

# MoreThanAid

Helping Empower Girls & Women  
in Malawi, Africa 

MoreThanAid  
Tukembe Girls

## Improvement Plan

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## Document Information

### Reviewers

Version	Date	Reviewers
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### Document Revision History

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1.0	April 22 2017	Initial version	Tim Barnes
1.1	May 11, 2017	Applied feedback received from the MoreThanAid leadership team.	Tim Barnes

### Key Context Setting

**Education Systems** - A secondary school, often referred to as a high school or a senior high school, is a school which provides secondary education, between the ages of 11 and 19 depending on location, after primary school and before higher education. MoreThanAid has focus on providing secondary (high school) scholarships for girls that successfully pass the Primary School Exit Exam.

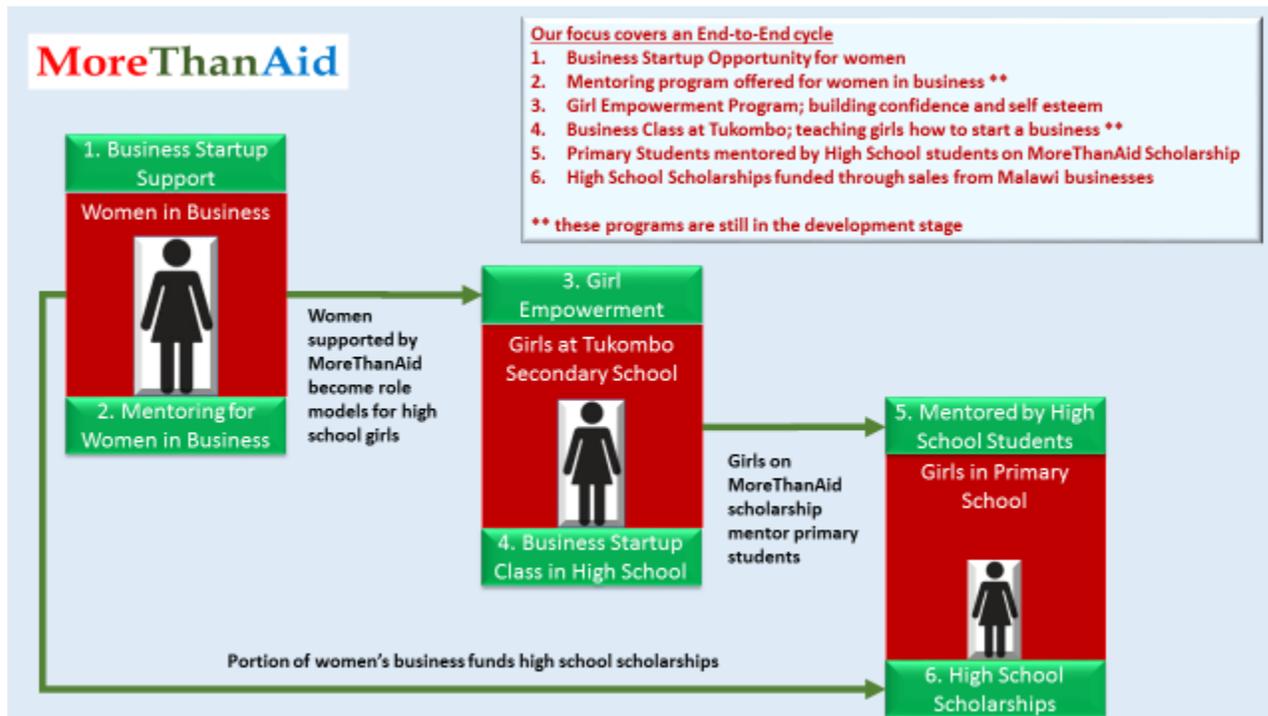
**Non-Profit and NGO** - An NGO is a non-governmental organization. NGOs do not contrast directly with nonprofit organizations because they are a category of nonprofit organization. As the name suggests, an NGO is independent of government insight, meaning it is not part of a government entity or operated through a government program. MoreThanAid is in the process of being registered as an NGO in Malawi.

