

ANNUAL REPORT 2024



SOLID
AFRICA





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FOREWORD

Dear Friends and Supporters of Solid’Africa,

2024 marked a historic milestone in our journey. What began fifteen years ago as a volunteer initiative to provide meals to a few vulnerable hospital patients has evolved into a program delivering critical nutrition to over 100,000 patients annually. Moreover, we’ve expanded our efforts to public schools, currently serving 7,500 students daily. With each meal served and every life touched, we move closer to realizing our vision of Nutrition Security for All.

The pivotal moment was in late 2023 when we entered a public-private partnership with the Government of Rwanda. This collaboration set the stage for an extraordinary year of expansion and impact. In 2024, we served over 1.7 million meals across six hospitals and two public schools. We also laid the groundwork for a comprehensive national hospital feeding program, aiming to cover all 47 public hospitals. Through this partnership, we aim to build and operate modern kitchens in every district hospital and in so doing, revolutionize patient care, ensuring that nutritious meals are integral to treatment and recovery across Rwanda.

Our commitment to ensuring nutrition security for the vulnerable transcends hospital walls. In partnership with the Ministry of Education, we are enhancing Rwanda’s school feeding program by elevating the nutritional quality of meals served to students. Our pilot program now reaches over 7,500 students daily, demonstrating the power of strategic partnerships in strengthening existing systems.

By deepening our partnerships with local farmer cooperatives, we are building a sustainable food system that uplifts entire communities. This holistic approach ensures that both our hospital and school feeding programs source high-quality, locally grown ingredients while economically supporting smallholder farmers.

The global recognition we received through the Cartier Women’s Initiative, Waislitz Global Citizen Award, and Elevate Prize has amplified our voice. But our proudest achievements lie in the stories of recovery and resilience we witness daily—the mother who regains strength to hold her newborn, the child who returns to school healthy and eager to learn, the farmer whose life is transformed through our partnership.

As we look to the future, we see 2024 not just as a year of achievement, but as the beginning of a new chapter. None of this would have been possible without you—our partners, donors, staff, and the communities we serve. Your belief in our vision has turned what once seemed impossible into reality. Together, we are not just feeding people; we are nurturing dignity, health, and healing across Rwanda.

As we continue this journey, we invite you to dream even bigger with us. The road ahead is bright with possibility.

In solidarity and gratitude,



Isabelle Kamariza
President & Founder
Solid’Africa



MISSION, VISION, AND VALUES

Mission Statement

Championing universal access to adequate and appropriate nutrition by increasing awareness, improving affordability, and enhancing availability, prioritizing the needs of vulnerable communities.

Vision

Nutrition security for all

Values: Core principles guiding operations and impacts

- Empathy
- Sustainability
- Equity
- Excellence
- Integrity
- Collaboration

OUR WORK

The Problem

Malnutrition remains a leading contributor to preventable deaths and poor development outcomes globally, with 3.1 billion people unable to afford a healthy diet. In Rwanda, over 4 million schoolchildren and 1 million patients require daily nutritious meals, yet a significant portion lacks access, placing additional strain on the healthcare and education systems.

- Malnourished patients face 37% longer hospital stays compared to well-nourished individuals.
- Stunting in Rwanda, with 33% of children under five affected, directly impairs brain development, leading to learning difficulties, poor academic performance and diminished productivity.
- The prevalence of NCDs in Rwanda is rising largely due to poor nutrition. NCDs affect one in three people and are currently the leading cause of death ahead of infectious diseases.

Compounding this issue, poverty remains a critical barrier to nutrition access, with 27.4% (NISR, Integrated Household Living Conditions Survey, EICV7, 2024) of the population living in poverty, and rural areas experiencing an even higher poverty rate of 37.3% (NISR). Without intervention, nutrition insecurity perpetuates stunted growth, preventable diseases, and long-term economic losses.

A holistic, end-to-end solution

Recognizing the intersection between income levels, nutrition education, and access, SolidAfrica pioneered a holistic farm-to-fork approach that on one hand uplifts economically vulnerable farming communities while delivering affordable nutrition along with nutrition education to vulnerable communities in schools and hospitals on the other hand. Our end-to-end solution is comprised of three critical components;

1. **Local Sourcing:** We source directly from smallholder farmers, empowering them to adopt sustainable agricultural practices through access to training, quality inputs, and a reliable market.
2. **Clean Cooking:** Nutritious meals are prepared in eco-friendly, semi-automated kitchens that minimize costs and food waste, enabling efficient large-scale production.
3. **Nutrition Delivery & Education:** Meals are distributed alongside targeted nutrition education, empowering our beneficiaries to adopt healthier dietary habits, even with limited resources, to foster sustainable long-term health outcomes.

