WHAT’S INSIDE

Letter From Our Co-Founders
Hear from Hari and Andrea Kazindra

Why Musana? & Our Model
Build, Sustain, Transform

2019’s Top Ten Highlights
Our Greatest Accomplishments in 2019

Our Sustainable Solutions
Our Impact in Education, Health, and Skill Development in 2019

2019 Capital Impact

The Future is Now
Vision 2020: Introducing Our Replication in the District of Kaliro

Financial Reports

Uganda Operations’ Sustainability

Thank You

Our Leadership
Dear Musana Friends,

2019 was another incredible year of growth and transformation for Musana! Our community of Ugandan change agents made huge strides towards achieving our vision of seeing sustainable development through our social enterprises. Almost 48,000 people directly accessed our quality and affordable services and 282 employees received a monthly income, empowering them to support their families.

Our schools continue to be top-performing institutions in the region and as a result, parents flood our gates seeking an opportunity for their children to access our quality and affordable programs. In 2019, we educated over 1,400 students at our two primary school campuses and another 628 students at Musana Vocational High School. As our population has grown, our generous supporters have enabled us to build additional infrastructure for classrooms and dormitories, as well as improve our compounds with paved roads, walkways, and flowers. Everyone that visits our schools is blown away by the conducive learning environment we provide.

Musana Community Health Center received 30,125 patient visits throughout the year, providing affordable and quality health services to the community. An additional 15,400 people were reached through our village health outreaches. Patients line the hallways waiting to see our qualified and compassionate team of medical professionals and our reputation has spread across Uganda. Our favorite part of MCHC is that it serves people from all economic classes. The poorest people in the community access the same services as the top government officials and business leaders in Iganga!

In 2019, our skills training program for women expanded into a formal institute that is now called Musana Empowerment Center (MEC). We were able to buy a new site, develop it with better infrastructure, and furnish it with new equipment. Included in the new location is a salon open to the community for haircuts and handwashing, shaving, and manicures/pedicures. The women that graduate from the program become confident, skilled, and innovative business women in the community. We are so proud of them!

One of our greatest achievements in 2019 was generating ~$1,300,000 of local revenue, covering 93% of our operating budget. This includes all of our outreach programs like the 506 education scholarships and 15,400 people impacted through village outreaches. If you remove our outreach initiatives, we successfully generated 104% of our program expenses locally.

After achieving our goal of 100% sustainability in 2018, we developed Vision 2020, the replication of our model in another community! In August, we held our annual Taste to Transform event in Colorado where we raised enough funds to begin building a school in a new location called Kaliro District. The school opened January 2020, providing our quality and affordable education to the people of Kaliro!

Because of you, our generous partners, our bold sustainable model of development is breaking the cycle of dependency in Iganga. Now we can do the same in other communities around Uganda and someday around the world. Thank you for standing with us and empowering Ugandans to “be the change” in their communities.

Thank you and God Bless,

Haril & Andrea Kazindra
Co-Founders/Co-Directors
Musana tackles poverty through an integrated, holistic approach, using income-generating projects as a catalyst for change. We recognize the multifaceted and interconnected needs of the most vulnerable, bringing economic and social development together. Each enterprise meets a need in the community, working independently but in support of each other. All of Musana’s initiatives work together to create a movement of sustainable solutions that are transforming communities throughout Uganda.

**OUR MODEL**

**BUILD**
We raise capital to build quality infrastructure for social enterprises focused on health, education, and skill development.

**SUSTAIN**
We are local leaders who are driving economic and social growth through sustainable social enterprises that generate 100% of our operating budget with local income!

**TRANSFORM**
We transform the lives of Ugandans by investing profits into community development, the standards of social services by offering quality and affordability, and the economy by employing hundreds of community members.
TOP TEN
2019
HIGHLIGHTS

1. **REPLICATION!** In 2019, Musana’s dream of replicating became a reality. Throughout the year, Musana purchased 10 acres of land in the district of Kaliro and constructed a nursery and primary school on the new site, which opened in January 2020!

2. We invested ≈ $1,460,000 in capital infrastructure to expand and replicate our programs!

3. We raised over $500,000 at Taste to Transform, our annual fundraiser in Denver, Colorado!

4. We generated ≈ $1,300,000 in local income from our social enterprises!

5. We provided 506 scholarships to the most vulnerable children in the area to receive an education at Musana’s schools!

6. Musana Vocational High School was registered by the Uganda National Examination Board as a testing site for Ordinary-Level graduating candidates!

