

sinaps

2021 ANNUAL REPORT



LETTER FROM THE CEO

Now faith is the assurance of things hoped for, the conviction of things not seen. Hebrews 11:1

Dear friends,

2021 presented another year of sharp contrasts for Sinapis. COVID-19 began to wane in East Africa, only to present new variants and economic restrictions. Many entrepreneurs successfully pivoted business models, while others continued to face impossible choices. Some of our church partners thrived with online ministry, while others closed their doors or merged to survive. We continued to refine our training and alumni services with improved technology and delivery, yet longed for handshakes, hugs, and face-to-face meetings.

As we held onto faith and worked toward brighter days, God provided.

In 2021, we served 1,071 entrepreneurs through workshops and training programs across 10 countries. Through partnership with CMF International, Mexico became the newest addition to the Sinapis Network (read more on pages 12-13). Since our founding in 2010, our global network has trained over 6,700 entrepreneurs that provide support through jobs to over 44,000 people. When including the indirect economic impact our alumni are having through their supply chains, they are improving the lives of an additional 245,000 people! To learn more about the economic, social, and spiritual impact of our work, read more on pages 24-25.

We are witnessing a surge in momentum for Kingdom entrepreneurship as the global Church embraces the essential role the marketplace plays in alleviating poverty and reaching people for Christ. Profitable businesses led by leaders who love God and love people play an indispensable role in creating dignified work and generating profits essential for human flourishing.

Thank you again for your partnership, prayer, and encouragement. The mission of Sinapis would not be possible without you.

Matthew Rohrs

Matthew Rohrs, CEO



MISSION

Our mission at Sinapis is to make disciples and alleviate poverty through the power of entrepreneurship.

WHAT DOES "SINAPIS" MEAN?

We derive our name Sinapis from the Latin word for the mustard seed. Jesus compares the kingdom of God to a mustard seed three times in the New Testament.

Though very small, it grows to be a large plant where birds make their nests. Similarly, Sinapis equips entrepreneurs to grow small seeds of ideas into strong businesses that create jobs, make disciples, and provide for many.



ENTREPRENEURS BY CHOICE, NOT BY NECESSITY

The world is broken. We feel it every day—in ourselves, at work, in relationships, and throughout our communities. Expansive media coverage illuminates evils like violence, poverty, drug abuse, human trafficking, lack of clean water, and squandered human potential. We are tempted to avert our eyes, throw up our hands, and numb ourselves with trivial distractions.



James Nyamai (Middle)
BioAfric Energy & Taliana Foods

CHALLENGES IN EMERGING MARKETS

For you who refuse to look away, you likely are considering the following important questions:

- How can I invest my limited time and resources to make a difference?
- Are there solutions that get to the roots of these problems and aren't just another band-aid?
- Is there a way for me to help bring lasting change to the hardest places, especially when they are often so far away?

Extreme Poverty Is Again on the Rise.

For almost 25 years, the number of people living in extreme poverty—on less than \$1.90 per person per day—declined steadily.¹ Before the COVID-19 pandemic, economists estimated that 657 million people would live below the \$1.90 extreme poverty line in 2020.² This has risen to a projection of 711 million, with the majority living in sub-Saharan Africa.³ COVID-19 is causing an enormous spike in unemployment throughout emerging market economies.

Youth Unemployment Is a Major Risk.

Nineteen of the 20 countries with the youngest populations are in Africa.⁴ The average age in Uganda is 15.7, and in Burundi, it is 17.0.⁵ Over the next decade, the World Bank estimates that over one billion young people will try to enter the job market, but less than half of them will find formal jobs. As our world continues to urbanize, and as populations in emerging market nations swell, we can either meet these employment needs and foster new levels of flourishing or witness the consequences of destabilized economies and the potential for riots and revolutions.

Corruption Persists and Disproportionately Affects the Poor.

Corruption is a major factor in material poverty. It erodes economic growth and places an extra burden on the poor as they pay bribes to navigate daily life. The World Economic Forum estimates that corruption costs the global economy 5% of GDP per year, equivalent to \$3.6 trillion.⁶ Sadly, in many countries in the Global South where a majority of the population identifies with Christianity, corruption is the norm. For instance, in Kenya, 85% of the population identifies as Christian, while the nation ranks 124th out of 180 countries in Transparency International's Corruption Perceptions Index.⁷ Corruption stands in blatant opposition to the teachings of Christ and hinders the mission of the Church.

The Global Church Is Struggling to Impact Culture.

How is the Church doing in spreading the gospel globally? The data is sobering. In the past century, the total number of Christians has tripled, but we've been stuck at 33% of the global population with no signs of growth.⁸ We're treading water. We need new ways to reach people for Christ and influence culture. A life in Christ transforms our spiritual identity, but perhaps just as importantly, it transforms our relationships with our neighbors and our understanding of how all aspects of our lives—spiritual, social, and physical—are important to God.

**ENTREPRENEURS CREATE BUSINESSES
THAT GET TO THE ROOTS OF POVERTY.**

1 - World Bank, "<https://www.worldbank.org/en/topic/poverty/overview#1>."

2 - World Bank.

3 - Brookings, "www.brookings.edu/blog/future-development/2019/03/28/poverty-in-africa-is-now-falling-but-not-fast-enough/."

4 - World Economic Forum, "<https://www.weforum.org/agenda/2019/08/youngest-populations-africa/>."

5 - World Population Review, "<https://worldpopulationreview.com/country-rankings/median-age/>."

6 - World Economic Forum, "<https://www.weforum.org/communities/gfc-on-transparency-and-anti-corruption>."

7 - Transparency International, "www.transparency.org/en/cpi/2020/index/nzl."

8 - Pew Research Center, "www.pewforum.org/2011/12/19/global-christianity-exec/."

LOCAL ENTREPRENEURS, LOCAL BUSINESSES

For over 10 years, Sinapis has trained and accelerated local emerging market entrepreneurs. These business leaders understand their communities—both the challenges and the opportunities. Their companies provide valuable products and services, create and sustain jobs, and function as economic engines that fund the growth of local churches, nonprofits, and governments.

God ordained a vital role for the marketplace. Business has intrinsic value as a means of material provision and can be an agent of social, intellectual, physical, and spiritual transformation. As the Wealth Creation Manifesto from the Lausanne Movement powerfully explains, wealth creation is a holy calling.⁹ Wealth creation through business has proven power to lift people and nations out of poverty.

Why Are Entrepreneurs So Important?

Profitable businesses that create jobs are one of the best, most sustainable ways to reduce poverty. In every major economic development success story, GDP growth fueled by the private sector is the driving force of sustainable solutions.¹⁰ As entrepreneurs identify business opportunities and build profitable companies, they grow the economy, create jobs, and increase incomes for their employees and suppliers. Good jobs allow families to plan for the future and make dignified decisions about housing, food, education, and healthcare. Jobs lay a foundation for generational change.



So, who are the job creators? The data shows that **entrepreneurs who grow companies by choice, not by necessity**, create the majority of new formal jobs and a significant portion of overall economic growth.¹¹

Why Do Emerging Markets Deserve Special Attention?

Poverty exists everywhere in the world, but it is categorically different in the most difficult environments. Families living in poverty in the world's hardest places lack adequate food, shelter, clean water, and medical care. They fight every day to live.

However, these challenges are only part of the story. Emerging markets have consistently demonstrated higher GDP growth than developed countries, and most of the fastest growing economies in the world are located in these markets. The combination of abundant labor, growing innovation, and rising demand for a wide variety of products and services present attractive opportunities for local and foreign direct investment.

