



ANNUAL REPORT 2021







# DEAR MUSANA FAMILY,

2021 was another immensely difficult year for the world, but it was especially challenging for developing countries like Uganda. With the continued threat of COVID-19, lockdowns remained in place, killing already struggling businesses and leaving 15 million children out of the classroom for the second year in a row. In addition to the devastating economic and social impacts of the pandemic, Uganda experienced a historical presidential election which increased fear and uncertainty throughout the nation. Through these challenges, we were once again reminded of the strength, resilience, and perseverance of the Ugandan people and God’s hand in Musana. We were also humbled by the generosity and selflessness of our partners and global community.

When the news spread that schools would not be reopening in the spring of 2021, we refocused our energy and resources to create a home-school program that provided in-person classes and educational support to over 12,000 children in their villages. We also extended our relief efforts by continuing to deliver meals to vulnerable families and support our 385 employees with an income. As the year progressed, we began to observe other challenges stemming from the impact of COVID. The most alarming include: permanent closure of many private schools that couldn’t bounce back economically from the closures, an overwhelming number of new teenage mothers, and a devastating percentage of anticipated student dropouts. With this, our problem-solving shifted from immediate access to education, to solving for the fast-approaching future needs of Uganda’s youth once the government reopened schools.

Anticipating an education crisis, we invested \$1,748,268 in capital infrastructure to improve and expand our current campuses, build another nursery and primary school campus, and purchase land to prepare for a new vocational high school campus. These development projects, funded by you, our generous donors, allowed our student attendance to increase from 3,400 in January 2020, to 5,300+ in January 2022. From the success of our annual golf tournament, we also began construction on a new hospital in Kaliro District that will open to the community in May 2022.

Looking back at 2021, we are overwhelmed by the community of Ugandans, and international supporters, that have fallen in love with Musana’s vision and made it their own. It is a true testament of God’s abundant provision, protection, and plan. Thank you for being a part of our sustainable solution and investing in the Ugandan people so they can lift themselves out of poverty. Together, we will continue to transform more communities.

# GOD BLESS,

*Haril and Andrea Kazindra*  
Co-Founders and Directors



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# 2021 HIGHLIGHTS

## COVID-19 PROGRAMS

*Due to the generosity of our supporters,*

**THREE MAJOR INFRASTRUCTURE PROJECTS WERE LAUNCHED IN 2021:**



- 12,143 children across 55 different villages received educational support through our two-month home-schooling program.
- 5,500+ students received self-study materials to keep them active in their studies during lockdown.
- 385 staff salaries were sustained by the COVID-19 Relief Fund during the 42-day government mandated lockdown of schools and businesses.



- \$278,735 was raised at our 3rd Annual Golf Tournament, allowing us to break ground on the first replication of Musana Community Hospital located in Kaliro District.
- \$1,007,255 was raised at our 4th Annual Taste to Transform event and invested into the replication of our model in the community of Kamuli District.
- \$511,277 was raised during our year-end campaign and invested into the construction of a Musana Vocational High School campus in Kaliro District. In January, 2022 we purchased property and began land planning.

*\*See pages 16-17 for details on capital impact and infrastructure progress in 2021.*



# Musana's MODEL

## *The Challenge:* **RELIEF VS. DEVELOPMENT**

Relief does for others. Development takes the long view and enables others to do for themselves. Relief treats the symptom. Development addresses the root cause. Relief gives a fish. Development teaches one to fish.

## *What is* **COMMUNITY DEVELOPMENT?**

A process where community members come together to take collective action and generate solutions to community problems. Community development projects build stronger and more resilient communities.

## *Why* **MUSANA?**

When you invest in Musana Community Development Organization, you empower locals with the infrastructure they need to make change within their own communities.

We recognize the interconnected needs of vulnerable communities and take a holistic approach to build pathways out of poverty. Musana believes in empowering local leaders to drive economic and social growth of their own communities through social enterprises focused on education, health, and economic development.



## *What is* **A SOCIAL ENTERPRISE?**

A business created to make social change in a financially sustainable way. Social enterprises generate income opportunities that meet the basic needs of the business and allow profits to be reinvested into their social mission. Because social enterprises do not need to depend on donations, they can sustain themselves long-term. This allows their models to be replicated in other communities, generating greater impact than most nonprofits and charities.

