



**HEALTHY
LEARNERS**



2020 -2021 ANNUAL REPORT





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A Letter from Our Board Chair



Dear Friends,

There is so much wonderful news to share that I barely know where to begin.

For the first time in our Annual Report, you will find a map of all the Zambian provinces — we are scaling up nationwide! Having successfully expanded to all primary schools in Lusaka, serving a quarter million children, we are now actively establishing provincial hubs throughout the country. Our collaboration with the Zambian government is stronger than ever. The Ministry of Education has now established a School Health Department, which is partnering with Healthy Learners to spearhead our national rollout plan.

I have recently returned from my first visit to Zambia since the start of the pandemic and could not be more excited about the experience. I was warmly received by Dr. Jabbin Mulwanda, Permanent Secretary of Administration for the Ministry of Education, and Mrs. Malalu Mulundika, Director of the School Health and Nutrition Department — both of whom deeply understand and enthusiastically support our school health program. I also had the chance to travel to Choma in Southern Province, where Healthy Learners has been so enthusiastically welcomed that parents are building school health rooms with their own hands. Competition among teachers to be chosen as School Health Workers was keen, and those selected are taking on their new responsibilities with diligence and pride.

In Choma and Lusaka, I heard the same message again and again from multiple stakeholders, including head teachers, School Health Workers, government officials, parents, and students: The school health program is life-changing, even lifesaving in some cases. Within a few days of starting operations in Choma, a child with a severe wound infection was brought to one of our newly trained School Health Workers. He was evaluated and triaged to the local hospital where he received treatment that likely saved his life.

I was delighted to reconnect with some of our veteran Healthy Learners staff and meet some of the new team members. They are an amazing crew, each one embodying our organization's "Hungry, Humble, Smart" ethos in their own way. Excitement is in the air as the team moves to their beautiful new headquarters in Lusaka. Finally, I was able to meet with our new senior leadership staff members: Job Milapo, VP of Administration and Supply Chain Management, and Angel Chelwa, VP of Operations. They've both hit the ground running, and I can confidently report that we are equipped to meet the rapidly growing needs of our organization with the addition of these dynamic leaders to the team.

The pandemic is still with us, of course. Healthy Learners continues to provide community support and lead by example. Infection control precautions have become routine, and we are on our way to achieving vaccination coverage for 100% of our staff. We are in no way complacent, however. In a country with limited healthcare resources, almost everyone I met had lost a loved one to COVID-19.

In sum, during these dark days in our world, Healthy Learners shines bright with more and more children claiming their right to health each day. Deep gratitude to all of you who support this powerful organization and warmest welcome to you if you are just meeting us.

Keep safe, stay well, be the change.

Zikomo Kwambiri,

Lise Carolyn Johnson, MD
Chair, Board of Directors



OUR MISSION

Healthy Learners is a nonprofit organization on a mission to **keep children healthy**, so they can learn and have a brighter future.

Every child deserves a bright future.

Every day, children in low- and middle-income countries are kept from attending and excelling in school simply because they can't access healthcare.

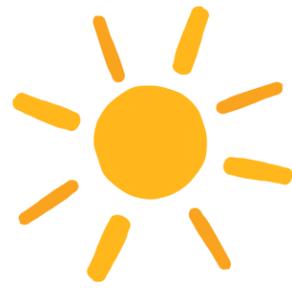
At Healthy Learners, we're on a mission to change that.

Around the world, learning is hindered by preventable and curable ailments. In Zambia, where we work, schoolchildren suffer from repeated illnesses that disrupt their education and development, endangering their future. Compounding this issue, the global pandemic has demonstrated a stark truth: In low-income countries, where online classes aren't accessible, *learning stops when schools close*. This has become a devastating reality for the communities we serve.

To achieve our goal of accessible healthcare, Healthy Learners has remained resilient over the past year. Working through COVID-19, we've expanded our reach, strengthened our partnership with the Zambian government, and led the national reopening of schools to ensure every child has access to a bright, healthy future.



The Healthy Learners Model

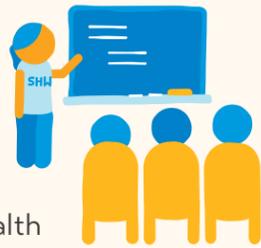


Providing an innovative way to access health services, Healthy Learners leverages existing government structures to **bring care where most children already spend their days: at school**. Through our nine-step process, we're building stronger, healthier school communities.

1

TRAIN TEACHERS

We train teachers as School Health Workers, so they can conduct assessments, provide basic medical care, and refer sick students to health facilities for further treatment.



2

ESTABLISH HEALTH ROOMS

Providing initial funding, design assistance, and oversight, we help schools build health rooms — places where sick children can go to receive care from School Health Workers.



3

PROVIDE PROACTIVE CARE

To ensure schools respond quickly to sick children, we implement three care mechanisms: (1) students help look after their classmates' health through a buddy system; (2) teachers monitor the health of their students daily; and (3) schools review attendance records and follow up on absentees.



4

SCREEN & TREAT

Using a mobile clinical assessment system, School Health Workers can quickly diagnose, triage, and treat sick children.



5

ESTABLISH REFERRAL SYSTEMS

When a student requires additional medical attention, a School Health Worker refers them to a local government health facility, where they receive preferential care through a fast-track system.



6

MAKE CARE CONTINUOUS

School Health Workers follow up with students after their initial assessment to ensure they've received proper care and can return to school.



7

MONITOR COMMUNITY HEALTH

Harnessing data collected by School Health Workers through digital clinical assessments, we monitor disease trends throughout our network of schools to detect and curb potential outbreaks.



8

STRENGTHEN HEALTH EDUCATION

Working with the Ministry of Education and school administrators to make health lessons an integral part of curricula, we help provide all students with access to tailored, age-appropriate information.



9

PROVIDE PREVENTATIVE CARE

School Health Workers partner with local government health facilities to deliver preventative medical care to schoolchildren, including deworming, vitamin A supplementation, and immunizations.



To learn more about our model, visit www.healthylearners.org/the-model

WHY THE MODEL WORKS

The Healthy Learners model harnesses technology and leverages the government's existing structures to reduce operating costs, promote local ownership, enable rapid expansion, and help ensure the permanence of school health.

