<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>02</td>
<td>From Our Directors</td>
</tr>
<tr>
<td>03</td>
<td>Musana’s Model</td>
</tr>
<tr>
<td>04</td>
<td>2020 Highlights</td>
</tr>
<tr>
<td>06</td>
<td>COVID-19 Relief Fund</td>
</tr>
<tr>
<td>08</td>
<td>Education Impact</td>
</tr>
<tr>
<td>10</td>
<td>Health Impact</td>
</tr>
<tr>
<td>12</td>
<td>Skill Development Impact</td>
</tr>
<tr>
<td>14</td>
<td>Capital Impact</td>
</tr>
<tr>
<td>16</td>
<td>Financial Report</td>
</tr>
<tr>
<td>18</td>
<td>Uganda Operations’ Sustainability</td>
</tr>
<tr>
<td>20</td>
<td>What’s Next?</td>
</tr>
<tr>
<td>22</td>
<td>Our Team</td>
</tr>
<tr>
<td>24</td>
<td>Thank You!</td>
</tr>
</tbody>
</table>
DEAR MUSANA FAMILY,

2020 started off as a year of unmatched growth at Musana, reaching 112% self-sustainability in February and generating our highest local monthly income in our organization’s history. With the launch of our replication campus in Kaliro District, we opened our fourth school, providing quality and affordable education in a new community! Between all of our schools, our student population grew from 2,282 to 3,484 and our full-time employees increased from 282 to 383. Unfortunately, like most of the world, the COVID-19 pandemic hit Uganda hard in March and one of the world’s strictest lockdowns began. We saw hunger, idleness, and hopelessness spread across our communities. We started the COVID-19 Relief Fund and asked our Musana family to stand with us and meet the immediate needs of our Ugandan friends and family. With your support, we were able to prevent widespread hunger in our immediate neighborhoods, provide life-saving medical transport and health services, save countless lives by collecting blood donations, keep our staff on salary so that they could continue to support their families, and provide our students with workbooks to keep their spirits engaged and their minds active.

Despite the closure of our schools (our highest income-generator), the decrease in clients at our restaurant and guesthouse, and the decline of patients at our hospital due to COVID restrictions, we were still able to generate 65% of our operating budget locally. We are proud of the hard work from our team on the ground that fought hard to keep Musana’s programs alive through such unfavorable circumstances.

We cannot thank our incredible Musana community enough for standing with us during unprecedented times. We are overwhelmed by the generosity of our Musana family and the love for the people of Uganda. Together, we will continue to empower more men, women, and children, to “be the change” in their communities.

WITH GRATITUDE,

Haril and Andrea Kazindra
Co-Founders and 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.

“Poverty is not just a lack of money; it is not having the capability to realize one’s full potential as a human being.”

—Amartya Sen

With a focus on 5 pillars of wellness, Musana is able to lift communities out of poverty by empowering them to reach their full potential.
2020 HIGHLIGHTS

In January 2020 we opened the Kaliro Campus to 682 nursery and primary school students! In addition, we completed construction of the dining hall, additional dormitories and classrooms, and a beautiful school chapel.

We grew our staff of local leaders from 282 employees in 2019 to 383 full-time Ugandan employees in 2020!
With the **$268,221** raised for the COVID-19 Relief Fund, we **met new school health regulations**, supported the salaries of 383 employees, distributed 3,008 sets of self-study materials to students at home, provided 1,000+ life-saving blood transfusions, transported 555+ patients to treatment centers, and supplied food for 18,600+ people facing hunger in Eastern Uganda.

We rose to the challenge of holding an annual fundraiser amidst the local COVID-19 regulations in Denver, Colorado, and **safely held the 3rd annual Taste To Transform event where we raised $460,228!**

We partnered with Uganda Orphans Fund and started **planning our next replication in Kamuli District!**
In March, COVID-19 was declared a global pandemic. The impact was sudden, with the most detrimental consequences taking root in rural areas already facing the challenges of poverty.

Like most of the world, schools in Uganda were closed, jobs were lost, community gatherings were prohibited, and new preventative health mandates were instituted. However, unlike many developed parts of the world, communities in rural Uganda had a lack of access to educational materials and increased difficulty accessing health care.

