

2023 ANNUAL REPORT



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MESSAGE FROM Our President & Founder

Dear Friends and Supporters of Solid'Africa,

Reflecting on the past decade, I'm overwhelmed with pride and gratitude for our journey. From our humble beginnings as a small group of volunteers feeding a few patients in one hospital, to now nourishing over 1,500 patients daily across 6 public hospitals, we've steadfastly believed that access to healthy nutrition is a basic human right.

As we embark on a new chapter of growth guided by a refreshed five-year strategic plan, 2024 marks a significant milestone in our journey. With the approval of our partnership with the Government of Rwanda on November 29, 2023, we've started the expansion of our hospital feeding program to all 47 public hospitals nationwide and are also exploring collaboration opportunities with the ministry of Education to strengthen the existing school feeding program. This progress would not have been possible without the unwavering support of our stakeholders including the Government of Rwanda, funders, partners, members and friends of Solid'Africa.

I wish to extend my deepest appreciation to each and every one of you who has believed in us and continues to support our cause. Together, we can achieve nutrition security in Rwanda and beyond.

In solidarity,

Isabelle Kamariza

President & Founder Solid'Africa



MISSION & VISION

MISSION

Championing universal access to adequate and appropriate nutrition for all by removing barriers of awareness, affordability and availability, prioritizing the needs of the most vulnerable.



VISION

Achieve nutrition security for all.



PROGRAM OVERVIEW

For the past decade, Solid' Africa has been committed to combating nutrition insecurity in public hospitals by providing free, medically tailored meals to economically vulnerable in-patients. The absence of affordable nutrition solutions for low-income patients extends recovery times, burdens patients and their caregivers with economic and emotional stress and increases healthcare costs. Currently, Solid' Africa feeds approximately 1,500 in-patients across six public hospitals three times daily.

OUR APPROACH

At the core of our operations lies a farm-to-fork approach where we oversee every aspect of the value chain, from farming to distribution. This guarantees exceptional quality and drives operational efficiency, resulting in cost reductions. Our commitment extends beyond food production as we actively pursue sustainable impact through a Circular Food System. By minimizing waste and reducing our carbon footprint, we ensure that every facet of our operations leaves a positive imprint on our planet.

In addition, Solid' Africa established a Community Benefit Company in 2021 to enhance our long-term financial sustainability. Through this initiative, we generate income to subsidize the cost of our hospital feeding program. We provide comprehensive nutrition services, including menu design, farming and procurement consultancy, kitchen design, kitchen management and catering services to large-scale employers in both the private and the public. Our aim is to establish efficient and cost-effective institutional food service operations for our clients, enhancing the nutritional quality and affordability of meals provided.