Healthy Learners partnered with Zambian government officials, medical and education professionals, and community leaders to act on a deceptively simple idea: If children aren't accessing healthcare, let's move the healthcare entry point where more than 90% already spend their days — their schools — by training teachers.

The education sector is the custodian of children from age five up to adulthood, providing a unique opportunity for sustained contact. Because schools are where children spend most of their time, teachers are well-positioned to deliver health education, coordinate public health interventions, and monitor and respond to children's health concerns.



Creating a robust network of partnerships with the Ministries of Health and Education, our model turns schools into principal points of entry to the healthcare system.

Our model builds on the established best practices for traditional community health worker programs, adapting them for the school setting. By training selected teachers as School Health Workers and linking schools with the primary healthcare system, we dramatically improve children's health, reduce illness-related complications, support learning, and provide a foundation for a brighter future.





Motivating Teachers

Using the Ministry of Education's existing policy framework, career ladder, and payroll, the model motivates teachers to succeed as School Health Workers by providing opportunities for recognition and growth.

Research shows career incentives are a highly effective motivator for performance. Additionally, teachers report improved professional and social status along with the acquisition of new skills as key motivators.

Since many aspired to become a doctor or nurse before becoming a teacher, working as a School Health Worker allows them, at least in part, to live out that dream. Teachers also report a strong sense of fulfillment in contributing to the holistic wellbeing of the children they serve.



The program has allowed me to pursue my passion for health and make an impact in my community. It has been a dream come true."

— Tamara Daka
School Health Worker



HOW TEACHERS MANAGE THE DUAL ROLE

Through our model, teachers excel as both educators and School Health Workers.

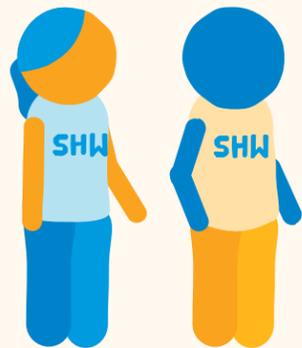
School teachers in Zambia spend half their day teaching in the classroom, while their remaining time is used for planning and additional responsibilities.

The concept of specialization is well established within Zambian schools, as many teachers take on different roles outside the classroom. With support from the Ministry of Education and school administration, teachers trained as School Health Workers can spend their time outside the classroom on school health activities. To help distribute the workload and generate school-wide buy-in and support, we train multiple (5-10) teachers at each school.

Evidence gathered over the past five years demonstrates that teachers can effectively manage and excel in this dual role.

We have **high annual program retention** and school administrators report increased attendance among participating teachers.

Over the past year, we trained:



- 499 School Health Workers**
- 169 School administrators**
- 110 Health facility personnel**
- 110 Community leaders**





The Impact

Our model is helping ensure timely access to healthcare services for children in Zambia.

A controlled impact study by researchers from the Harvard T.H. Chan School of Public Health found that *children in the program were 38% less likely to be sick than those at schools without the program*. Additionally, the model led to significant improvements in healthcare utilization and education along with increased trust in teachers and local healthcare facilities.

38%
reduction in morbidity

52%
reduction in odds of stunting

48%
increase in vitamin A and deworming coverage

22%
increase in student knowledge of health topics

Sick child assessments



22,693
FY20

45,128
FY21

88%
received treatment within 24 hours of falling ill

93%
returned to school within three days of initial assessment

Students treated



Treated at school

20,670
FY20

40,410
FY21

Referred to health facility

7,271
FY20

15,505
FY21

Health education lessons provided



9,033
FY20

24,774
FY21

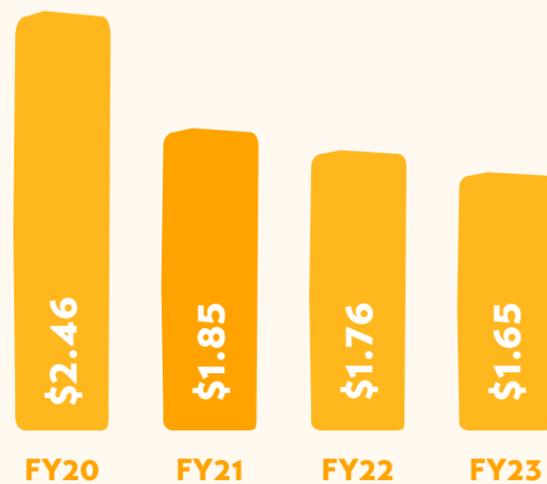
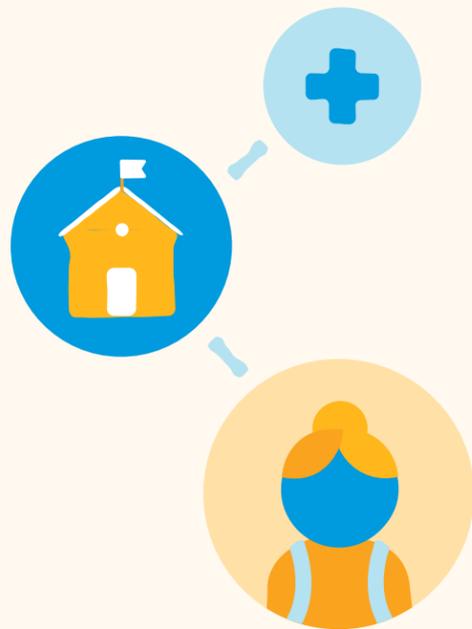
UNIT ECONOMICS

The Healthy Learners model is an effective and highly efficient solution for improving the health of school-aged children.

Our model is built on a strong policy foundation and integrates into the structures created by the Ministries of Health and Education, leveraging their existing systems, infrastructure, and human capital. All teachers, school administrators, and healthcare professionals implementing our program are already on the government's payroll. This keeps costs low and provides a pathway for full government ownership and sustained impact at scale.

It costs just \$1.85 per child to sustain the Healthy Learners model.

The ongoing annual cost to sustain our model is \$1.85 per child, equal to just ~1% of what Zambia already spends on primary school education. Our unit costs will continue to decrease over the next several years as we increase scale and implement more automated technology.



Annual Cost per Child to Sustain Model



2020-21

Milestones & Achievements

ACHIEVING SCALE IN LUSAKA

Despite the COVID-19 pandemic, Healthy Learners successfully scaled our program to all public primary schools in Lusaka over the past year, more than doubling our reach to 106 schools and 230,000 students. This puts us one year ahead of our initial rollout plan — and with your support and that of the Zambian government, we plan to serve 600 schools and more than 750,000 students throughout the country over the next three years.