**EDUCATION**

15 million Ugandan children remained out of school through the end of the year, including 3,484 students who filled four of Musana’s schools at the beginning of 2020. To respond to the urgent needs of our students, we made the decision to temporarily shift our model from growth and sustainability to relief and rehabilitation with a mission to reopen our schools and respond to urgent needs of the communities in and around Iganga. Through the generous donations of those looking outside their borders, the COVID-19 Relief Fund raised $268,221 which allowed Musana to successfully sustain the salaries of 383 full-time employees and implement newly mandated safety measures across our campuses. By the end of the year, we successfully met new preventative health regulations required to reopen our campuses. In preparation for students to return, hand-washing stations were installed, temperature scanners were put to use, masks were made by women at Musana’s Empowerment Center, isolation wards were prepared, and additional beds, desks and tables were purchased. The COVID-19 Relief Fund also provided for the development and distribution of 3,008 sets of self-study materials to our students in nursery, primary and high school to encourage continued learning during school closures.

Fortunately, the government resumed schooling for graduating classes in October, which allowed us to welcome 291 students back to campus!
COMMUNITY HEALTH

BLOOD DONATIONS
In March 2020, the Uganda Blood Bank was hit with a major blood shortage, putting the lives of patients with malaria, sickle cell anemia, and mothers giving birth at stake. With volunteer donors as the only source of blood, Musana Community Health Center spearheaded educating and mobilizing communities in and around Iganga to donate. From April through June, three blood donation tents were set up to collect blood and provide health education to the community.

TRANSPORTATION
At the onset of the pandemic, the Ugandan government banned public transportation and instituted a nationwide curfew in an effort to curb the spread of the virus. As a result, patients living in rural areas faced extreme difficulty accessing health services, many in need of care for childbirth, malaria, typhoid, dental care, and sickle cell anemia. Adjusting to the evolving needs of the community, Musana’s Social Work Department repurposed two school vans into interim ambulances that successfully transported 555+ patients to medical facilities for life-saving care!

FOOD PACKAGES
Food shortages and reduced food portions became an increasing challenge for families as they suffered the impact of lost jobs and supporting children who were no longer receiving meals from school. To combat hunger and malnutrition, Musana’s Social Work Department distributed food packages to those in dire need of nutrition.

---

1,385
UNITS OF BLOOD COLLECTED

1,000+
LIFE-SAVING BLOOD TRANSFUSIONS

1,500+
PEOPLE RECEIVED HEALTH EDUCATION

2,659
FOOD PACKAGES DISTRIBUTED

36%
DISTRIBUTED TO MUSANA BOARDING STUDENTS & STAFF

18,600+
PEOPLE FED
2020 EDUCATION IMPACT

NURSERY & PRIMARY SCHOOLS

- 3 Schools (Busei, Bukona, Kaliro)
- 2,447 Students
- 849 Scholarships Provided
- 157 Ugandan Employees (94 Teachers / 63 Support Staff)
- 26:1 Student-Teacher Ratio
- 56% Sustainability

- 49% FEMALE
- 51% MALE
- 32% BOARDING
- 68% DAY STUDENTS
- 533 Students in Vocational Training Courses (130 in Plumbing, 160 in Tailoring, 204 in Electrical, 39 in Brick Laying & Concrete Practice)
- 73% Sustainability

VOCATIONAL HIGH SCHOOL

- 923 Students
- 365 Scholarships Provided
- 57 Ugandan Employees (43 Teachers / 14 Support Staff)
- 22:1 Student-Teacher Ratio
- 53% Female Students
- 46% Male Students
- 83% Boarding
- 17% Day Students

All data is based on first-term enrollment.
At the start of the year, Stanbic Bank held the National Schools Championship, an education initiative empowering participants to write a business proposal focused on agriculture or business innovation.

A group of motivated students from Musana Vocational High School entered the competition with their idea to locally produce liquid soap that could be used in households to enhance hygiene. With the sudden arrival of COVID-19, their idea became hyper-relevant and could serve an urgent need in their community.