7. We hosted over 50 organizations and 277 individuals to learn about our sustainable development model!

8. We provided 506 scholarships to the most vulnerable children in the area to receive an education at Musana’s schools!

9. We grew from employing 223 in 2018 to 282 full-time local Ugandan leaders in 2019!

10. Our vocational training program at Musana’s high school was registered as a certified training site. In 2019, we graduated 169 students with vocational training certificates as tailors, plumbers, and electricians!
EDUCATION

2019 SUMMARY

- THREE MUJANA SCHOOLS
- 2,028 STUDENTS EDUCATED
- 506 SCHOLARSHIPS PROVIDED
- 154 UGANDAN TEACHERS & SUPPORT STAFF
- 100% PASS RATE
EDUCATION IMPACT
MUSANA NURSERY & PRIMARY SCHOOLS

• 1,400 STUDENTS
• 105 EMPLOYEES
  (64 teachers & 41 support team members)
• 416 STUDENTS ON SCHOLARSHIP
  (30% of student population)
• 22:1 STUDENT-TEACHER RATIO
• 51% OF STUDENT POPULATION IS FEMALE
• 80 STUDENTS SAT FOR PRIMARY LEAVING EXAMS
  (100% scored in Division 1 & 2, ranking Musana as a top school in the region)
• 60% OF STUDENTS SCORED IN DIVISION I
  (compared to the national average of 10%)
• 99% OF STUDENTS PASSED IN MATHEMATICS
• 100% PASS RATE IN SCIENCE AND ENGLISH
• 120% SUSTAINABILITY
  (generating $475,791 in local revenue)

MUSANA VOCATIONAL HIGH SCHOOL

• 628 STUDENTS
• 53% OF STUDENT POPULATION IS FEMALE
• 71 STUDENTS TOOK THEIR O-LEVEL NATIONAL EXAMS
  (43 scored in Division 1 & 2 - 63%)
• 40 EMPLOYEES
  (29 teachers & 11 support team members)
• 82 STUDENTS ON SCHOLARSHIP
• 22:1 STUDENT-TEACHER RATIO
• 169 STUDENTS IN VOCATIONAL TRAINING COURSES
  (53 plumbing, 60 tailoring, & 56 electrical)
• 90% SUSTAINABILITY
  (generating $193,106 in local revenue)
Joseph's father abandoned his family before Joseph was born, leaving his mentally disabled mother unable to provide for her children. With hope of a better future, Joseph was sent to an orphanage that promised to care for him. Unfortunately, the orphanage subjected Joseph and the many other children to the worst conditions imaginable. They were not going to school, were hungry, were not receiving health care, and were being abused by the people who were supposed to be taking care of them. It was these conditions, and these children, that inspired the foundation of Musana.

Joseph came to Musana when he was ten years old and immediately proved himself as one of Musana’s most hard-working, humble, and driven young men. He graduated from Musana Nursery and Primary School in 2013, receiving a top score on his Primary Leaving Exams. His performance qualified him to go to one of the best schools in the country for high school where Musana supported him on scholarship until he finished both his Ordinary-Level exams in 2017 and Advanced-Level exams in 2019. During his high school career, Joseph was the captain of the school’s volleyball team, one of the best in the nation. He also continued to excel in his studies, scoring at the top of his class on the Uganda Certificate of Education O-Level exams. Joseph is currently waiting for the results of the exams taken in 2019 that will determine where he goes to university. He hopes to study civil engineering with the goal of helping Uganda develop without corruption. He also wants to help support his mother, step-father, and seven siblings. He has no doubt that his dreams will come true and we are excited to see the man he continues to become!
HEALTH

2019 SUMMARY

• 30,125 PATIENT VISITS
• 25 HEALTH OUTREACHES IN RURAL COMMUNITIES
• 15,400 COMMUNITY MEMBERS RECEIVED FREE HEALTH CARE
• 76% CHEAPER SERVICES THAN OTHER PRIVATE HEALTH FACILITIES IN IGANGA
• 100% OF PATIENTS REPORTED FRIENDLY AND COURTEOUS STAFF
• 96% SUSTAINABILITY (generating $273,284 in local revenue)
HEALTH IMPACT
MUSANA COMMUNITY HEALTH CENTER