ESTABLISHING OUR MODEL AS NATIONAL POLICY

Over the past year, our partnership with the Zambian government has grown tremendously. Healthy Learners served as lead technical advisor on three national policy documents: the government's *COVID-19 Guidelines for Schools*; the Ministry of Education's *School Health and Nutrition Guidelines*; and the Ministry of Health's *Health Promoting Schools Communication Strategy*. Additionally, we signed a five-year Memorandum of Understanding and launched a national expansion plan with the Ministry of Education.

GLOBAL RECOGNITION & AWARDS

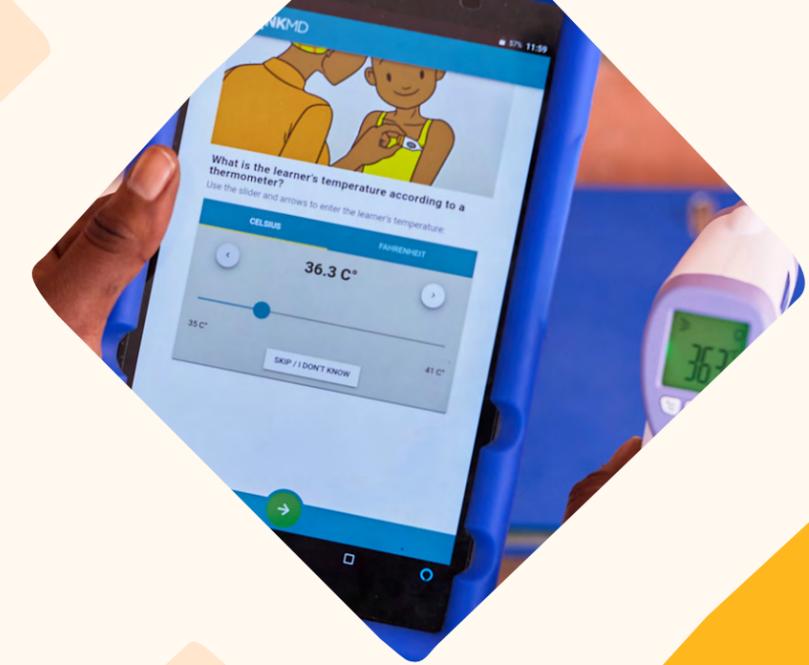
Healthy Learners received two highly competitive global awards in FY21: the UBS Optimus Foundation's COVID-19 Relief Prize and the inaugural Fred Morgan Kirby Prize for Scaling Social Impact from the Center for the Advancement of Social Entrepreneurship (CASE) at Duke University. Additionally, our founder Lonnie Hackett was recognized as a member of Forbes 30 under 30 for Social Entrepreneurship.

These recognitions are a testament to the inspiring work and dedication of our staff and partners.



We more than doubled our reach over the past year — putting us one year ahead of our initial rollout plan.





Leading through COVID-19

While schoolchildren's access to healthcare was a challenge long before COVID-19, the global pandemic has intensified the need for a universal solution — and Healthy Learners is leading the charge.

Healthy Learners helped pave the way for Zambia to become one of the first countries in the region to reopen schools.



“Our worry, especially with the advent of COVID-19, was how to keep learners healthy... Now we have the answers and are confident that the newly trained health teachers will be our hope and strength. We shall do everything within our mandate to support the school health program.”

— **Steadwell Gandula**
Head Teacher,
Mboole School

UNIFIED LEADERSHIP WITH GOVERNMENT PARTNERS

Healthy Learners has played an instrumental role in Zambia's response to the pandemic, supporting the government while safeguarding the health of our staff and ensuring children continue receiving access to essential treatments and services.

Navigating the pandemic, lockdowns, and school closures has required adaptability, collaboration, and resilience. Our local and national COVID-related interventions have included:

POLICY LEADERSHIP

As lead technical advisor, we worked closely with the government to develop and carry out its *COVID-19 Guidelines for Schools* — paving the way for Zambia to become one of the first countries in the region to reopen schools.

POLICY IMPLEMENTATION

To help ensure ongoing compliance with COVID-19 guidelines, Healthy Learners is working with the government to support provincial and district education offices. This involves spearheading school inspections, leading trainings, and supplying schools with the necessary equipment for reopening.

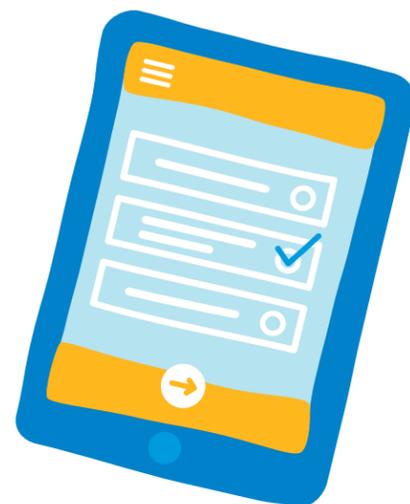
DELIVERING INFORMATION

Since the onset of the pandemic, we've leveraged our model to deliver health education and updates to schools, healthcare facilities, and the greater community. By identifying and dispelling COVID-related myths, we're helping ensure the public has access to accurate information.

SAFEGUARDING HEALTH & SAFETY

The wellbeing of our staff, partners, and students remains our top priority. Throughout the pandemic, we've diligently maintained all health and safety guidelines — providing personal protection equipment while adapting our protocols and assessment track with THINKMD to facilitate social distancing.

Despite the challenges of operating amid the pandemic, School Health Workers assessed and treated a **record number of patients** over the past year — demonstrating our model's ongoing resiliency.





Accelerating Toward Government Adoption

From the beginning, Healthy Learners has been committed to working alongside the Zambian government to develop and implement our program. Our partnership has always been a key pillar of our success, and it has continued to grow significantly over the past year.

In FY21, Healthy Learners served as lead technical advisor on three national policy documents: the government's *COVID-19 Guidelines for Schools*; the Ministry of Education's *School Health and Nutrition Guidelines*; and the Ministry of Health's *Health Promoting Schools Communications Strategy*.