## Executive Summary

MoreThanAid, a Non-Profit NGO, founded in Calgary in March 2016 is focused on helping girls and women in Malawi, Africa. MoreThanAid is not a charity. Tim Barnes, founder, believes that handouts have made many countries dependent on aid, which is why MoreThanAid is based on the principle of “helping people help themselves”. In the first year MoreThanAid helped over 30 people increase their income and helped pay high school fees for children. School fees were paid from sales of products made in Malawi and sold in North America.

Malawi, Africa is one of the poorest countries in the world. 85% of the population live in rural areas, where poverty is the highest. Because of high rates of HIV, about 50% of the population are under 16 and most only get a primary education. In addition, as with most African countries, gender inequality is rampant resulting in unequal access to resources, productive activities and education just to mention a few. This further delays development.

MoreThanAid is building a solid foundation, starting in the Nkhata Bay region, to help transform how girls and women in Malawi can develop the skills and confidence to enable them to take control of their future. The programs start with girls in primary school and extends to mentoring women in business. There is a full cycle where the success and sales from the women’s business fund High School Scholarships for girls. The diagram below outlines the model.



A key strategy is to build strong relationships with organizations in Malawi and internationally. The intent is not to reinvent the wheel, instead leverage what is working and partner with organizations that are trying to address similar challenges. One such partnership is with the Board of Directors for Tukombo Girls Secondary School. MoreThanAid is partnering with them to develop a Business Class at Tukombo Secondary School that can be delivered over the internet.

While education and mentoring is a key focus, it is equally important that the girls and women realize they have a responsibility to contribute to this cycle. Healthy competition will be created to ensure the girls/women understand they get something for something. It is also important to recognize that many of these girls are coming from remote villages, which creates the need to mentor them outside the academic world. We want them to dream big, be empowered, and develop entrepreneurial skills. While we have already implemented several programs and processes, many of these are informal by design as we wanted to learn and evolve in an

## MoreThanAid Improvement Plan

agile way. We are now at a point where we have had successes and failures and can outline improvement projects we want to implement. We are looking for organizations that want to partner with MoreThanAid to help make this a success.

While MoreThanAid has already helped several people in Malawi, Tim Barnes, Founder of MoreThanAid, wanted to highlight that his family is also benefiting. His wife and two young daughters play a key role in MoreThanAid. In the first year, they attended festivals and helped sell the artisan products. Many kids growing up today are unaware of what they have compared to others in the world. Having kids actively involved in expanding their view of the world early in life, will enable them to become role models for helping others.

## Charter

**Foundational Principle:** Empower girls and women in rural Malawi to help themselves fund their own education and to ultimately acquire social value and commercial entrepreneurship skills. This is not about handouts; this is about helping them help themselves.

**Key Outcome:** Villages in Malawi create a cycle where they help themselves evolve. Educated girls start businesses and income from those businesses fund education for more girls.

### Strategies to achieve this outcome:

- **EDUCATE GIRLS:** With a preference, not 100%, on girls; starting with secondary (high school) education.
- **MOTIVATE GIRLS IN PRIMARY:** Let them know, if they do well, they have an opportunity to have their secondary education funded through MoreThanAid. Create competition in primary school to motivate girls to work harder.
- **FOCUS ON TALENTS/RESOURCES:** Leverage the skills and talent within the villages to generate revenue that brings international money to the village. E.g. crafts, art, agriculture.
- **EDUCATED GIRLS GIVE BACK:** Girls that are educated through MoreThanAid return to the village for a minimum of three years to help transform their village out of poverty.
- **MENTORING:** Mentoring will be critical. Girls need help dreaming and thinking big. At the same time, they need to realize they are not just getting educated just for themselves. They are getting educated with the expectation they have a responsibility to contribute to the evolution of the village they came from.
- **INTERNATIONAL CONNECTIONS:** The intent is to not reinvent the wheel, instead partner and leverage organizations and business around the world that can help build a sustaining future for Malawi.
- **CREATE PERSONAL CONNECTIONS:** A powerful approach will be creating a personal connection between people in the developed world like Canada, US, UK and Malawi. Stories, photos and showing people how their contribution is helping people in Malawi. Allow people see the progress over time vs traditional aid programs where people donate or sponsor children yet they never truly know where their money goes.
- **INCREMENTAL PROGRESS and FAIL FAST:** MoreThanAid is in this for the long haul, building a solid foundation that can incrementally evolve so momentum can be sustained. If we try something and it does not work, we adjust and move on.
- **LEVERAGE TECHNOLOGY:** There are ecommerce and social media platforms such as Facebook that can become key enablers to achieve these outcomes and connect Malawi with the rest of the world.
- **COLLABORATION AND COMMUNICATION:** The plan is not to reinvent or address problems that already have solutions (e.g. Micro Financing). Leverage existing groups, communities, and communication channels around the world. Create associations, partnership, etc.