- 30,125 PATIENT VISITS
- 83 PATIENTS PER DAY ON AVERAGE

SERVICES PROVIDED:
- 148 MAJOR SURGERIES
- 2,149 DENTAL CHECK-UPS | 76% FREE
- 2,241 DENTAL EXTRACTIONS | 69% FREE
- 1,249 FREE IMMUNIZATIONS TO CHILDREN
- 43 CMES (CONTINUING MEDICAL EDUCATION) CONDUCTED WITH OUR HEALTH STAFF
- 363 LIVES SAVED WITH BLOOD TRANSFUSIONS
- 39 BABIES SAVED IN OUR NICU
- 2,341 FORMS OF FAMILY PLANNING PROVIDED
- 719 PATIENTS SERVED IN OCCUPATIONAL THERAPY

WOMEN'S HEALTH:
- 274 BABIES DELIVERED
- 724 WOMEN PROVIDED FREE PRENATAL CARE
- 179 WOMEN REGISTERED WITH OUR NORMAL DELIVERY CARD PROGRAM
- 401 WOMEN PROVIDED BIRTH CONTROL

OUTREACHES
- 25 OUTREACHES CONDUCTED PROVIDING FREE SERVICES IN MALARIA TESTING, HIV TESTING, DENTAL CHECK-UPS/EXTRCTIONS, FAMILY PLANNING, NUTRITION SCREENINGS, HEALTH TALKS, DISABILITY SCREENINGS, AND MATERNAL HEALTH
- 15,400 COMMUNITY MEMBERS PROVIDED FREE HEALTH CARE: 43% WOMEN
- 2,923 PEOPLE TESTED FOR HIV AND RECEIVED COUNSELING
- 3,978 MALARIA TESTS
- 1,789 MALARIA CASES TREATED
- 1,212 HEPATITIS B TESTS
- 720 DENTAL CHECK-UPS
- 162 PEOPLE GIVEN ACCESS TO OCCUPATIONAL THERAPY SERVICES
- 70 PEOPLE SENSITIZED ABOUT CHILD PROTECTION
- 331 PEOPLE SCREENED FOR CANCER
- 754 EYE EXAMS AND 268 PAIRS OF GLASSES PROVIDED

WHAT DO THE PATIENTS SAY?
- 100% REPORTED FRIENDLY AND COURTEOUS STAFF
- 95% REPORTED PROFESSIONALISM BY MEDICAL PRACTITIONERS
- 91% REPORTED SHORT WAIT TIMES
- 97% REPORTED EXCELLENT OR GOOD OVERALL COMFORT
- 91% REPORTED EXCELLENT OR GOOD HYGIENE

AFFORDABILITY & SUSTAINABILITY
- 76% CHEAPER SERVICES THAN OTHER PRIVATE HEALTH FACILITIES IN IGANGA
- $3 FOR OVERNIGHT CARE
- $8 FOR PRENATAL AND DELIVERING A BABY | 90% CHEAPER THAN OTHER PRIVATE HEALTH FACILITIES IN IGANGA
- $67 FOR A C-SECTION
- FREE CONSULTATIONS
- FREE BLOOD TRANSFUSIONS
- 96% SUSTAINABILITY (generating $273,284 in local revenue)

PROJECT RESTORE
- 185 HEALTH SCHOLARSHIPS PROVIDED FOR DIRE HEALTH/SUSTAINABILITY SITUATIONS, INCLUDING SEVERE CASES OF MALARIA, ANEMIA, HYDROCEPHALOUS, CLEFT LIP AND PALLETS, DERMATOLOGICAL CONDITIONS, HEPATITIS B, HIV/AIDS REVIEW AND TREATMENT, AND HEARING/VISUAL IMPAIRMENT CORRECTIONS
- 38 SURGERIES PROVIDED FOR FREE
Meet Calvin, a boy who has become a celebrity at Musana. Behind his infectious smile is a story of redemption and healing. Calvin was staying with his grandparents in a semi-permanent brick house while his single mother earned a living in Kampala as a housekeeper. As a child, Calvin became sick and complications crippled both of his arms. At the time, the cause was unknown, and he continued to engage in daily activities. He learned to eat, drink, write, and adjust using only his legs. Calvin attended a school in Jinja for a term, but was taken out when he became sick and developed convulsions. His grandparents were advised to seek medical help. They attended an outreach in a nearby village hosted by another organization where they were referred to Musana Community Development Organization. The family obliged and Calvin was channeled to Musana’s social work department. With the generosity of medical professionals in the capital city and an outside partner, Calvin was diagnosed with bilateral flail (a motor neuron disorder characterized by a weakness of the upper limbs) and received surgery to ensure his condition did not worsen. He was then sent back to Musana for rehabilitation. With the commitment and care of Musana’s doctors, occupational therapist, and physiotherapist, Calvin is gaining strength in his arms! Although it is still undetermined whether he will have full use of his arms, we are grateful that his condition cannot worsen. In February 2020, Calvin started school at Musana Nursery and Primary School on scholarship through our Shine Program. We are excited to have him at Musana and can’t wait to see him continue to learn and grow!
SKILL DEVELOPMENT