These national documents cement our model as policy for the Ministries of Health and Education.



Working with the government, we plan to scale our program to every Zambian province by 2024.

GOVERNMENT ENGAGEMENT

Earlier this year, we signed a Memorandum of Understanding (MOU) with the Ministry of Education, codifying our partnership with the government and our joint commitment to scaling our model.

We also worked with the ministry to develop and launch a School Health Expansion Plan, which outlines our ambitious strategy for scaling our program to every Zambian province by 2024. The adoption of these documents demonstrates the government's support for the program and its willingness to implement the administrative changes and commitments required to become its principal owner.

We are confident our careful attention to unit cost, the integration of our model into existing structures, successful policy adoption, and our strong overall partnership with the government lays the best possible foundation for lasting impact at scale.



We are supporting the government as it works to institutionalize and scale our model nationwide.

INVESTING IN SCHOOL HEALTH & NUTRITION

In addition to policy wins, government investment in school health has increased significantly. The Ministry of Education established a School Health and Nutrition directorate in late 2019, creating multiple new leadership positions on the government's payroll, including a Director of School Health and Nutrition.

Recently, the ministry committed to making the directorate a permanent department with corresponding structures at the provincial and district levels. This development is a major step toward building the ministry's capacity to scale and sustain our program. Our national expansion plan with the government will play a critical role in establishing this new department.





National Expansion

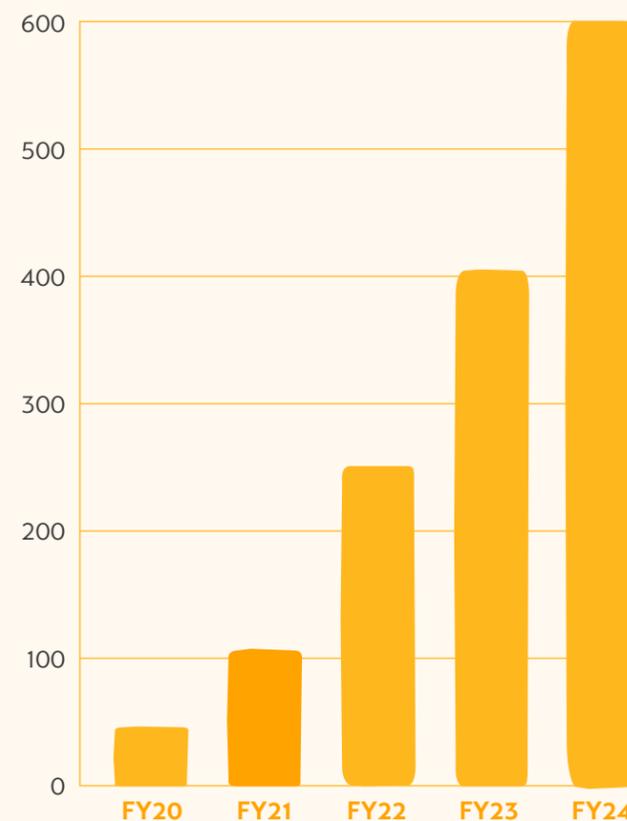
In FY21, we successfully expanded our program to all public primary schools in Lusaka, more than doubling the total number of students we serve to 230,000 across 106 schools.

LAUNCHING OUR NATIONAL EXPANSION PLAN

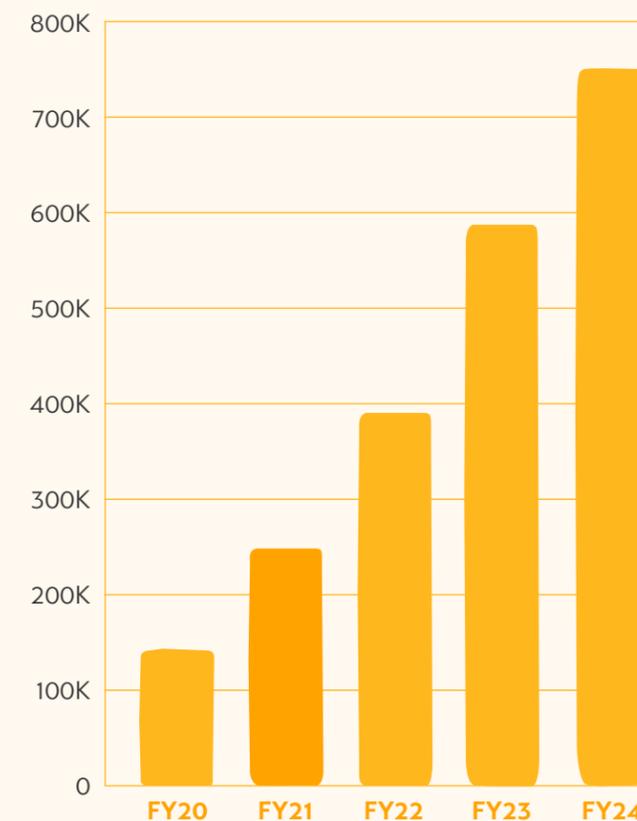
This past year, we worked with the Zambian government to develop and launch a national expansion plan. This will establish our program in all 10 provinces to serve 750,000 students across 600 schools, more than tripling our reach. This marks significant progress toward our goal of providing all Zambian schoolchildren with access to the healthcare they need to stay healthy, learn effectively, and have bright futures.

In May 2021, we kicked off this plan by launching operations in Choma District, the capital of Zambia's Southern Province. As a largely rural district, Choma provides an exciting opportunity to test our model and adapt it for rural settings.

