



SOLID
AFRICA

2025

ANNUAL REPORT

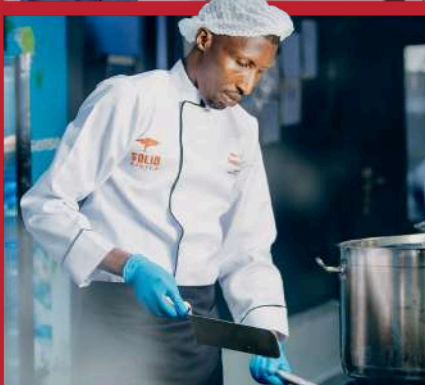


Table of Contents

- 01 Foreword - Founder & President
- 02 Foreword - Chief Executive Officer
- 03 2025 Snapshot
- 05 What to Expect in this Report
- 07 Theory of Change
- 09 Monitoring, Evaluation & Learning
- 10 Our Footprint
- 13 2025 Performance Data
- 15 Our Impact & Outputs
- 18 Medium Term Outcomes
- 30 Key Challenges in 2025
- 31 Milestones
- 35 Looking Ahead
- 37 Our People
- 41 Global Media Moments
- 43 15 Years of Building: 2010–2025
- 49 2025 Farm to Plate Visits
- 51 Financial Overview
- 52 Partnerships
- 54 Closing
- 55 Contact Us

A Journey of Growth, Resilience, and Impact: Looking Back and Moving Forward



In 2025, we reflect on a remarkable milestone: Fifteen years of Solid'America's journey. This annual report captures not only the strides we made during the past year, but also the story of how far we have come since the earliest days of Solid'America in 2010.

Looking back, I am filled with deep gratitude for everyone who has been part of this journey. The progress we celebrate today has only been possible through the unwavering support of the Government of Rwanda, particularly the continued partnership and trust of the Ministry of Health and the Ministry of Education. I am grateful to our members, volunteers, staff, donors, partners, board members, and every individual who has contributed ideas, time, expertise, financial resources, introductions, and encouragement to advance our mission. Solid'America would not exist without this collective commitment.

Every day, I continue to draw inspiration from the strength and resilience of the people we serve, especially our patients and caregivers who face immense challenges with courage and hope. Our meals are supporting recovery, healing, and improved health for so many.

One of the most meaningful moments of 2025 was the opening of our first hospital kitchen at the University Teaching Hospital of Kigali (CHUK), the very same hospital where our work first began. To stand in that space and witness a fully functioning kitchen dedicated to nourishing patients was deeply symbolic. I could not help but think back to when we were first starting, distributing food from small containers and milk from jerrycans. We were driven by the conviction that no patient should have to fight hunger while fighting illness. Seeing that vision evolve into a permanent infrastructure within the hospital was a powerful reminder of just how far we have come.

2025 was equally a transformative year for our school feeding work, where we were able to double our reach within just one year, providing nutritious meals to thousands of students. The journey continues, and we remain committed to building a future where every patient has access to the nutrition they need to heal and recover, and every child has the nourishment needed to learn, grow, and thrive.

Isabelle Kamariza

Isabelle Kamariza
Founder & President Solid'America

Scale is all about building systems that are built to last



As we look back on 2025, one lesson stands out clearly: scale was never about just doing more. For Solid'America, our scaling efforts have focused on building the systems that can be adopted, financed, and sustained over time.

This year reinforced that the real work of scale and sustainability is rooted in reliable operations, strong governance, cost discipline, quality assurance, and the partnerships that turn good programs into durable public infrastructure. We also learned that growth only matters if we protect quality, especially when the goal is improved nutrition outcomes, not just more meals.

This conviction is why Solid'America continues to focus on an integrated Farm to Plate approach. Nutrition does not improve through isolated interventions; it improves when the value chain works end-to-end. From strengthening local sourcing and farmer pathways, to centralized clean kitchens that enable standardization and food safety, to last-mile delivery and monitoring that ensures meals reliably reach the right people at the right time. Integration is the design feature that makes nutrition delivery measurable, accountable, and scalable.