2023 AT A GLANCE



87,596 patients served



1,024,079 meals served



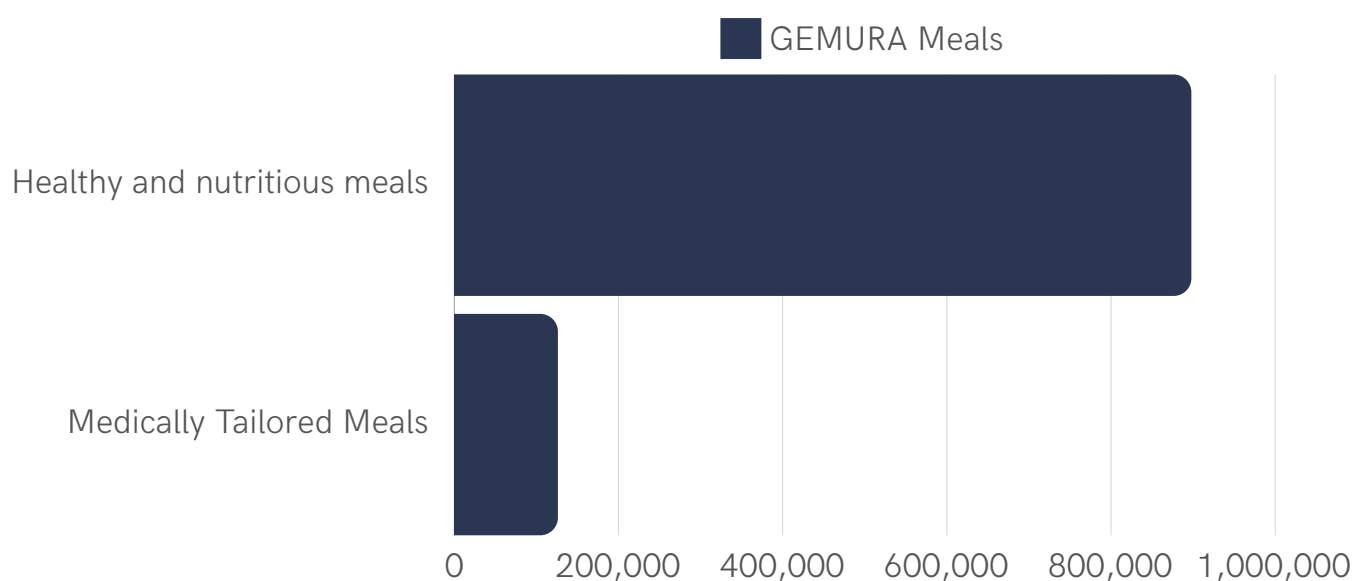
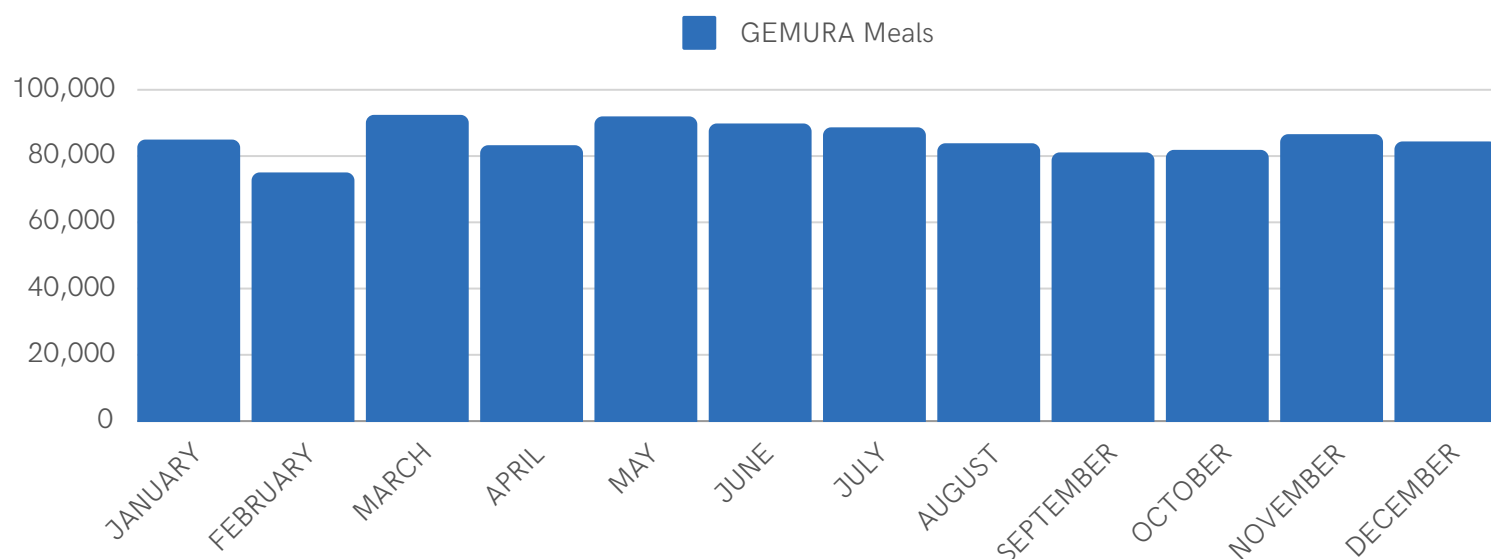
Memorandum Of Agreement with the Government of Rwanda to scale hospital feeding nationally approved on November 29, 2023.

OUR IMPACT

GEMURA: FOOD FOR ALL

Meals served

- This year we saw a **(28%)** increase from previous year in GEMURA Program beneficiaries across all partner hospitals.
- **85,000+ meals** consisting of Breakfast, Lunch and Dinner with a drink are served **every month across all the partner public hospitals** in Kigali district, Rwanda.
- In 2023, we served **over one million meals (1,024,079)**.