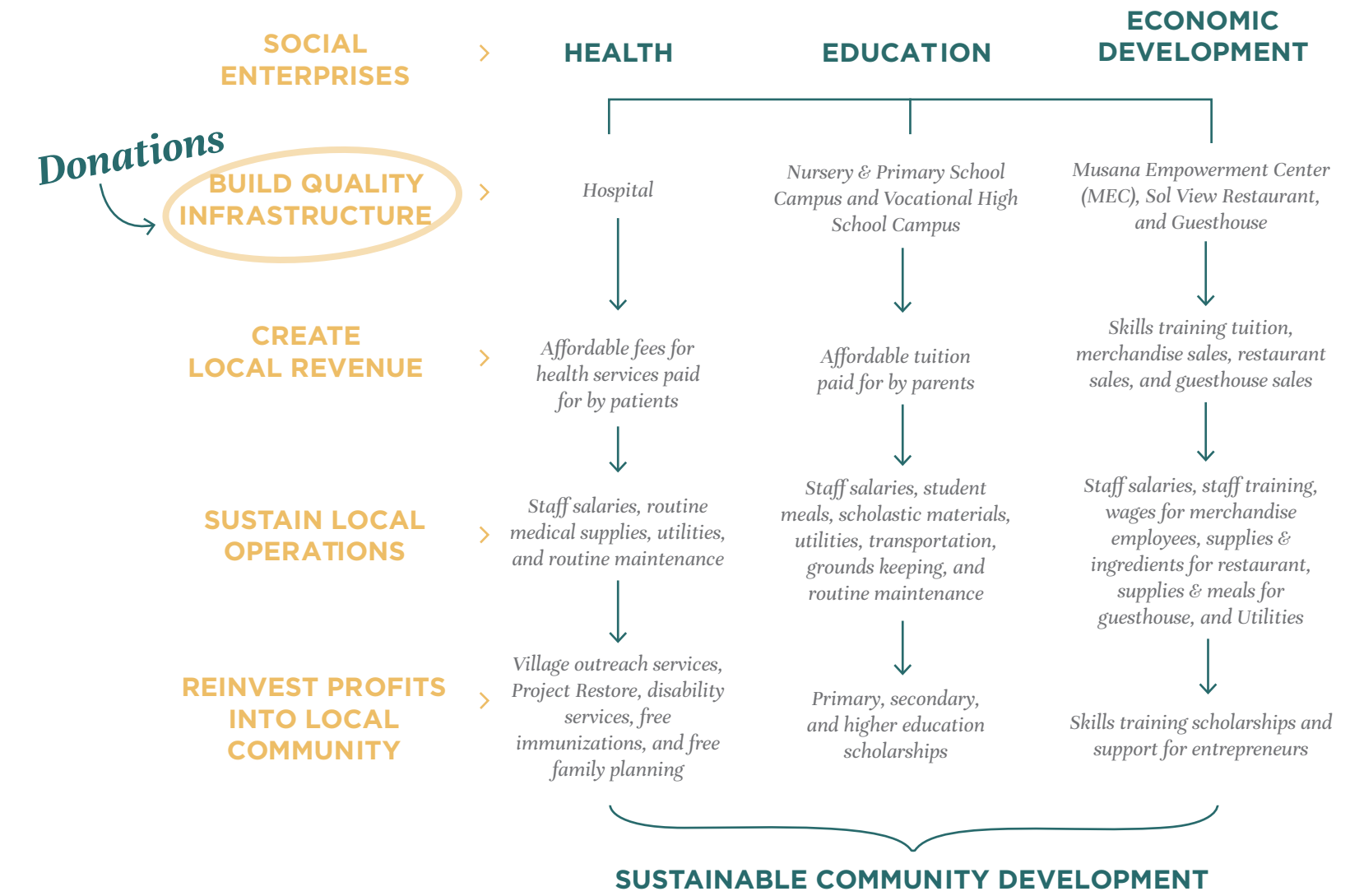
## *Why does Musana's model focus on social enterprises?*

- To *empower people* to “be the change” they want to see in their communities
- To see schools and hospitals become *free of dependency* by generating 100% of their operating budget
- To *improve the standards of social services* while also providing affordable options
- To create *self-reliant communities that reinvest profits* into supporting the most vulnerable individuals and families of their communities through scholarships and free health services
- To *transform lives with sustainable solutions*





WE INVEST IN LOCAL COMMUNITIES SO THEY CAN BECOME SELF-RELIANT AND SELF-SUSTAINING







# 2021 Education IMPACT



## NURSERY & PRIMARY SCHOOLS

Schools opened from March 1st through June 7th  
for Primary grades P.4, P.5, and P.6

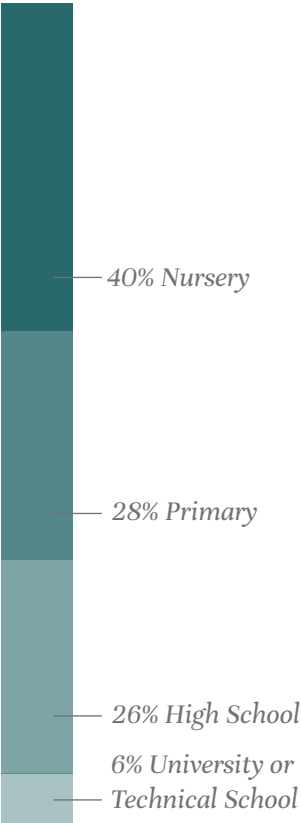
3 SCHOOLS <i>Busei, Bukona, &amp; Kaliro</i>	
2,447 STUDENTS ENROLLED	
49% FEMALE	51% MALE
68% Day Students	32% Boarding
94 TEACHERS	
63 SUPPORT STAFF <i>(Admin, Social Workers, Cooks, Dorm Mothers)</i>	
75% SUSTAINABILITY	

## VOCATIONAL HIGH SCHOOL

School opened from March 1st through June 7th  
for Secondary grades S.2, S.3 and S.5

876 STUDENTS ENROLLED		
50% FEMALE	50% MALE	
95% Boarding Students		
478 STUDENTS ENROLLED IN VOCATIONAL TRAINING COURSES		
22% Plumbing	37% Electrical	41% Tailoring
55 TEACHERS		
12 SUPPORT STAFF (Admin, Social Workers, Cooks, Dorm Mothers)		
109% SUSTAINABILITY		

1,244  
STUDENTS  
on Scholarship



\*Due to government mandated school closures, enrollment numbers were recorded in 2020.



Meet  
**ALEX**

Alex is 21 years old and is one of four children. His parents are farmers that survive on small scale subsistence agriculture. When Alex was a child, his parents wanted him to have a better life and sent him to live at an orphanage in hopes he would be cared for and would receive an education. Unfortunately, the conditions were deplorable and he experienced hunger, abuse, and neglect.

In 2008, when Alex was 8 years old, he was rescued and brought to Musana with 80 other children from that same orphanage. Since then, Alex has been a beneficiary of Musana's scholarship program. He graduated from Primary 7 at Musana Nursery and Primary School and continued to receive his scholarship in order to attend Jinja College for both O-Level and A-Level classes (Musana Vocational High School was not open yet). In high school, Alex was elected President of the Current Affairs Club and was a member of the Entrepreneurship Club.