Why Small and Medium Enterprises?

Worldwide, Small and Medium Enterprises (SMEs) represent about 90% of businesses and more than 50% of employment. In emerging markets, SMEs create seven out of 10 formal jobs.¹² Large companies play a vital role in any economy, but there are too few homegrown companies of this size and multinational corporations are less prone to establish significant operations in less developed emerging markets.

SMEs form the backbone of a strong market economy.¹³ In addition to creating jobs, SMEs are engines for economic growth, driving innovation and competition across markets. However, in emerging markets, there is a deficiency of financing and support options for SMEs, creating a "missing middle" in the economic structure.¹⁴ These entrepreneurs are vital for sustainable development, but too often lack the skills and capital to endure. With training, advisory services, and ongoing community, more SMEs can reach their full potential.

Why Is It Critical to Support Local Entrepreneurs?

For generations, international development experts and government leaders perpetuated the idea of alleviating extreme poverty through top-down, outside intervention. This commonly took the form of aid, and more than \$1T in foreign aid has poured

into Sub-Saharan Africa since World War II.¹⁵ Rather than producing lasting change, well-intentioned aid has often stunted the growth of local markets and fostered endemic corruption. Further, a legacy of emphasizing outside solutions mars the image of those who God made to create, work, and build.

God strategically places local entrepreneurs to change their communities from the inside out. As their companies grow, they create innovative products and services that improve lives. Their success leads to growth for suppliers and business partners. They understand how to solve the most stubborn problems because they deeply understand the culture and their local community. To see a major shift in global poverty, we must see millions of local entrepreneurs launch and grow profitable companies.

Why Kingdom Business?

Jesus pointedly asked, "For what does it profit a man to gain the whole world and forfeit his soul?" (Mark 8:36)

Without a relationship with God, business success does not produce true flourishing for the entrepreneur and leads to diminished holistic impact in the community. We define a "Kingdom business" as an enterprise directed by the Holy Spirit and managed by a godly leader that uses its time, talent, and resources to meet the spiritual and physical needs of the surrounding community. Successful entrepreneurs working within their own communities are ideally placed to change culture for Christ. As their companies grow, they can show the love of Christ to their employees, suppliers, and customers. In time, their company can become an economic engine that supports the local church and addresses problems like hunger, corruption, and drug addiction.

9 Affirmation 3, Wealth Creation Manifesto from the Lausanne Movement, "https://lausanne.org/content/wealth-creation-manifesto."
10 From The Poverty of Nations: A Sustainable Solution by Wayne Grudem and Barry Asmus. Wheaton, IL: Crossway, 2013.

11 World Bank, "https://blogs.worldbank.org/jobs/opportunity-entrepreneurs-are-key-jobs-and-growth"

12 World Bank, "www.worldbank.org/en/topic/smefinance
13 Harvard University, "https://iri.hks.harvard.edu/files/iri/files/iri_-_sustainable_sme_investment_-_investing_in_the_backbone_of_emerging_markets.pdf"
14 Harvard University.

15 Moyo, D. (2009). Dead aid: Why aid is not working and how there is a better way for Africa. New York: Farrar, Straus and Giroux.

SAVING PRODUCE AND CHANGING LIVES

Take the example of Yvonne Otieno of Miyonga Fresh Greens. Yvonne came to Sinapis in 2015 with a desire to change the course of her family’s struggling 1.5-acre farm. “I didn’t have the skills to do farming as a profitable business, and that’s what I got from Sinapis.”

Within one year of graduating from Sinapis’ Entrepreneur Academy course, she was exporting fruits and vegetables to Germany, Norway, the Netherlands, and South Africa. A few years later, her markets expanded to the United Kingdom, Romania, Greece, Ireland, Singapore, and Spain. Miyonga currently

employs 39 people and works with a network of over 2,400 farmers.

Her success has not gone unnoticed. In 2018, Yvonne was selected as one of Africa’s Top 50 Innovators at the Africa Innovation Summit. In 2020, she was awarded £100,000 GBP from UK Aid through the Kenya Catalytic Jobs Fund to set up a mobile fruit processor. This project, Wheeling Fruits, is a distributed processing concept aimed at eliminating the exponential rise of food waste in East Africa, while also reducing transportation costs, creating jobs in rural areas, and improving the digital traceability of food from different regions.

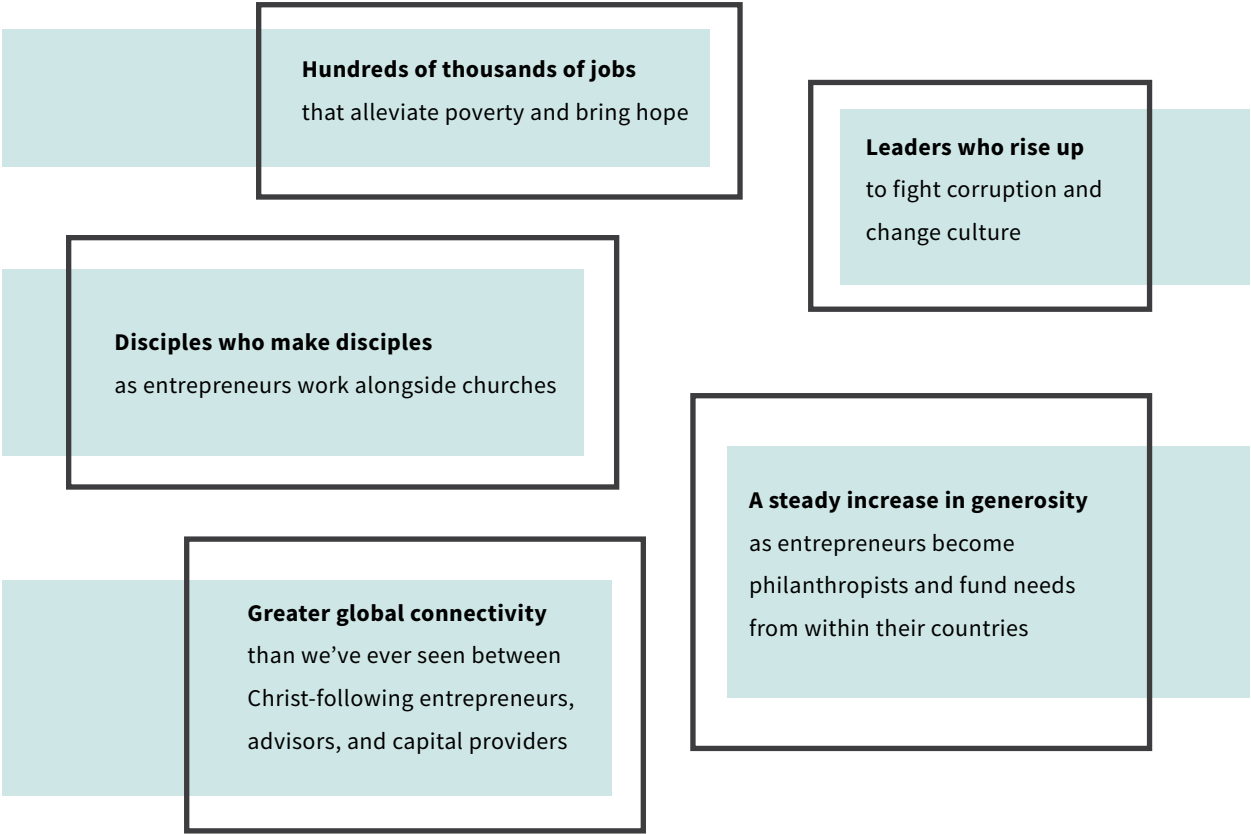


Yvonne Otieno (left) and Dorothy Otieno (right)
Miyonga Fresh Greens

CONCLUSION

The global Church has an enormous opportunity to embrace entrepreneurship. By supporting business leaders who can create growth, we can get to the roots of problems that have plagued communities for generations. This approach requires fresh thinking and a longer time horizon to achieve lasting impact.