## MoreThanAid Organization

### Background

MoreThanAid, a Non-Profit, founded in Calgary in March 2016 is focused on helping villages in Malawi, Africa evolve out of poverty. MoreThanAid is not a charity. Tim Barnes, founder, believes that handouts have made many countries dependent on aid, which is why MoreThanAid is based on the principle of “helping people help themselves”.

In the first year, MoreThanAid helped over 30 people in Kande, Malawi by either extending their income or by paying high school fees for kids. Money is raised by selling artisan products made in Malawi. Products are shipped to Canada and the US where they are sold or distributed. The proceeds go directly back to the artisans and the kids we are helping get educated.

This story started when the founder Tim Barnes, spent time backpacking in Africa in 2003. He fell in love with Malawi and kept in contact with people he met. In Feb 2016, he decided to start a non-profit to give back to the world. As parents of two young girls, Tim and his wife decided to put a focus on helping girls and women in Malawi.

MoreThanAid is not a charity, we do not grant donations, we are value based vs religious, and we do not have western people on the ground in Malawi. When MoreThanAid was launched, the first goal was to identify people in Malawi that had the desire and passion to play a key role in helping themselves and their people. The approach was leveraging technology to identify and connect leaders in Malawi to the MoreThanAid leadership team vs having to travel back to Malawi. This is very critical as we want Malawians to see MoreThanAid as something their people are leading. The intent is that non-Malawians will work in the background as coaches/mentors and leading from behind. While electricity and access to the internet is not always available in Malawi, this added to some of the challenges we are learning to work around.

### Leadership Team

MoreThanAid’s leadership team is all volunteer and comes from four countries: Canada (Tim and Sheila Barnes), Malawi (Ann Soko, Chifundo Kamba and Jacob Uledi), UK (Chiko Matenda), and USA (Alisa Welch). To keep everyone connected and on a common playing field we leverage a variety of digital platforms. For example, the bi-weekly leadership meeting is facilitated real-time through a mobile app called “WhatsApp” and our main collaboration platform is Facebook. These technologies keep us connected, keep the costs down and sets an example around leveraging technology.

- **Tim Barnes** – Founder of MoreThanAid. Tim is a Canadian that lives in Calgary, Canada, he is a husband and father of two girls. Tim’s professional career is in Information Technology; he has held various executive roles in major corporations and has established an independent consulting company. Tim is energetic, passionate and cares about people and takes a stand for equality. He is a world traveler, of which, two months were spent backpacking in Africa; this is where his love for Malawi originated.
- **Ann Soko** – Is a Malawian living in Blantyre, Malawi. Ann is passionate about working with vulnerable communities to uplift their well-being. She is an experienced NGO leader; she pioneered Henwood Foundation, a church non-profit, from zero funding to a successful NGO. Prior to dedicating her time to help others she played key roles in various commercial organizations and sitting on Parastatal Boards. Her experience included Smart Agriculture, Village Banks, and Vulnerable Children Nursery Schools. She has focused in areas including, but not limited to, basic education, nutrition, disaster response, rehabilitation, water and sanitation. Ann is the Executive Director of MoreThanAid in Malawi.