Alex enrolled at Makerere University in March 2021, but his education was disrupted by school closures due to COVID-19. During the lockdown, he applied to Ashesi University in Ghana and received a full-ride scholarship. Alex has a passion for business and plans to be a prominent and empowering businessman after he graduates university. He hopes to use his education to start a self-sustaining business that employs and supports people in his community.





# 2021 Health IMPACT

## MUSANA COMMUNITY HOSPITAL

<b>7,827</b>	New or First-Time Patients
<b>22,677</b>	Total Patient Visits
<b>62</b>	Patients Per Day on Average
<b>49</b>	Staff Members

### Key Services Provided:

<b>163</b>	Major Surgeries
<b>379</b>	Blood Transfusions
<b>256</b>	Babies Delivered
<b>129</b>	Babies Admitted to NICU
<b>1,145</b>	Dental Check-Ups
<b>574</b>	Dental Extractions
<b>1,048</b>	Rehabilitation & Disability Department Patient Visits
<b>33</b>	Continuing Medical Education (CMEs) Conducted with Medical Professionals

## PROFITS ARE REINVESTED TO SUPPORT THE MOST VULNERABLE MEMBERS OF THE COMMUNITY

### Free Services Provided:

<b>2,185</b>	Free Immunizations for Children & Pregnant Women
<b>4,714</b>	Free Family Planning Services Provided
<b>879</b>	Free Prenatal Care Services Provided
<b>923</b>	Free Dental Check-Ups
<b>788</b>	Free Dental Extractions

### OUTREACHES

In rural Eastern Uganda, access to health care is challenging. In response to the needs of these villages, Musana's Social Work Department and Musana Community Health Center organize health outreach events. During health outreach events, social workers and health practitioners travel to rural areas of Iganga District to provide free services including malaria and HIV testing, vaccinations, dental check-ups, family planning, nutrition screenings, and counseling. However, due to the restrictions imposed in response to the COVID-19 pandemic, Musana was not permitted to hold community health outreach events in 2021.

### PROJECT RESTORE

Project Restore seeks out the most vulnerable children and adults in dire health, and those living with disabilities, to provide them with proper medical attention through surgeries and rehabilitation. The goal is that once they are able to live independent lives, they can give back to their communities. In 2021, Project Restore provided treatment to 65 individuals suffering from severe cases of malaria, anemia, hydrocephalus, cerebral palsy, muscular dystrophy, dermatological conditions, Hepatitis B, HIV/Aids, and hearing and visual impairment.

### AFFORDABILITY & SUSTAINABILITY

Musana health services are 76% cheaper on average than other private health facilities in Iganga District!

- \$11 Prenatal Care and Delivery (90% cheaper than other private health facilities in Iganga)
- \$136 C-Section
- \$5 Dental Extraction
- Free Consultations
- Free Immunizations
- Free Family Planning

### 102% SUSTAINABILITY

Generating \$308,377 In local revenue

## Meet SHANIRAH



Shanirah is a 29-year-old mother who is originally from Kampala and recently relocated to Iganga for work. During her pregnancy in 2020, her family and friends were concerned she would not receive proper prenatal care outside of the capital city, but Shanirah assured them that Musana Community Health Center (MCHC) offers top-of-the-line services. When asked why she felt so comfortable, Shanirah said, "I am not only thankful for the great medical services of MCHC, but even more so, for the relationships that I have built with the people on staff." Even when complications forced her to undergo an emergency C-section, Shanirah said that the doctors calmed her nerves by praying with her and listening to gospel music before the procedure. Shanirah safely delivered her baby, Mulungi, in December 2020. Shanirah even came back to see her Musana family in December and hosted a 1-year-old birthday party for Mulungi at the Musana Community Health Center.



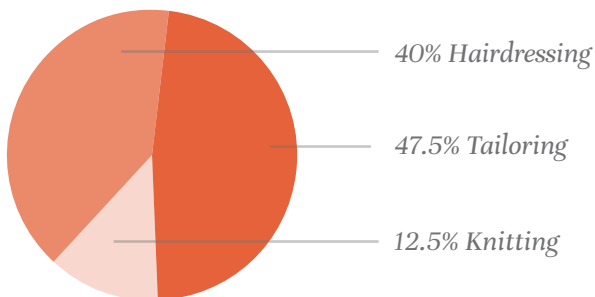


# 2021 Economic Development IMPACT

## MUSANA EMPOWERMENT CENTER (MEC)

Reopened for training in October, 2021

40 Students Enrolled In Skills Training



### 26% SUSTAINABILITY

Generating \$4,463 in local revenue

## MERCHANDISE PRODUCTION

Reopened for business in October, 2021

- 10 Women Employed Full-Time
- 19 Women Employed Part-Time
- 10,243 Items Sold

Women working in merchandise production at Musana Empowerment Center earned an income 3X higher than the average income-earning woman in rural Uganda.

Shop handmade merchandise at [Musana.org/shop](https://Musana.org/shop)

### 112% SUSTAINABILITY

Generating \$41,320 in local revenue



## SOL VIEW RESTAURANT

Open January through mid-August,  
December 22nd through 31st

- 24 Full-Time Employees
- 70 Meetings & Events Hosted
- 27,638 Plates of Food Served

### 96% SUSTAINABILITY

Generating \$73,919 in local revenue

## GUESTHOUSE

Open full year

- 36 International Guests

Musana's Guesthouse was heavily affected by international travel restrictions due to the COVID-19 pandemic.

### 24% SUSTAINABILITY

Generating \$3,724 in local revenue

## ADDITIONAL COMMUNITY & ENVIRONMENTAL IMPACT

- 200 Construction workers employed
- 49 Contracts with suppliers
- 40,000 Liters of rain water harvested
- 1,255,600 Liters of water supplied to the community by bore holes
- 900 Watts of power generated from solar

# Meet PEACE



Peace was raised in Rwanda until she met her husband who brought her to live in Uganda. After giving birth to five children, her husband left her unexpectedly and has not been heard from since. Peace was left to raise their children alone, in a country where she has no family, did not speak the local language, and had no job to support herself or her children. To keep her children from starving, she started buying and selling tomatoes.