As we equip and support entrepreneurs who are growing vibrant Kingdom businesses by choice, we will see:



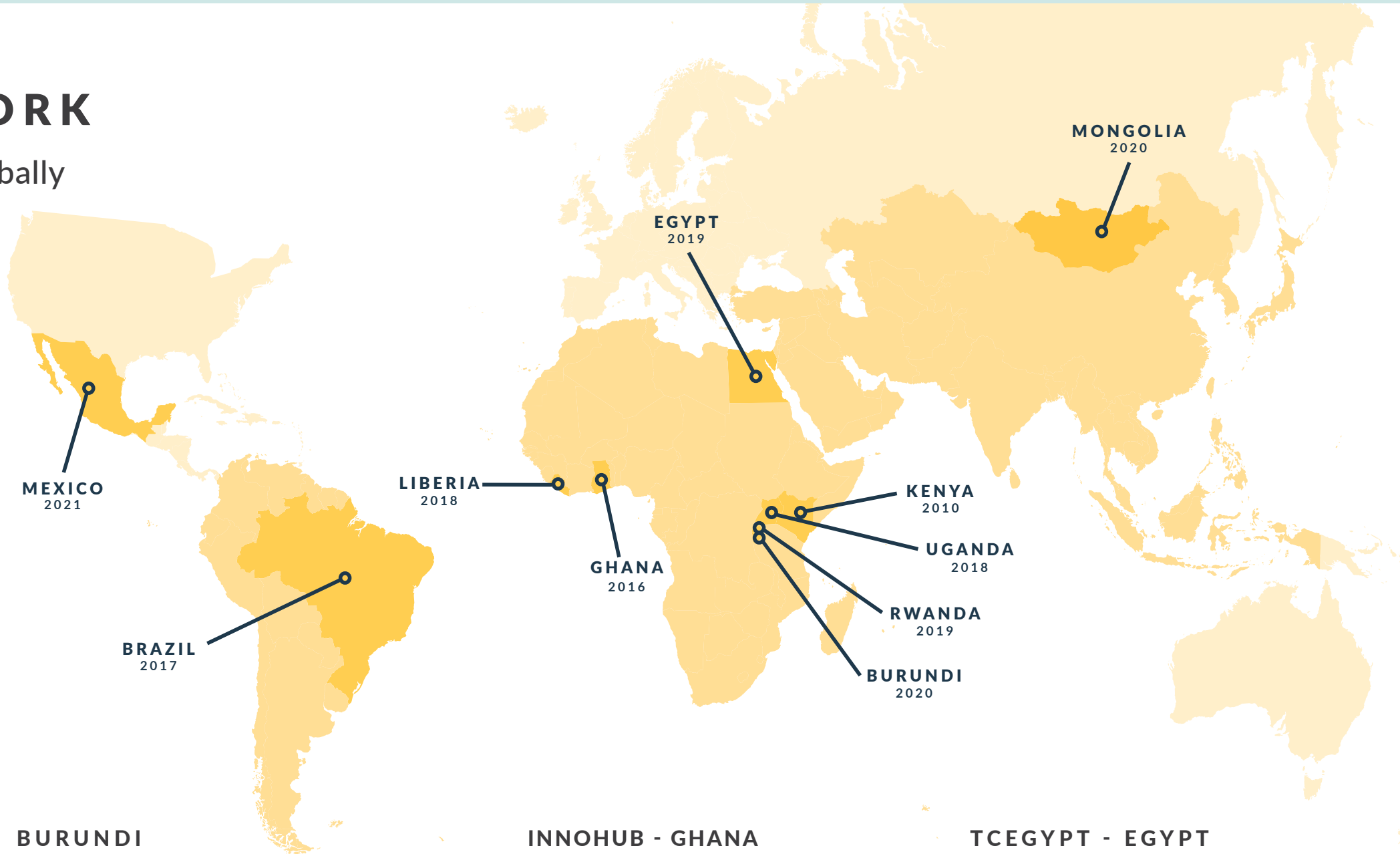
IT IS TIME FOR GENERATIONAL CHANGE SPARKED BY LOCAL ENTREPRENEURS WHO HAVE A VISION FOR GOD’S KINGDOM COMING IN THEIR NATIONS.

SINAPIS NETWORK

Equipping Entrepreneurs Globally

Our roots grow deep in East Africa where we have managed programs in Kenya since 2011, and in Uganda and Rwanda in more recent years. And through the Sinapis Network, our global reach expands through partnerships in seven other countries: Brazil, Burundi, Egypt, Ghana, Liberia, Mexico, and Mongolia.

These partners joined our network to learn from like-minded leaders and avoid recreating the curricula, toolkits, and systems we’ve been refining for over a decade. In 2021, we worked together to sharpen our partnership value proposition, share strategies to strengthen our revenue models, and seek God’s will for the future vision of the Sinapis Network.



HIGHLIGHTS

BLUEFIELDS - BRAZIL

The award-winning team at Bluefields has accelerated over 200 companies that have raised over \$4.2M in capital since 2016. Bluefields supports bio-digital startups and in 2021 successfully launched a corporate innovation strategy with the Danish multinational pharmaceutical company, Novo Nordisk. Bluefields’ work has been featured in Forbes and CNN Brasil, and Startup Awards recognized the organization as a top 10 Brazilian accelerator.

BURUNDI

After three decades of simmering political and tribal tension, nearly two-thirds of Burundians live in poverty. The economy suffers from low growth, high inflation, and an underdeveloped small and medium enterprise (SME) sector. Seeing the need to serve entrepreneurs who can build businesses that create employment, our partner in Burundi introduced the Aspire Launchpad in Bujumbura in late 2020. Since then, they have guided 15 entrepreneurs through the program, helping them to test the viability of their ideas and grow Kingdom businesses.

INNOHUB - GHANA

Innohub provided technical assistance and capital raise support for The Good Roll Ghana to secure an investment of €250,000 from Wangara Green Ventures in 2021. The Good Roll is an environmentally-friendly business that converts bamboo into toilet paper, reducing the need to cut down trees while helping farmers earn sustainable livelihoods through large-scale bamboo cultivation. The investment enabled The Good Roll to set up its toilet paper factory in Ghana.

TCEGYPT - EGYPT

TCEgypt developed and tested our Aspire Launchpad course for the Arabic-speaking diaspora in Europe with the goal of helping refugees start businesses where they are. TCEgypt continues to explore ways to expand its reach into the broader Middle East.



CMF INTERNATIONAL JOINS THE SINAPIS NETWORK

In July 2021, CMF International (CMFI) launched its Marketplace Ministries in Mexico City through a new partnership with Sinapis. CMFI is an established global missions organization serving 26 countries. Over more than four decades, their ministry in Mexico City has expanded from church planting to include campus ministry and now equipping entrepreneurs. Mexico City is a bustling metropolis of over 20 million residents, but the city faces the substantial challenges of poverty and wealth inequality. By partnering with Sinapis, CMFI helps local entrepreneurs develop companies that display God’s kingdom, make disciples, and build a sustainable, holistic approach to poverty alleviation.

