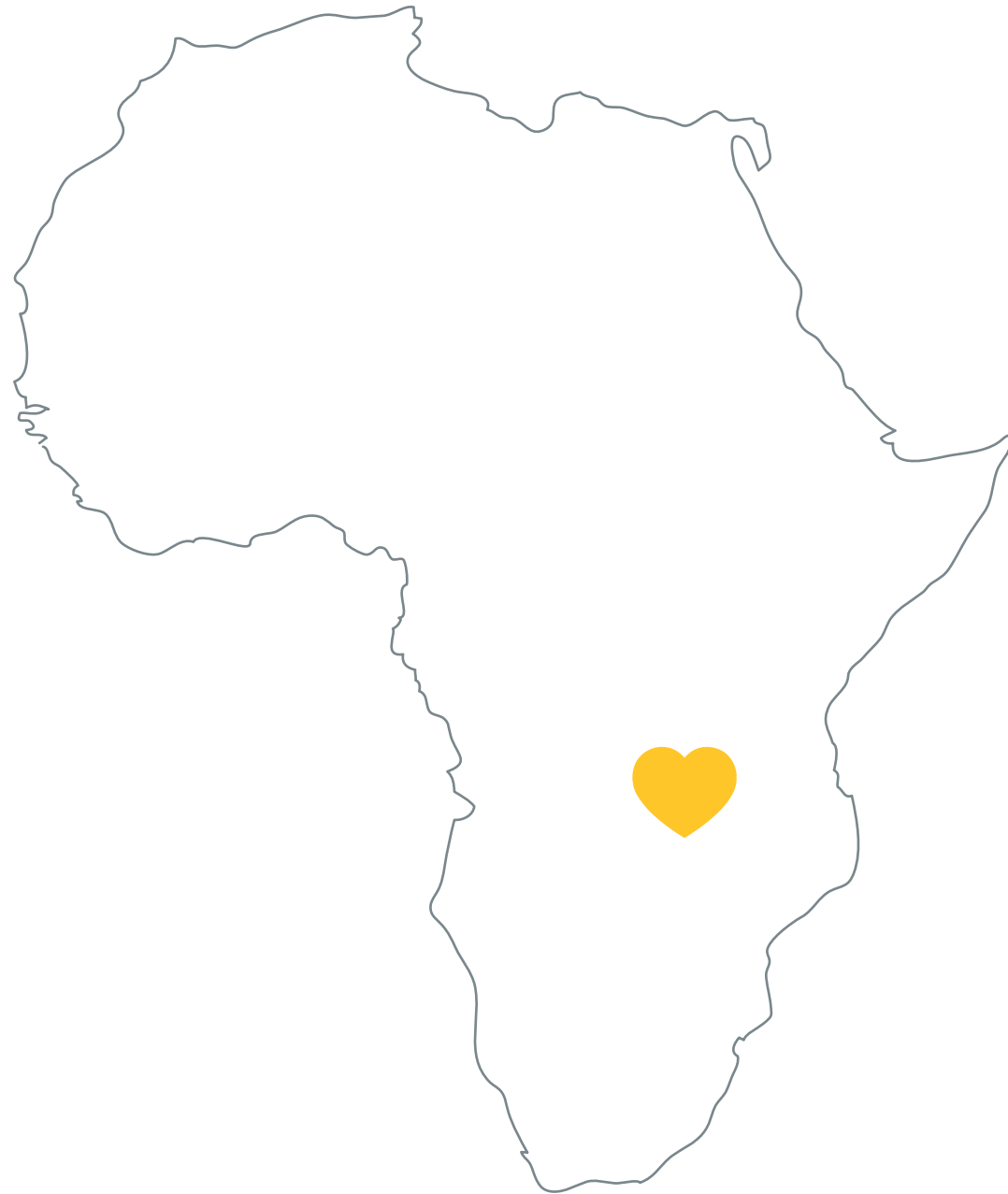
Workshop + power tools under construction

Planting another 1000 trees including orchard expansion and windbreaks. Completed.

Second water well complete for irrigation of the farm.

Increased farmland to 80 acres from 35 acres.

ABOUT MALAWI



World Bank has declared Malawi the 4th poorest nation in the world. According to their report "over half the population lives in poverty and one-fifth in extreme poverty."

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 coordinates funding and professional business management and the Malawian board provides over-site, 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 girls in Malawi an opportunity to receive a quality education in a safe environment. Our progress is working.

— **We are growing futures.**



To help with our fundraising Kuwala has partnered with Canada Helps to provide support our donors

[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



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.



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.
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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.
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Susan is retired from the financial services market as Assistant Vice-President of Information Services.
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Corporate lawyer practicing at Halliwill Seguin LLP in Windsor, Ontario with previous corporate law experience at a large top-tier firm.
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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.
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Marsha Cosman
Director
Marsha is a e-commerce strategist, consultant, author, and entrepreneurial educator.
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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.
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MALAWIAN BOARD MEMBERS



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

Director

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, P. Eng.

Director

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.



Esther Kawale, M.Sc. and Strategic Management

Chairperson of the Board

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



Martha Chizuma

Director General, Anti-Corruption Bureau, Malawi

Martha Chizuma is the current Director General of the Anti Corruption Bureau in Malawi, the first ever female to hold the position in the country. The Bureau is mandated to fight corruption through prevention, public education and law enforcement. She holds a Masters in Law from UK and Bachelor in Law (Hon) Degree from Malawi. Martha has won several awards in recent years including being woman of the year and personality of the year, 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.