When Peace heard about tailoring classes being offered at Musana's Empowerment Center (MEC), she had saved just enough money to pay tuition for a 6-month class. She enrolled and as she learned tailoring, she also learned to speak Lusoga. She graduated in 2016 and was hired to work in merchandise production for Musana. Making a stable income, Peace has been able to support her family of 6, enroll her youngest child in Musana Primary School as a day-student, and even purchase her own sewing machine so that she can take on additional work outside of her role at MEC. Peace is grateful for all of the opportunities that Musana has provided for her and her family.



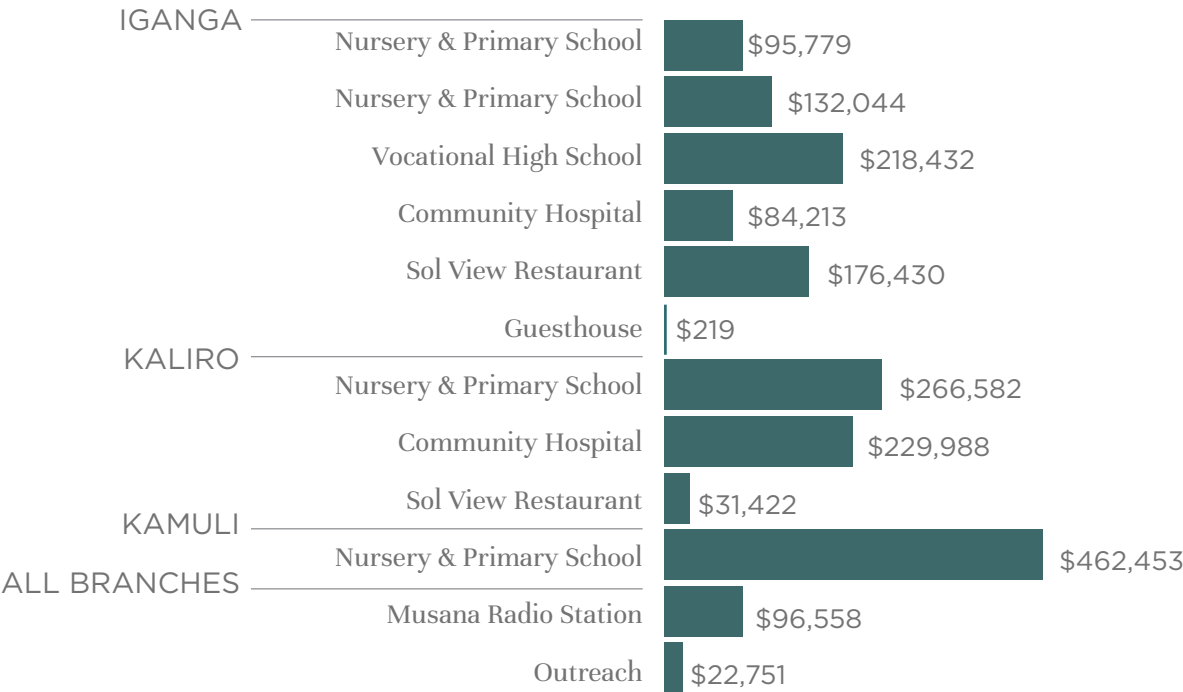
# Capital IMPACT

WHEN YOU INVEST IN MUSANA  
COMMUNITY DEVELOPMENT  
ORGANIZATION, YOU EMPOWER  
THE LOCALS WITH QUALITY  
INFRASTRUCTURE THEY NEED  
TO MAKE CHANGE WITHIN THEIR  
OWN COMMUNITIES.



## Financial **BREAKDOWN**

CAPITAL INVESTED IN INFRASTRUCTURE IN 2021: \$1,816,871







# Project BREAKDOWN

## IGANGA BRANCH

### *Busei Nursery & Primary School Campus*

- Re-roofing, repairing, and painting of two classroom buildings
- Construction of a platform for special education shipping container classrooms
- Furnishings for special education classrooms
- Bathroom renovation and tiling
- Dining hall terrazzo floor
- Church terrazzo floor
- Administration printers and copy machines
- Computer lab installation (computers, projectors, document readers, charging stations)
- Classroom and office furnishings (desks, chairs, clocks, etc.)
- Solar lighting throughout campus
- Water tanks for safe drinking water
- 30 bunk beds
- Music and sporting equipment

### *Bukona Nursery & Primary School Campus*

- Construction of an incinerator
- Paving and landscaping throughout campus
- Dining hall terrazzo floor
- Bathroom tiling

- Water tanks for safe drinking water
- Gutters on dormitories
- Solar panel installation

### *Musana Vocational High School (MVHS)*

- Pavers for compound of male dormitories
- Construction of staff housing
- Construction of 3rd story of skills building
- Renovation of female dormitories
- Construction of retaining wall and fence
- Bathroom renovation and tiling
- Paving and landscaping
- Chemistry lab installation
- Construction of church
- Furnishing a new A-level classroom block (desks, chairs, clocks, fans, etc.)
- Computer lab installation (computers, projectors, document readers, charging stations)
- Water tanks for safe drinking water
- 100 bunk beds
- Music and sports equipment

### *Community Hospital*

- Electrical work across facility

- Furniture (carts, chairs, bikes, tables, etc.)
- Medical equipment (delivery/c-section sets, OT equipment, wheel chairs, etc.)
- Oxygen cylinders and concentrators
- Dental suction machines
- Anesthesia machine
- Ultrasound machine
- NICU incubators
- Exam lights for IOR
- Microscopes and other lab equipment
- Monitors
- Dishwasher
- Vehicle purchased for doctor