Our holistic, vertically integrated approach enables us to control both the cost and quality of meals delivered to patients and students. We strive to transform the entire food system—from agricultural production to consumption patterns and nutritional mindsets.



A smiling woman with a headwrap stands in a cornfield, holding a large ear of yellow corn. She wears a white t-shirt with the Nelson Foundation and SOLID AFRICA logos. A red banner in the top right corner contains the section title.

SECTION A: Program Updates

OUR IMPACT: TRANSFORMING LIVES THROUGH NUTRITION

In 2024, we served over 1.7 million nutritious meals across six public hospitals and two public schools, nourishing over 100,000 patients and 7,500 students. Through partnerships with local farmer cooperatives, we are in the process of transitioning hundreds of smallholder farmers from traditional farming to regenerative agriculture, creating a resilient local food system. Most importantly, these achievements represent more than statistics – they demonstrate what’s possible when communities come together to address fundamental societal challenges, from healthcare inequities to educational disparities, ultimately creating systems where nutrition becomes a cornerstone of human development and social progress.

Scaling Nutrition Initiatives to Transform Healthcare and Education Systems through Public-Private Partnership

In November 2023, Solid’Africa entered a Public-Private Partnership (PPP) with the Government of Rwanda to scale hospital feeding nationwide. This collaboration drives systemic change in healthcare by integrating nutrition into patient care. Under this PPP, the mandate is to build and operate on site kitchens to provide safe, nutritious meals in all public hospitals. Building on this momentum, in 2024, Solid’Africa partnered with the Ministry of Education to enhance the existing national school feeding program, ensuring nutritionally rich and safe meals for public school students.



Key Numbers 2024



107,522

Patients and caregivers served



7,605

Students Served



1,763,259

Meals served



1

New hospital kitchen launched



4,526

Farmers engaged through 4 cooperatives

2024 Key Milestones:

- Significant progress was made towards the construction of 3 new hospital kitchens, one of which, the CHUK (University Teaching Hospital of Kigali), was inaugurated. The remaining two kitchens will be launched in 2025.
- Solid'AFRICA completed a preliminary impact study evaluating the efficacy of medically tailored meals on patients. BMI distribution was improved generally in the intervention group compared to control group, with the odds of being malnourished ($BMI < 18.5$) at endline 9% greater in the control group (OR 1.09, $p=0.000$). 40% less patients reported anxiety or depression in the intervention group.
- Initiated the National School Feeding partnership with the Ministry of Education, establishing pilot programs in 2 schools.
- Launched partnership with 4 cooperatives, where smallholder farmers received training in sustainable farming practices, access to quality inputs, and a stable market for their produce.

Scaling Nationwide:

- The successful implementation of these three kitchens serves as a catalyst for expansion to all 47 public hospitals across Rwanda. The goal is to equip them with clean on-site kitchens, sustainably creating a transformative shift in how nutrition is integrated into healthcare.
- The impact study findings will be leveraged alongside planned studies to quantify the healthcare costs associated with excluding nutritional support from medical care. The evidence-based approach aims to influence policy into integrating nutrition into national healthcare system.
- The school feeding intervention will continue scaling, with a feasibility study planned in 2025 to assess how it can be scaled nationwide, ensuring all 4.2 million students benefit from nutritious, high-quality meals.



2024 in details

Gemura: Food for All

Gemura means “delivering food” in Kinyarwanda and is often used to refer to delivering nourishment as a form of care to those who need it the most, including patients and students. This year we expanded our Gemura meals beyond public hospitals to include public schools and saw a (72%) increase in meals served compared to the previous year. All meals provided are medically tailored to meet specific nutritional needs. Some follow special dietary plans for individuals with specific health conditions (special) while others adhere to a standard nutritious diet (regular).

In 2024, we served over **1.7 million meals** (1,763,259), including:

- **440,285** meals served in two schools in partnership with Ministry of Education.
- **1,322,974** meals served across six public hospitals.