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. McLuwen has 22 years work experience in Accounting & Finance, Financial planning, Internal controls and Audit.



Rev. Blessings Chikakula

Paster, Director

Minister at MATOLA CCAP, Dowa District - Central Malawi. Blessing has degree at African Bible College, LL, Bachelor of Arts and Biblical Studies.



Isaac Kalebe, BAH, MBA (UNIMA), ACII

Director

Isaac Kalebe is a commercially astute chartered insurer and an experienced business executive with over 18 years’ experience in FMCG, risk management, public funds management and administration in Malawi, Zimbabwe and South Sudan.

MESSAGE FROM THE DIRECTOR OF EDUCATION

On behalf of Kuwala Christian Girls Secondary School in Malawi, I would like to thank the donor community, Board Members, friends, and partners in Canada and the USA. Kuwala Malawi is so grateful for the partnership; our relationship grows yearly. The trust and commitment each of us is pouring towards educating girl children in Malawi.

The school has been operating for six years, and God has been faithful to Canada and Malawi's partnership. In six years, a lot has happened. We started with sixty Canadian scholarship students who graduated in 2022 with a 98% pass rate. Since then, the school has graduated three cohorts of students shaped academically and in character. The school is graduating leaders of today and tomorrow. The school is growing every day because of the kind of students we are producing. These are girls who are able to respect themselves, others and property. This is a rare gem to find in our society. Many parents are coming to look for a place for their girls. Our rule has been to get one girl from one village and one family, and yet, in each village, many girls would love to come and study at Kuwala.

We now have Malawian citizens who have the financial capacity to provide additional scholarship support for others in their communities who do not have the financial ability to send their girls to Kuwala. As an example, we have Malawian employers providing funding for employees' children who otherwise would not be able to attend Kuwala.

Parents, guardians, and the surrounding community are amazed to see the transformation in these girls. They handle themselves when they go home and care for and love their community and family. A number of the students have joined public universities, doing different economic activities like businesses and running preschools, and some doing different trades like tailoring, welding, baking, etc. In our 2023 academic year, we finished with 154 students.

As the student body grows, the number of staff members also increases. Currently, we have the following staff members: 9 teachers, two Accounts officers, three chefs, 13 Security Guards, two store Clerks, three interneers (Kuwala alumni), 7 farm and gardeners, two maize mill workers, one biogas attendant, one plumber, one Nurse and one photographer. In total, we have 44 staff members in Kuwala. They all work hard and contribute positively to the performance of the students. This is achieved by having frequent workshops and meetings on the culture of Kuwala. The guards have just finished their refresher training last week.



We have a huge challenge ahead of us: proving to the community that it's possible to change and train a girl child to be a responsible leader. We believe we can as a team and are so grateful to be with you in this endeavour. Teachers are happy and still looking forward to seeing more staff houses being built. The growing number of workers at Kuwala has a positive impact on the economy of this area. The change of mindset in the surrounding villages is noticeable, which is one of the ripple effects of our existence here at Kuwala. The surrounding community believes in evidence based progress. They have seen Kuwala planting many

trees and emulating the same example that they have come to believe in planting trees in their surrounding villages. They have come to appreciate the importance of sending a girl child to school. As a way of giving back, our students continue to hold special classes for kids under ten years old every Wednesday. They teach the kids to read and count and play with them, strengthening our relationship with the community. Finally, Kuwala is a school that solves the problems of 154 students and makes thousands smile through its ripple effects.

God Bless, Memory Mdyetseni
Kuwala Board Member, Malawi



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.

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



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.

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.

Upon completion of Form 4, students write MSCE exams (Malawi School Certificate of Education). Successful Kuwala students are awarded the MSCE Certificate. **Our first two graduating classes, with graduation rates over 90% have far exceeded the national graduation rates for girls of less than 40%.**



INNOVATION

The vision of a laptop per student has been accomplished including setting up a computer network, classroom, and head-phones to gain access to audio learning.

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 evidenced by the greenhouse, and our third round of donated laptop computers delivered in 2023, 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 computer network and use a classroom projector 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 green-

house farming utilizing mentorship and training from Canada via digital support. From a barren land in 2017 to a centre of innovation today, 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.