Mariana Luna leads Marketplace Ministries for CMFI in Mexico City. Mariana helped her husband Hugo and his business partner launch a fast-growing web and mobile development company in Mexico City over eight years ago. She served as a board member for CMFI before joining the staff. The Marketplace

“THE NEED FOR ENTREPRENEURSHIP TO CREATE GOOD JOBS IN MEXICO CITY HAS BEEN CLEAR TO CMF STAFF FOR THE LAST 40 YEARS. WE BELIEVE GOOD NEWS FOR ETERNITY SHOULD NATURALLY BE ACCOMPANIED BY GOOD NEWS FOR HERE AND NOW. QUALITY JOBS FROM A GOOD EMPLOYER ARE AN INDISPENSABLE PIECE OF WHAT THIS SHOULD LOOK LIKE.”

MARIANA LUNA DE FORTIS



Ministries Mexico team completed their initial nine-week Aspire Launchpad program in December 2021 with eight local entrepreneurs. As CMFI develops additional support services for their alumni, they have multiple launches planned in 2022.



EQUIPPING ENTREPRENEURS IN MONGOLIA

Asia Leadership Development Network

Asia Leadership Development Network (ALDN) was formed in 2015 when founder and director Baolerhu Ligden transitioned from Shanghai, China, to Sacramento, USA, after a season of seeking God’s direction and calling for the next chapter of his life. As one of the first 50 young Mongolians to receive Jesus in China in the mid-90s, he wrestled with the decision to continue working in the healthcare industry or

serve his nation more directly. Searching for clarity, Baolerhu went back to Mongolia and Inner Mongolia, China to meet with pastors, entrepreneurs, and politicians in a handful of provinces where he served in ministry. He asked what had happened since the Gospel had come 25 years ago and about the most important challenges the Mongolian church faced. These leaders shared a story of joys and setbacks.

They described a young church where almost all leaders were first-generation Christians. The average age of churchgoers in Mongolia today is 23. Mimicking what missionaries had taught them, these churches emphasized the verbal proclamation of the gospel in church services. This produced growth in numbers, but sadly, shallow discipleship led to a high rate of moral failure and limited impact on the community and broader culture.

In response, Baolerhu discovered a calling to create Asia Leadership Development Network (ALDN). The organization has a vision to equip leaders and alleviate spiritual, economic, and ethical poverty in Mongolia and among the global Mongolian diaspora of more than 10 million people. ALDN is young and fast-growing, with a team savvy in technology, remote working, and creating learning environments through in-person and virtual programs.

After emerging from communism in 1990, Mongolia is still in the early stages of developing a robust free market. High unemployment and widespread corruption persist, but with 98% of the population able to read and write, massive potential for

growth exists. Because Mongolians lack business experience and knowledge, ALDN identified training, support, and coaching as critical for a growing community of Kingdom businesses. ALDN started reaching Christian business leaders in the capital, Ulaanbaatar, in 2018 by hosting faith-driven conferences, publishing and distributing Christian teaching material, and launching a popular podcast with over 200,000 downloads. In 2020, they launched a global business hub, Unleash Academy, and later added entrepreneurship training in partnership with Sinapis through our Aspire Launchpad and Entrepreneur Academy programs.

While ALDN primarily operates in Mongolia, they target Mongolian-speaking people worldwide, including the Mongolian diaspora in China, Russia, South Korea, Europe, and the U.S. In 2021, they completed two online Aspire cohorts for participants from Mongolia and Inner Mongolia, China, and in 2022, plan to extend their reach to the Mongolian community of approximately 65,000 immigrants in the United States. ALDN is building the first generation of Kingdom-minded Mongolian entrepreneurs, and it thrills us to serve alongside them.

“WE BELIEVE THAT IN ORDER TO EXPERIENCE THE HOLISTIC TRANSFORMATION OF A NATION OR A COMMUNITY, IT TAKES MORE THAN JUST EVANGELISM OR CHURCH PLANTING. THIS IS WHY WE ARE BUILDING AN ECOSYSTEM IN MONGOLIA TO DEVELOP LEADERS IN ALL ASPECTS OF GOD’S KINGDOM. THESE LEADERS CAN CHANGE MONGOLIA FROM THE INSIDE OUT THROUGH THEIR GOSPEL-COMPELLED DEEDS.”

BAOLERHU LIGDEN, FOUNDER & CEO | ASIA LEADERSHIP DEVELOPMENT NETWORK



ALIGNING FAITH AND WORK

Bumgerel Davaadorj, Edit Mongolia

Bumgerel Davaadorj loves people and technology. After graduating from college and working for several years as a professional artist, she began serving children at a local community center in Ulaanbaatar, Mongolia. Observing the children's natural curiosity with technology and knowing the growing role it would play in Mongolia's growth, she dreamed of creating her own organization.

In 2019, that dream became a reality as Bumgerel and her team launched Edit Mongolia, an educational startup that teaches children to code. Edit Mongolia believes coding teaches children to think differently and helps them gain confidence by building technical skills and solving complex problems. While Edit Mongolia was getting off the ground,

Bumgerel searched for answers about what it meant to become an entrepreneur while serving God. She wanted training and friendships with other leaders, but in Mongolia, only 2% of the population identifies as Christian. Thankfully, she discovered the Asia Leadership Development Network (ALDN) while searching for "Christian leadership" on the internet.

"WE KNOW THE YOUNGER GENERATIONS LIKE TECHNOLOGY, BUT MOST OF US ARE JUST USERS AND NOT CREATORS. CHILDREN LOVE TO MAKE THINGS AND PLAY INTERESTING GAMES. I STARTED WONDERING, WHY CAN'T WE LEARN AND CREATE THINGS BY USING THE POWER OF INFORMATION TECHNOLOGY? IN IT, ESPECIALLY IN WRITING CODE, EVERYTHING IS POSSIBLE TO CREATE."

After receiving a scholarship in 2021, she enrolled in ALDN's initial Aspire Launchpad cohort, a nine-week training program that helps idea-stage entrepreneurs build a scalable, faith-based business model. Bumgerel continues to deepen her relationship with ALDN and is currently a leading member of the FaithTech Mongolian community, which was initiated by ALDN.

The business model canvas at the heart of the Aspire program helped her see her business with new clar-

ity and prompted marketing changes that increased leads. Bumgerel credits the growing ALDN entrepreneurial community with providing her with encouragement and a shared vision. "I was struggling to get the business model right and decided to keep trying. Now I realize the critical importance of networking, communication, and relationships."

Edit Mongolia blesses families and teen moms through financial support and Christian fellowship. Bumgerel gives glory to God for the influence and resources she has and hopes their work encourages others.

"Every little success makes me braver and more motivated to solve the next problem. Our offerings, including coding, digital citizenship, and conversational English, can open a bright path for our students. By creating new job opportunities and roles for young people in the education sector, we can impact learning, working, and living in our society."



SPICING THINGS UP

Margaret Komen, Mace Foods Limited

Margaret Komen is an entrepreneur at heart. Over the past two decades, she has grown Mace Foods Limited from a dream to a global, fair trade certified agribusiness. The company produces, processes, and exports natural, preservative-free chilies, herbs and spices, and vegetables to Europe, the U.S., and Asia. By connecting over 3,800 farmers in Kenya, Uganda, and Tanzania to international markets, the company is adding significant economic value in the region.