The team’s liquid soap idea qualified for the Eastern Region Championship where they came in 4th out of 21 participating schools and won $140 to be used as seed capital for the start-up! Following the competition, the team of students invested the capital into production and by July were making deliveries of their soap to the community, including supplying Musana campuses with soap for newly installed hand-washing stations!
2020 HEALTH IMPACT

MUSANA COMMUNITY HEALTH CENTER

- 24,144 Patient Visits
- 67 Patients Per Day on Average
- 45 Staff Members

KEY SERVICES PROVIDED:

- 162 Major Surgeries
- 494 Life Saving Blood Transfusions
- 2,064 Dental Check-Ups
- 1,546 Dental Extractions
- 19 Continuing Medical Education (CMEs) Conducted with Staff
- 982 Occupational Therapy Sessions
- 1,680 Free Immunizations for Children & Pregnant Women
- 3,269 Family Planning Visits
- 847 Women Received Free Prenatal Care
- 276 Babies Delivered
- 33 Babies Saved in our NICU

OUTREACH

In the most rural areas of Iganga, access to health care is challenging. In response to the needs of these communities, Musana’s Social Work Department partners with Musana Community Health Center and remote village leaders to organize health outreach events. During health outreach events, social workers and health practitioners travel to rural areas of Iganga to provide free services including malaria and HIV testing, dental check-ups and extractions, family planning, prenatal care, nutrition screenings, vaccinations, and counseling. Prior to the COVID-19 lockdown in March, our team provided outreach services to 660 people.

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 dream is that once they are “restored”, they will be able to live independent lives and give back to their communities. In 2020, medical assistance was provided for 88 people suffering from severe cases of malaria, anemia, hydrocephalus, cleft palate, dermatological conditions, Hepatitis B, HIV/Aids, and hearing and visual impairment.
REHABILITATION & DISABILITY SERVICES

A unique focus at Musana Community Health Center is one led by the Rehabilitation & Disability Services Department. The department is aimed at improving the quality of life for individuals with disabilities and to promote inclusion among the community. Our full-time physiotherapist provides inpatient and outpatient treatment for fractures, pediatric conditions, stroke recovery, and chronic illness management, among other conditions. Our occupational therapist concentrates on community-based rehabilitation and parent education programs. By partnering with other local organizations to mobilize individuals with disabilities, and parents of children with disabilities, we create a support network and improve access to services. In 2020, the Physiotherapy & Occupational Therapy Clinic conducted 982 visits, treated 366 new patients, and visited 444 patients that required home care.

MAIMUNAH’S STORY

In 2019, 10-year-old Maimunah lives with a congenital amputation of her right leg. When she was identified by our occupational therapist, she was living with her father, who was a truck driver, and mother who cared for her and her three siblings. Maimunah’s disability and her parents’ limited financial resources restricted her access to education.

AFFORDABILITY & SUSTAINABILITY

• Musana health services are 76% cheaper on average than other private health facilities in Iganga!
  • $11 for prenatal care and delivery
    (90% cheaper than other private health facilities in Iganga)
  • $136 for a c-section
  • $5 for dental extraction
  • Free consultations
  • Free blood transfusions
  • Free immunizations

98% SUSTAINABILITY, GENERATING $251,431 IN LOCAL REVENUE!

In 2020, our Rehabilitation & Disability Services and Social Work Department enrolled Maimunah in our Education Scholarship Program and provided her with a wheelchair. At school, Maimunah quickly made friends who helped her maneuver around campus, class and in the dormitory. She had a joyful spark that lit up the room!

Three short months after her arrival to Musana, schools were ordered to close due to COVID-19. During school closures, our Social Work Department organized home visits and Maimunah was provided with health check-ups, food packages, and reading materials. It’s now almost a year since schools were closed and Maimunah expresses how much she misses school, her friends and her teachers. She is eager to get back and plans to work hard to become a teacher so that she can also impart knowledge to other learners in her community!
2020 SKILL DEVELOPMENT IMPACT

MUSANA EMPOWERMENT CENTER
(Open January through mid-March)

114 students enrolled in training and 65 students will return to campus for final exams in March 2021. Students who return after March will have future opportunities to take exams and graduate after COVID-19 restrictions are lifted.

- 62 in tailoring
- 5 in knitting
- 47 in hairdressing

161% SUSTAINABILITY,
GENERATING $17,096 IN LOCAL REVENUE!