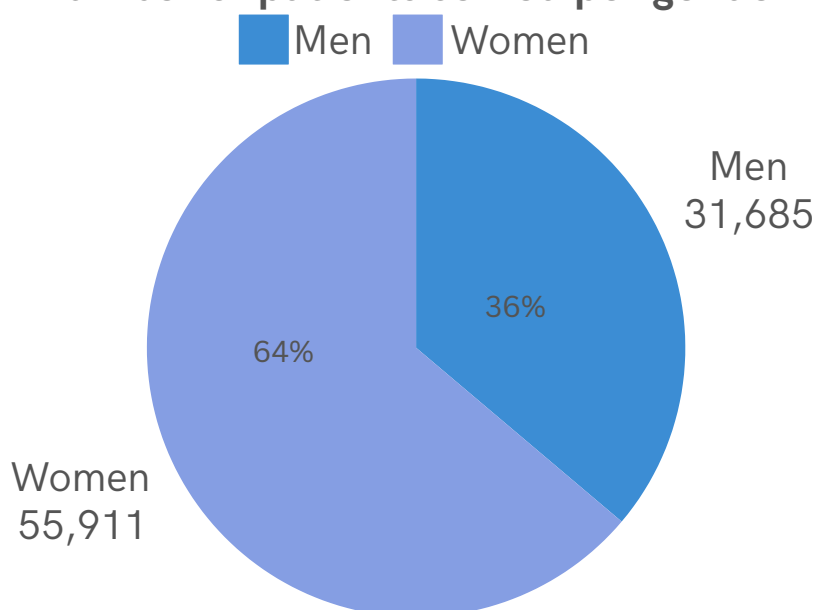
GEMURA: FOOD FOR ALL

Patients served

- Beneficiaries to GEMURA Program are in two groups, **(1)** Patients, defined as vulnerable low income inpatients that are unable to provide for themselves consistent nutritious meals to support their body during hospital stay and recovery. **(2)** Caregiver to the patients responsible for care and comfort of patient.
- In 2023, we served meals to **87,596** beneficiaries (patients & caregivers).



Number of patients served per gender



MEDICALLY TAILORED MEALS

List of special diets we provide

We believe food is medicine and that is why we serve medically tailored meals. To efficiently and sustainably respond to the issue of nutrition insecurity, we collaborate with nutritionists to provide meals tailored to patients' dietary needs: patients with cancer, renal failure, diabetes, heart disease, tube-fed patients, etc. For example this year, we have introduced a special diet for breastfeeding mothers. The menu caters for the mothers' specific dietary needs by incorporating food items that increase breastmilk production.

Low-sodium diet

This is a no added salt diet that includes no more than 1,500 to 2,000 mg of sodium per day. At Solid' Africa this diet is usually composed of bread without salt, bananas, beans, potatoes and pumpkins.

Sugar-free diet (No added sugar diet)

This diet involves foods that have minimal impact on blood sugar levels, opting for sources of carbohydrates that provide sustained energy without causing increase in blood glucose levels. The diet includes fresh fruits, non-starch vegetables (eg. Spinach, amaranths and cabbages), lean proteins and whole grains.

Stillman Diet (High-protein Diet).

This diet typically contains high protein rich foods, and it is mostly given to patients who have severe acute malnutrition and severely injured people as well as people with burns. It includes animal source proteins (eggs, meat and milk) as well as non-starchy vegetables such as green leafy vegetables (amaranths, spinach, kales etc), cruciferous vegetables (cabbages, couliflower) and mushrooms.

High Micronutrient Diet

This diet consists of essential vitamins, minerals and antioxidants needed by various kinds of people including pregnant and lactating mothers, young children, as well as people with chronic diseases. It promotes quick recovery by strengthening the immune system, promoting bone health, metabolism and overall all being.

Pureed diet

A soft diet consists entirely of a liquid diet and foods that are easily digestible. We usually make this type of diet composed of soft fish, green bananas, Irish potatoes, soups, milk, and sugar free African tea to the patients with swallowing difficulties or other digestive complications.