2019 SUMMARY

• MOVED INTO OUR NEW EXPANDED EMPOWERMENT CENTER
• 122 WOMEN GRADUATED WITH SKILL AND BUSINESS TRAINING
• EMPLOYED 155 WOMEN IN FULL AND PART-TIME WORK
• SOLD 11,200 PIECES OF MERCHANDISE
• SERVED 32,556 PLATES OF FOOD AT SOL VIEW
• HOSTED 277 GUESTS
• GENERATED A TOTAL OF $353,549 IN LOCAL INCOME FROM OUR GUESTHOUSE, MERCHANDISE, RESTAURANT, AND SKILLS TRAINING
SKILL DEVELOPMENT IMPACT

MUSANA EMPOWERMENT CENTER

TRAINING PROGRAM

• 107 WOMEN TRAINED (46 IN TAILORING, 14 IN KNITTING, 47 IN HAIRDRESSING)
• 122 GRADUATES (15 FROM CLASS OF 2018)

MERCHANDISE PRODUCTION

• 19 WOMEN EMPLOYED FULL-TIME
• 126 WOMEN IN 4 VILLAGES EMPLOYED PART-TIME
• PROVIDED A DAILY INCOME OF 3X MORE THAN THE AVERAGE WOMAN IN RURAL UGANDA
• SOLD 11,200 ITEMS
• 190% SUSTAINABILITY (generating $76,161 in local revenue)

GUEST HOUSE

• 24 EMPLOYEES
• HOSTED 237 MEETINGS FOR GROUPS AND ORGANIZATIONS THROUGHOUT IGANGA
• HOSTED 39 CELEBRATIONS, CONFERENCES, AND EVENTS
• SERVED 32,556 PLATES OF FOOD
• 123% SUSTAINABILITY (generating $176,873 in local revenue)

SOL VIEW

• 19 WOMEN EMPLOYED
• 136 WOMEN IN 4 VILLAGES EMPLOYED
• PROVIDED A DAILY INCOME OF 3X MORE THAN THE AVERAGE WOMAN IN RURAL UGANDA
• SOLD 11,200 ITEMS
• 190% SUSTAINABILITY (generating $76,161 in local revenue)

MERCY’S STORY

After losing her father at a young age, Mercy’s mother was left with nothing. With no means to provide for herself and her children, they struggled to survive. By the time Mercy reached 16 years old, due to desperation, she married an abusive man and moved in with his family. When Mercy got pregnant, she was forced to work in the fields and suffered from more abuse and beatings by her in-laws. Once she had her baby girl, she knew she had to protect her child and decided to leave her husband. A single mother to an infant with no means to provide for herself, Mercy once again fought to make ends meet. It was not until she met Annet, the Head of Musana’s Women’s Programs, that she found hope. After hearing Mercy’s story, Annet invited her to join Musana’s training program, reassuring her that she, Mercy, was capable of making change in her own life. Mercy came to Musana’s Empowerment Center and was trained in tailoring and business skills. Seeing her passion and skill, Mercy’s mother bought her a sewing machine and agreed to help with childcare while she worked. Today Mercy is one of Musana’s finest tailors, not only surviving, but thriving. She is able to take care of her daughter and even provide for her mother. People that knew Mercy before she came to Musana are shocked when they see her. She is confident, independent, and has dedicated her life to Jesus.
CAPITAL IMPACT