MERCHANDISE PRODUCTION
(Open January through mid-March)

- 22 Women employed full-time
- 136 Women employed part-time
- Women earned an income 3X higher than the average woman in rural Uganda
- 6,802 Items sold

74% SUSTAINABILITY,
GENERATING $17,308 IN LOCAL REVENUE!
SOL VIEW
(Open full year with limited seating)

- 12 Full-time employees
- 28,266 Plates of food served

118% SUSTAINABILITY,
GENERATING $118,689 IN LOCAL REVENUE!

GUEST HOUSE
(Open January through mid-March)

- 35 International Guests
- 9 Local Guests

56% SUSTAINABILITY,
GENERATING $9,266 IN LOCAL REVENUE!

DORCUS’ STORY

Dorcus Aloya is a single mother of three and has been a part of the Musana family since 2012. Before coming to Musana, Dorcus bravely escaped a traumatic relationship in search of a better life for herself and her children.

As one of the longest term employees of Musana, Dorcus has been extremely dedicated to her work. Starting as a caretaker in one of the student dormitories, she then transitioned to the role of staff cook, and later was promoted to her current position as Guest House Supervisor. Ever smiling and diligent in her work, she is known for having the most vibrant and uplifting spirit among staff members and visitors alike. “Her joy for life radiates,” a guest house visitor noted as she described how they would wake to the sounds of Dorcus singing while cooking breakfast! Through her employment, Dorcus has been able to support and educate all three of her children, two of who now have university level education, and her youngest, Ezekiel, who attends Musana Primary School (P.6).

For the years to come, she prays that God will continue to guide Musana’s leadership and bless its partners so that Musana can continue transforming communities and expanding throughout rural Uganda.
## 2020 Capital Impact

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Busei School</td>
<td>$55,764</td>
</tr>
<tr>
<td>Bukona School</td>
<td>$16,164</td>
</tr>
<tr>
<td>Kalro School</td>
<td>$362,398</td>
</tr>
<tr>
<td>Vocational High School</td>
<td>$93,651</td>
</tr>
<tr>
<td>Kurnui Replication</td>
<td>$1,750</td>
</tr>
<tr>
<td>Musana Radio Station</td>
<td>$15,347</td>
</tr>
<tr>
<td>Community Health Center</td>
<td>$51,446</td>
</tr>
<tr>
<td>SolView</td>
<td>$9,906</td>
</tr>
<tr>
<td>Guest House</td>
<td>$4,196</td>
</tr>
<tr>
<td>Empowerment Center</td>
<td>$80</td>
</tr>
</tbody>
</table>

**TOTAL CAPITAL SPENDING: $610,702**

## Capital Project Breakdown

### Nursery and Primary Schools

- **Busei Campus**
  - Kitchen repairs, including terrazzo floors and installation of stoves and stainless saucepans
  - Computer lab improvements
  - Purchased a school bus
  - Installed Looptech School Management System
  - Installed hand-washing stations and purchased temperature scanners

- **Bukona Campus**
  - Making and laying of pavers and road curbs within school grounds
  - Installed Looptech School Management System
  - Installed hand-washing stations and purchased temperature scanners

- **Kaliro Campus**
  - Completed construction of:
    - A second nursery classroom block (four classrooms)
    - A primary classroom block (six classrooms)
    - Dining hall, including a kitchen with rocket stoves and a storage room
    - Floors and patios for both the boy’s and girl’s dormitories
    - Stone paving of the dormitory compounds
    - Chapel
    - Underground water system including drilling of the borehole and construction of the water tank stands that were purchased
    - Installed solar security lights
    - Purchased bunk beds, mattresses, and furniture for new dormitories and classrooms
    - Purchased a school bus
    - Began constructing a playground for the nursery school
    - Installed hand-washing stations and purchased temperature scanners
VOCATIONAL HIGH SCHOOL
- Completed construction of:
  - A-level classroom block
  - A new boy’s dormitory and staff housing
  - Road leading to the new boy’s dormitory
  - Paving and landscaping of the school compound
  - Retaining wall to ensure proper water drainage
  - Major renovations on the main O-level classroom block ceiling
  - Terrazzo floors in the main dining hall
  - Septic tank installation
- Purchased A-level textbooks
- Installed Looptech School Management System
- Installed hand-washing stations and purchased temperature scanners

REPLICATION IN KAMULI DISTRICT
- Developed site plans for the new school being built in 2021

MUSANA RADIO STATION
- Initial stages of securing a radio frequency and operating license for Musana FM.
- Musana FM will be introduced in 2021 as a unique community resource for news and education that will expand our “home-schooling” capabilities, allowing our teachers to reach more students.