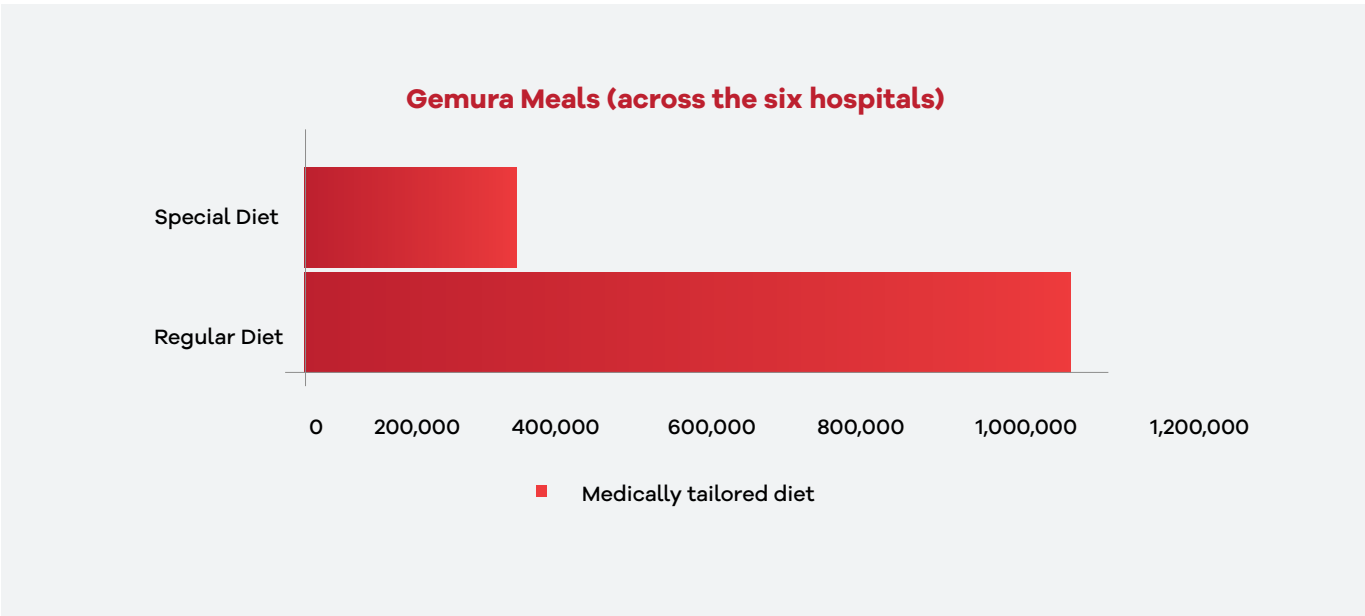
Gemura: Food for All in Hospitals

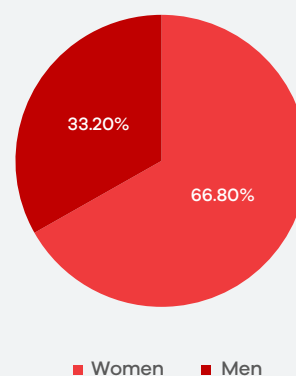
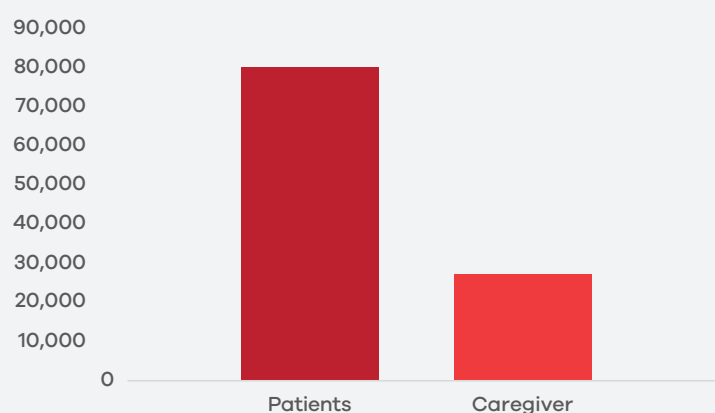
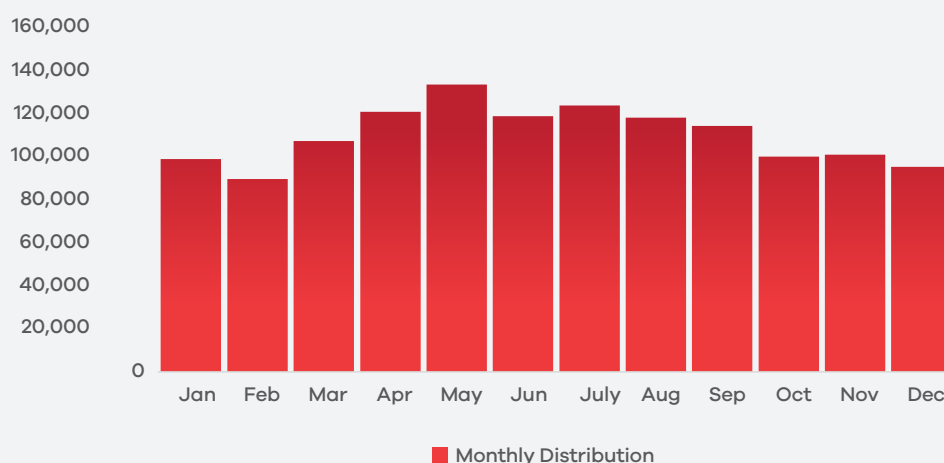
We believe that food is medicine. Our nutritionists, in collaboration with hospital staff, provide medically tailored meals designed to meet the specific dietary needs of patients with conditions such as cancer, renal failure, diabetes, heart disease, and more. Our offerings include specialized menus for pediatric and postpartum care, diabetes management, salt-restricted diets, easy-to-digest options, high-energy/high-protein meals, and standard meals for individuals without specific health conditions.