FY2020	FY2021	
102,602	230,000	# Students served
45	106	# Partner schools
12	31	# Health facilities
338	816	# School Health Workers

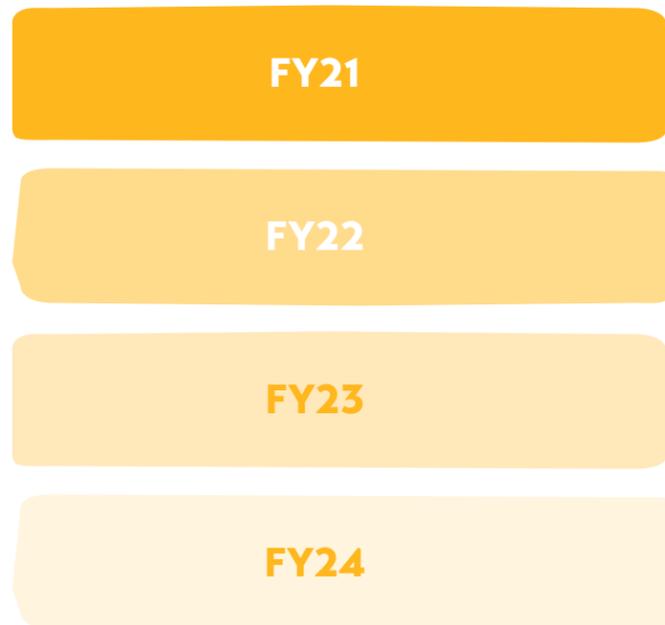


Projected Growth: Schools Served FY20-24



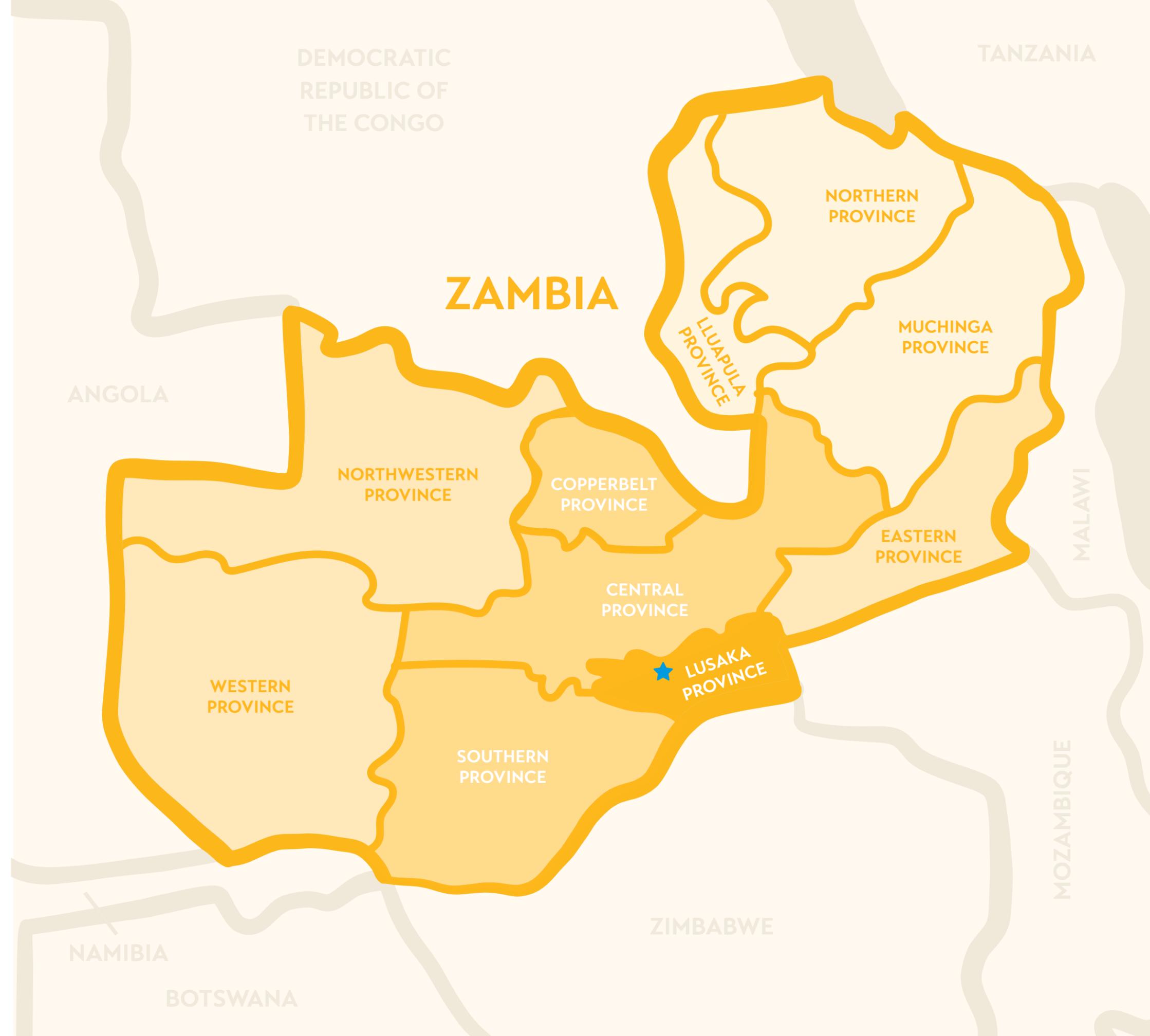
Projected Growth: Learners Served FY20-24

KEY PHASES OF PROGRAM EXPANSION BY FISCAL YEAR



“Sichikali School is situated 10.2 km from the nearest clinic, Batoka. To imagine a sick learner walking to seek health services 10 km away is heartrending... The fact that health services will be brought closer to where learners are gives great relief to me and the entire Sichikali community.”

— **Viorah Hankomoone**
Head Teacher,
Sichikali School





Ensuring Quality

In response to our model's rapid expansion, we are stress testing and strengthening our internal systems and mentorship offerings to ensure the continued success of our model as we scale.

To monitor program performance, our digital diagnostic systems seamlessly gather data on clinical assessments and program outputs, while officials from Healthy Learners and the Ministry of Education conduct frequent school evaluations. Additionally, we launched a new mentorship program to provide School Health Workers with regular one-on-one coaching from experienced clinicians and nurses. Together, these measures help ensure schools are effectively implementing our program and following procedures.

We also conduct monthly meetings with school administrators, School Health Workers, and clinic partners to review program performance, share information, address challenges, and plan upcoming initiatives. These meetings improve management, promote collective problem-solving, and amplify local leadership.



Our mentorship programs cover our digital diagnostic application system, first aid administration, bedside manner, treatment protocol, referral procedures, and time management.