MUSANA COMMUNITY HEALTH CENTER
- Reconfigured a land cruiser into an ambulance
- Procurement of medical equipment including a blood bank refrigerator, drip stands, mobile ultrasound, radiant warmer, patient monitors, etc.
- Construction of a new incinerator
- Purchased a new water pump
- Purchased land for and completed the first phase of renovating a new staff housing unit

SOL VIEW
- Renovation of the roof for additional seating, including terrazzo floors
- Installed Karibu Hotel Management System

GUEST HOUSE
- Installed solar security lighting in the compound

EMPOWERMENT CENTER
- Installed hand-washing stations and purchased temperature scanners
Deferred Capital Grants is the net value of grants for capital development sent to the Ugandan NGO less depreciation on the assets purchased. This method of recording is used on the recommendation of the NGO’s external auditors because NGO’s are subject to income tax on surplus income.

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.

### 2020 Financial Report

#### Consolidated Statement of Financial Position

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>$465,374</td>
<td>$397,851</td>
</tr>
<tr>
<td>Donations Receivable</td>
<td>$68,465</td>
<td>$65,473</td>
</tr>
<tr>
<td>Grants Receivable</td>
<td>$0</td>
<td>$82,500</td>
</tr>
<tr>
<td>Investments</td>
<td>$674,464</td>
<td>$2,069</td>
</tr>
<tr>
<td>NGO Accounts Receivable</td>
<td>$50,137</td>
<td>$14,009</td>
</tr>
<tr>
<td>Prepaid Expenses</td>
<td>$5,137</td>
<td>$13,781</td>
</tr>
<tr>
<td>NGO Inventory</td>
<td>$133,157</td>
<td>$109,982</td>
</tr>
<tr>
<td>US Apparel and Merchandise Inventory</td>
<td>$20,105</td>
<td>$22,449</td>
</tr>
<tr>
<td>Property and Equipment</td>
<td>$4,375,923</td>
<td>$3,988,825</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$3,792,762</strong></td>
<td><strong>$4,696,939</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIABILITIES &amp; NET ASSETS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>USA Accounts Payable</td>
<td>$46,829</td>
<td>$37,749</td>
</tr>
<tr>
<td>NGO Accounts Payable</td>
<td>$30,345</td>
<td>$18,323</td>
</tr>
<tr>
<td>NGO Deferred Capital Grants</td>
<td>$3,069,054</td>
<td>$2,775,965</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$3,146,228</strong></td>
<td><strong>$2,832,037</strong></td>
</tr>
</tbody>
</table>

Without Donor Restrictions    | $2,470,142 | $1,841,753 |
With Donor Restrictions        | $176,392   | $23,149   |
**Total Net Assets**           | **$2,646,534** | **$1,864,902** |

**Total Liabilities and Net Assets** | **$5,792,762** | **$4,696,939** |
CONSOLIDATED STATEMENT OF ACTIVITIES

INFLOW

Program Income $751,371
Donations $321,193
  Individual $454,949
  Businesses, Non-Profits, Church Partners $196,817
  SHINE Partners $409,742
  Grants from External Organizations $460,228
  Fundraisers and Appeals $268,221
  Taste to Transform $9,234
  COVID-19 Relief Fund Other Income $2,396,642

TOTAL INFLOW $2,871,755

OUTFLOW

Program Expenses $1,163,466
General & Administrative Expenses $294,612
Fundraising Expenses $119,533
Capital Development & Depreciation Expense $819,031

TOTAL OUTFLOW $2,396,642

Capital Development includes one-time spending to acquire land and build quality infrastructure at new locations, as well as capital improvements in existing locations.
**UGANDA OPERATIONS**