CAPITAL DEVELOPMENT FINANCIAL BREAKDOWN

- High School: $610,600
- Replication- Kaliro: $277,647
- Bukona Campus: $245,614
- Land: $174,375
- Busei Campus: $61,769
- Empowerment Center: $54,902
- SolView: $22,584
- Health Center: $11,249
- Vehicles: $9,298
- Guesthouse: $396

TOTAL: $1,468,434
REPLICATION

KALIRO
- PURCHASE AND SITE CLEARING OF 10 ACRES OF LAND IN THE DISTRICT OF KALIRO
- CONSTRUCTION OF A NURSERY AND PRIMARY SCHOOL INCLUDING:
  - A NURSERY BLOCK (4 CLASSES)
  - A PRIMARY CLASSROOM BLOCK (6 CLASSROOMS)
  - 9 STAFF HOUSES
  - BOYS AND GIRLS DORMITORIES (FOR 300 STUDENTS)
  - AN OFFICE BLOCK
  - A PAVILION (WAITING AREA)
  - THE BEGINNING PHASES OF A CHURCH, A DINING HALL, AND A KITCHEN

EDUCATION

MUSANA NURSERY & PRIMARY SCHOOL BUSEI
- Finishing and furnishing the expansion of the church
- Finishing the replacement of the roofs, renovating, and repainting of all buildings
- Landscaping, designing, and constructing the school compound, including the addition of outdoor meeting areas
- Renovation of the kitchen and installation of stainless steel stoves
- Installation of additional water sources
- Furnishing classrooms with desks, benches, and whiteboards
- Office furniture and IT equipment, including a projector, laptops, and printers
- Improvements to playground

MUSANA NURSERY & PRIMARY SCHOOL BUKONA
- Expansion and completion of staff housing with roofing and verandas
- Construction and furnishing additional girls and boys dormitories (for an additional 300 students)
- Construction and furnishing of a new classroom block (6 classrooms)
- Installation of an additional water source
- Purchase of generator, construction of generator shelter, and electrical installation
- Construction and furnishing of a church (holds 500 people)
- Painting and electrical installation of all new buildings

MUSANA VOCATIONAL HIGH SCHOOL
- Site clearing for skill development training facility and administration/A-level classroom block
- Construction and furnishing of skills training center with plumbing, electrical, and agriculture training materials
- Purchase of generator, construction of generator shelter, and electrical installation
- Construction and furnishing of girls and boys dormitories
- Finishing compound wall fencing
- Kitchen renovations and installation of stainless steel stoves
- Construction of administrative/A-level classroom block
- Furnishing computer lab with additional computers
- Furnishing new classes with desks

HEALTH

MUSANA COMMUNITY HEALTH CENTER
- Construction of advancements in maternity ward
- Improvements to plumbing
- Compound additions
- Installation of security cameras

SKILL DEVELOPMENT

EMPOWERMENT CENTER
- Purchase of a vacant high school nearby Musana headquarters
- Renovating and furnishing structures into classrooms, dormitories, a merchandise production center, and a salon
- Installation of plumbing and electricity

SOL VIEW
- Upper floor renovations for additional seating
- Installation of water tank and plumbing improvement
- Renovating hotel rooms and staircase

CAPITAL DEVELOPMENT BREAKDOWN

REPLICATION
- PURCHASE AND SITE CLEARING OF 10 ACRES OF LAND IN THE DISTRICT OF KALIRO
- CONSTRUCTION OF A NURSERY AND PRIMARY SCHOOL INCLUDING:
  - A NURSERY BLOCK (4 CLASSES)
  - A PRIMARY CLASSROOM BLOCK (6 CLASSROOMS)
  - 9 STAFF HOUSES
  - BOYS AND GIRLS DORMITORIES (FOR 300 STUDENTS)
  - AN OFFICE BLOCK
  - A PAVILION (WAITING AREA)
  - THE BEGINNING PHASES OF A CHURCH, A DINING HALL, AND A KITCHEN
Vision 2020: Paving the Way for Replication!

Musana Community Development Organization’s bold model of development has transformed the community of Iganga, Uganda. Bringing economic and social development together, our education, health, and skill development initiatives reached 100% sustainability in 2018, directly impacting 40,000 lives. With this success, in 2019, we introduced Vision 2020, Musana’s first replication into other areas of Uganda, starting with the rural district of Kaliro, Uganda (30 km away from Iganga Town). Due to a high demand for quality education in Kaliro, Phase 1 of replication would be a nursery and primary school to provide a unique quality education to 1,000 Ugandan children living in Kaliro. In 2019, Musana successfully purchased 10 acres of land and constructed the school to open in January 2020. Mobilization of the community also took place to introduce the people of Kaliro to Musana’s unique model of development and the services that would be available to them. The gates of Kaliro campus opened on January 27th, 2020 with an initial enrollment of 673 students. The community of Kaliro has embraced Musana’s initial presence and is already pressuring the growth and continuation of more Musana programs!