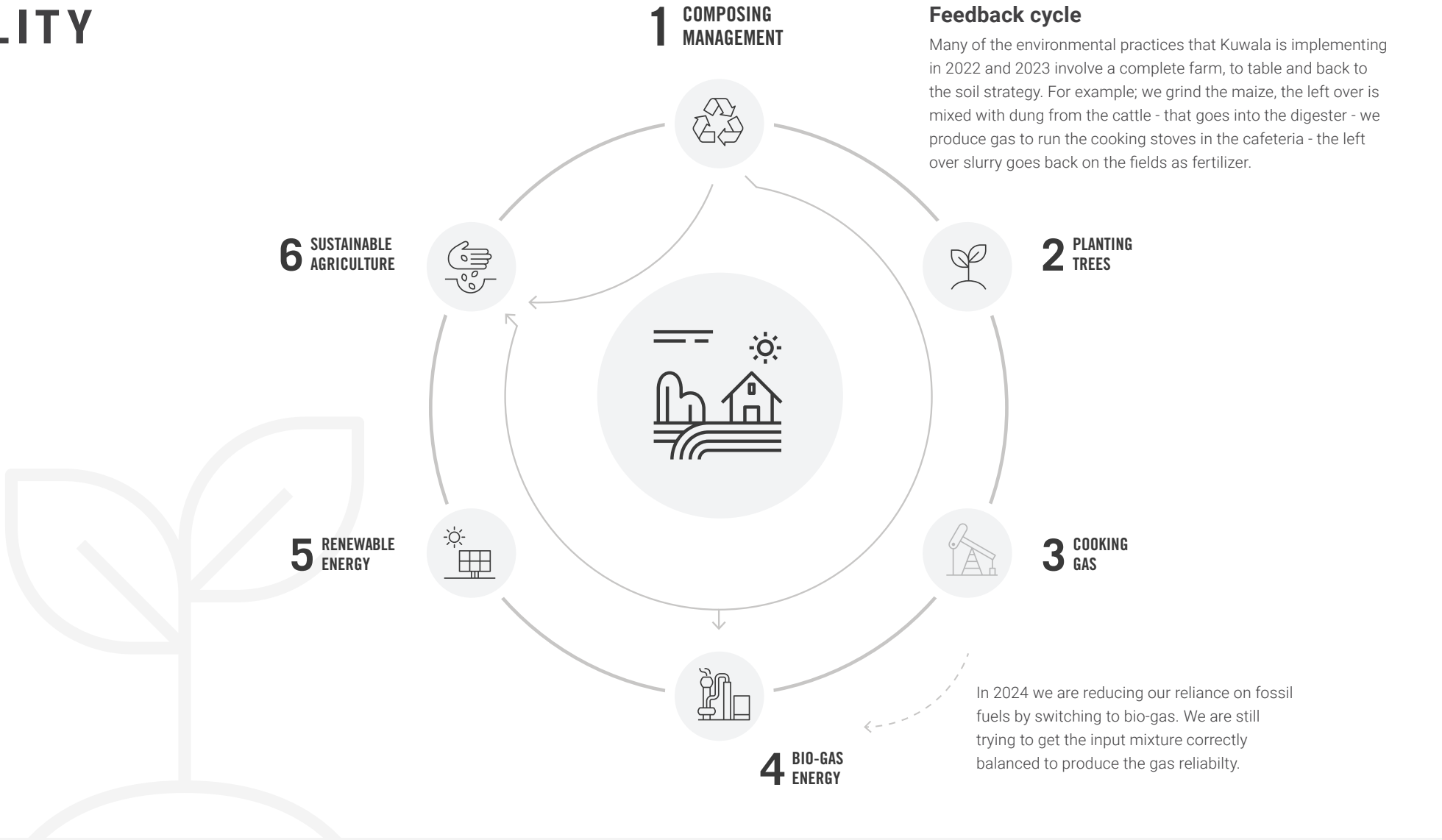
To support the future growth of the Campus we are preparing to expand our distant education training by using **Starlink**, installed in 2023 dramatically improving the connectivity of Kuwala through the internet. The Campus in 2024 is looking to expand connectivity throughout facility by adding a second Starlink.



ENVIRONMENTAL SUSTAINABILITY

From day one, Kuwala has been **respecting** and **renewing** the environment while **teaching** our students their **responsibility** as environmental custodians. Today, with climate change it's become necessary in order to function.

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. 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.



01 | Composing 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.

02 | 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.

03 | Cooking with propane is a better option than trees.

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.

04 | Bio-gas energy

In 2023 the best option for energy is the introduction of the bio-gas initiative. This will reduce or remove the need for propane. Bio-gas will also be used later for heating water. In addition, the bio-gas slurry is then used for fertilizer in the gardens, orchards, and greenhouses.

05 | 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 photo-voltaic solar field (solar is already part of the campus electrical grid). This project will be critical to achieving a clean dependable power.

06 | Sustainable agriculture and farming

Kuwala is establishing a sustainable Farm and will be investigating Permaculture farming practices. This initiative utilizes the new farmland for agriculture, including chickens, and the processing of maize. The goal is to make Kuwala fully sustainable and self-sufficient while developing learning and employment opportunities.

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.



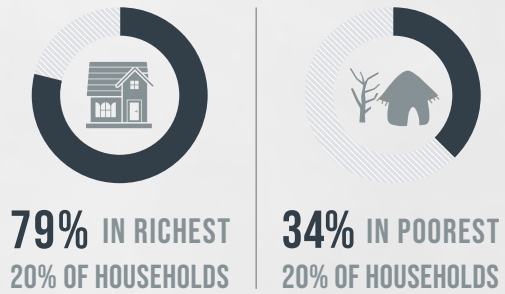
Make cities and human settlements inclusive, safe, resilient and sustainable.

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

2023 YEAR IN REVIEW

In 2023, Kuwala celebrated another successful year of growth and impact.

Our on-campus construction efforts moved forward, and our student community continued to expand. With over 40 staff members now on board—including teachers, cooks, security guards, and farm workers, along with day laborers—Kuwala has become a vital contributor to the local economy. These stable, meaningful roles are helping staff improve the quality of life for their families and their communities.

Our focus on self-sustainability is thriving, especially through the expansion of our campus farming operations. The food we produce supports the school, and our tree nursery provides seedlings that we deliver to nearby communities, further extending our reach.

Notable milestones in 2023 include:

- The continued progress on our **second staff duplex**, which will soon provide on-campus housing for two more teachers, strengthening our on-site community.
- The development of our campus workshop, scheduled for completion in 2024. With state-of-the-art tools, this space will allow us to handle on-site maintenance and create jobs in wood-working and welding.