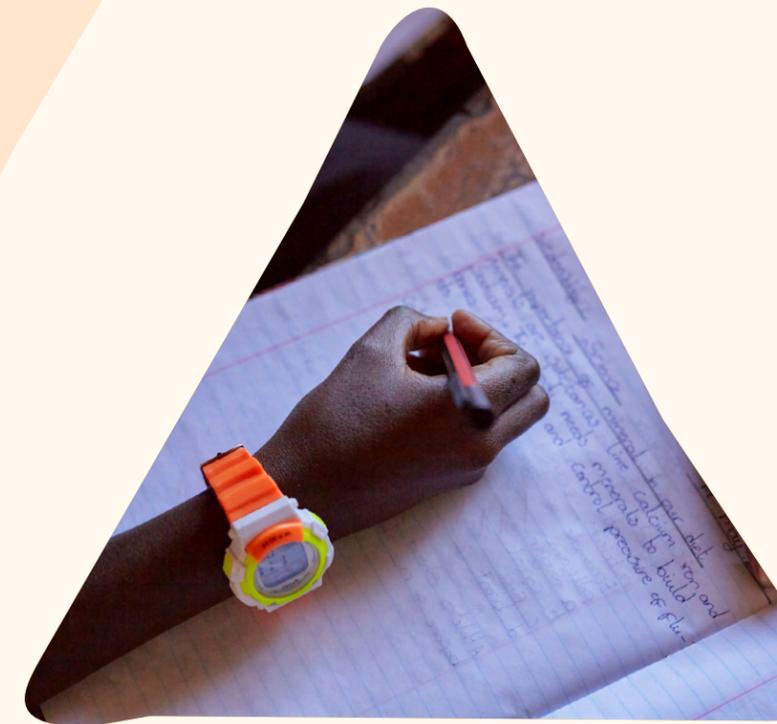
Research & Development

OPTIMIZING DATA ANALYTICS

Healthy Learners partnered with Rippleworks to enhance our data management and reporting systems.

Together, we developed algorithms to automate data analysis and delivery to our partner schools and health facilities — improving decision-making, program performance, and quality standards. We are now working together to strengthen our backend data infrastructure to support our systems as we scale.

Healthy Learners has also partnered with THINKMD to optimize data flows and build dashboard visualizations to help our team effectively utilize data for program delivery and decision-making.



Automating our data analytics has improved and streamlined decision-making, program performance, and quality standards in partner schools and health facilities.



PILOTING SCHOOL-BASED MENTAL HEALTH SERVICES

Healthy Learners has partnered with StrongMinds Zambia to provide school-based mental health services, including group-based tele-therapy sessions, for students in grades six through nine. The program is being piloted at ten of our partner schools in Choma District. We will measure need, efficacy, cost, and operational complexity as we evaluate the feasibility of broader incorporation into our model.

Early results indicate a significant need for mental health services in this age group. Of the first 1,200 children screened thus far, more than 50 percent have been found to have symptoms of depression and/or anxiety at the first level screening stage.

STRENGTHENING STAKEHOLDER FEEDBACK SYSTEMS

In collaboration with IDinsight, we established a system to gather program-related feedback from School Health Workers and administrators in four key areas: program execution, partnerships, ownership, and motivation. This data will be used to inform policy decisions, planning, and training — supporting high-quality care, local ownership, and ongoing sustainability as we scale our program.

UPCOMING RANDOMIZED CONTROL TRIAL

Together with researchers from the Swiss Tropical and Public Health Institute, the London School of Economics, and Innovation Poverty Action, we are planning a stepped-wedge cluster randomized trial to measure the impact of our model as we scale in Copperbelt Province.



Data generated from the randomized control trial will drive further expansion of our model throughout Zambia and beyond.



Expanding Our Team

To support our accelerated growth within and beyond Lusaka, we're actively expanding our team across all departments. This past year, we grew from 26 to 45 employees and plan to increase our team to 100 employees in FY22. In line with our commitment to diversity, inclusion, and local ownership, 94% of our staff are Zambian and half are female.

A CULTURE OF DIVERSITY & INCLUSION

Over the past year, we updated our recruitment, onboarding, and performance management systems to attract, retain, and incentivize more diverse talent. We welcome teammates from all backgrounds who are a strong fit for our organizational values. Because at our core, we are all humble, hungry, and smart — driven by a passion for progress.

Through ongoing diversity and inclusion workshops, our staff are trained to amplify marginalized voices, ensuring every teacher and health worker is heard. Additionally, we support equity at every level of our organization through our non-discrimination policy.

Our annual staff retention rate is above 90%, reflecting high employee satisfaction and a culture where everyone is valued.



STAFF SPOTLIGHT

Our team is growing! To meet our ambitious goals, we added three senior hires in 2021.



Angel Chelwa (MBA)

VP of Operations

Angel has spent the last six years building and running operations for the multinational startup mPharma, playing a pivotal role in establishing the organization's regional presence in East Africa. As VP of Operations, Angel will oversee the national scale-up of our program.

Job Milapo (MBA)

VP of Administration & Supply Chain Management

With over 20 years of experience leading supply chain operations, Job has worked for organizations including Chemonics International, Save the Children, and World Vision. As VP of Administration & Supply Chain Management, Job will lead our back-office operations and oversee the construction of school health rooms.



Fred Chitalu (MPH)

Monitoring & Evaluation Lead

Fred has over nine years of public health experience building and managing data monitoring systems for organizations including Catholic Relief Services and the Ministry of Health. As Monitoring & Evaluation Lead, Fred will strengthen our data collection systems and develop quality assurance mechanisms.



Our Partners



Our Supporters

With your generous support, more children around the world can learn, grow, and thrive.

\$1,000,000

Karakin Foundation*
UBS Optimus Foundation*

\$500,000 - \$999,999

CRI Foundation*
James Percy Foundation*
Jasmine Social Investments**
Mulago Foundation

\$250,000 - \$499,999

Cartier Philanthropy*
Draper Richards Kaplan Foundation*
Silicon Valley Community Foundation*

\$100,000 - \$249,999

David Weekly Family Foundation
Formanek Foundation*
Fred Morgan Kirby Prize for Scaling Social Impact administered by CASE at Duke University
Hawk Rock Foundation
Jester Foundation
Planet Wheeler Foundation
Segal Family Foundation

* Multi-year gift
** Includes matching gift from partners

\$50,000 - \$99,999

Ronus Foundation
The Rotary Foundation

\$1,000 - \$49,999

Stephanie Dodson Cornell and James Cornell Family Foundation
Charlie Johnson
Lise Johnson and Hiram Brownell
Netri Foundation
RA5 Foundation
Robin Mendelson Josse Delage Family Fund
Dierdre Strachan and Jose Mas