Solid’Africa’s GEMURA intervention in hospitals serves two primary beneficiary groups:

- 1. Patients:** Vulnerable, low-income inpatients who lack access to consistent, nutritious meals essential for their health during hospitalization and recovery.
- 2. Caregivers:** Individuals responsible for the care and comfort of these patients during their hospital stay.

This initiative ensures that both patients and their caregivers receive the necessary nutritional support to promote healing and well-being. In 2024, we served a total **1,322,974** free meals to **107,521** beneficiaries (patients & caregivers)





TESTIMONY

Brian's Path to Health

When Brian arrived at hospital at age 19, weighing just 45 kilograms, his condition was critical. During his 10-month stay in Intensive Care Unit, specialized nutritional support helped stabilize his condition. SolidAfrica provided three high protein/high energy meals daily, including proteins from both animal (eggs, dairy products) and plant sources (beans, peanut, mushrooms, and more). Brian gradually regained his strength. By his discharge in 2024, he had gained eight kilograms and recovered his health. "The nutritional support was essential to my recovery," he reflects.

Carla's Story of Resilience

Six-year-old Carla arrived at the hospital in critical condition, battling AIDS, tuberculosis, and severe malnutrition. Weighing only 13 kilograms, her body was dangerously weakened. Under the supervision of SolidAfrica and the hospital nutrition team,

she received Therapeutic Food—a specialized high-energy, micronutrient-enriched paste containing milk, olive oil, and sugar—designed to treat acute malnutrition.

Carla's transformation was remarkable. Within just 13 days, she gained 4 kilograms—a 30% increase bringing her to 17 kilograms. This nutritional intervention not only added weight but strengthened her immune system, providing vital resources to fight her underlying conditions.

While her medical journey continues, Carla left the hospital significantly stronger. Her case demonstrates how targeted nutrition serves as a foundation for effective medical treatment.

[Note: All names have been changed to protect privacy]

Gemura: Food for All in Schools

In 2024, Solid’Africa partnered with Rwanda’s Ministry of Education to enhance nutrition in schools. Building upon the existing universal school feeding program, our role focuses on introducing targeted nutritional improvements.