**ACTIVE PROGRAMS**

<table>
<thead>
<tr>
<th>EDUCATION</th>
<th>REVENUE</th>
<th>EXPENSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Busei Nursery and Primary School</td>
<td>$100,328</td>
<td>$146,092</td>
</tr>
<tr>
<td>Bukona Nursery and Primary School</td>
<td>$51,074</td>
<td>$111,330</td>
</tr>
<tr>
<td>Kaliro Nursery and Primary School</td>
<td>$25,713</td>
<td>$58,527</td>
</tr>
<tr>
<td>Vocational High School</td>
<td>$104,243</td>
<td>$142,307</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HEALTH</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Health Center</td>
<td>$251,431</td>
<td>$257,141</td>
</tr>
<tr>
<td>Outreach and Social Work</td>
<td></td>
<td>$80,410</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SKILL DEVELOPMENT</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Musana Empowerment Center (MEC)</td>
<td>$17,096</td>
<td>$10,604</td>
</tr>
<tr>
<td>Sol View</td>
<td>$118,689</td>
<td>$100,589</td>
</tr>
<tr>
<td>Guest House</td>
<td>$9,266</td>
<td>$16,499</td>
</tr>
<tr>
<td>Merchandise</td>
<td>$17,308</td>
<td>$23,291</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ADMINISTRATION</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$118,276</td>
<td></td>
</tr>
</tbody>
</table>

**Total Active Programs**

|                     | **$695,148** | **$1,065,066** |

**SUPPORT & PROGRAM INVESTMENTS**

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>COVID-19 Relief Grant</td>
<td>$393,808</td>
<td></td>
</tr>
<tr>
<td>Kamuli Replication</td>
<td></td>
<td>$6,724</td>
</tr>
<tr>
<td>Donations</td>
<td>$3,234</td>
<td></td>
</tr>
</tbody>
</table>

**Total Support & Program Investments**

|                                      | **$397,042** | **$6,724** |

**TOTAL**

|                                      | **$1,088,956** | **$1,071,790** |

**65% SUSTAINABILITY**

Despite all schools being closed for a majority of the year, we were able to achieve 65% overall sustainability across Musana’s social enterprises.
WHAT'S NEXT?

In 2021, as the world begins to come out of the depths of the COVID-19 pandemic, Musana's focus is on addressing the adverse consequences of the pandemic on the community through continued outreach programs, safely reopening our schools to full capacity, and getting back on track with our model of sustainability.

We will also continue our plans of replicating Musana’s sustainable model in other communities. In Kaliro District, we will construct a health center, restaurant, guesthouse, and a women’s skills training center. We will also begin construction of our 4th Nursery and Primary School in Kamuli District, launching our 3rd official replication!

With the negative impact of the COVID-19 pandemic on the people of Uganda, Musana’s quality and affordable services are more in need than ever. We ask you to continue partnering with us to empower more Ugandans to “be the change” in Kaliro and Kamuli Districts!
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

AMAZON SMILE
Experience feel-good shopping. Shop at smile.amazon.com and Amazon will donate to Musana, at no cost to you!

SPONSOR AN EVENT
Make an impact by sponsoring Musana’s Annual Golf Tournament or Taste to Transform!

Contact Erin Moser, Development Director, for sponsorship opportunities | erinmoser@musana.org

BECOME A SHINE PARTNER
Donate monthly and your recurring gift will shape not just one child’s education, but will help create sustainable change in an entire community.

Give monthly at Musana.org/shine

VOLUNTEER
Whether you want to volunteer in Colorado or visit Uganda, we invite you to join us at Musana.org/volunteer
OUR LEADERSHIP

LEADERSHIP
Ugandan Board Members
Loida Nambi, Chairman
Haril Kazindra, Secretary
Andrea Kazindra, Treasurer
Beth Baleke
Dr. Peter Kawanguzi
Edward Kimalyo
Beatrice Tanaguza
Pat Pauline, U.S. Board Liaison

U.S. BOARD MEMBERS
Don Dolifka, President
Leigh Dunn, Vice President
Bob Moser, Treasurer
Jodi Gauf, Secretary
Tom Ladtkow
Jacque French
Paul Brunner
Jennifer Cerf
AJ Bourg
PJ Martin
Tracy Pirnack
Justin Mihalcin
Pat Pauline (non-voting)
David Morrison
Stew Pirnack (non-voting)
Bob Rensink