Margaret left Kenya for her university studies, seizing an opportunity to study food science and technology in Germany. Her innate interest in entrepreneurship surfaced when she worked as an intern at a German company that created premixed seasoning and food blends. Observing that the raw materials for their spice mixes originated from Africa and India, the concept of Mace Foods was born. She wanted to launch her own business immediately, but not knowing where to start, she returned to Kenya and found a job in western Kenya helping smallholder farmers with value addition for soybeans.

Margaret's big break came in 2001. While attending the ANUGA Food Fair in Germany, she met a potential customer seeking a new supplier of chili powder. Did Margaret know chili spices well? Not quite, but that didn't stop her. Confident in her ability to find a solution, she bought a 38lb bag of chili from a farmer and used a home blender to convert the chili into powder. Showing the moxie necessary for entrepreneurial success, she sieved the powder, put it in a polythene bag, sealed the bag using a candle, and sent the sample via DHL. When the customer wrote back asking for a 30,000 lb container of the powder,

Margaret knew she

was in business. She would, however, need much more than a home blender!

Margaret admits she knew little about running a business at the time. She started with just \$700 from her savings but soon obtained financing from angel investors. Despite creating 18 different products and participating in four different accelerator programs, the business stagnated. "It felt like a plane on a runway that could not take off." However, she shares that this all changed after she discovered Sinapis and joined the Entrepreneur Academy in 2021. The 16-week program gave her a holistic understanding of customer engagement, financial management, operations, and most importantly for her, human resources and leadership. Margaret reconsidered how she led her team and redesigned her management structure.

Today, Margaret marvels at how far she has come. She recalls that setting up a business was tough, with bureaucracy, corruption, and the challenge of learning how to export goods out of Kenya. Thankfully, she's grown in her ability to navigate these challenges, restore relationships with her employees, and integrate Kingdom business practices into her business.



WATCH ONLINE: Hear Margaret tell her story in a video at [Sinapis.org/annualreport](https://sinapis.org/annualreport)



"ATTENDING THE SINAPIS TRAINING WAS A TURNING POINT FOR ME AND MY BUSINESS. I REALIZED I NEEDED TO LEARN HOW TO MANAGE MY STAFF BETTER AND REDUCE MY TURNOVER. THIS LED ME TO REORGANIZE MY HUMAN RESOURCES AND BEGIN INVESTING IN THEIR DEVELOPMENT."

BUILDING DEMAND FOR A UGANDAN ASSET

Geoffrey Kinaalwa, La'Marc Coffee



"I BELIEVE BUSINESS IS A CALLING. I REMAIN FOCUSED, DETERMINED, AND HOPEFUL THAT MY BUSINESS WILL ACHIEVE ITS DREAMS OF INCREASING LOCAL CONSUMPTION OF PREMIUM COFFEE, EXPORTING PROCESSED COFFEE, AND CREATING EMPLOYMENT FOR TEENAGE MOTHERS THROUGH COFFEE VALUE ADDITION."

Geoffrey Kinaalwa is no stranger to setbacks. By age 19, he lost both his parents. With eight younger siblings and limited options, he embraced coffee farming on the one-acre coffee plot his parents left behind. He is a natural entrepreneur and grew the business steadily. In 2016, Geoffrey launched La'Marc Coffee with the goal of improving the quality of coffee grown and consumed in Uganda. Though the country is one of Africa's major exporters of coffee, Ugandans prefer to drink tea. Geoffrey believes that low coffee consumption is caused by the inferior varieties left for sale locally after the best coffee is exported. La'Marc aims to change that by roasting, grinding, and selling premium coffee to supermarkets, wholesalers, and coffee shops throughout Uganda.

As part of La'Marc's growth strategy, in March 2020 Geoffrey opened his first coffee shop to get closer to the consumer and give Ugandans the opportunity to taste great coffee for themselves. It seemed like ideal timing. But within a few weeks, COVID-19 emerged globally and the Ugandan government initiated one of the world's most stringent COVID-19 lockdowns. Geoffrey's enthusiasm turned to disappointment and worry. He closed the coffee shop and put his well-laid plans on pause.

"I had invested all of my savings in the coffee shop. We had paid rent for six months, and then Uganda went into total lockdown on March 20. No one was coming to the coffee shops, and consumption habits were affected."

Geoffrey attended our condensed Crisis Crash Course and Fast Track Accelerator in 2019 and is quick to acknowledge the role Sinapis played in helping him navigate the uncertainty caused by the pandemic. His face lights up as he recalls how he first heard about Sinapis training from a friend. Convinced he did not have the time, Geoffrey enrolled one of his senior managers instead. However, after being intrigued by what the manager said about the training, Geoffrey attended the next Crisis Crash Course cohort. Geoffrey's company steadily improved as he worked through the lessons. "It was a turning point for me. Although I was hesitant initially, I was pleasantly surprised to learn how practical the training was. It's as

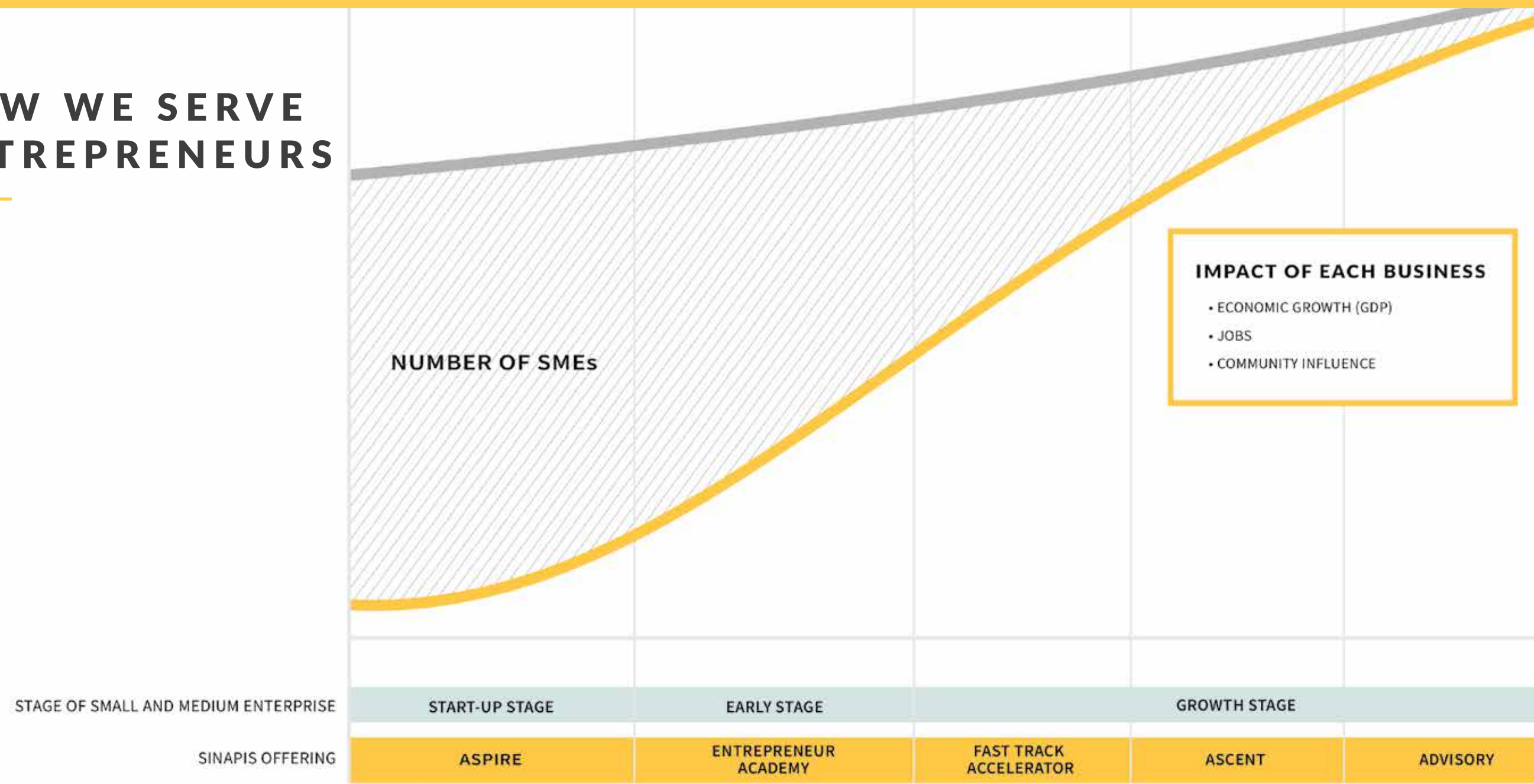
if they had been to my office and knew what my business was going through."