Achievements in 2019:
• Purchasing 10 acres of land
• Planning and construction of a nursery and primary school
• Furnishing the school with desks, bunk-beds, and all scholastic material for opening in January 2020
• Hiring a staff of 30 local Ugandans
• Marketing the school for student enrollment to start school January 27, 2020

What’s Next in 2020 and 2021?
Throughout 2020, we will continue to improve the infrastructure of ALL of our schools and hospital in Iganga. We will also continue with Phase 2 of our replicated campus of Musana Nursery and Primary School in Kaliro with the construction of additional classrooms, boys and girls dormitories, a dining hall, library and computer lab, administrative building, staff housing, and a playground. We will also continue to fulfill our dreams of replication into other parts of Uganda, including the district of Kamuli in 2021. In 2020, Musana will acquire land and an inactive primary school in Kamuli. Throughout the year, Musana will renovate the school, mobilize the community, and hire a staff to open Musana Nursery and Primary School- Kamuli Campus in February 2021.
## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Checkings/Savings/Cash</td>
<td>$437,816</td>
<td></td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>$254,412</td>
<td></td>
</tr>
<tr>
<td>Fixed Assets</td>
<td>$3,988,825</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL Assets</strong></td>
<td><strong>$4,681,053</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$56,072</td>
<td></td>
</tr>
<tr>
<td>Deferred Capital Grant Income</td>
<td>$2,775,965</td>
<td></td>
</tr>
<tr>
<td>Fund Balances</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$1,825,757</td>
<td></td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>$23,259</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL Liabilities &amp; Fund Balances</strong></td>
<td><strong>$4,681,053</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities &amp; Fund Balances</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>$56,072</td>
<td></td>
</tr>
<tr>
<td>Deferred Capital Grant Income</td>
<td>$2,775,965</td>
<td></td>
</tr>
<tr>
<td>Fund Balances</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$1,825,757</td>
<td></td>
</tr>
<tr>
<td>Temporarily Restricted</td>
<td>$23,259</td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL Liabilities &amp; Fund Balances</strong></td>
<td><strong>$4,681,053</strong></td>
<td></td>
</tr>
</tbody>
</table>

### INFLOW

| Uganda Program Income         | $1,295,730     |                  |
| Fundraising                   | $741,836       |                  |
| Corporate, Non-Profits, and Church Partners | $355,166 |                  |
| Individual Donations          | $225,414       |                  |
| Donations for Capital Development | $156,167 |                  |
| SHINE                         | $154,725       |                  |
| Grants from Other Organizations | $130,000 |                  |
| U.S. Team Trips and Interns   | $106,875       |                  |
| Other Income                  | $35,213        |                  |
| **TOTAL**                     | **$3,200,526** |                  |

### OUTFLOW

| Uganda Capital Development   | $1,468,434     |                  |
| Uganda Program Expenses       | $1,397,475     |                  |
| U.S. Other Program Expenses   | $1,397,475     |                  |
| U.S. Fundraising              | $189,106       |                  |
| U.S. Admin & General Expenses | $168,751       |                  |
| Depreciation                  | $69,403        |                  |
| U.S. Team Trips and Interns   | $15,730        |                  |
| Other Expenses                | $15,730        |                  |
| **TOTAL**                     | **$3,649,266** |                  |

$1,556,629 in grants were sent from the US to support capital and operating activities in Uganda.
UGANDA OPERATIONS’ SUSTAINABILITY

93% SUSTAINABILITY

UGANDA INCOME
TOTAL: $1,295,730

Nursery and Primary Schools $475,791
Health Center $273,284
Sci View $176,873
Guesthouse $92,260
Merchandise $76,161
Empowerment Center $8,255

TOTAL $1,295,730

UGANDA EXPENSES
TOTAL: $1,397,475

Nursery and Primary Schools $394,898
Health Center $284,015
High School $214,211
Outreach $164,517
Sci View $143,937
Admin/Overhead $96,175
Guesthouse $53,668
Merchandise $40,155
Empowerment Center $10,569
Replication Expenses $3,330