Breastfeeding mothers diet

We have a specific diet for breastfeeding mothers who experienced complications during childbirth, developed infections, or are mothers of sick children. We provide high-quality nutrient-rich meals to support their physical health and the production of breast milk, which has a vital role in the baby's growth and development. This diet consists of soft meals like vegetables, light green plantains, nutritious soups, and whole grains porridge.

SUPPLEMENTARY PROGRAMS REPORT

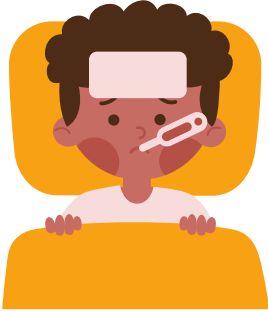


Supporting Programs to GEMURA were able to provide combined support to patients across all partner hospitals worth of **10,687,456 RWF** this includes;

- Covering medication and medical equipment like crutches, wheelchairs.
- Medical exams and hospital bills for the most vulnerable.
- Transport ticket back home after discharges
- Hygiene products to patients; focusing on women and children's special hygiene needs.

2023 HIGHLIGHTS

Patient's Success Story



Meet Emmanuel (Pseudonym), a 1-year and 6-month-old child who was admitted in a public hospital in Kigali. Upon admission, Emmanuel's nutritional status was assessed, revealing alarming signs of malnutrition as he weighed only 7 kilograms.

Solid'Africa swiftly intervened through the GEMURA Program to provide essential support and care. Solid'Africa's dedicated field officer, Angelique, closely monitored his progress and ensured that he received the necessary nutrition. Solid'Africa supplemented his diet with eggs, milk, and occasional fruits during lunch, tailored to his specific nutritional needs.

Emmanuel's nutritional state gradually improved, indicating a significant enhancement in his overall health. After a remarkable journey of 49 days (approximately 1 and a half months) in the hospital, Emmanuel was discharged, weighing a healthy 11 kilograms. His remarkable transformation was evident in his vibrant appearance and boundless energy.



Yvette (pseudonym), gave birth to twins in a public hospital in Kigali. After undergoing a C-section, she gave birth to two babies who were above the required weight. However, due to their premature arrival, the babies needed to be placed in incubators, leaving Yvette with the challenging task of breastfeeding both infants.

While waiting for her babies to reach their target weight, Yvette encountered an infection that required further hospitalization. Solid Africa's dedicated field officer, Brenda, ensured that Yvette received our breastfeeding mothers' diet for mothers who experience complications during childbirth and develop infections. We provided her with high-quality nutrient-rich meals to support her physical health and the production of breast milk. This diet consists of soft meals like vegetables, light green plantains, nutritious soups, and whole grains porridge. This personalized nutrition plan played a crucial role in her recovery, allowing her infection to subside without the need for additional surgical intervention.

Now, Yvette has successfully recovered, her babies has reached the desired weight. Solid Africa's commitment to providing high-quality, nutrient-rich meals not only contributed to Yvette's physical well-being but also played a significant role in the growth and health of her twins.

2023 HIGHLIGHTS

Inspiring Voices: Nutrition Impact through their Eyes

A mother transferred from Musanze hospital to CHUK for her newborn's medical needs, graciously shared:

"The nutrition I received from Solid'Africa helped me breastfeed my baby. It also enabled the doctors to monitor the critical indicators they needed to properly care for my child. I'm deeply grateful as I watch my baby grow stronger now."

A patient who came to MASAKA District Hospital from GAHANGA Health Center to give birth, remarked:

"The nutrient-dense meals from Solid'Africa supported my recovery. When my surgical wound reopened, the rich diet provided the energy I needed to heal. My breastmilk supply also remained steady so I could properly feed my newborn. I am so thankful for the meals during that difficult period."

HR Report



- Our employee turnover rates reflect a resilient organizational culture. The overall turnover rate stands at a commendable **12%, with voluntary turnover** accounting for 8% and involuntary turnover at 4%.
- Demonstrating our ability to retain top talent, our average employee tenure is an impressive 4 years, contributing to an overall retention rate of 85%.
- Upholding our dedication to diversity and inclusion, our workforce showcases a balanced gender distribution with males comprising 55% and females 45%.

Our team is expanding! We welcomed **16 new team members** including our newly appointed **CEO**.