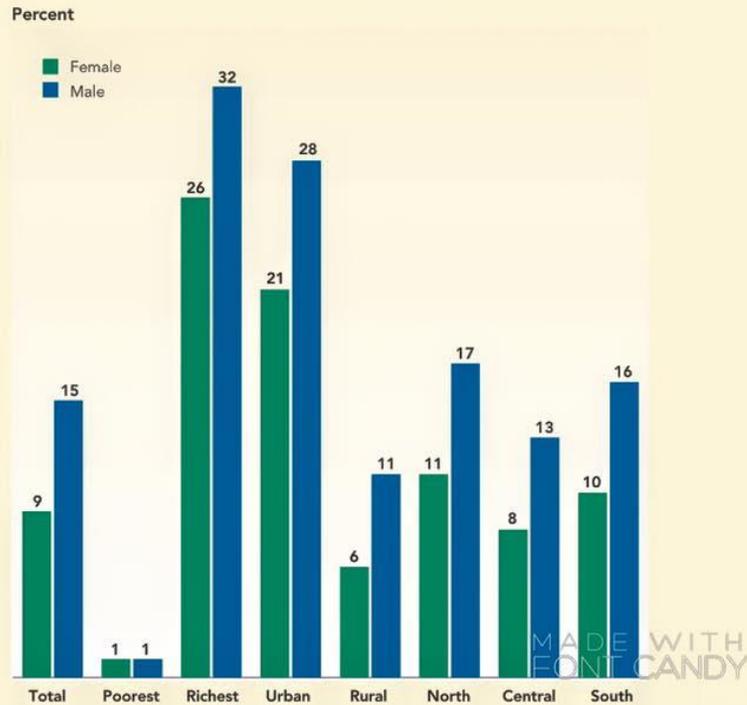
- **Chiko Matenda** – Is British originally from Malawi and grew up in the U.S. She currently lives in the U.K. Chiko considers herself to be a global citizen due to her upbringing. She is dedicated to supporting good causes especially those which afford girls and women to have access to education and self-sustaining resources. She left home at 17 to study in Switzerland which afforded her the opportunity to travel and deeply connect to people from all walks of life. Also, the opportunity for her to deeply connect with the meaning and purpose of life on a humanistic and existential spiritual level. Chiko contributes to the Marketing and Business Strategies which are in the best interest of helping girls and women to connect globally with other people.
- **Chifundo Kamba** – Is a Malawian living in Livingstonia Malawi. Chifundo is a hardworking focused woman that is driven and comfortable working in challenging environments. Since 2011 Chifundo has been working as a lecture in the Department of History at University of Livingstonia. She is also the head of the History Department. She holds a Master's Degree in African Social History and her research paper was on "Power and Dress in Colonial and Post-Colonial Malawi". Her undergraduate research focused on "Women and Gender Based violence in an urban setting. Chifundo was also a teacher at Tukombo Girls Secondary School. Chifundo launched and leads MoreThanAid's Girl Empowerment Program.
- **Jacob Uledi** – Is a Malawian living in Nkhata bay, Kande. Jacob is a successful entrepreneur, who graduated from the University of Malawi with a Social Work degree. Jacob considers himself to be an enthusiastic, determined and focused young man. He believes in supporting people live their dreams through hard work and embracing hard working spirits in people. Jacob directs various programs for MoreThanAid in the Kande region.
- **Alisa Welch** – Is an American living in Oklahoma, USA. Alisa is a creative, caring person that is fearless. She has been a successful business analyst and has worked in a variety of industries.