- The **installation of Starlink**, alongside our growing laptop program, has made Kuwala a fully digitally connected school.
- Completion of our **dedicated solar power system**, giving Kuwala full independence from the unreliable national power grid. Powers 333 light bulbs!
- Drilling of a **second water well**, delivering excellent water flow for farm irrigation.
- Completion of a **biogas installation**, allowing our kitchen to switch from propane to biogas, providing a faster and more sustainable energy source for cooking meals for nearly 200 students and staff.
- The launch of our **maize mill operation**, which now grinds our own grain and offers an essential service to local communities.

Additionally, we acquired **more farm acreage, furthering our self-sustainability efforts**. This expansion not only provides food for the school but also allows us to teach our students agricultural best practices, which they can take back to their villages.

Looking back at the past year, I can confidently say it has been a successful year, a lot has been achieved and we believe a lot more will be achieved with the help of all our Donors, supporters, staff and Gods favour.

We thank you all for your support and encouragement.

Henry Mdyetseni, P. Eng.
Director of Construction



2023 IMPACT STATEMENT

All girls at Kuwala come from impoverished situations. These girls are most at risk of pregnancy and child marriage. Our Canadian charity provides 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. Kuwala employs 44 staff with 154 students and provide multiple additional employment opportunities to local community members.



FACILITY EXPANSION PROGRAM

BUILDING FOR A BRIGHTER FUTURE

Facility Expansion Program with a multi-use facility to facilitate an expanded computer science laboratory, library, on-campus clinic, staff development space, administration and accounting offices and dedicated tailoring and sewing skills facility.

Our 2024/2025 vision focuses on expanding our campus to provide new opportunities for learning and growth. This initiative is centered around two major building projects designed to meet the diverse needs of our school community:

Multi-Use Facility: This building will house a state-of-the-art computer science lab, a library, an on-campus clinic, spaces for staff development, and administrative and accounting offices.

Tailoring and Sewing Center: A dedicated space for teaching essential tailoring and sewing skills, preparing students for future opportunities.

Together, these two buildings represent a significant milestone in our journey to provide comprehensive educational and vocational resources for our students. We aim to package these projects as one unified effort, creating a more cohesive and impactful expansion.

Our plans for 2024/25

- A. Host Our First School Visit:** We will welcome our first group of supporters from Canada to experience our school firsthand.
- B. Expand Teacher Housing:** We plan to complete our second duplex and provide on-site housing.

- C. School Workshop:** Our goal is to complete and operationalize the school workshop, adding new practical learning opportunities.
- D. Farming and Irrigation Expansion:** We're continuing to grow our farming operation with the construction of a second water tower to support an expanded irrigation system.
- E. Agricultural Efficiency:** Purchasing a tractor will help streamline our farming efforts, while road improvements around Kuwala will enhance accessibility.
- F. Farm Livestock:** We are introducing cattle and goats as part of our farm's development, enriching our agricultural program.
- G. Composting Initiative:** By developing a composting program, including the use of biogas slurry and locally sourced manure, we aim to improve soil health and the overall quality of our farm and gardens.
- H. Facility Expansion Program:** We will launch this initiative in 2024, seeking financial support to complete the project by 2025.

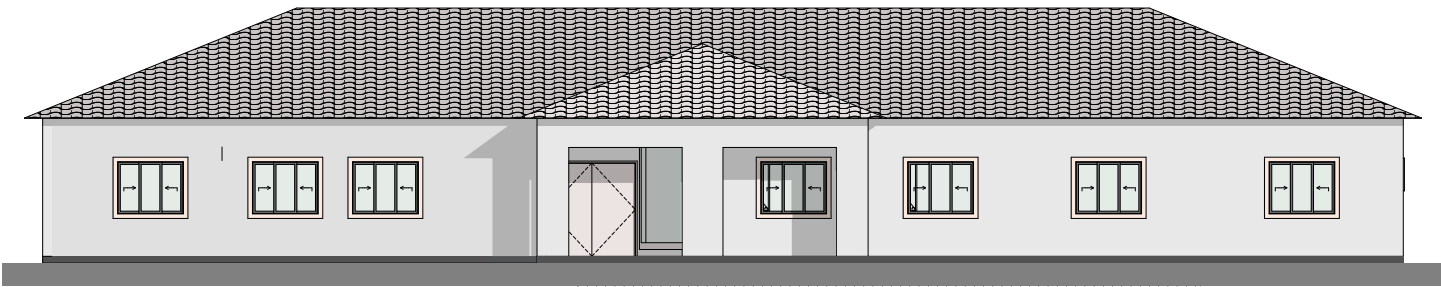


Image of future workshop to be completed in 2024. This will house power tools to support trades training for Kuwala students, and help with campus on-going construction.