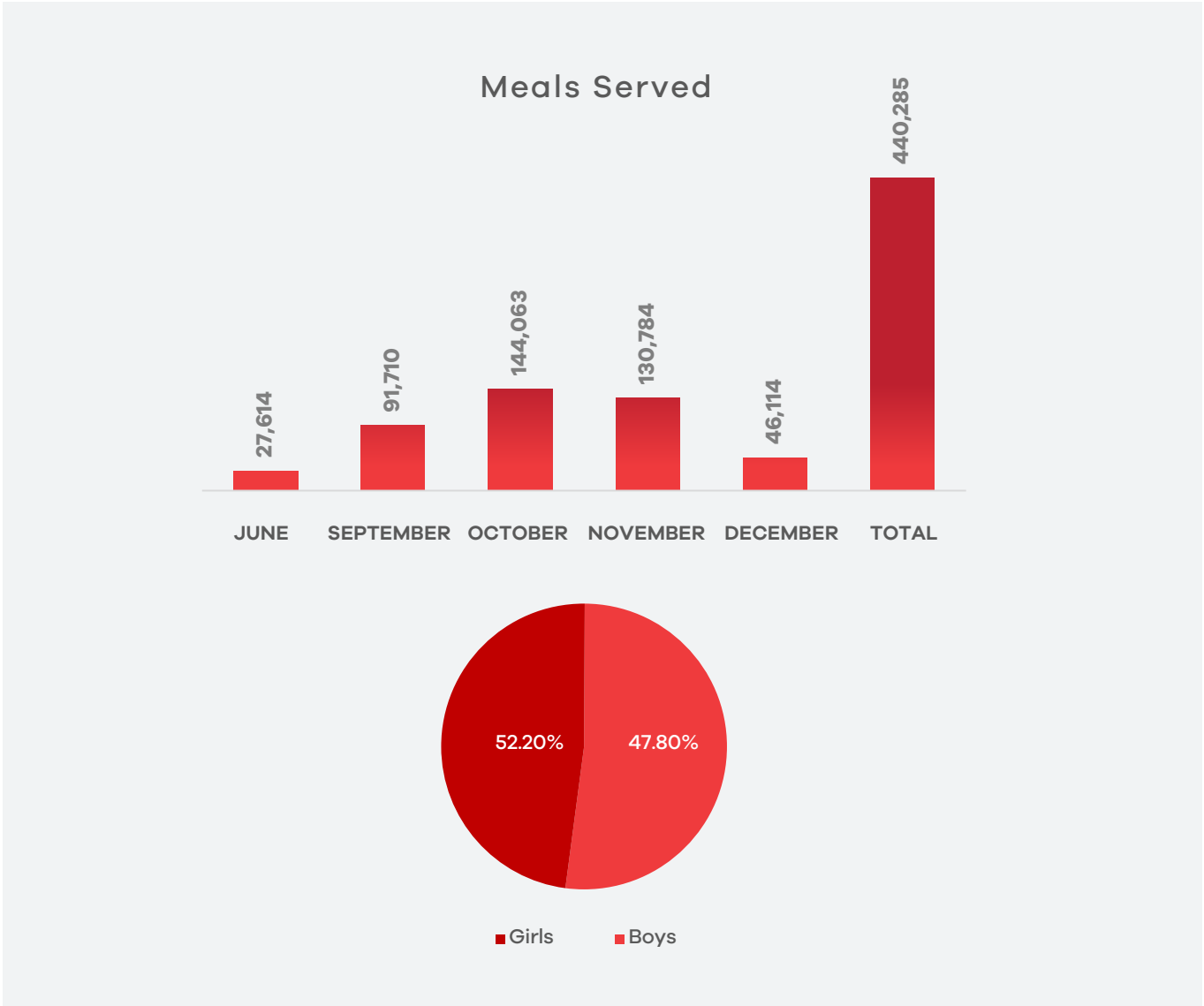
Prior to our intervention, school meals consisted primarily of basic staples such as kawunga (maize flour), rice, and beans, which provided energy but lacked nutritional diversity. Vegetable and protein offerings were limited and repetitive, raising concerns about potential micronutrient deficiencies in vitamins A, C, B-complex, and minerals like iron and zinc.

The enhanced program now features strategically diversified meals incorporating culturally-accepted food combinations that blend traditional starches (cassava, rice, maize) with nutrient-rich leafy greens (pumpkin leaves, amaranth, spinach) and protein sources (beans,

peanut paste). Additionally, the integration of beta-carotene-rich root vegetables (yellow-fleshed sweet potatoes, carrots, squash) supports micronutrient intake, blood sugar regulation, and improved satiety.

Beyond direct meal improvements, we have provided nutrition education for 7,500 students and 2,000 parents, hygiene training, and safe drinking water access across partner schools. This comprehensive approach supports the government’s vision while creating sustainable impact on student health and academic outcomes.

- In 2024, we served **440,285** meals to **7,605** students.



TESTIMONY

Teachers' Story

The benefits are multiple

One teacher shared how school meals have transformed the learning environment: "Students and teachers are on time for the afternoon sessions now. The meals are sufficient, delicious, and balanced. Initially, I had little hope for success, given the number of students and the food preparation challenges. What I like most is the variety of vegetables and the minimal use of salt and oil "I hope this initiative reaches more schools.

Another teacher expressed gratitude for how school meals have positively impacted the teaching environment. "Students demonstrate heightened alertness and classroom engagement"

Parents' Story

My child is healthier and happier now.

Uwitonze Diane, a mother of four and parent to a Primary 3 pupil at Groupe Scolaire Kagugu Catholique, shared her experience: "Before Solid'Africa began serving meals, our children frequently fell ill with hygiene-related illnesses and were unhappy with the food. However, since the introduction of nutritious and hygienic meals, my child is not only healthier but also much happier. On behalf of parents, I truly appreciate this initiative."