### About Malawi

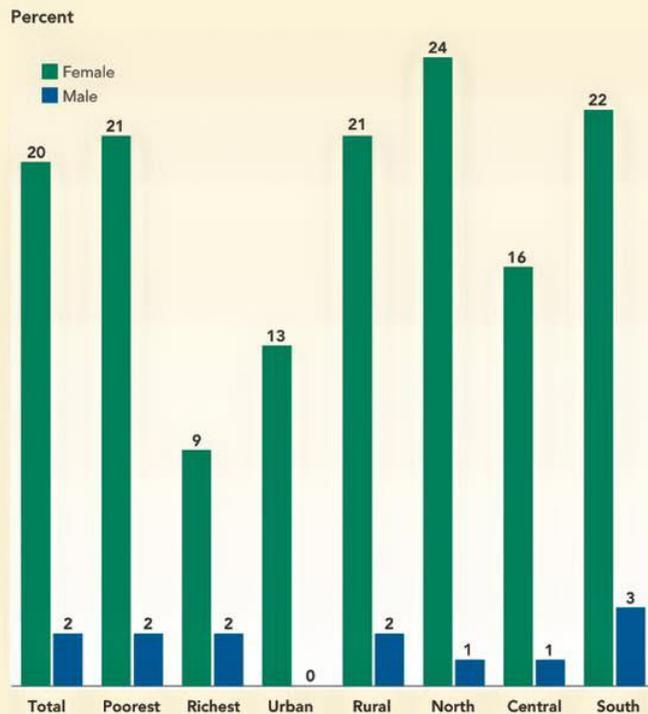
Malawi, Africa is one of the poorest countries in the world. 85% of the population live in rural areas, where poverty is the highest. Because of high rates of HIV, about 50% of the population are under 16 and most only get a primary education. As for girls, let's just say there is inequality. Malawi, like many other third world countries, has received aid and charitable support from developed countries like Canada for decades. However, despite good intentions there is still marginal progress in many of these developing countries.

## Few Young Adults Complete Secondary School aka high school

Secondary School  
is what some  
countries call  
High School



## Early Marriage Is Common for Adolescent Girls



## Improvement Program

There are a series of improvement projects that has been outlined to help meet the strategic goals and objectives of MoreThanAid. We are seeking support from individuals and organizations that want to help transform how we can help people in Malawi. Some projects are well defined while other projects will involve creating or transforming a process that will become a core part of MoreThanAid's value chain. Projects have been organized into four categories: (1) Business, (2) Education, (3) Technology, and (4) Cultural.

### Project 1: BUSINESS - Recommend a Go Forward Operating Model

**Background:** Now MoreThanAid is run 100% by volunteers in Canada, US, UK and Malawi. The Founder also covers much of the expenses for MoreThanAid out of pocket. The Founder took this approach intentionally as he wanted all sales proceeds to go towards funding girl's high school education. Now that we are in year two we need to learn from the first year and evolve the operating model, which includes getting formally established in Malawi, defining a more formal structure, including a board, more defined roles and responsibilities. In addition, reach a point where we are paying people for the work they are doing.

**Scope:**

- Roles and Responsibilities
- Decision Making
- Organization Structure
- Management Practices
- Governance Structure

### Project 2: BUSINESS - Recommend Improvements to Art/Bracelet business

**Background:** Income from the sales of Art and Bracelets made in Malawi, shipped to Canada and the US have come from the village of Kande, Malawi. These micro businesses have been effective in understanding the capabilities and challenges associated to running a small business in remote areas of Malawi. For example, we have learnt that leadership does not exist to enable these businesses to scale.

**Scope:**

- Interview individuals in Malawi, US and Canada that have been involved in making, shipping, and selling artisan products.
- Recommend improvements to all areas of these businesses; recommendations can range from leadership to processes.

### Project 3: BUSINESS - Evolve Process - Select Women for Business Startup

**Process Name:** Select Women for Business Startup

**Process Managed From:** Malawi, Villages in Nkhata Bay

**Process Objectives:** To select girls/women that have the right characteristics to launch a business in Malawi.

**Process Frequency:** Once a year after the Graduating Class of Tukombo has been released.

**Current State:** Informal, launched a handmade bracelet and handbag manufacturing business in Kande Malawi.

**Future State:** Girls that successfully graduate from Tukombo that want to launch a business can get early assistance.

**Scope of work required to evolve the process:**

- Establish a formal evaluation process.
- Develop material to educate and communicate the program to girls at Tukombo.
- Research and identify what it takes to establish a business in Malawi. Look for organizations that may already do this.
- Create a list of girls that apply and qualify.
- Define the process and procedures that need to be followed during the selection and award process
- Identify and train a local Malawian to support this process.
- Have someone go to Malawi once a year for a month to run the evaluation process.
- Identify mentors that are willing to coach the girls through the first 12 months.
- Develop a simple handbook for setting up and running a business in Malawi.
- Identify checkpoints that should be taken throughout the 12-month period.