### *Sol View Restaurant*

- Grass thatched roof renovation
- Renovation of restaurant and kitchen
- Construction of conference hall
- Furnishing kitchen (fryers, stoves, fridges, etc.)
- Broadband internet installation
- Painting
- Garden work
- Patio tables, chairs, umbrellas, etc.
- Vehicle purchased

### *Guesthouse*

- Internet/WIFI

## KALIRO BRANCH

### *Nursery & Primary School Campus*

- Additional land purchased
- Completion of nursery classroom block construction
- Construction of primary classroom block (labs, clinic, classrooms)
- Playground for nursery classroom block
- Construction of administration building
- Construction of bathrooms
- Construction of staff housing
- Water tanks for safe drinking water
- Fixtures for dormitories
- Furniture (beds, desks, tables, benches, chairs, etc.)
- Computer lab installation (computers, projectors, document readers, charging stations)
- Library furniture
- Solar power installation throughout campus
- Music and sports equipment
- School bus

### *Community Hospital*

- Land purchased
- Partial construction of a 35-bed hospital
- Furnishings (chairs, hospital beds, lights, tables, etc.)
- Medical equipment

### *Sol View Restaurant*

- Land purchased
- Perimeter wall

## KAMULI BRANCH

### *Nursery & Primary School Campus*

- Construction of an incinerator
- Paving and landscaping throughout campus
- Dining hall terrazzo floor
- Bathroom tiling
- Water tanks for safe drinking water
- Gutters on dormitories
- Solar panel installation

## ALL BRANCHES

### *Radio Station*

- Purchase of radio frequency
- Radio licensing
- Generator

### *Community Outreach*

- Repair of Land Cruiser vehicle, truck, and van that are used for community outreach

## SOCIAL ENTERPRISES

- Education
- Health
- Economic Development







# Financial REPORT

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

### ASSETS

CURRENT ASSETS	2021	2020
Cash & Cash Equivalents	\$ 256,530	\$ 471,190
Donations Receivable	\$ 68,256	\$ 68,465
Investments	\$ 391,126	\$ 674,464
Accounts Receivable	\$ 2,279	\$ 53,148
Prepaid Expenses	\$ 61,296	\$ 508
NGO Inventory	\$ 112,173	\$ 65,661
US Apparel & Merchandise Inventory	\$ 19,492	\$ 20,105
Property & Equipment	\$ 6,065,012	\$ 4,534,378
<b>TOTAL ASSETS</b>	<b>\$6,976,164</b>	<b>\$5,887,919</b>

### LIABILITIES AND NET ASSETS

#### LIABILITIES

USA Accounts Payable	\$ 57,270	\$ 46,830
NGO Accounts Payable	\$ 58,750	\$ 31,444
<b>TOTAL LIABILITIES</b>	<b>\$116,020</b>	<b>\$78,274</b>

#### NET ASSETS

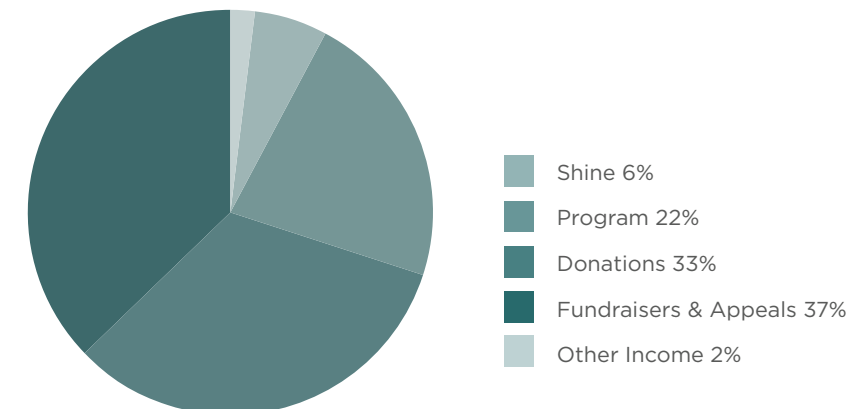
Without Donor Restrictions	\$ 6,836,506	\$ 5,633,253
With Donor Restrictions	\$ 23,638	\$ 176,392
<b>TOTAL NET ASSETS</b>	<b>\$6,860,144</b>	<b>\$5,809,645</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$6,976,164</b>	<b>\$5,887,919</b>

Musana is comprised of two separate legal entities that each maintain their own financial records. Although there is some overlap, program activities are run by the non-governmental organization (NGO) registered in Uganda, recorded in Ugandan shillings, and the Administrative & General and Fundraising activities are recorded by the Colorado non-profit corporation Musana Community Development Organization (MCDO). This financial report is a consolidation of both entities, unless otherwise specified. All amounts are in U.S. dollars. Ugandan shillings have been converted to U.S. dollars at the exchange rate in effect at the end of each year. Both entities are currently under audit for 2021. All 2021 financial data is therefore unaudited.

## CONSOLIDATED STATEMENT OF ACTIVITIES

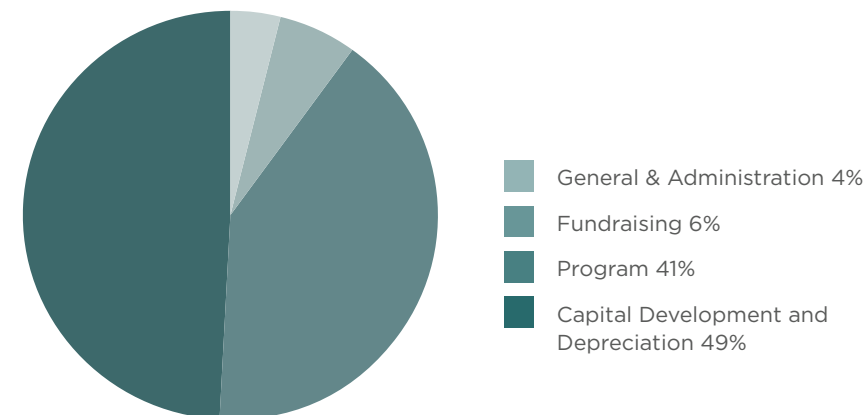
### INFLOW

Program Income	\$ 786,075
Donations	
Individual	\$ 590,435
Businesses, Non-Profits, Church Partners	\$ 549,416
Shine Partners	\$ 197,551
Fundraisers and Appeals	
Taste to Transform	\$ 1,007,256
Golf Tournament	\$ 278,735
Other Income	\$ 69,418
<b>TOTAL INFLOW</b>	<b>\$3,478,886</b>