What positions Solid'America for long-term impact is our focus on public-system adoption. We are building a model that governments can operate, regulate, and scale. Our ambition is institutionalization: embedding nutrition into Rwanda's health and education services as a normal, dependable public service.

Looking ahead, we enter the next phase with urgency and confidence. We will continue to scale thoughtfully, expanding reach while increasing resilience through stronger systems, better data, and more robust operational redundancies.

To our partners, funders, and collaborators, thank you for believing in this mission.

The opportunity before us is to help build public nutrition infrastructure that outlasts any single program cycle and transforms nutrition outcomes for generations.

Nassir Katuramu

Nassir Katuramu
Chief Executive Officer, Solid'America

2025 SNAPSHOT



3.2 MILLION

meals served in 2025
Nearly double compared to 2024.



130,000

Patients & caregivers served annually
6 Public Hospitals



15,000

Students served annually
6 Public Schools



7,000

Smallholder farmers engaged
55% women, 80% received targeted support

40%

of all hospital meals were medically tailored

97%

growth in students reached compared to 2024

28%

of ingredients sourced directly from farmers

3

Operational kitchens

Evidence & Policy

- Solid' Africa completed first intervention study: *Evaluation of a Food Access Program on Inpatient Nutrition, Recovery, Cost of Care, and Health-Related Quality of Life in Selected Public Hospitals in Rwanda*
- Government funding to Solid' Africa grew from 5% in 2024 to 12% in 2025

Global Media Moments

Founder represented Solid' Africa at UNGA, Rockefeller Foundation Bellagio Center, Global Citizen NOW, Africa HealthTech Summit, and Giants of Africa Festival

Our People

- 369 staff across NGO and Community Benefit Company (CBC)
- 82% staff retention rate
- CBC revenue: USD 1.7 million; serving 19 institutional clients at 8,000+ meals/day

Looking Ahead

- 2026 Targets: 160,000 patients | 29,000 students | 6 kitchens | 10,000 farmers
- **First school feeding program beyond Kigali: Rwamagana launch**



What to Expect in this Report

In 2025, Solid'Africa marked fifteen years of building and this report reflects what that foundation now makes possible. From five patients and a simple promise in 2010, to a system serving over 130,000 patients, 15,000 students, and 7,000 smallholder farmers in Rwanda. This is a story of what public nutrition infrastructure looks like when it is built to last.

This report documents Solid'Africa's 2025 performance across three pillars: wiring the value chain, nourishing at scale, and anchoring nutrition within public systems. It reports against our outputs and medium-term outcomes, shares the stories of the people we serve, and the challenges that shaped this year.

Within these pages, you will find our reach across public hospitals and schools, the progress of our farmer cooperative network, the inauguration of our second centralized kitchen at the University Teaching Hospital of Kigali (CHUK), the renovation of Rugende Farm, and the partnerships and financing that made this year possible. You will also find the people behind the numbers, caregivers, farmers, teachers, and long-serving team members, whose lives and voices give this work its meaning.

As we look ahead, 2026 will be defined by expansion into Rwamagana and Nyamata, a formal research agenda, and a continued deepening of our public-private partnership with the Government of Rwanda.

Whether you have walked alongside us for many years or are encountering Solid'Africa for the first time, we are glad you are here.

This report is a window into the fifteen year journey of building Solid'Africa and a glimpse of where we are headed as we build public nutrition infrastructure in Rwanda, together.



THEORY OF CHANGE

Solid'Africa is building **public nutrition infrastructure** in Rwanda, through integrated systems that connect the full ecosystem, operating through three circular pillars:

- Wire the Value Chain
- Nourish at Scale
- Anchor in Public Systems

To make nutrition a permanent part of how public institutions work.