### Project 4: BUSINESS - Define Process - Business Mentoring Group

**Process Name:** Business Mentoring Group

**Process Managed From:** North America and Malawi

**Process Objectives:** To provide ongoing mentoring for girls and women in business remotely and locally.

**Process Frequency:** Ongoing, women get coaching through the year, local support and International network remotely. Formal conference in Malawi once a year.

**Current State:** Planning Stage

**Future State:** There are a variety of resources in Malawi and internationally that are providing resource and ongoing mentoring. This includes people providing one-on-one coaching to these girls and other people doing research on resources that can be made available to these girls, e.g. Microfinancing, business support, import and export guidelines, ecommerce platforms, etc.

**Scope of work required to define/evolve the process:**

- Research and inventory basic material to setup a business in Malawi. This includes steps from registering a business to micro financing options through to shipping and exporting.

- Define the charter, processes and procedures around this program.
- Design and develop the knowledge base and the mechanics to enable collaboration. There will be a need for basic in-person collaboration in Malawi through to an integrated digital collaboration platform where the girls can access mentors and resources around the world.
- Launch this process and running pilots to prove out the approach.
- Develop the education and communication material to educate women about this program and how they can leverage it.

### **Project 5: EDUCATION - Evolve Process - Select Girls for Scholarship**

**Background:** Currently there is an informal process for selecting girls.

**Process Name:** Select Girls for Scholarship

**Process Managed From:** Malawi

**Process Objectives:** To select girls that will receive a high school scholarship the coming year.

**Process Frequency:** Once a year after the Government has released the Primary Exit Exam results.

**Current State:** Girls selection is only from one small village in Kande and the process is very informal.

**Future State:**

- Create formal selection criteria
- Families in the broader Nkhata Bay Area can send girls.
- Develop an effective way to validate the financial situation of the family, family commitment to empowering the girl, the girls drive interest and passion.

**Scope of work required to improve the process:**

- Establish a formal evaluation process.
- Develop material to educate and communicate the scholarship program to families in the Nakata Bay Area around the program.
- Work out the process to get the marks of girls from schools.
- Create a standard scholarship form/documentation to give to the student and Tukombo Secondary School.
- Create an inventory of scholarships given and girls that apply and qualify.
- Define the process and procedures that need to be followed during the scholarship selection and award process.
- Identify and train a local Malawian to support this process.
- Have someone go to Malawi once a year for a month to run the process.
- Complete informal interview with girls in the program; publish articles on website.

### **Project 6: EDUCATION - Develop Course - Introduction to Business**

**Background:** We have been working with the Board of Directors at Tukombo Girls (High School) Secondary about the idea of developing a course that can introduce girls into business. The Board fully supports the idea and is excited that MoreThanAid is going to facilitate the creation of this course. The next step is to identify education experts that are interested in leading this project.

**Course Objectives:** The objective is to give the girls at Tukombo a course that helps them understand how to setup and run a business in Malawi. They will get an idea of what it is like to setup and run their own business. They be learning in the classroom and using online resources. A key objective is to expose them to internet run businesses and expose them to having some of the classes offered through video where the presenter is in another country.

**Course Frequency:** Course(s) would be offered throughout the school year.

**Current State:** Planning stage. We have an agreement with the Tukombo Board of Directors that the development of this course could start in the near term.

**Future State:** This course(s) offered to the senior high school students. Students learn about business and get hands-on expertise using technology. They learn about resource available to them, e.g. micro financing platforms such Kiva and ecommerce Platforms such as Etsy, where they can launch online business, etc.

**Scope of work:**

- Setup a team, consisting of Malawi faculty at Tukombo and experts in Canada that will setup this project and see the course through a pilot and then fully operational.
- Establish an online classroom where instructors from around the world can teach these girls in Malawi.
- Need to design the course and content and select the books and material for the course.
- Run a pilot class at Tukombo.
- Train people at Tukombo to setup and run the classroom equipment.
- Identify instructors for the course.
- Integrate this course into the Tukombo curriculum.