EVENTS, AWARDS & RECOGNITION



Awards & Recognition

- Solid'Africa made a Commitment To Action at the Clinton Global Initiative.
- Our president and founder, Isabelle Kamariza was announced as one of the 2024 Nonprofit Accelerator Fellows by Praxis.
- Isabelle Kamariza received the prestigious Elevate Prize
- Our President, Isabelle, became an Ashoka Fellow.
- Our Founder & President, Isabelle Kamariza (@solidisa), was honoured with the prestigious Bold Social Impact Catalyst Award at the Africa Leadership Network 2023.



Events

- Solid'Africa participated in the side events of the UN General Assembly (UNGA).
- Founder Isabelle Kamariza represented #SFFrockstars at The Skoll Foundation World Forum 2023.
- We celebrated Patients Day at Kibagabaga hospital.
- We hosted Mrs. Leena Infantino and FIFA legends during the 73rd FIFA Congress.
- We participated in the market at the 2023 Segal Family Foundation Annual Meeting.
- We hosted Giants of Africa festival guests led by Jeff Willner.
- Solid'Africa team participated in the planting of 1000 trees during the Umuganda event organized by Global Citizen.
- We hosted a St-Valentin Gala to raise awareness about nutrition insecurity in our community.
- We participated in the Opportunity Collaboration conference and exchanged with like minded leaders.
- We hosted a Christmas patient event to share love and gifts with the most vulnerable.



Training

This year, our Solid'Africa staff took part in two trainings:

- Gender and Sexual Harassment in the workplace.
- Kitchen safety training.

Workshop

We participated in the UN Women "High Level Consultative Workshop on addressing Unpaid Care Work inequalities for accelerating GEWE in Rwanda" This can support the economic empowerment program.



CBC REPORT



Customer experience

- Enhanced customer experience through a pilot program with corporate clients, culminating in a **90% satisfaction rate by the end of the year**. This achievement was attributed to a specific focus on feedback management, menu improvement, and service turnaround time.



New businesses

- Secured **three new business partnerships**, expanding our customer base from 10 to 12 clients, and establishing an additional distribution point outside Kigali in Rwinkwavu. This acquisition contributed approximately 12% to the total revenue.



Number of meals sold

- 2,552,711 meals sold through our Community Benefit Company in 2023 from 2,222,877 in 2022 inclusive of corporate clients.
- Achieved a notable 15% growth for meals compared to 2022 performance.



Consultancy

- Successfully generated revenue through Kitchen Management consultancy, a new avenue materializing in 2023 with growth opportunities in 2024.



Revenues

- Top line revenues in 2023: \$1,489,927
- Top line revenues in 2022: \$497,124

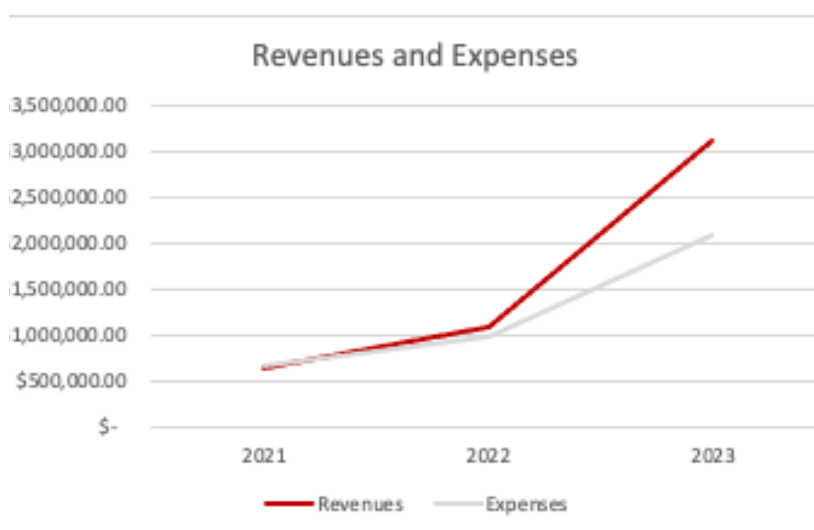
200%
GROWTH IN
SALES

2023 FINANCES

Summary of Financials

	2021	2022	2023
Revenues			
Funds From Donors	\$ 641,795	\$ 1,073,826	\$ 3,103,659*
In Kind Donations	\$ 6,830	\$ 11,611	\$ 12,439
Expenses			
Gemura Program	\$ 644,167	\$ 955,271	\$ 1,565,238
Other Programs	\$ 11,518	\$ 37,396	\$ 8,129
Asset Base	\$ 534,157	\$ 602,371	\$ 521,555

*This amount includes a grant of \$1,190,000 from Investing for Employment (IFE) on behalf of KfW Development Bank and the German Federal Ministry for Economic Cooperation and Development (BMZ). The grant agreement was signed in 2023, with disbursement expected in 2024.