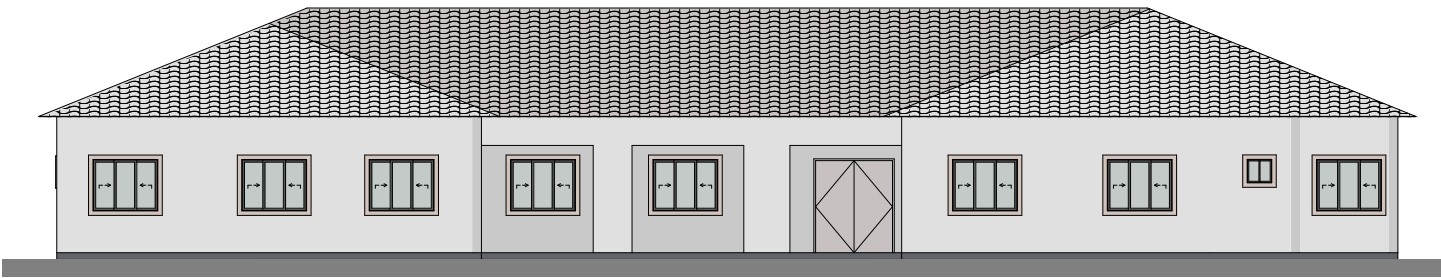
ADMINISTRATION BUILDING COMPLEX CAPITAL PROJECT

As our Campus continues to grow, we’re planning to build Campus Complex building to house: a sewing and tailoring centre, new computer science lab, library, medical clinic, staff development space, admin and accounting offices.

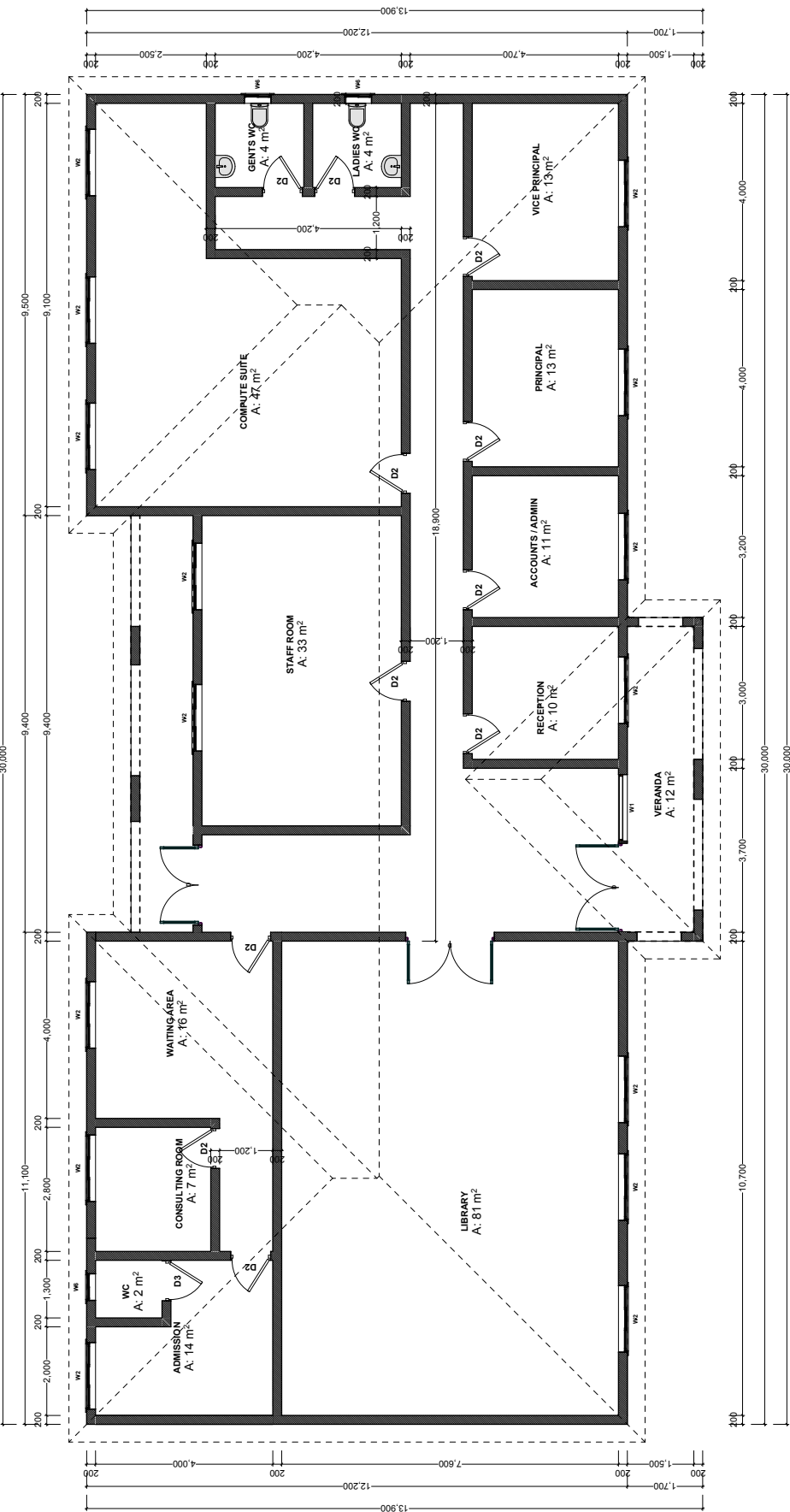
To make this vision a reality, we’re seeking to raise \$170,000 CAD to fund the project.