Inputs

- **Capital:** Government and donor funding
- **Infrastructure:** Kitchens, delivery fleet, clean energy, digital systems
- **Human Capital:** Operations, logistics, nutrition, policy influencers, cooks
- **Partnerships:** Government, farmers, funders, research institutions
- **Data:** Costs, impact, stakeholder feedback



Intervention

- Sourcing from local smallholder farmers engaged in climate-smart agriculture
- Build and operate centralized clean kitchens
- Design and deliver nutrition first meal programs and education
- Manage smart logistics and last-mile delivery
- Conduct research and impact studies on health, education, cost effectiveness, etc.
- Engage government policy and financing



Outputs

- # of operational kitchens
- # of schools and hospitals reached
- # of meals served daily (in hospitals and schools)
- Volume of raw ingredients sourced directly from farmers
- # of farmers engaged
- # of impact and cost studies completed
- # of policy briefs submitted to government



Medium Term Outcome

- Increased nutritious meal coverage across public schools and hospitals.
- Increased farm yields and rural farmers' incomes
- Increased % of supply chain sourced directly from local farmers
- Generation of credible evidence to influence policy



Long Term Outcome

- Improved patient health and recovery outcomes in public hospitals
- Universal access to nutritious daily meals in public schools and hospitals
- Improved nutritional status among students
- Reduced carbon emissions from clean cooking systems in public institutions
- Increased and more stable incomes for smallholder farmers through climate-smart agriculture and institutional procurement
- Institutional nutrition embedded in public budgets and policy



Impact Monitoring, Evaluation, and Learning Methodology

Public Hospitals

Across *five public hospital sites, Solid'Africa positions 20+ field officers dedicated to data collection. Data is collected daily through two instruments:

- **Beneficiary Registration and Meal Attendance Survey:** captures patient-level meal intake via SurveyCTO
- **Acute Care Hospital Food Service Patient Satisfaction Questionnaire (ACHFSPSQ):** administered at each service interaction by field officers.

Both participatory and non-participatory methods are applied, with field service logs providing an additional non-participatory layer of verification.

*Footnote: MEL excludes the PIH-operated Rwinkwavu hospital

Public Schools

Across six public school sites, Solid'Africa positions six program officers in collaboration with a focal person at site. Data collection in schools is focused on institutional-level data rather than individual student data, tracking daily meal delivery counts, menu adherence against the two week rotating cycle, and kitchen output via SurveyCTO. Data is collected daily and synthesized into weekly and monthly performance reports that inform both operational decisions and funder accountability. A feedback survey on meals provided is conducted daily and compiled bi-weekly for students, monthly for teachers and quarterly for parents.

Sustainable Agriculture

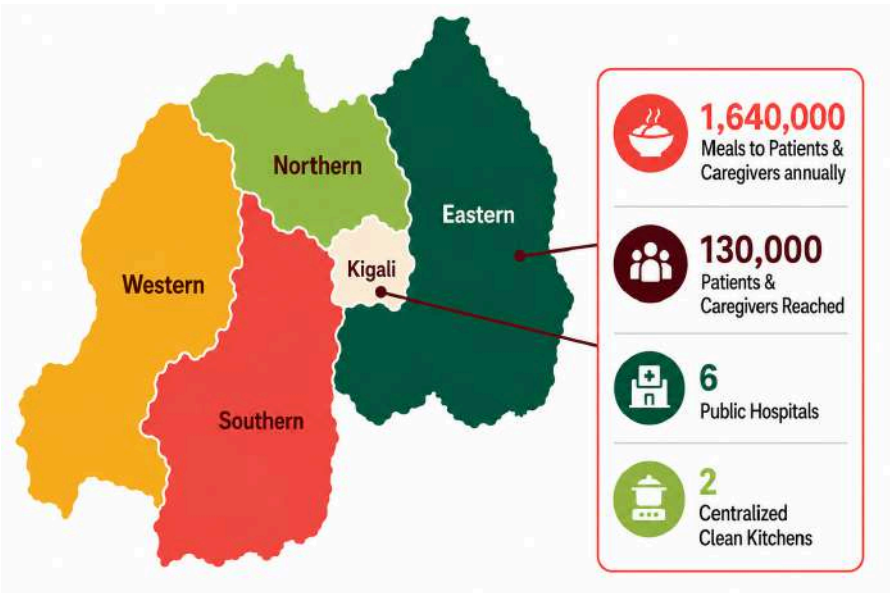
The agriculture programs follow a structured project MEL cycle baseline, midline, and endline evaluations applied across smallholder farmer cooperative networks to track yield performance, income changes, and adoption of sustainable practices over time. Data is collected seasonally using a combination of structured quantitative surveys and qualitative methods including focus group discussions and direct field observation. In addition to the Project MEL as part of the sustainable agriculture, our center of excellence in Rugende Farm is monitored differently with daily production support, monthly yields and waste usage into value.