Gemura: Food for All: Strengthening Local Agriculture

As part of our farm-to-fork journey, this year we evolved from simply sourcing from local smallholder farmers (organized in cooperatives) to building structured partnerships that include supporting them to transition to regenerative agriculture. Solid’Africa provided them with capacity building on regenerative and other sustainable agriculture practices, access to quality inputs, and a reliable market designed to increase household income through guaranteed produce purchases for the school and hospital feeding interventions.

- In 2024, we have formalized partnership with four cooperatives (COVAMABA, CORVNY, COOPRIMU, and COOPRIKA).
- Through this partnership, we have engaged with **4,526** smallholder farmers.

During the dry season (August 2024), Solid’Africa in partnership with Horeco implemented sustainable agriculture training using the Farmer Field School model. This approach

trained selected farmers to become Master Farmers who then transferred skills to fellow community members, embedding expertise locally for program sustainability. Planting Season A launched in September 2024 with promising results.

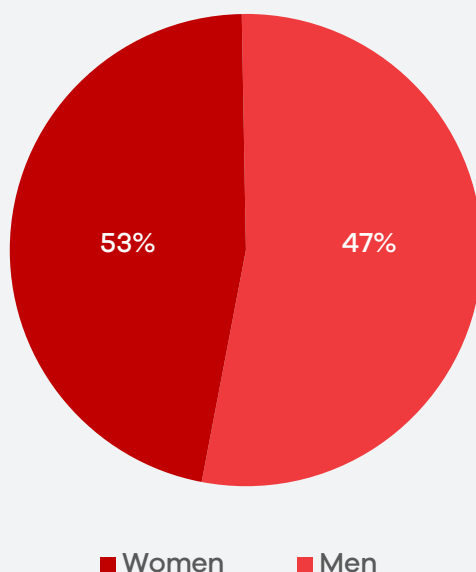
COVAMABA Cooperative: Productivity Analysis

- Baseline Maize Productivity: 4.2 tonnes/hectare
- Current Maize Productivity: 5.7 tonnes/hectare
- Productivity Increase: 40%
- 2025 Target: 6.0 tonnes/hectare

Farmers report anticipation of enhanced income and improved food security. For rice-producing cooperatives, Solid’Africa established procurement channels for previous harvests, providing immediate economic benefits while strengthening value chains.

The integrated approach of capacity building with market access interventions yields positive outcomes for agricultural development and rural livelihoods.

Number of smallholder farmers supported by gender



Farmers Stories

Nzaramba Emmanuel, President of CORVNY Cooperative

In the past, we relied on bank loans to provide fertilizers for the farmers. However, with the investment capital we received, we were able to directly purchase fertilizers and pesticides, and we also received valuable training. We no longer pay the 2% interest we used to. Instead, that amount is now given to the farmers as profit.

When Solid'Africa first came, our harvests were at a maximum of 170 to 180 tons. But after receiving their support with seeds, fertilizers, and training, our yield increased to 249.6 tons. The harvests have grown significantly. Some farmers have used their profits to purchase motorcycles and land, and they can personally attest to the difference. Personally, I bought the vehicle I use now with the profits from our partnership with Solid'Africa."

Valentine Mukeshimana, Farmer at COVAMABA

"Before Solid'Africa, my maize was so stunted it looked like animal fodder. We faced middlemen who cheated us by using manipulated weighing scales and often disappeared without paying for our harvest. We also struggled with poor-quality seeds and insufficient inputs. After their intervention, everything changed. Solid'Africa provided proper training, quality seeds, and essential inputs. My yield has increased from 40kg to a projected 60kg per 0.01 acres. I've gained knowledge about proper cultivation techniques. With my increased income, I'm now saving money for my pension plan and supporting my son's education. They even provided a bicycle that helps both me and my husband. I can confidently say Solid'Africa didn't just improve our farming practices—they transformed our lives."





LOOKING AHEAD TO 2025

Strategic focus areas/priorities

Public-Private-Partnership

Building on the momentum from our Public-Private Partnership with the Government of Rwanda, we aim to reach all 47 public hospitals, impacting over 1 million vulnerable patients annually by 2030. Following the successful construction of 3 on-site kitchens, we will begin the second phase to construct the remaining 44 additional hospital kitchens. This initiative lays the groundwork for integrating of nutrition into Rwanda's Universal Health Coverage program, that benefits over 80% of the population and incorporating nutrition, aligning healthcare and nutrition outcomes.