FRONT – ELEVATION



BACK – ELEVATION



2023 FINANCIAL SUMMARY INSIGHTS

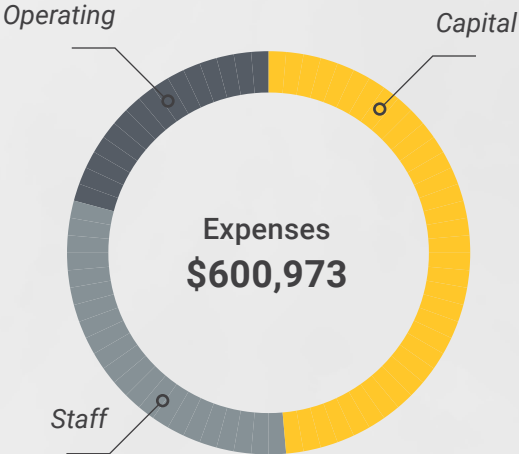
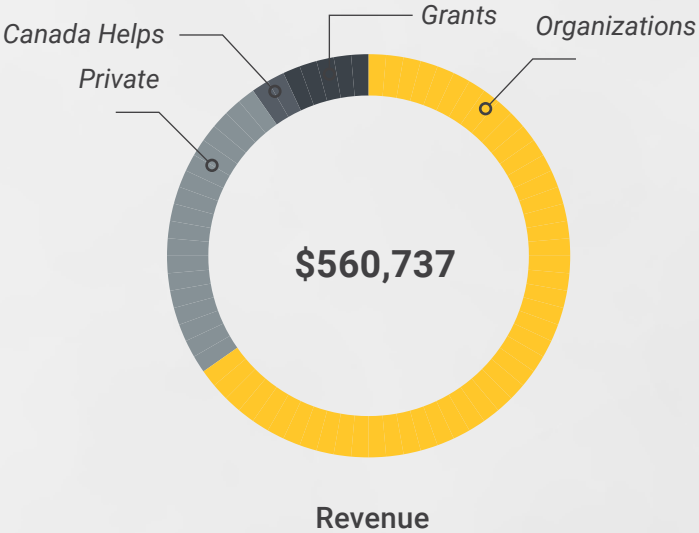
DESCRIPTION	\$CND-20	\$CND-21	\$CND-22	\$CND-23
Total support and revenue	342,002	466,589	\$909,574	\$578,806
School operating expenses	140,183	218,009	\$264,124	\$279,786
School construction	97,833	153,729	\$375,859	\$295,439
Management and general expenses	21,259	21,480	\$30,325	\$24,637
Fundraising expenses†	276	18,576	\$22,418	\$1,101
Total expenses	259,275	411,794	\$690,095	\$600,973
Net income	82,727	54,795	\$219,479	(22,167)
Total assets	106,520	151,501	\$376,504	358,990
Total liabilities	5,672	5,671	\$5,671	\$7,500
Net asset balance	100,848	145,830	370,833	351,498

Numbers are from 2021-2023 audited statements. Management expense ratio is calculated from management general expenses divided by total support and revenue [x 100] to obtain a percentage. FINANCIAL NUMBERS REPORTED BY INDEPENDENT 3RD PARTY AUDIT

Auditor Financial Report

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](#)



INFRASTRUCTURE DEVELOPMENT | 2017-23 CAPITAL PROJECTS

Since our beginning in 2017 Kuwala has raised donations to **complete \$1,700,000 of capital projects** The table summarizes our campus development projects for the period the 2023 calender year.

Capital Projects Completed (2023)

Duplex	60,000
Workshop construction	\$56,000
Science lab furniture	\$43,900
Solar power system and installation	\$76,000
Water well for farm	\$7,500
Irrigation system for farm	\$15,000
Total capital expenses	\$258,400

All funds converted to Canadian dollars.



Capital projects provide community based jobs, Kuwala_2022.



Third student hostel, will be completed in the fall of 2024.

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.

Website
Single source of all content. Other touch-points pull content from this source using APIs/URLs from the CMS.