Participation in the six-month Fast Track Accelerator provided Geoffrey with a custom roadmap for growth, and despite COVID-19 lockdowns, La'Marc's annual revenue doubled in 2021. The Sinapis training helped La'Marc improve marketing, sales, and forecasting and reopen the first coffee shop and open a second in May 2021. At the La'Marc coffee shops, the company showcases a variety of their locally grown coffee varieties and products. To ensure consistency in their supply chain, they employ 15 staff to manage a 69-acre leased farm and source additional beans from farmers they upskill and train.

A deep passion for coffee and his community drives Geoffrey to continue building a profitable business with a Kingdom impact that transforms Uganda. One vivid example involves the common challenge of teen pregnancy. Young girls who become pregnant typically drop out of school and reinforce cycles of poverty. La'Marc hires young mothers to help with coffee picking, trains them to become baristas, and even encourages them to open coffee kiosks. La'Marc has supported over a dozen teen mothers and plans to expand this form of outreach as they grow.



HOW WE SERVE ENTREPRENEURS



IDEA THROUGH EARLY-STAGE PROGRAMS

There are millions of entrepreneurs in emerging markets around the world. The challenge? Most of these businesses are at an early stage and have critical gaps in their skills and experience. They need training, coaching, and mentors to develop profitable, scalable business models. Sinapis meets these needs through programs and long-term community. Because these earlier-stage businesses cannot afford market rates for these services, philanthropic funding is needed to provide this support.

GROWTH-STAGE SERVICES

A small percentage of entrepreneurs reach the growth stage. As they do, their needs become more complex. Durable, profitable companies led by entrepreneurs who love God and love their community are essential for getting to the roots of poverty and advancing the gospel.

AS WE WORK WITH GIFTED ENTREPRENEURS WHO WANT TO GROW PROFITABLE COMPANIES FOR CHRIST, THERE IS A SIGNIFICANT ECONOMIC, SOCIAL, AND SPIRITUAL IMPACT ACROSS THIS SPECTRUM.

IMPACT THEY GENERATE

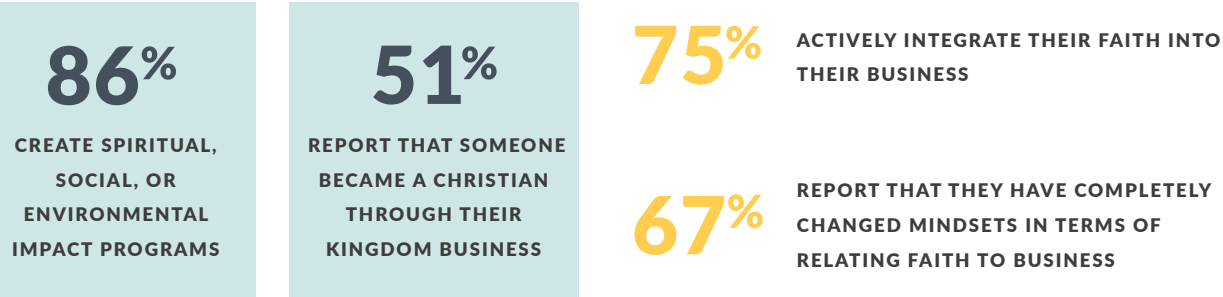
BUSINESS IMPACT

Economic development is critical for human flourishing and advancing God’s kingdom. Collectively, Sinapis graduates have achieved:



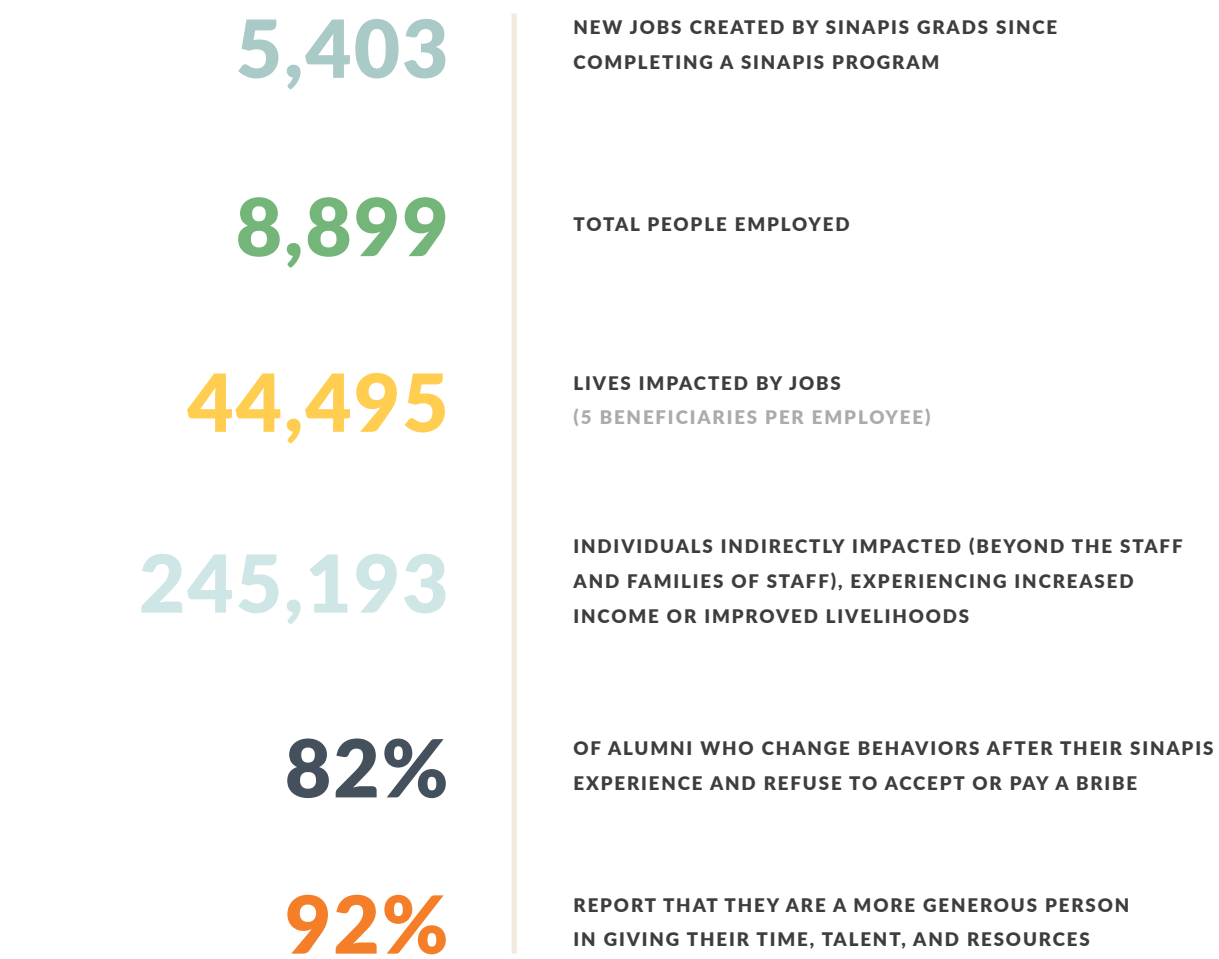
SPIRITUAL IMPACT

Sinapis goes beyond business best practices and trains entrepreneurs on how to integrate their faith into business.



SOCIAL IMPACT

Sinapis entrepreneurs are change agents in their companies and communities. They create and sustain jobs, often in areas of extreme poverty. A paycheck is one of the most effective, sustainable, and dignified ways to bring a family out of poverty.



OUR ANNUAL IMPACT REPORT PROVIDES GREATER INSIGHT INTO OUR MONITORING AND EVALUATION PROCESS, ASSUMPTIONS, AND METHODOLOGIES.

VISIT [SINAPIS.ORG/IMPACTREPORT](https://sinapis.org/impactreport) TO DOWNLOAD THE LATEST EDITION.

2021 HIGHLIGHTS

SINAPIS OPENS OFFICE IN MOMBASA

The German Agency of International Cooperation (GIZ) selected Sinapis in 2021 to train 460 entrepreneurs in Kenya's coastal region over the next two years. The project prioritizes entrepreneurs working in "blue" value chains like aquaculture, maritime security, coastal tourism, vessel repair, and maritime transport and logistics. Kenya's coastal region is predominantly Muslim and, on average, lower-income than Nairobi.

This region has limited entrepreneurship support organizations because of the additional costs and complexities of working there. Yet, the momentum for entrepreneurship is surging. While we have

trained over 70 entrepreneurs in Mombasa in prior years, it has been difficult to prioritize this region with staff based in Nairobi. Our partnership with GIZ has enabled us to hire a team of four full-time staff in Mombasa.

They began by engaging our alumni and actively analyzing the entrepreneurial ecosystem in the region. In late 2021, following a competitive selection process with over 100 applicants, we trained a group of Academy and Aspire trainers from this region. Academy and Aspire courses launched in the first quarter of 2022.



SINAPIS LAUNCHES NEW ONLINE LEARNING PLATFORM WITH UPDATED CURRICULUM

COVID-19 forced us to transition our programs online. This brought benefits like allowing entrepreneurs to work through content from the convenience of their home or office, expanding our geographic reach, and lowering our delivery costs. But our experience with online-only courses confirms our convictions that learning happens best in a supportive community, and being physically present with others is important for lasting transformation.

Going forward, we will implement a hybrid learning approach for the Entrepreneur Academy, combining

the strengths of in-person and online learning. To facilitate this, we will transition to a more collaborative learning management system that combines community engagement and learning elements in one sophisticated online experience. To heighten the learning experience, we have produced over 160 new videos featuring Sinapis trainers. Housing traditional learning (videos, written content, articles, assignments) in a platform that promotes peer discussion in various forms will cement learning.



2021 BUSINESS COMPETITION WINNERS

The Sinapis Business Competition is a nationally televised event we offer annually to Sinapis graduates in Kenya and Uganda. Through a rigorous selection process, our team whittles the list of applicants down to 7-10 high potential entrepreneurs. These finalists receive hands-on coaching to improve their business model and sharpen their pitch. On the big day, each entrepreneur makes their case before a panel of seasoned local business leaders and investors.

We expanded the competition in Kenya in 2021 by separating early-stage and growth-stage businesses, allowing each to win \$10,000. When the dust settled, the judges chose James Nyamai of Taliana Foods as the early-stage group winner. Taliana Foods Ltd. fills a growing unmet market demand for gluten-free

flour through a scalable, smallholder farmer-enabled model. Carolyn Njung'e of Candi Fresh Kenya was chosen as the growth-stage group winner. Candi Fresh Kenya is a street food vending business operating outside Nairobi in Kisumu that, in 2021, expanded its distribution of street carts by over 40 times and grew total revenue to \$120,000.


The Uganda business competition made its first national television debut in March 2020 and saw Alex Wanyu, founder of Aspire, take home the grant. In the middle of the pandemic, Alex pivoted Aspire from a fragrance company to one that provides locally sourced, natural flavorings to the food and beverage industry. Investors are showing interest in the company, and Alex is working on a financing facility from the Uganda Development Bank.



2021 SINAPIS GRADUATION

Continued COVID-19 restrictions, drought in Kenya, and an 82-week lockdown in Uganda stretched East African entrepreneurs thin in 2021. Most business owners faced unrelenting economic pressure and dwindling cash reserves. For most, investing time and resources in entrepreneurship training and acceleration felt like a luxury that should be delayed

until the effects of COVID lifted. Despite these persistent challenges, 273 entrepreneurs fulfilled the requirements to graduate from our Aspire and Entrepreneur Academy courses in Kenya, Uganda, and Rwanda. Our online curriculum expanded our geographic reach to students from Mombasa, Kisumu, Nakuru, and Turkana in Kenya.

 **WATCH ONLINE:** You can watch the Kenya Business Competition and graduation recap videos at [Sinapis.org/annualreport](https://sinapis.org/annualreport)



The KCJF team (right) discusses performance improvements with portfolio company Savanna Circuit for their innovative product, the MaziwaPlus solar-powered chiller (on left, Savanna Circuit CEO, Percy Lemtukei, and COO, Emmastella Gakuo).

KCJF ENTERS FINAL PHASE

The Kenya Catalytic Jobs Fund is a £5M, 4-year program funded by UK Aid designed to test and support innovations that stimulate job creation in Kenya, especially for women and youth. Sinapis has been the fund manager for the KCJF since early 2020 and currently supports 19 companies in the KCJF portfolio. An independent panel of judges selected the Fund winners through an extremely competitive process of over 1,500 applicants, and three of the 19 are Sinapis alumni!

These growing companies in the manufacturing, agriculture, and informal sectors have collectively created 1,040 direct jobs and improved incomes for over 100,000 additional people since they received funding from KCJF. After running three annual pitch competitions to select the current portfolio, the project entered its final phase—helping these 19 companies scale their innovative solutions and attract additional investment.

One grantee has successfully raised Series A funding, and another was acquired by one of Kenya’s fastest-growing tech startups.

Beyond business development and job creation, KCJF promotes innovation and growth by sharing key lessons from the Fund’s companies. KCJF runs quarterly roundtables in Nairobi, bringing together all stakeholder groups to discuss various challenges facing small businesses and how to work together to overcome them.