UGANDA TEAM
Administration
Haril Kazindra, Co-Founder/Country Director
Susan Akunu, Head of Administration
Yona Ibanda, Public Relations & Senior Advisor
Irene Batebi, Human Resource Management
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
Florence Nabaganzi, Social Worker
Joash Paul Ndizaawa, Social Worker
Ronald Mali, Social Worker
Edward Maganda, Social Worker
Hosea Satati Uzziah, Pastor

Education
Mike Nalugoda, Head of Primary Schools
Moses Ntawu, Principal at Bukona Primary Campus
Henry Ngobi, Deputy Head Teacher at Bukona Primary Campus
Damalie Namekwe, Deputy Head Teacher at Busei Primary Campus
Esther Agwang, Head of Academics at Busei Primary Campus
Irene Nakagolo, Head of Nursery Section at Busei Primary Campus
Abdalrah Mbubu, Director of Studies & Head of Programs at Vocational High School

(Uganda Team Continued →)
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

Skill Development

Annet Kanyuago, Head of Musana’s Empowerment Center
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
Leah Pauline, Co-Founder/Impact Director
Erin Moser, Development Director
Tami Hall, Development Associate
Susie Knight, Community Engagement Coordinator
Kelly MacDonald, Merchandise and Volunteer Coordinator
Ellen Conner, Bookkeeper
Thank You,
to everyone in the Musana family who invested in our model and the COVID-19 Relief Fund!

Church Partners
Big Sky Christian Fellowship
Christian City Church
Discovery Christian Church
Flatirons Community Church
Greenwood Community Church
Journey Church Colorado
Mount Vernon Presbyterian Church
Pondera Valley Lutheran Church
River Rock Vineyard Christian Fellowship
Riverside Community Church
Southland Christian Church

Foundations
American Endowment Foundation
Bright Funds Foundation
CHI Colorado Foundation
Community First Foundation
Community Foundation Boulder County
Cornerstone Education & Research Foundation
Daily Service Foundation Inc
McDowell Family Foundation
Records-Johnston Family Foundation
Segal Family Foundation
SEI Giving Fund
The Denver Foundation
The Ginger Murchison Foundation
The Shepherd’s Way
Wells Fargo Foundation

Corporate & Organizational Partners
Amazon Smile
B Hawkins, Inc
Big Sky Integrative Health PC
Broncos PFWY & Boat Storage
Cherry Hills Christian School
Community Shares of Colorado
Dolika Investments
Engineered Demolition Inc
Financial Engines
Flack Family Dentistry
Heronema Homes
Independent Financial
Impassions Corporation
Mile High United Way
National Financial Services LLC
Network for Good
Packaging Express
Paypal Charitable Giving Fund
Peak Asset Management LLC
Perishing
Population We
Prosperion Partners LLC
Sage Advisory Services Ltd. Co.
Sage Network Systems
Steel Rhino Property Inspections

Texas Water Perfection Inc
The Loft Coffee House
VB Moore Family LP
Waterstone
We The Light Photography
Workday

Individuals 1,000 +
Adam and Denise Miller
Adam and Johanna Bariteau
AJ and Alisa Bourg
Alexa Worden
Allen and Melanie Fuller
Allen Nichols
Amanda Brown
Amanda Davies
Amy Moore
Andrea and Danny Ibarra
Andy and Janet Winerman
Andy Apostol
Annie Morrison
Anonymous Donors
Anthony and Cheryl Foyle
Anthony Marine
Barbara Crompton
Beverly and Harry Powers
Bob and Beth Wettergren
Bob Rensink
Brenda Sawyer
Brett Sullivan
Brian and Kelly MacDonald
Brian Davis
Brian Whaley
Buzz and Barb Fielder
Cameron Moerman
Carine and James Ruder
Carolyn Burncastle
Cary Johnson
Catherine Schulze
Chad and Jackie Scherer
Charles and Rochelle Messick
Charles and Sassy Vera Croft
Cherri McKinney
Chris and Barbie Christensen
Chris Jenkins
Christine Bucker
Christopher Knapp
Cindy and John Yallup
Claire Mork
Cleveland and Erica Smith
Damon Belloni
Daniel Kelley
Dave and Ellen Conner
David and Kay Morrison
David Chiow
Deborah Mackey
Denise Stirm
Diane and Don Lundsten
Diane Mueller
Don Dolikia
Donnie and Debra DeYoung
Ean Moritz
Ed and Jane Fuller
Ed and Rhonda Butryn
Edward and Melanie Names
Emily Wong
Emma Trust
Eric and Crystle Johnson
Evan and Bob Moser
Erin Hossmer
Fred and Julie Bahnonn
Gail and Brian Weidenaar
Gail Breidenstein
Gary and Kathy Zuehlssdorff
Georgia and Robert Maloney
Glenn Fuller
Heather and Bryan Weber
Heidi and Michael Hammell
Holly Duncan
Jacob and Jody Partin
Jacque and Hayden French
James Wullman
Jane Allen
Janet Horton