Our Footprint

Public Hospitals • Public Schools • Smallholder farmer

Our Reach in Public Hospitals 2025



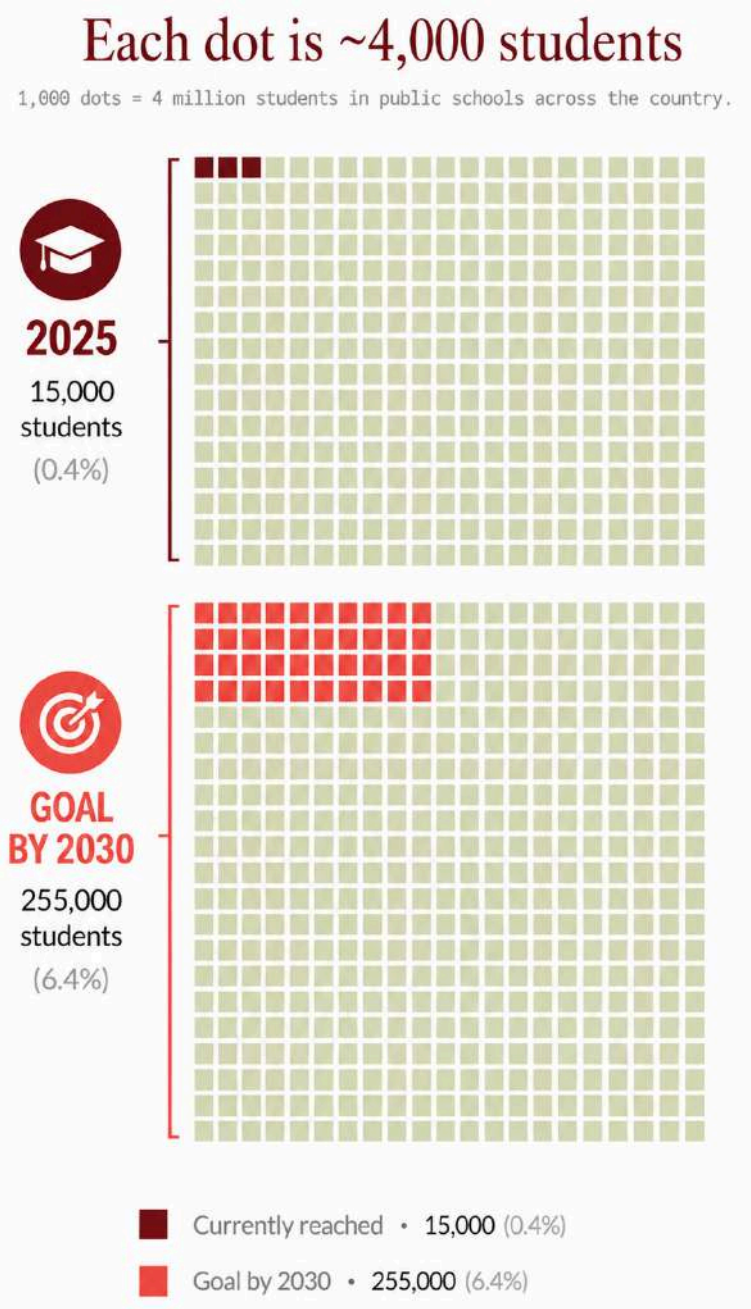
Our Reach in Public Schools

The National School Feeding Program in Rwanda currently reaches 4.2 million students in public schools across the country. While the program represents a significant national commitment to student nutrition, ensuring consistent nutritional quality and access to clean cooking energy remain key challenges. The existing model is largely decentralized, with meal preparation taking place at the school level. In addition, nearly all schools rely on firewood or charcoal for cooking, posing risks to the health of the cooks and the long-term environmental sustainability of the program.