\$1 - \$999

Tom & Diana Allen
Peter S. & Carol Walker Aten
Susan & David Badger
Susan Bailey
Michael Anne & Timothy Banks
Michael Barnes
Douglas Bates & Lee Ann Ross
Wendy Batson & Bob Eton
Dorothy Bean
Mr. & Mrs. E.F Bowditch
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Michael Boucher & Cynthia Stocks
Mark & Carol Brown
Dave Brown & Jane Covey
Ed Campbell
John Carroll
Bill & Lorna Chafe
Donna Chale
Doug & Evelyn Chamberlain
Jan Chapman & Bruce Moore
Ned & Kitsy Claxton
Patrick Chella

Charles Deknatel & Catherine Amory
Cara Endyke Doran
Charles & Nelia Dunbar
Peter & Cindy Elias
Edward Lyle Flynn & Beth Stevens
Claudia Frost & Bill Allen
Network for Good
Susan C. Greenfield
Robert Grieshaber
Richard & Joan Hannah
Katie Harris
Paul & Kathy Hart
Nancy Hawes
Jennifer Huntington
Donna Karl
Alan & Elise Kaufman
Eva & Andras Kosaras
Peter & Carolyn Johnson
John & Susan LaCasse
Meghan Lynch
Abigail Manny
Robert & Constance McChesney
Charles and Judith Micoleau
Hal Minis & Pat Hughes
Peter Monius & Melissa T. Robbins
Susan Multer
Anne Newgarden
Kevin Nugent & Una McGeough-Nugent
Kelsey & Criostóir Ó Ciardha
Jason Oxman & Anne McDonald
Jon & Marjorie Oxman
David Osler
James Parmentier & Beth Fowler
Arthur & Loel Poor
Charles Prinn
Allen Rozelle & Pamela Lowry
Dorothy Sieradzki
Peter & Helen F. Smith
Arthur & Stephanie Strasburger
Frank & Carrie Strasburger
Catharine & Jeffrey Tumpowsky
Valerie Vetter
Sylvia Vriesendorp
Ted & Candy Walworth
Elizabeth S. Watt
Robert & Ann Williams
Mary Zulu

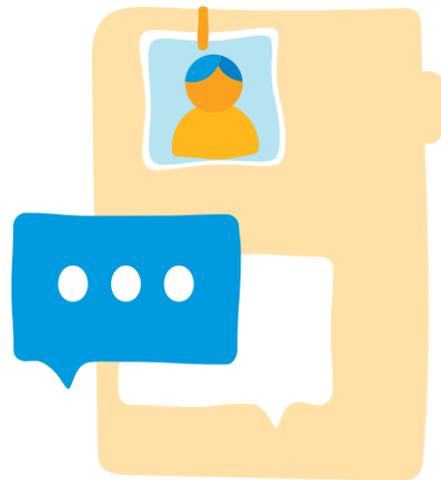
The Financials

In FY20, Healthy Learners raised \$4 million, up 122% year-on-year, to keep pace with the accelerated scale-up of our program.

The COVID-19 pandemic has further emphasized the national and global importance of our work and deepened our partnership with the Zambian government.

We are enthusiastic about the opportunity to scale our impact and help the government realize its ambition to bring school health programming to children throughout the country. However, we also realize this requires raising additional resources and accelerating the growth of our operations.

While our financials are sound, our ambitious plans require us to continue growing our fundraising over the coming years to deliver on our commitments with the Zambian government and help ensure children receive their right to health.