TOTAL $1,397,475

SUSTAINABILITY TOTAL: $1,295,730
Corporate and Organizational Partners
Amazon Smiles
Apple
& Hawkins, Inc.
Bradbury Family Partnership
Community Health Systems
Cosrs Brewing Company
C. G. Knight & Company, Inc.
Dakota Insurance
Dakota Land Co., L.P.
DP Associates, LLC
Engineering Demolition Inc
Homesmart Honor
Hill Inc.
Jewel Auto Body & Paint Co., Inc.
JP Morgan Chase & Co.
Karena's Spirit Charities
Little Mo Ice Cream
Love Pop Experience
Macdonald Real Estate Co
MarcusRoussel Wealth Management LLC
Naked Energy LLC
Noble Energy
Packing Express
Peek Asset Management LLC
Parking
Prosperity Partners LLC
Sage Advisory Services Ltd.
Cape Network Systems
Small River Property
Sponsors
Steenman Lelu
The Loo Coffee House
Thrown Financial
Title
Total Quality Logistics, LLC
Townsend Retirement Planning
Trust P-Properties LLC
US Bank
We The Light Photography
Foundations
Benewy Community Impact Fund
Bright Funds Foundation

CHI Colorado Foundation
Commonwealth Charitable Fund
Community Foundation
Convenience Education & Research Foundation
Daily Service Foundation Inc
EncoreClaire (USA) Foundation
FirstChoice Chiropractic
Janae Henderson Foundation
Kansas Family Foundation
Key Bank Foundation
McDowell Family Foundation
Morgan Stanley Global Impact Fund
National Christian Foundation
Nash-Krohn Family Foundation
Scheel Charitable Fund
Selig Family Foundation
SBI Private Trust Company
The Community Foundation Serving Boulder County
The Diaper Foundation
The Soup Kitchen Trust
Vanguard Charitable
Winter Foundation

Church Partners
Cherry Hills Christian
Discovery Christian Church
Families Community Church
GreeneWood Community Church
Journey Church Colorado Plano
RisenLord Presbyterian Church
Riverside Community Church
Southland Christian Church

Individuals $1,000+

Anne McCollum
Adam and Sarah Dhingra
Adam and Jennifer Ayers
Alexa Shepherd
Addie and Nathan Frank
Adria and Travis Kistler
Ahmad and Ali Abou
Aimee Shepherd
Aimee and Pat Paul

George and Pam Dyer
Georgia and Robert Maloney
Gina and Antoine Kamson
Glenn and Diane Stewart
Glenn Fuller
Heather and Bryan Weber
Jacob Parish
Jacque and Hayden French
James William
Janae Alman
Jason and Kim Miller
Jason and Kris Miller
Jason and Kyle Miller
Jason and Kyle Miller
Jason and Kris Miller
Jeffrey and Elizabeth Holmgren
Jeffrey and Marilyn Ackerman
Jeffrey and Nancy Holiday
James Wagner
Jennifer Carl-Deeney and Michael Davis
Jennifer Lopez
Jennifer Tabor
Jennifer Zimmerman
Jenny Billing
Jenifer and Karen Schonhaus
Jeremy and Donna Bilkon
Jeremy Pfla
Jill Kushinsky
Jim and Cathy Peer
Joyce and John Gough
Jasa and John Gough
Janelle Johnson
John and Diane Leese
John and Leslie Haltom
John and Pam Babb
John Buchanan
John Riddick
John Wocluzy
Josh and Jordan
Justin and Krista Otschick
Katie Pilchuck
Katie and Ryan
Keith and Amy Kasten
Kelsy Darves
Kim and Jeff Lang
Larry and Dina Hall
Larry and Mary Ann Harper
Laura Schatz
Lazar Gretchin
Libby Reeves
Lindsay and Scott Zimmerman
Lisa Simmons
Lloyd Melkonian
Lynn Grenny
Lynne Van Horne
Margaret Koontz
Mark Fish
Mary Albrecht
Mary Jo Gunnesser
Mara and Lindsey Garmon
Mara and Maggie Davis
Mauran Johnson
Mel Stranid
Melinda Younger
Melissa Overbee
Meredith and R. Stewart
Michael and Susan Wong
Michael Cosars
Michael Sells
Miki and Stuart Elliot
Mike and Ashley Perry
Mike and Nancy Stewart
Most Hymel
Micheal and Bland Black
Nancy Hayes
Nikole Huang
Pamela Ancell
Paul and Joan Wegman
Peter and Connie Hardy
Peter Vossen and Lillian Bronson
Piercer Morgan
Ramie Berntt
Ted and Harry Pulokos
Richard Ashv
Richard Will
Rick and Susan Moyer
Rory Biegans
Robert and Michelle Humbuck
Robert Reneker
Ron Wessell
Ryan and Emily Frank
Scott Spilier
Sean and Michelle Crowley
Seth and Breana Gunstenn
Shayle Seymour
Sheel Cuddick
Sherry Meeksa
Shelby and Jennifer Harger
Stephen and Brenda Paul
Stephen Chuck
Steve and Alison Schone
Sven and See Henderson
Sven Daughtry
Sweeney and Debra Pinck
Susane Morris
Tad and Linda Blank
Thomas and Chris Laibhow
Thomas and Joanna Davidson
Tim and Casey Payne
Tim and Whitney Vaeer
Troy Tokos
Travis Cawin
Travis Oldals
Travis and Dave Morgan
Tyler Olson
Viv Sollomen
Water Poets
William and Whitney Mcclenoch
William Relander
Zara Swingle