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

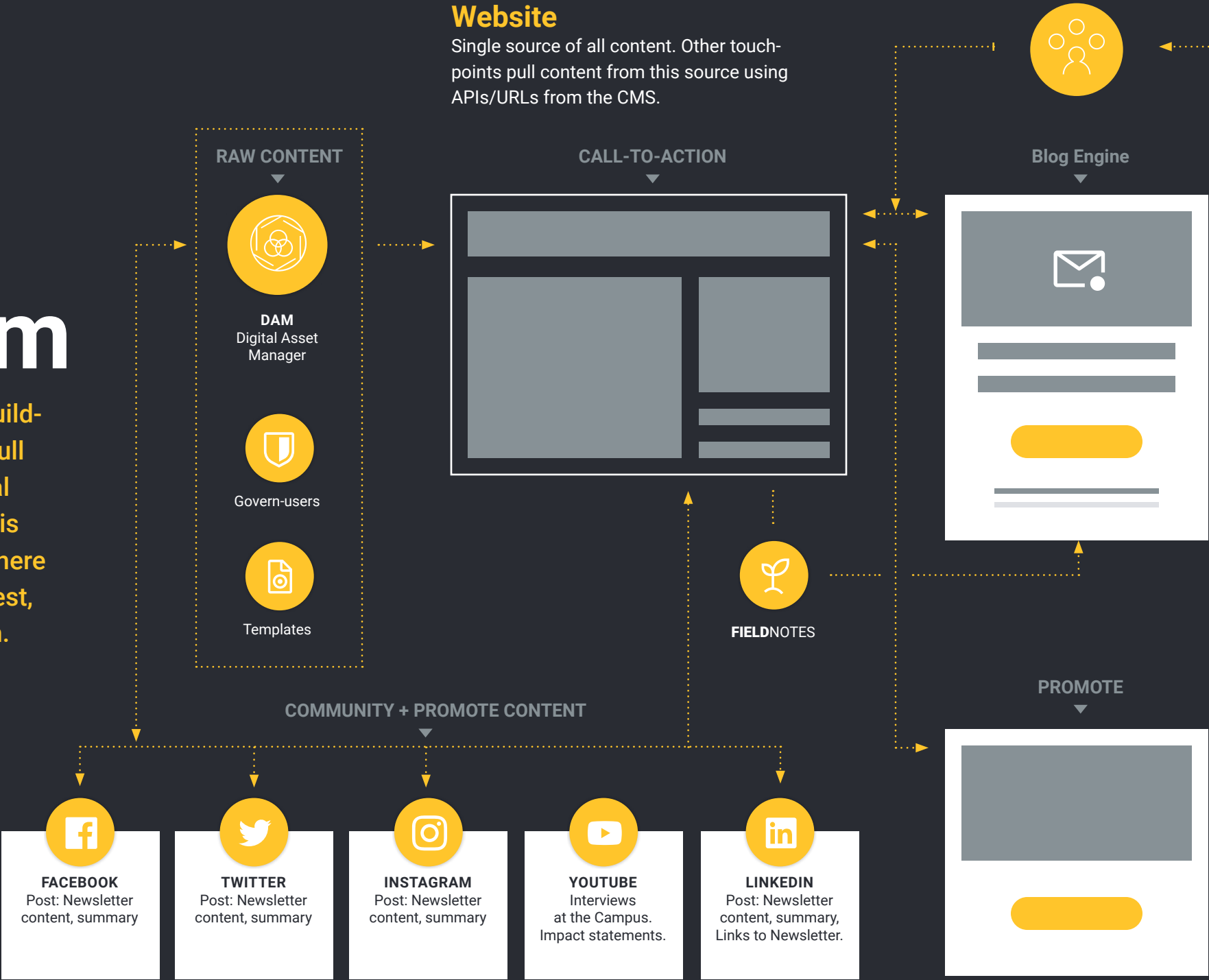
Email
Act as an aggregator for content to subscribers. Content snowballs taken from:
• Monthly meetings
• Newsletter content in blog engine

Ads
Digital
Looking into DonorSee.com

Events
Zoom, Live streamings
Invite only events

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

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



1200 followers

Audience Journey
PRIMARY AUDIENCE
OVERALL GOAL



Each arrow has a strategy and tactics.



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

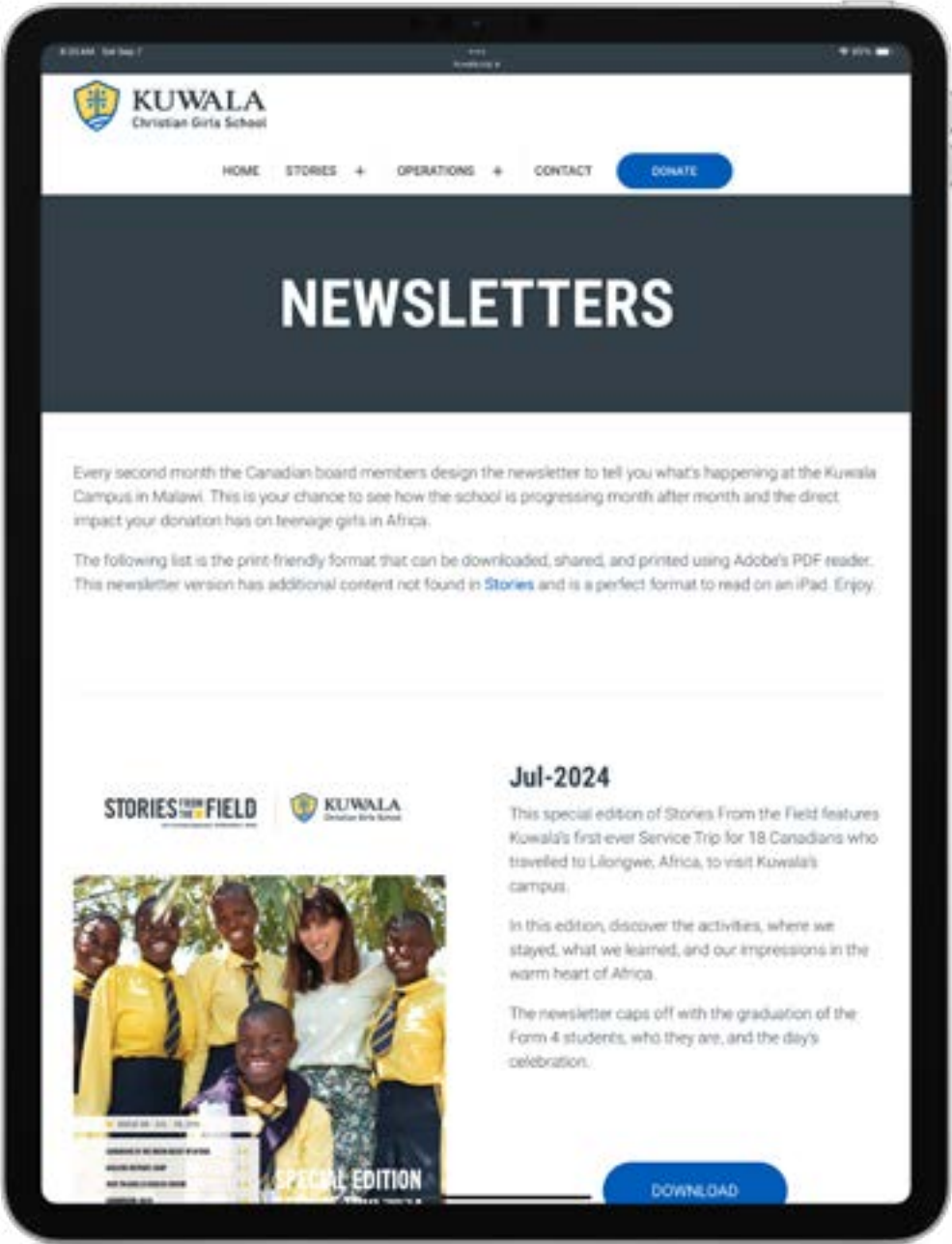
COMMUNICATION + DIGITAL TRANSFORMATION

Kuwala sends out a bi-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, every second month.