### OUTFLOW

Program Expenses	\$ 1,743,419
General & Administration Expenses	\$ 173,504
Fundraising Expenses	\$ 275,161
Capital Development & Depreciation Expense	\$ 2,066,103
<b>TOTAL OUTFLOW</b>	<b>\$4,258,187</b>



Capital Development includes one-time spending to acquire land and build quality infrastructure at new locations, as well as capital improvements in existing locations. Charity Navigator has awarded Musana their highest honor, 4-Star Rating for Financial Health & Accountability.





# Uganda Operations’ SUSTAINABILITY

## ACTIVE PROGRAMS

## REVENUE

## EXPENSE

### EDUCATION

Busei Nursery & Primary School	\$80,762	\$119,303
Bukona Nursery & Primary School	\$90,239	\$81,325
Kaliro Nursery & Primary School	\$19,716	\$52,373
Busei Vocational High School	\$163,555	\$150,488
Kamuli Replication	—	\$20,437

### HEALTH

Community Hospital	\$308,377	\$302,191
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### ECONOMIC DEVELOPMENT

Musana Empowerment Center (MEC)	\$4,463	\$17,204
Sol View Restaurant	\$73,919	\$77,331
Guesthouse	\$3,724	\$15,524
Merchandise	\$41,320	\$37,125

### OUTREACH & SOCIAL WORK

ADMINISTRATION	—	\$328,069
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### TOTAL ACTIVE PROGRAMS

	\$786,075	\$1,333,786
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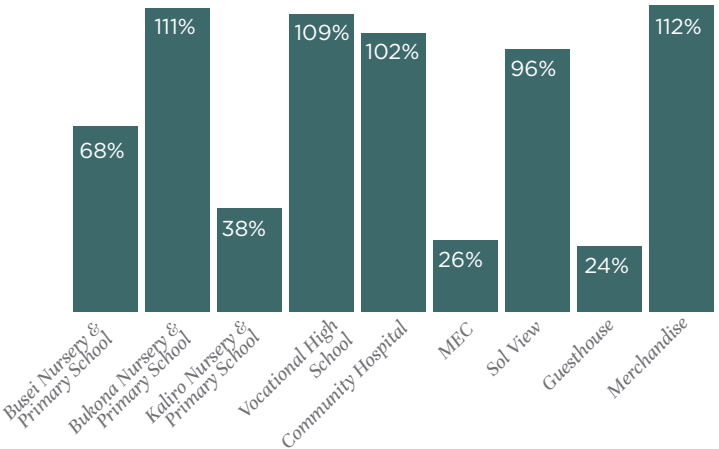
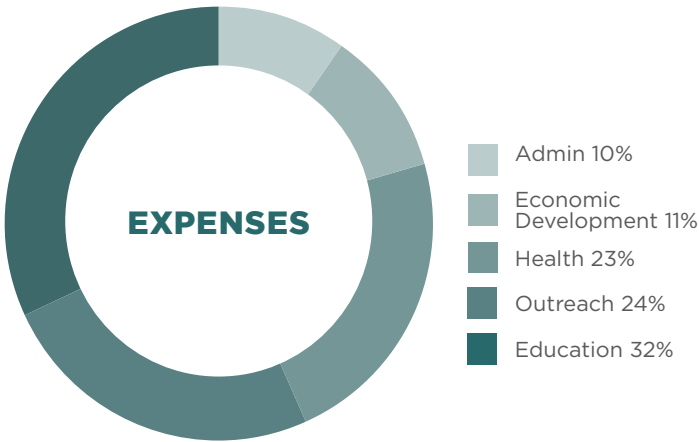
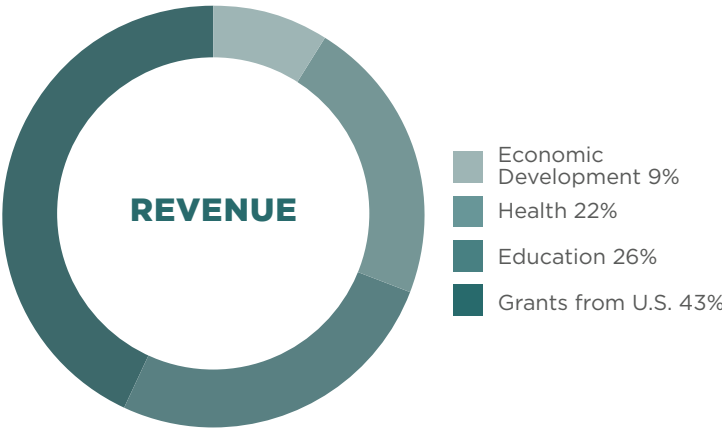
GRANT SUPPORT FROM U.S.	\$603,052	—
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### TOTAL

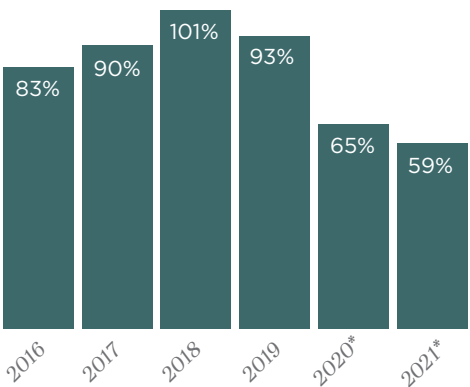
	\$1,389,127	\$1,333,786
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59%  
SUSTAINABILITY