Institute of Culinary Arts and Nutrition

(ICAN):

Our vision to operationalize the Institute of Culinary Arts and Nutrition (ICAN) remains a top priority for 2025, as the first institution in Rwanda to bridge the gap between nutrition science and culinary expertise. Construction of the facility is scheduled to commence in 2025,

with operational launch anticipated in 2026. This strategic initiative will develop a specialized workforce essential for our expansion plans across healthcare institutions and educational facilities, while simultaneously addressing private sector demand.

Gemura: Meals for All in Hospitals

Meal provision remains central to Solid'Africa's impact strategy. In 2025, we aim to serve 160,000 patients in public hospitals, representing a 49% increase from 2024. This expansion will be achieved through the completion of Remera Rukoma Hospital and the launch of Nyamata Hospital.

Gemura: Meals for All in Schools

With the partnership with the Ministry of Education, Solid'Africa is working to enhance the existing school feeding program with a goal of increasing the nutritional value of meals served to students. In line with this, Solid'Africa plans to onboard additional schools to reach 20,000 students.



Sustainable Agriculture and Economic Empowerment

Sustainable agriculture is an integral part of our farm-to-fork approach and at the heart of our operations. For 2025, we plan to expand from 4,500 to 7,000 farmers, representing a 56% increase in partnerships. Our focus is to work with cooperatives to provide 1) training to farmers in sustainable agriculture practices, 2) inputs to maximize yields, and 3) lift rural farming communities out of poverty by offering them a reliable market. These efforts not only empower farmers economically but also strengthen Rwanda's food systems and promote environmental sustainability.

Nutrition Education

Solid' Africa nutrition education is aimed at closing the existing nutrition knowledge gap that significantly impacts dietary behaviors. In 2025, we aim to expand targeted nutrition education efforts to reach over 15,000 students and 6,000 patients and caregivers. This includes launching hospital-based nutrition education for patients and caregivers and continuing to expand school-based education to foster lasting, positive changes in dietary behaviors.





SECTION B: Operation Updates

HUMAN RESOURCES



Demonstrating our ability to retain top talents, our average tenure is 4 years, contributing to an annual retention rate of 87% for 2024.

87%



Upholding our dedication to diversity and inclusion, our workforce showcases a balanced gender distribution with males comprising 57% and females 43%, closing the gender gap by 2% compared to last year.

43%



Our team is expanding! The total number of employees is now 336.

336

SUSTAINABILITY: OUR PLANET

At Solid'Africa, we believe that caring for people goes hand in hand with caring for the planet. In 2024 alone, we delivered **1,322,974** meals, saving approximately **705.56 tonnes of CO2e**, thanks to our clean kitchen that significantly reduces energy consumption and emissions compared to conventional cooking methods. In addition to this:



- Solid'Africa transitioned to a **100% electric vehicle fleet**, representing a bold step toward cleaner air and a greener future.



- Recycled 100% of collected food waste **an average of 1,792 kg daily**, converting it into organic fertilizer that contributes to soil health and sustainable agriculture practices.



- Supported over **4,500 farmers** in transitioning to regenerative agriculture and employing climate-resilient practices, fostering a resilient and sustainable food systems.

At Solid'Africa, sustainability isn't just a choice; it's a promise to leave a thriving world for future generations - a world where nourishment and nature are in harmony.



AWARDS, EVENTS, AND TRAINING

Awards & Recognition:

- **First Place, Cartier Women Initiative for Francophone Sub-Saharan Africa** – 2024, celebrating women entrepreneurs' contributions in fostering a more just and equitable world.
- **2024 Elevate Prize**, which recognizes organizations driving change on a global scale.
- **2024 Global Citizen Award - Waislitz Disruptor Award**, which highlights efforts in defeating global challenges like hunger and poverty, defending the planet, and demanding equity.
- Rwanda Day
- Skoll World Forum
- United Nations Global Assembly (side events) - Climate Week NYC 2024
- Opportunity Collaboration
- African Philanthropy Forum
- African Food Systems Forum
- Izumi Together Conference
- Philanthropy Australia
- Praxis Summit

Training

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

Events (Hosted and Attended)

These events offered unique opportunities for networking, learning, and inspiring others by highlighting Solid'Africa's work on a global stage, fostering collaboration, and amplifying our impact in advancing nutrition security.