189%
GROWTH IN
DONATIONS
FROM 2022
TO 2023

2024 PRIORITIES



Public-Private-Partnership

In a groundbreaking move on November 29, 2023, Solid'Africa secured approval from the Government of Rwanda for a Memorandum of Agreement, signaling a pivotal moment in our mission to enhance healthcare. This approval greenlights a pilot project where we will establish on-site kitchens in three public hospitals, providing nutritious meals to patients. The initiative aims to showcase the transformative impact of improved hospital nutrition, focusing on accelerated patient recovery and reduced healthcare costs. Successful implementation of the pilot will serve as a catalyst for expansion to 44 additional public hospitals across the country. This endeavor holds immense potential to influence policy shifts, including the integration of nutrition into Rwanda's Universal Health Coverage program, benefitting over 90% of the population, and the incorporation of nutrition in medical prescriptions at hospitals.



Institute of Culinary Arts and Nutrition (ICAN)

Solid'Africa has been granted €1.1 million by Investing for Employment (IFE) on behalf of KfW Development Bank and the German Federal Ministry for Economic Cooperation and Development (BMZ).

This funding will be utilized for the construction of the Institute of Culinary Arts and Nutrition (ICAN) and will open its doors in January 2025. The first institution in Rwanda to bridge the gap between nutrition science and culinary expertise. Through ICAN, we will be empowered to provide nutritious meals to patients across all public hospitals in Rwanda, supply skilled labor to the food industry, and create over 850 jobs within the first 3 years of operations.



Nutrition Education Program

The launch of our **Nutrition Education Program**, is aimed at closing the existing nutrition knowledge gap that significantly impacts dietary behaviors. This comprehensive initiative is crafted to benefit a diverse audience, including our beneficiaries, health professionals, professional cooks, and the broader public. **Through engaging workshops, informative sessions, and accessible resources, the program will provide valuable insights into the importance of balanced nutrition, empowering individuals to make informed and healthier dietary choices.**

2024 PRIORITIES - CONT'



Economic Empowerment Program

Sustainable Agriculture is an integral part of our farm-to-fork approach and at the heart of our operations. To enable scale, our needs in fresh produce will increase exponentially. For 2024, one of our focus is to work with cooperatives to (1) source local produce from smallholder farmers and (2) lift rural farming communities out of poverty by offering them a reliable market.



School Feeding Program

In collaboration with the Ministry of Education, Solid'Africa is currently in the process of developing a project to enhance the school feeding program. The program's objective is to increase the nutritional value of meals served to students.

Lack of nutritious meals during childhood and adolescence has been shown to impair brain development and result in lifelong losses in IQ and learning. By providing nutritionally balanced meals, the proposed activities aim to prevent these deficits and support optimal brain development. This, in turn, can positively impact academic performance and educational outcomes.

OUR BOARD



Isabelle Kamariza
Founder and President



Ariane Inkesha
Co-Founder & Vice-President



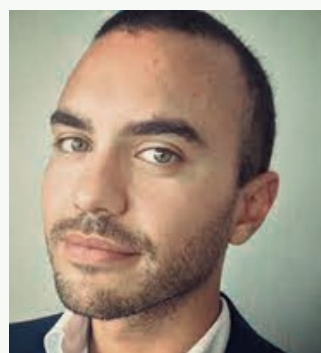
Donatila Mukasharangabo
Co-founder & Social
Outreach Manager