In 2024, Solid'Africa entered into a formal partnership with the Ministry of Education to pilot an alternative model within the public school system. Building on the Solid'Africa Farm to Plate model developed for public hospitals, Solid'Africa introduced a centralized kitchen model for the school feeding context. The pilot started with 7,000 students across 2 public schools.

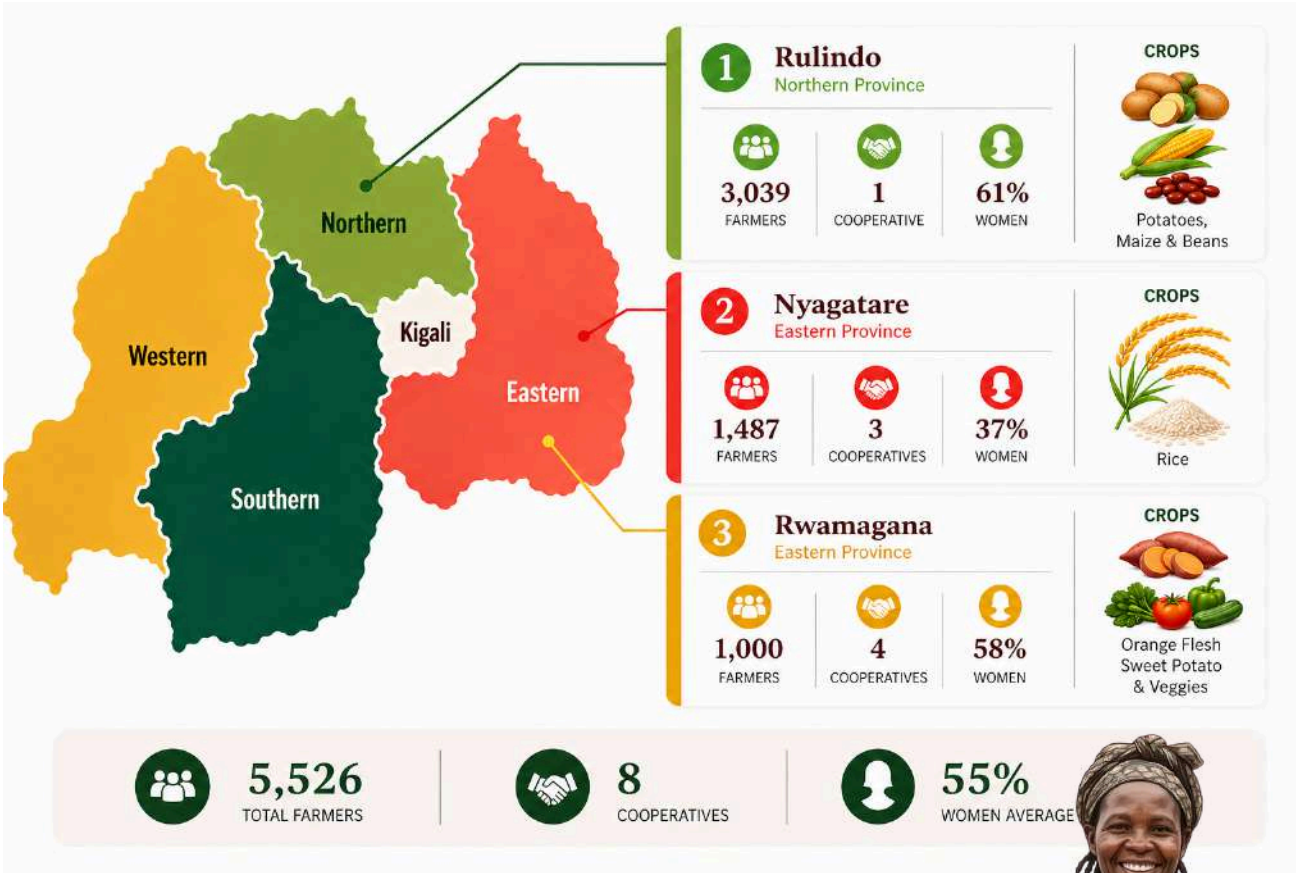
In 2025, Solid'Africa reached 15,000 students across 6 public schools in Kigali, with all meals prepared in our Mike Stenbock Gemura Kitchen in Rusororo.