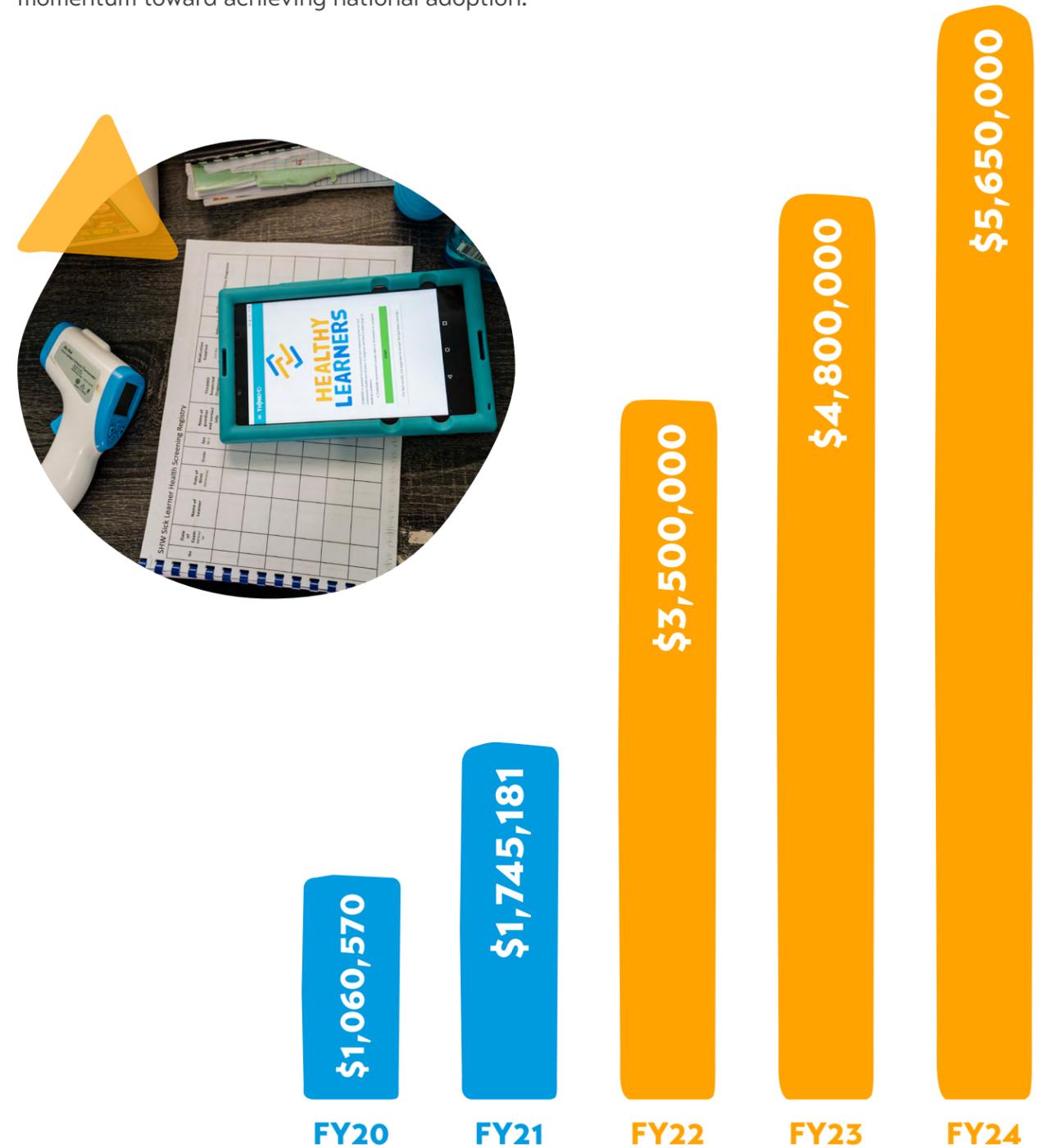


\$4M
in funds raised

6
new institutional funders

OPERATING BUDGET

Healthy Learners has an operating budget of \$3.5 million for FY22. Annual financial needs will continue to increase significantly as we scale our program, enhance our technical assistance to the Zambian government, and maintain our growing momentum toward achieving national adoption.



Actual and Projected Operating Budget: FY20–24

BREAKDOWN OF REVENUE AND EXPENSES

	FY2021	FY2020
REVENUE		
TOTAL REVENUE	\$4,025,396	\$1,886,144
EXPENSES		
Program	\$1,454,803	\$828,596
Admin	\$230,009	\$187,214
Fundraising	\$60,371	\$44,760
TOTAL EXPENSES	\$1,745,183	\$1,060,570
NET REVENUE	\$2,280,213	\$791,250

ALLOCATION OF PROGRAM EXPENSES FY21



84%

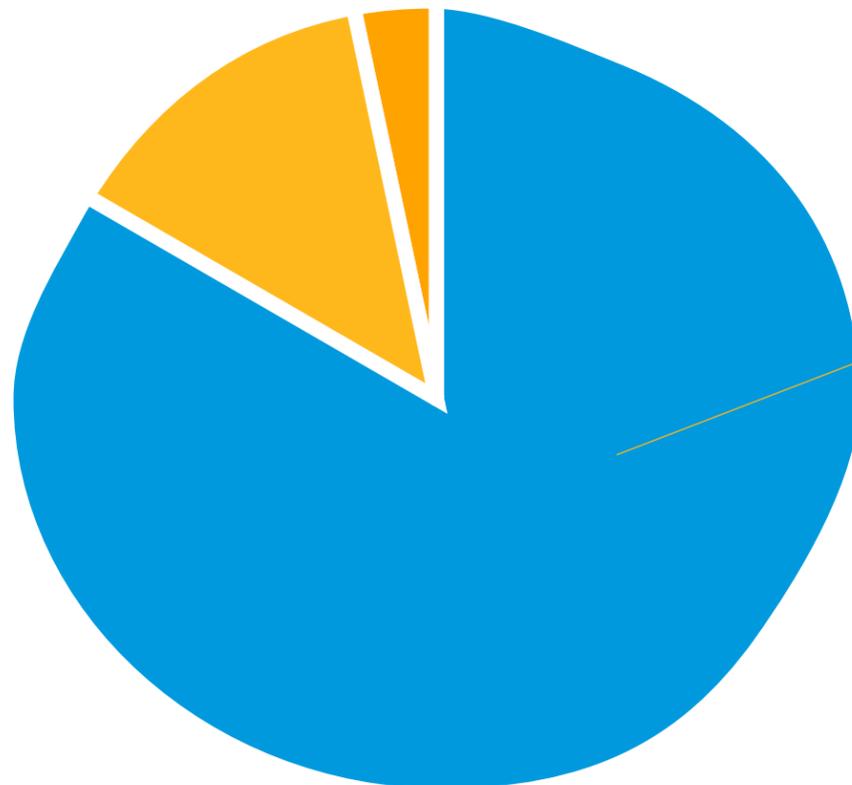
Programs

13%

Admin

3%

Fundraising



BREAKDOWN OF ASSETS & LIABILITIES

	FY21	FY20
ASSETS		
Cash and cash equivalents	\$415,432	\$700,721
Certificates of deposit	\$803,798	\$802,855
Investments	\$2,219,711	-
Contributions and grants receivable	\$100,000	\$50,000
Other receivables	\$1,094	\$25,368
Prepaid expenses	\$122,324	\$12,203
Property, vehicles, and equipment - net	\$226,879	\$21,231
TOTAL ASSETS	\$3,889,238	\$1,612,378
LIABILITIES & NET ASSETS		
Accounts payable	\$2,367	\$5,838
Payroll liabilities & deferred comp	\$23,015	\$23,008
TOTAL LIABILITIES	\$25,382	\$28,846
NET ASSETS		
Without donor restrictions	\$3,863,856	\$1,483,643
With donor restrictions	\$100,000	\$99,889
TOTAL NET ASSETS	\$3,863,856	\$1,583,532
TOTAL LIABILITIES & NET ASSETS	\$3,889,238	\$1,612,378



BOARD OF DIRECTORS

Lise Johnson, *Chair*

Deirdre Strachan, *Vice Chair*

Charlie Johnson, *Treasurer*

Wendy Batson

Patrick Chella

Stephanie Dodson Cornell

Cara Endyke-Doran

Chad Rathner

Mary Ozerio Zulu

STAFF LEADERSHIP

Lonnie Hackett, *President & Cofounder*

Ignicious Bulongo, *Director of Programs & Cofounder*

Angel Chelwa, *Vice President of Operations*

Job Milapo, *Vice President of Administration & Supply Chain Management*

Catherine Samiselo, *Director of Partnerships*

Zita Zulu, *Director of Administration*

Natalia Espejo, *Technical Advisor*

Fred Chitalu, *Senior Monitoring, Evaluation, & Learning Lead*

Gabriel Lungu, *Finance Manager*



HEALTHY LEARNERS

School health for a **brighter future.**

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