Patrick Nizeyimana
Board Member



Patrick Ndoli
Board Member



Audric Mitraros
Co-Founder & Board
Member



Natasha Sukiranya
Board Member



Raissa Kanyange
Board Member

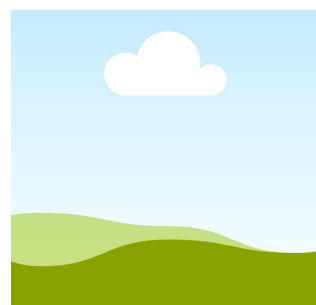
SENIOR MANAGEMENT TEAM



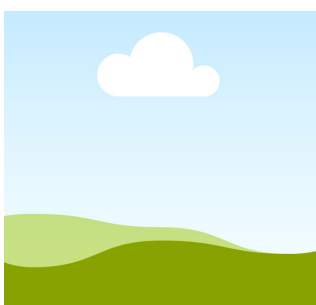
Isabelle Kamariza
Founder and President



Nassir Katuramu
Chief Executive Officer



Chief Finance Officer



Chief HR Officer



Linda Ntanzanza
Chief Data and Insights
Officer



Marie-Ange Irakoze
Chief Development
Officer



Adeline Muhoza
Chief Commercial
Officer

MANAGEMENT TEAM



Franco Nshimiyimana
General Manager



Sandra De Baydak
Efficiency Manager



Fidel Ndemezo
Executive Chef



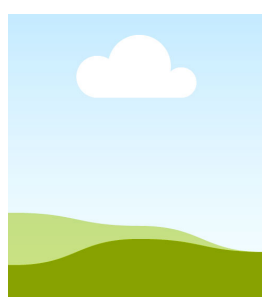
Murenzi Emmanuel
Operations Manager



**Nicolas Kalimba
Rugamba**
In-House Architect



Julienne Ishimwe
Key Account Manager



PR & Communications
Officer



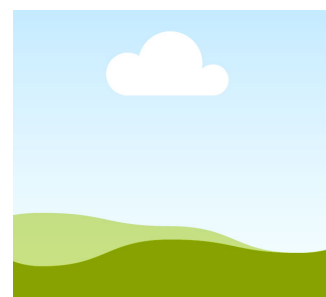
Fred Kwizera
Sustainable Agriculture
Manager



Enock Ishimwe
Maintenance Chief



Gisele Uwitonze
Supply Chain Manager



Executive Assistant

FRIENDS OF SOLID'AFRICA BOARD

Friends of Solid Africa is a US 501c3 organization dedicated to supporting and coordinating Solid'Africa's activities within the United States.



Beth Crookham
President



Susan Evans
Vice President



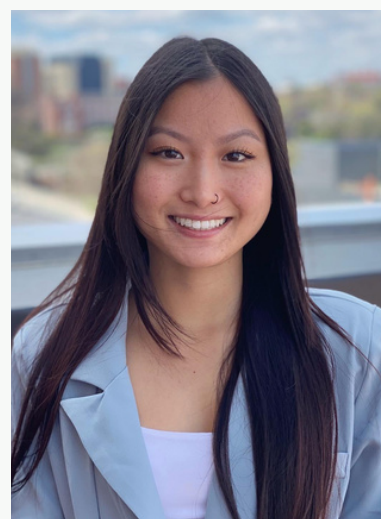
Lydia Hsu
Director



Donna Hackley
Secretary



Belise Rutagengwa
The newest board member of FoSA



Ruby Johnson
Board member & Social Media
Manager

THANK YOU TO OUR PARTNERS

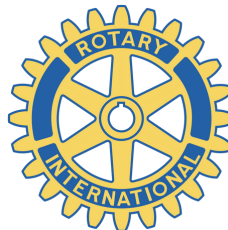
With you, we are one step closer to providing medically tailored meals to all patients in Rwandan public hospitals. Below is the list of our partners:



Implemented by



THANK YOU TO OUR PARTNERS



HOSPITALS WE PARTNER WITH

Solid'Africa operates in six public hospitals.



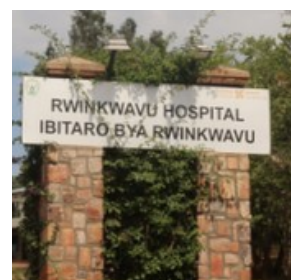
The University
teaching hospital of
Kigali/CHUK



The Kibagabaga
Hospital



The Muhima
Hospital



The Rwinkwavu
Hospital managed by
Partners in Health



The Masaka Hospital



The Nyarugenge Hospital

CLIENTS





THANK YOU

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