STORIES FROM THE FIELD

CRA Charitable Registration № 800640062 RR001







Website Newsletters

SOCIAL MEDIA COMMUNICATION

As part of our ongoing digital transformation, we continue to leverage the content we create for the bi-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		 Formally Twitter®		
Year 2023	1200	29	84	42
Year 2022	998	29	80	28
Year 2021	463	24	73	12
Year 2020	87	05	41	—

CAMPUS SECURITY

Security is top of mind and serious business at Kuwala. Our security detail is professional, trained, and integrated into all aspects of the girls' wellbeing.

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 supervision includes: professional security team, a matron that stays with the girls in the hostel, and on-campus teachers 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 again in 2023 provided much needed food supplies at Christmas to those in need in the surrounding communities. Security at Kuwala encompasses personal safety as well as food security.

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



Pililani, Chief Guard. It takes a community to run a school. Providing security takes on many forms.

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.

For more information on the mission and vision of MCIC, please visit the website. www.mcic.ca. Image right: community leaders planting trees with the help of Kuwala's Community Outreach program.



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 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.

OUR SUPPORTERS | FAITH-BASED

Education That Transforms Lives,
Now Endorsed By The North
American Lutheran Church.



Empowerment through education is a universal language, and the North American Lutheran Church (NALC) proudly **endorses Kuwala Christian Girls School as a Recognized Ministry**. This endorsement from a core group of supporters is one of many faith communities supporting Kuwala. The School's vision to impart knowledge, nurture faith, and inspire change in the lives of young girls aligning with NALC's mission strategy, making this a harmonious partnership dedicated to serving the future leaders of our global community.

The NALC, with over 400 congregations across the United States and Canada, doesn't extend this recognition lightly. Recognized Ministries are meticulously chosen for their alignment with NALC's mission, firm commitment to accountability, and proven financial integrity and stability.

By joining forces with Kuwala Christian Girls School, we're celebrating a beacon of hope, where young girls receive a top-tier education while developing steadfast faith. Together, we are cultivating a future rich in potential, bright in promise, and grounded in spiritual strength.

Celebrate with us this momentous occasion as the NALC recognizes Kuwala Christian Girls School as an official Recognized Ministry. Your support helps us build a future where every girl has the opportunity to change the world.

Kuwala Christian Girls School - Endorsed by The North American Lutheran Church. Here's to shaping a future, one girl at a time.



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.

FUTURE SERVICE TRIP TO MALAWI

In 2024 there will be a service trip to Malawi planned for appox. 18 Canadians. As we learn from our first service trip we want to engage our audience now to see if there is enough interest in 2025 or 2026.

For anyone who has not been to Africa, this is an incredible journey to one of the friendliest nations in the world, where we will engage in an immersive cultural exchange experience and go behind the scenes to see the real Malawi. You'll have the chance to make a substantiative impact through activities such as our art program, setting up computer technology, developing Workshop Skills, and participating in Sustainability Projects.

This trip is more than just an adventure—it's a transformative experience that will challenge you to think critically, form new ideas, and truly appreciate your life's privileges and opportunities. By educating girls in Malawi, you'll contribute to the betterment of their families, villages, and country, while empowering them to shine and achieve their full potential. Throughout the journey, you'll have the opportunity to interact with local people, learn about their customs and traditions, and gain a deeper understanding of the challenges they face.

In addition, engaging in service work will allow you to develop practical skills and deepen your knowledge of sustainability in action and contribute to meaningful and lasting change in the lives of those we serve.

The service trip to Malawi is a life-changing event providing a deeper understanding and appreciation of the world around you. It's an experience of a lifetime that is not found in a glossy brochure or a fancy hotel. It lies in the moments that challenge us, inspire us, and leaves an indelible mark on our souls. It is the people we meet, the lessons we learn, and the growth we undergo. The sum of our experiences shape us, and the memories we carry forever. Embrace this opportunity to serve others and illuminate the path ahead. **If a service trip interests you for 2025 or 2026 please email us at info@kuwala.org with your intentions.**



Kuwala Christian Girls School
P.O. Box 23070, McGillivray PO, Winnipeg, Manitoba R3T 5S3
Canada Revenue Agency Charitable Registration Number: #800640062 RR001



Malawi is known as the, "warm heart of Africa." The country is home to thousands of friendly villages and friendlier people.

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 involved in content creation

- 1 Leslie Kinzel
Writing
- 2 Margaret Murray
Writing + editing + design
- 3 Madison Kinzel
Video editing
- 4 Cory Walpole, Release Media
Social media program
- 5 Chembekezo Chaily
Content provider + Photographer, Malawi



KUWALA
Christian Girls School

info@kuwala.org