*Despite schools and economic development enterprises being closed for the majority of the year, we were able to achieve 59% overall sustainability across Musana’s social enterprises.*



### SUSTAINABILITY BY PROGRAM IN 2021



### ANNUAL SUSTAINABILITY

*\*Impacted by government mandated COVID-19 school and business closures in Uganda.*





# Whats NEXT?

## REPLICATION

Musana is growing! As we introduce and replicate Musana’s model in new communities, we are multiplying our impact. Our vision for the future is to replicate Musana’s model in communities across Uganda, East Africa, and eventually, throughout the world. As we expand, we will continue our mission to empower communities with the tools and skills to not only survive, but to thrive!

With the success of Musana’s schools, more than ever, we recognize the enormous gap that exists in providing quality and holistic education across Uganda. Our belief that education is the key to breaking the cycle of poverty within a community is why we start with construction of a Musana Nursery & Primary School campus when we enter a new community. By giving young children a solid educational foundation in nursery & primary school, Musana has proven to be successful in battling the high school drop-out rate.

In 2019, we identified Kaliro District, located approximately 30 kilometers from Musana’s original branch in Iganga District, as a location to replicate Musana’s model. Kaliro is a developing community with a population that is growing rapidly. With 60% of Kaliro’s population below the age of 16, coupled with the lack of quality and affordable education and health services, it became a prime location for

Musana’s first full replication. Based on the immediate needs of the community, we first tackled the construction of a full Musana Nursery & Primary School Campus. Then, in July 2021, we broke ground on a Musana Community Hospital which will open in May 2022 to serve the people of Kaliro and neighboring villages who have limited access to health services.

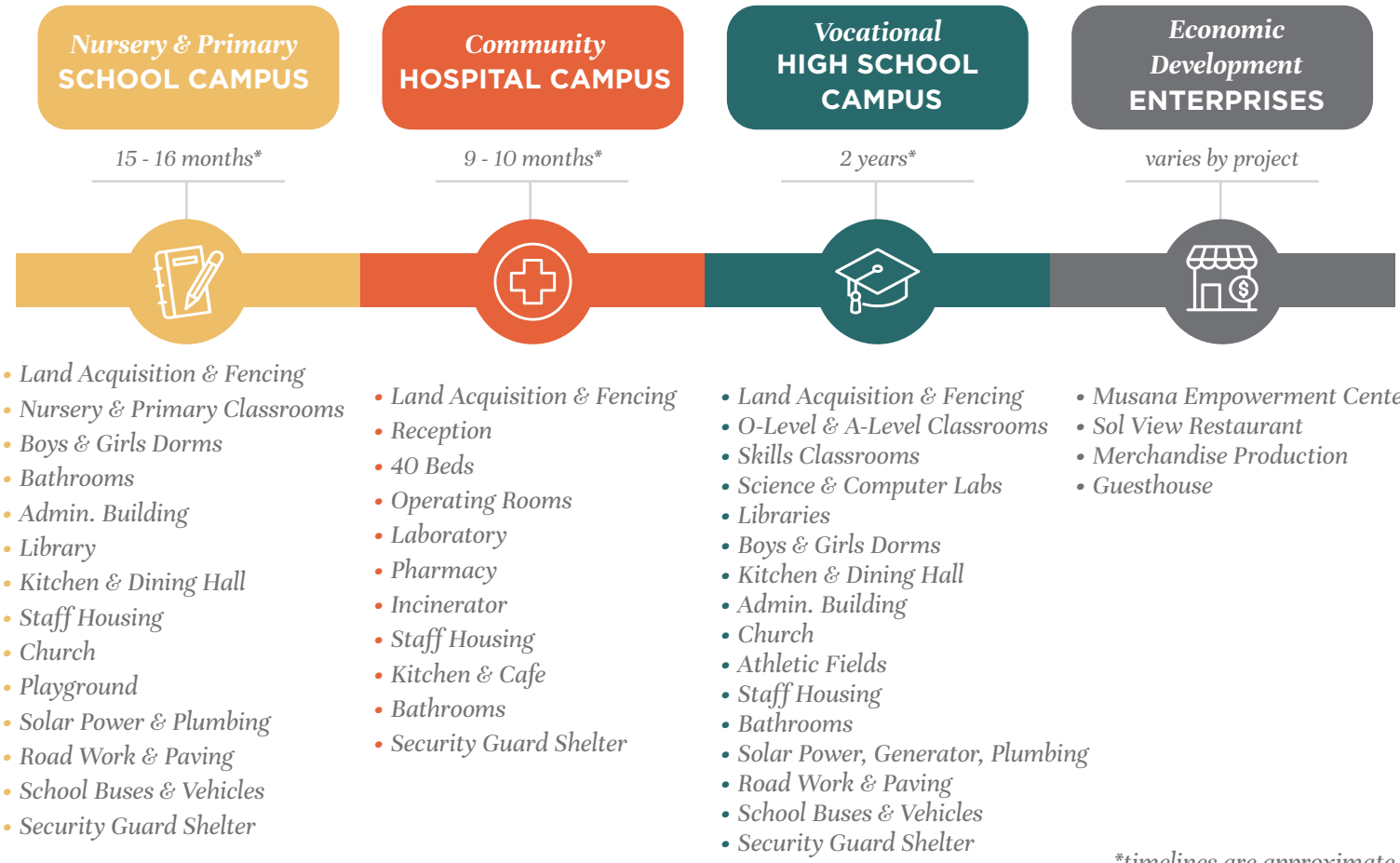
As we look forward to the next phase of replication in Kaliro, we will build a Musana Vocational High School (MVHS), opening in January 2023, to give our primary school graduates a place to continue to be molded into change-makers who will lead their community and their country for decades to come.