The KCJF team also produced several learning papers highlighting the innovations across the portfolio, providing insights and recommendations for other companies in similar sectors. These papers offer an exciting glimpse into some of Kenya’s most interesting small businesses and how they are working to create job opportunities within the country.

✦ Find the KCJF Learnings page at [Sinapis.org/annualreport](https://sinapis.org/annualreport)

COMPASSION INTERNATIONAL COLLABORATION



Compassion International exists to “release children from poverty in Jesus’ name.” Through its expertise in early childhood development, Compassion serves vulnerable youth with food, education support, medical care, and discipleship. In Kenya, Compassion has over 40 years of experience and has served over 133,000 children through 454 church partners.

Compassion recognizes the critical importance of helping its program participants find sustainable livelihoods. If young people cannot find work to provide for themselves and their families, Compassion’s goal to release children from poverty will falter. Because of this risk, in 2021, Compassion and Sina-

pis launched a pilot program to train 100 Compassion youth from four different regions of Kenya in our Aspire Launchpad. Experienced entrepreneurs, attorneys, and accountants provided practical advice on launching and growing a business. After learning to use the business model canvas, the students completed the course by pitching their business ideas to a group of judges. Both Compassion and Sinapis see tremendous opportunity in working together to equip high-potential youth, and Compassion is sponsoring 100 more youth to complete the Aspire program in Kenya in 2022.





MULTIPLIER IMPACT

An Impact on Poverty Study in Uganda

Sinapis believes supporting “Multipliers” is one of the most effective ways to combat poverty. These entrepreneurs lead small and growing businesses with a profitable business model, a strong growth trajectory, and a passion for transforming their community economically, socially, and spiritually. As they grow, these businesses create formal employment through the staff they hire and can also affect thousands of others in their supply chain as they create indirect jobs and increase disposable income. In this study, we analyze the work of one Multiplier in our alumni network, Ugandan grain aggregator Rabboni Group Limited, to explore the broader impact companies like this generate.

Our team surveyed 96 of these farmers in November 2021 and found that in addition to timely payments, the above-market maize prices offered by Rabboni provide a \$28-36 increase in incomes per year for each of these farmers (roughly a 5% increase). This translates to an aggregate income increase of up to

\$128,000 per year across the group of 3,500 farmers supported by the company.

Sinapis is committed to rigorous data collection and analysis as we seek to understand the entrepreneurs we serve and improve our services to help them grow. We study companies like Rabboni because they work with thousands of farmers and are in a position to improve the lives of these farmers, their families, and entire rural communities. We designed this study to better understand the types of impact Rabboni is having on those employed in their value chain and to identify recommendations that can help them improve their products and services for their customers.

We are grateful to the Argidius Foundation for their generous support in funding this study.

Visit [Sinapis.org/AnnualReport](https://sinapis.org/AnnualReport) to download a copy of the report.

3,500 farmers who supply maize to Rabboni live at or below the poverty line of \$1.90/day

FINANCIALS

	2021	JULY 2020- DEC 2020*	2019-20
SUPPORT	\$2,838,475	\$1,000,257	\$1,739,235
EXPENSES	\$2,766,063	\$973,697	\$1,445,315
Programs	\$2,427,627	\$856,180	\$1,206,035
Administration	\$146,771	\$57,962	\$89,559
Fundraising	\$191,665	\$59,555	\$149,721
NET	\$72,412	\$26,560	\$293,920
ASSETS	\$1,065,216	\$1,471,388	\$1,209,350
LIABILITIES	\$28,326	\$514,984	\$279,384
NET ASSETS	\$1,036,890	\$956,404	\$929,966

*Sinapis changed its fiscal year from July 1 - June 30 to a calendar year in 2021

GOOD STEWARDSHIP

Sinapis prioritizes accountability, so we are members of the Evangelical Council for Financial Accountability (ECFA) and adhere to their standards of governance, financial oversight, legal compliance, and stewardship. GuideStar and Excellence in Giving have also affirmed our best practices in financial transparency.



EFFICIENCY

Programs 88%
Fundraising 7%
Administration 5%



BOARD OF DIRECTORS

Lisa Allgood
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HOW A BAKING BUSINESS IMPACTED THE WORLD



Sinapis might not exist today without the Westwood Endowment. Since 2013, the foundation has walked alongside us through mentorship and generous financial support. Unlike most donors, Westwood prioritized capacity-building grants—investments in assets like staff, technology, and marketing. These organizational improvements are vital for a ministry’s scalability and greater efficiency, but they can be difficult to fund.

"DICK WANTED TO DO STRATEGIC WORK AND ADD GASOLINE TO MAKE THE FIRE GROW WITHIN ORGANIZATIONS. HE WANTED TO FIND AND FUND THE THINGS THAT MAJOR DONORS WEREN'T DOING." HAL WEST, SON OF DICK WEST

There is a business at the center of the Westwood story, the West Baking Company. After serving as an officer during WWII, Dick West (1925 - 2017) joined his father’s Indianapolis-based bakery, which specialized in producing breads, rolls, and buns for central Indiana grocers. With the unexpected loss of his father in 1954, Dick inherited the business at age 29 and managed the company with his brother, Steve.

The business took off in 1965 when the brothers signed a major contract with a then little-known hamburger chain called McDonald’s. To meet McDonald’s fast-growing demand, Dick and Steve built the first high-speed, automatic bun factory in America. After initial success in the Midwest, McDonald’s asked West Baking Company to duplicate this success in the UK, and helped grow McDonald’s UK from 25 to 250 restaurants over 10 years. Overall, West Baking Company expanded to four plants, at times baking over one million buns a day in one location.

Though the company was thriving, Dick knew something was missing in his life. After years of searching, in the early 1980s, Dick surrendered his life, family, and business to Christ. As he grew in his faith, he established a daily habit of kneeling by his bed to ask God for direction. In 1986, Dick felt God leading him to sell the company and create Westwood Endowment as a


philanthropic foundation to meet the needs of the poor while spreading Christ’s gospel around the world.

Building on the legacy of West Baking Company, Westwood understood the incredible impact profitable Kingdom businesses have in the hardest to reach countries in the world. Every local church, nonprofit, missions agency, and government depends on profitable businesses. These companies are the lifeblood of ministry and social services.

“Business has always been a platform and the base which God has used to bless the lives of people and propel His word,” said Tom McCallie, President of Westwood Endowment.

The West Baking Company’s success created and sustained hundreds of jobs and became the first bakery nationwide to employ people with disabilities in its operations. The company’s profits functioned as the economic engine that fueled Westwood Endowment’s philanthropic initiatives from 1987 until the completion of the foundation’s mission in 2021.

This example of Kingdom business success and generosity enabled dozens of organizations to reach people for Christ, alleviate suffering in some of the most challenging communities in the world, and build enduring ministries. The Sinapis team is incredibly grateful for how the West family and the Westwood Endowment have blessed us and the thousands of entrepreneurs we’ve served together.



FRONT COVER: Enock Bosire, Founder & CEO, Capital Bakery

Enock graduated from the Sinapis Entrepreneur Academy in 2017 and was a finalist in the 2021 Sinapis Business Competition in Kenya. Capital Bakery is a mid-sized bakery based in Mombasa that serves the Kenyan coastal region. Enock's goal is to offer breads with a higher nutritional value at an affordable cost. In 2021, Capital Bakery retained dozens of employees and remained profitable, despite spiking input prices that caused many bakeries in the region to close.

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