### Project 7: TECHNOLOGY - Select/Implement Technology at Tukombo School

**Background:** A key strategy to helping the girls/women is by leveraging information technology. Today they have a basic computer lab at Tukombo Secondary School; however, the computers are old and they don't have affordable infrastructure to support a good internet connection.

**Scope:**

- Inventory what exists today
- Determine what is required in the school
- Find a donation partner
- Determine how to address internet connectivity
- Select, purchase and ship the equipment
- Setup, install and test the equipment

### Project 8: TECHNOLOGY - Evolve MoreThanAid website and update brand

**Scope:**

- Design the appropriate brand and develop a professional website.
- Enable easily publishing of stories via the website and to other social media platforms, such as Facebook, Twitter, etc.
- Design an effective method to enable electronic collaboration and sharing of information.
- Establish a vehicle for people/organizations to donate via PayPal to different projects.

## Project 9: CULTURAL - Research and Document Cultural Differences

**Background:** MoreThanAid is helping connect people living in the remote regions of a third world country to people and resources in leading countries. There are major differences across many aspects that both Malawians and people in the developed world need to understand and appreciate. This understanding and awareness will be a key success factor.

**Scope:**

- Understand and create material that is consumable by the populations in Malawi and in the developed world. There is already a tremendous amount of research and information already available by groups such as the United Nations, World Bank, a variety of Government and Non-Government agencies in the UK, Canada, US and Malawi.
- Determine the appropriate mediums and forums where this cultural awareness can be delivered. E.g. While the internet can be a great way to educate the developed world on Malawi. Most the population we will work with in Malawi live in remote villages without computer access and many of the elders don't speak English.
- Create a knowledge base where this material can be managed and shared.

## Project 10: CULTURAL - Evolve Process - Girl Empowerment Process

**Process Name:** Girl Empowerment Program

**Process Managed From:** Malawi, at Tukombo

**Process Objectives:** Provide a forum outside the academic world that will help the girls recognize and develop confidence, empowerment, self-esteem, big dreams.

**Process Frequency:** Ongoing during the high school calendar year.

**Current State:** Objectives defined, mentoring is happening, however informal and infrequent.

**Future State:** There is a charter for the group and a regular cadence created. The girls that are part of the program help run the program and fill leadership roles within the group. There is more formality and a schedule of topics that are covered. There is a meeting place where they meet and collaborate.

**Scope of work required to improve the process:**

- Work with the girls to develop the charter for the group.
- Develop material to educate and communicate with the girls at Tukombo.
- Define the structure for the meetings and topics to be discussed.
- Create a list of topics and speakers that can come to Tukombo to work with the girl.
- Determine the organization structure of the group and rotations.
- Create a forum to seek feedback from the girls in the program.

## Project 11: CULTURAL - Evolve Process - Girls Give Back by Volunteering

**Process Name:** Girls Give Back by Volunteering

**Process Managed From:** Malawi

**Process Objectives:** The objective is to give Girls, sponsored by MoreThanAid, responsibilities while they are at Tukombo. This is part of them understanding the principle you get something for something. The focus will be tied to younger, primary school students and their families being mentored and being educated about the value of working hard in primary school and the potential available to them to get a High School Scholarship at Tukombo.

**Process Frequency:** During school Term breaks, when they return to their villages.

**Current State:** Very basic and informal

**Future State:** The girls have material and guidelines they can use to educate primary kids and their families around the benefits of doing well in school. Relationships have been developed with Headmasters at Primary schools that will allow the girls to present to primary school students. There is a way to measure if the girls are volunteering. As their progress in this area will feed into their acceptance for business setup support after graduating high school.

**Scope of work required to improve the process:**

- Need to understand the implications of the high school girls mentoring primary school.
- Need to formalize the volunteer process and outline the responsibility we want the girls to have.
- Need to determine how the volunteering will be positioned to the girls in a way that they understand their responsibility and requirement to continue to be supported by MoreThanAid.
- Need to develop material to enable the girls to motivate younger girls.
- Need to develop and run training sessions for girls mentoring primary girls.