- First Aid
- Data Protection
- Fundraising
- Board Governance
- Safeguarding
- Operational Excellence

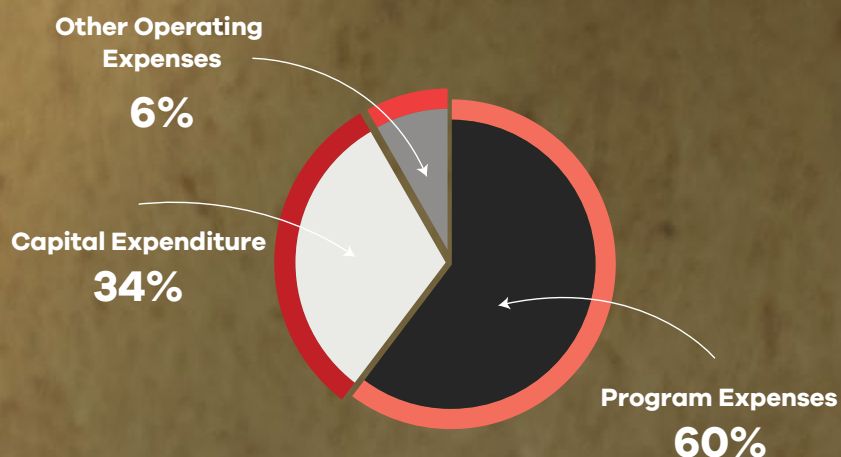
FINANCIAL SNAPSHOT

	2022	2023	2024
Revenues			
Funds From Donors	\$ 1,073,826	\$ 1,730,585	\$ 5,089,204
Designated Funds (for the construction of ICAN which will be built in 2025)	N/A	\$ 1,190,000	N/A
In Kind Donations	\$ 11,611	\$ 16,574	\$ 17,553
Government Support	\$271,896	\$ 263,168	\$ 248,284
Total Revenues	\$ 1,357,333	\$ 3,200,327	\$ 5,355,041
Expenses			
Program Expenses (Schools, Hospitals and Agriculture)	\$ 969,172	\$ 1,669,782	\$ 2,557,068
Infrastructure (that enables meals production)	\$ 72,456	\$ 4,104	\$ 1,629,415
Other Operational expenses	\$ 95,588	\$ 79,594	\$ 276,545
Total Expenses	\$ 1,137,216	\$ 1,753,480	\$ 4,463,028

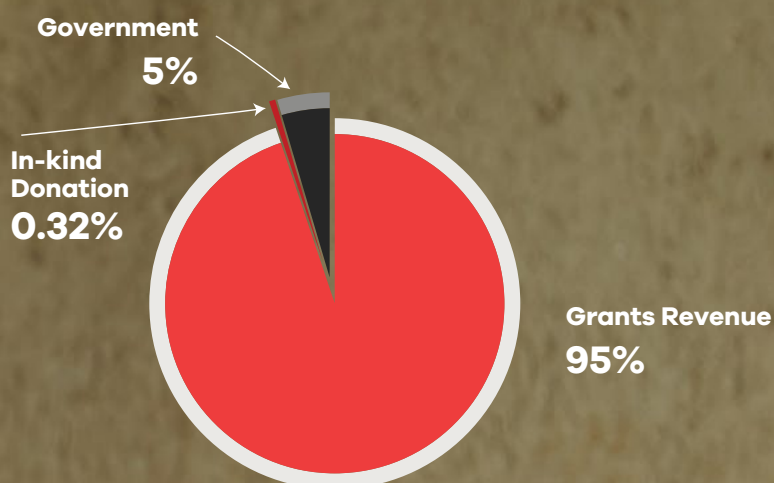
2024 FINANCIALS

HOW GIVING HELPS

EXPENDITURE SPLIT



SOLID'AFRICA SOURCE OF SUPPORT



- 69.21% growth in donations from 2023 to 2024



THE PEOPLE

We are walking this journey, in solidarity with:

MEET THE BOARD

Isabelle Kamariza
Chairperson, Founder and President

Ariane Inkesha
Co-Founder & Vice-President

Donatila Mukasharangabo
Co-Founder

Audric Mitraros
Co-Founder & Board Member

Fiona Mamboleo
Co-Founder and Company Secretary

Patrick Nizeyimana
Board Member

Patrick Aime Ndoli
Board Member

Natasha Sukiranya
Board Member

Raissa Kanyange
Board Member

Therese Karitanyi
Board Member

C-LEVEL TEAM

Nassir Katuramu
Chief Executive Officer

Alex Rusagara
Chief Operation Officer

Paul Ngaruiya
Chief Finance Officer

Noella Mupole
Chief Technology and Information Officer

Essien Ukanna
Chief Program Officer

Adeline Muhoza
Chief Growth Officer

Marie-Ange Irakoze
Chief Development Officer



MEET THE PARTNERS

(Our journey is made possible thanks to)



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

SCHOOLS

GS Ruhanga

Kagugu Primary School





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AFRICA

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