By 2030, Solid'Africa aims to reach **255,000 students** supported by 9 dedicated centralized kitchens. This represents 6% of the national school feeding program, a sufficient scale to demonstrate proof of concept that will serve for national scale replication.



Our Reach among Smallholder Farmers

In 2025, Solid'Africa sourced from a network of 7,000 smallholder farmers across multiple cooperatives, through structured purchasing agreements that provide guaranteed market access and competitive pricing. Of the 7,000 farmers engaged, 80% (5,526 farmers) received targeted support, including access to inputs, improved seeds, regenerative agriculture training, and structured market linkages. The map below shows the breakdown of the 5,526 farmers that received targeted support.



2025 Performance Data

2025 marked a year of significant growth across Solid'Africa's interventions. The number of patients and caregivers served rose by 21%, and the number of meals increased by 24%. School feeding demonstrated a substantial expansion in 2025, building on the success of the 2024 pilot, the number of schools reached tripled and meals served grew by 247%.

The smallholder farmer network also grew, with over 7,000 smallholder farmers now engaged across eight cooperatives. Looking ahead, 2026 targets are ambitious across every pillar, 160,000 patients, 29,000 students, and a third centralized clean kitchen with a landmark milestone of expanding our reach beyond Kigali into Rwamagana, marking the beginning of Solid'Africa's national school feeding footprint.

Patients & Caregivers	2024	2025	GROWTH	2026 TARGET
# of patients & caregivers	107,522	129,777	+21%	160,839
# of meals	1,322,974	1,642,877	+24%	2,070,530
# of hospitals	6	6	0%	7
Students				
# of students	7,605	14,972	+97%	29,000
# of meals*	440,285	1,527,150	+247%	4,763,996
# of schools	2	6	+200%	11
Farmers				
# of farmers Sourced from	4,526	7,017	+55%	10,000
# of cooperatives	4	8	+100%	
Kitchens				
# of kitchens	2	3	+50%	6

Footnote:
*Regarding school meals, the significant increase in meal count also takes into account number of meal service days. In 2024, Solid'Africa completed 69 days of meal service aligned with the school terms, starting in the second half of the year. In 2025, Solid'Africa completed 165 days of meal service for the full year.



Our Impact: The Farm to Plate Ecosystem

Rwanda's national priorities are clear and ambitious. Vision 2050 and the National Strategy for Transformation 2024–2029 (NST2) set a bold path toward climate-resilient agriculture, improved nutrition, quality education and health services, and inclusive economic growth. Solid'Africa partners with the Government of Rwanda to help advance this vision by building Rwanda's public nutrition infrastructure.