Thank you to everyone in the Musana family who invested in our model in 2019!
OUR LEADERSHIP

Ugandan Board Members
Ivan Kissege
Beth Bakeka
Dr. Peter Kwangwazi
Edward Kampanya
Loida Nambi
Herlit Kazindra
Andrea Kazindra
Patricia Pauline

U.S. Board Members
David Morrison - President
Don Dulfilka - Vice President
Bob Moser - Treasurer
Jodi Gwaf - Secretary
Tom Ladtkow
Bob Rensink
Jennifer Cerf
Jacque French
Paul Brunner
Wally Peters
Gene Pauline - Ad Hoc
Stev Pintack - Ad Hoc

Uganda Team
Administration
Haril Kazindra - Co-Founder/Country Director
Susan Alumuc - Head of Administration
Yana Ibanda - Public Relations & Senior Advisor
Irene Betebi - Human Resource Management
Andrew Nakak - Internal Auditor
John Mary Mumera - Head of Accounts
Isaac Nsubuga - Procurement and Estates Officer
Phil Aine - Accounts Officer
Kenneth Mpinga - Guest Relations Officer

Outreach Department
Moses Okipi - Head of Outreach
Florence Nabganea - Social Worker
Josh Paul Ndzidzi - Social Worker
Ronald Male - Social Worker
Edward Maganda - Social Worker
Hosea Satao-Uziah - Pastor

Education
Mike Nalugoda - Head of Primary Schools
Moses Ndiag - Principal at Bukona Primary Campus
Henry Nygbi - Deputy Head Teacher at Bukona Primary Campus
Dameko Nnewende - Deputy Head Teacher at Bukoni Primary Campus
Esther Agwango - Head of Academics at Bukoni Primary Campus
Irene Nalupago - Nurse of Nursery Section at Bukoni Primary Campus
Derrick Affara - Deputy Head Teacher at Vocational High School
Abdullah M무보 - Director of Studies & Head of Programs at Vocational High School

Health
Carol Agasha - Hospital Administrator
Dr. Jesse Nalaby - Head Clinician/Medical Officer
Dr. Irene Munyane - Medical Officer
Gloria Joana Kibongale - Physiotherapist
Patrick Nsubuga - Dental Officer
Catherine Timo - Head Nurse
Susan Kibodya - Hospital Administrative Assistant

Skill Development
Annet Kanyuago - Head of Women’s Empowerment Center
Patrick Kamukama - SolView General Manager
Hamun Wansadha - SolView Chef & Guesthouse Manager
Patrick Opolot - SolView Store and Procurement Manager
Eria Kirunda - SolView Food and Beverage Manager

Stateside Team
Andrea Kazindra - Co-Founder/Executive Director
Leah Pauline - Co-Founder/Impact Director
Erin Moser - Development Director
Tami Hall - Development Associate
Susan Knight - Community Engagement Coordinator
Kelly MacDonald - Merchandise and Volunteer Coordinator
Ellen Conner - Bookkeeper
Lesly Williams - CPA