Jason and Kristin Mintk
Jay and Diana Redington
Jay Santangelo
Jeff and Sueette Fitzgerald
Jeffrey and Elizabeth Holtgrewe
Jeffrey and Marilyn Ackermann
Jeffrey Powell
Jenna Wagner
Jennifer and Levi Dockendorf
Jennifer and Scott Bartels
Jennifer and Vinnie Lopes
Jennifer Cofr
Jennifer Holland
Jennifer Taber
Jenny Rinzinger
Jerald and Karen Schoenhals
Jessica Lugnahl
Jim and Lauri Mellor
Jodi and John Gawn
Joe and Kim Hsin
Joe Sparks
Joel and Pamela Howard
John and Diane Leede
John and Leslie Haworth
John Woolley
Jonathan and Jamie Beukelman
Jonne Kraning
Josh Blackner
Julie Shaw
Justin and Bethany Mihalcin
Justin and Krista Ochocki
Katherine Prestel
Kathie, Inc Jim Wills
Kathy Johnson
Kati and Brandon Melton
Katie Jones
Katy and Tim Soderquist

Keith and Amy Kasten
Kenneth and Margaret Berry
Keri Kondol
Kirk and Karin Smith
Kristen Nicaste
Kristin Johnson
Kristin Scott
Kyle and Katie Simmons
Laura Sabados
Leigh and Steve Dunn
Lesley Williams
Liliane Brantes and Peter Vaneck
Linda Willkomm
Lindsey and Scott Zimmerman
Lisa Morrison
Lisa Melkonian
Madison Subhy
Mallogy Sessions
Mandie Wright
Marcus Kirkwood
Marcy and Bryan Miller
Mark Fisher
Mary and TJ Joyce
Mary Beth Albrechtsen
Matt and Maggie Davis
Meredith and Ronald Stewart
Michele Goomer
Mike and Ashley Perry
Mike and Nancy Severns
Mitah and Matthew McKee
Nancy Good and Mark Druva
Nicol and Ken Ramirez
Pat and Geno Pauline
Patrice Gerber
Paul and Anna Andrews
Paul and Dianna Brunner
Peter and Connie Haney
Peter Keilmann
Peter Wong

Randy and Patricia Wamsbans
Renée Bernabe
Richard and Deb Will
Ronald Plummer
Ross and PJ Martin
Ryan and Emily Frank
Sally Pearson
Sarah Mihalcin
Sarah Morgan
Seth and Breeze Gunderson
Shaylin Seymour
Sherry Meschko
Stephanie and Zachary Trumpp
Stephen and Brenda Paul
Steve and Allison Schova
Steve Gray
Steven and Sue Henderson
Stewart and Debra Pinnock
Susan and James Churman
Susanne Morris
Suse and Duane Knight
Tamarra Whitney
Taylor Roush
Ted and Linda Blank
Thomas and Daria Ladtik
Travis Garvin
Tricia and Dave Morgan
Tyson and Aubree Devree
Walter Peters
William and Whitney McIntosh
William Anderson
William Fiedler
Yun Youngjin
Yvonne Ouwerkerk

Shine Partners
Aaron and Minette McGeehon
Aaron Fanganello
Adriel and Joel Criger
Alexa Worden
Alex Vitalize
Allen and Melanie Fuller
Allison Sterk
Amy and Bobby Kennedy
Ana Jacobsen
Andy and Julie Wong
And thank you to an additional 762 donors who contributed to further our mission!