But that’s not all we have in the works! In August 2021, we announced our newest location for replication of Musana’s proven model of development – Kamuli District, located approx. 65 kilometers NW of Iganga (about a 1.5 hr drive). As of March 2022, the development of Musana Nursery & Primary School campus has made great strides. To date, we have renovated buildings that were already standing, completed construction of a nursery classroom block, a dining hall, kitchen, and a chapel. Soon we will complete construction of the 3-story primary school classroom block! In January 2022, we welcomed 650 new students to school in Kamuli!

## PHASED APPROACH TO INFRASTRUCTURE DEVELOPMENT

When Musana is introduced into a new community, the replication process begins by land-planning with local officials and immediate construction, which ultimately provides new job opportunities for the community.

Construction of a full Musana replication takes an average of four years. After that, all programs have the ability to run at full capacity. This timeline and phased development approach is flexible as we consider each community’s level of demand for programs within education, health, and economic development enterprises.



\*timelines are approximate





# Get INVOLVED

## DONATE

Replication of our model relies on the generosity of people like you. Join us as we break the cycle of poverty and dependency in new communities!

Support Musana today at [MUSANA.ORG](https://MUSANA.ORG)

## AMAZON SMILE

Experience feel-good shopping. Shop at [smile.amazon.com](https://smile.amazon.com) and Amazon will donate to Musana, at no cost to you!

## SPONSOR AN EVENT

Make an impact by sponsoring Musana's Ladies' Luncheon, Annual Golf Tournament and/or Taste to Transform!

Contact Erin Moser, Development Director for sponsorship opportunities at [erinmoser@musana.org](mailto:erinmoser@musana.org)

## VISIT MUSANA ON A COME & SEE TRIP

Travel to Uganda with a team to experience Musana's model firsthand and see how Musana is empowering communities to thrive!

More info at [Musana.org/trips](https://Musana.org/trips)

## VOLUNTEER

Whether you want to volunteer in Colorado or visit Uganda, we invite you to join us!

Join us at [Musana.org/volunteer](https://Musana.org/volunteer)

CONNECT WITH US



## Become a shine Partner



## WHAT IS SHINE?

Shine is a core group of committed monthly donors who believe in empowering the local Ugandan people with the confidence, tools and opportunity to thrive.

## WHY SHOULD YOU JOIN?

As a Shine partner, your monthly donation is an investment in Musana's model, providing a stable source of capital to pursue our vision of expanding into more vulnerable communities. Your partnership will create a holistic transformation of entire communities.

## SEE YOUR IMPACT

As a Shine partner, you receive exclusive bi-annual updates including;

- 1) A letter from Andrea & Haril Kazindra, Co-Founders & Executive Directors, sharing your impact and strides toward our mission.
- 2) An update on a scholarship student who is being supported by their community, giving you a first-hand look at one of the many lives impacted by your support.



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# Our TEAM

## UGANDA TEAM

*Musana's team is made up of 385 Ugandan employees. These local leaders are igniting economic and social transformation through fostering local ownership, sustainability, social entrepreneurship, and accountability.*

### Administration

Haril Kazindra- Co-Founder/Country Director  
Susan Akunu- Head of Administration  
Yona Ibanda- Public Relations & Senior Advisor  
Prosovia Achan- Human Resource Manager  
Andrew Mukisa- Internal Auditor  
John Mary Mungere- Head of Finance  
Isaac Mugabi- Procurement and Estates Officer  
Philip Aine- Accounts Officer  
Keneth Mpiima- Guest Relations Officer

### Outreach Department

Moses Okipi- Head of Outreach  
Ritah Nakijoba- Monitoring and Evaluation Officer  
Florence Nabaganzi- Social Worker  
Joash Ndizaawa- Social Worker  
Ronald Mali- Social Worker  
Edward Maganda- Social Worker

### Health

Carol Agasha- Hospital Administrator  
Dr. Jesse Naalya- Head Clinician/ Medical Officer  
Dr. Ivan Munigwa- Medical Officer  
Gloria Joanita Kwaga- Physiotherapist  
Patrick Nsubuga- Dental Officer  
Susan Kibodyo- Hospital Administrative Assistant

### Education

Mike Nalugoda- Head of Primary Schools  
Moses Ntawu- Head Teacher at Kaliro Primary Campus  
Henry Wayambuka- Deputy Head Teacher at Kaliro Primary Campus  
Richard Kakaire- Director of Studies at Kaliro Primary Campus  
Damalie Namwende- Head Teacher at Bukona Primary Campus  
Maurice Odida- Deputy Head Teacher Academics at Bukona Primary Campus  
Henry Ngobi- Deputy Head Teacher Administration at Bukona Primary Campus  
Hebert Kyewut - Head Teacher at Busei Primary Campus  
Joel Mongoi- Deputy Head Teacher at Busei Primary Campus  
Esther Agwang- Head of Academics at Busei Primary Campus  
Irene Nakagolo- Head of Nursery at Busei Primary Campus  
Simon Peter Gwok- Head Teacher at MVHS  
Suzan Lubwama Kisiki- Deputy Head Teacher at MVHS  
Abdalah Mbubu- Director of Studies at MVHS

### Economic Development

Annet Kanyuago- Head of MEC  
Patrick Kamukama- Sol View General Manager  
Harun Wansadha- Sol View Chef & Guesthouse Manager  
Patrick Opolot- Sol View Store and Procurement Manager

## STATESIDE TEAM

Andrea Kazindra- Co-Founder/Executive Director  
Erin Moser- Development Director  
Cory Wollen- Communications & Marketing Director  
Tami Hall- Development Officer  
Susie Knight- Community Engagement Coordinator  
Kelly MacDonald- Merchandise and Volunteer Coordinator  
Ellen Conner- Bookkeeper





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