In 2025, we wired our Farm to Plate ecosystem end-to-end. From building a supply chain based on regenerative agriculture and cooperative partnerships to deploying clean-energy kitchens and climate-smart logistics. This integrated model scaled the daily delivery of nutritious meals within public hospitals and schools, strengthening equity-first nutrition systems nationwide. Our model is guided by three mutually reinforcing pillars:

- Wire the Value Chain
- Nourish at Scale
- Anchor in Public Systems

Our model makes nutrition a permanent feature of public institutions rather than a one-off intervention. This section presents our 2025 impact, reporting against our outputs and medium-term outcomes. It highlights the people reached, the systems strengthened, and the progress made toward embedding nutrition into Rwanda's public institutions for the long term.

Outputs

20,597 meals

of meals served daily (in hospitals and schools)

In 2025, Solid'Africa delivered 20,597 meals **daily** across the hospital and school program (5,625 meals to patients and 14,972 meals to students).

Hospital meals are structured around seven meal categories. **School** menus follow a two-week rotating menu, and meals are prepared with 17 core ingredients, designed to ensure dietary diversity, micronutrient adequacy, and consistency of service.

Footnote: In hospitals, Solid'Africa serves approximately 1,875 patients and caregivers three meals a day, totalling approximately 5,625 meals daily across 6 public hospitals.

12 Schools & Hospitals

of schools and hospitals reached

In 2025, Solid'Africa reached 6 public schools and 6 public hospitals. School feeding reach expanded from 2 to 6 public schools across Kigali. Service across 6 public hospitals was maintained. The growth in schools reflects increasing institutional adoption of our model and growing demand for reliable, nutrition-first meal services within Rwanda's public education system.

3 kitchens

of operational kitchens

In 2025, Solid'Africa operated two centralized, clean-energy kitchens: the Mike Stenbock Gemura Kitchen (MSGK) in Rusororo and the newly launched kitchen at the University Teaching Hospital of Kigali (CHUK), and is operating a third kitchen in Rwinkwavu District Hospital in Eastern Province on behalf of Partners in Health. The launch of the CHUK facility represents a major milestone, serving as a hub kitchen supporting 4 hospitals (CHUK, Muhima, Nyarugenge & Kibagabaga). CHUK and MSGK Rusororo integrate clean, energy-efficient cooking systems, rigorous food safety standards (HACCP-aligned), and zero-waste composting loops.

7,017 farmers

of farmers engaged

In 2025, Solid'Africa expanded its farmer network to 7,017 smallholder farmers across multiple cooperatives, strengthening the link between local production and institutional demand. Farmers are engaged through structured purchasing agreements that provide guaranteed market access and competitive pricing, alongside support to facilitate adoption of regenerative agriculture practices.

Volume of agricultural products sourced directly from local farmers

In 2025, Solid'Africa sourced 519 tons of produce and crops directly from farmer cooperatives supplying rice, beans, Irish potatoes, and other perishables. This represents 28% of total ingredients. In addition to direct procurement from cooperatives, Solid'Africa also sources from Solid'Africa farms (Rugende, Kagarama, and Mbandazi), local millers and suppliers.

Farmgate procurement reduces ingredient costs by eliminating intermediaries, while strengthening quality control and supply chain traceability. Local sourcing also reinforces a closed-loop system in which public nutrition demand directly supports agricultural production in the communities we serve.

519 T

Impact and cost-effectiveness studies

In 2025, Solid'Africa finalized findings from its first intervention study, *Evaluation of a Food Access Program on Inpatient Nutrition, Recovery, Cost of Care, and Health-Related Quality of Life in Selected Public Hospitals in Rwanda*. The study represents the first research of its kind conducted in Rwanda.

- Key findings demonstrated that providing three nutritious meals daily to admitted patients
- improved food intake
 - reduced the odds of hospital malnutrition
 - lowered patients' out-of-pocket costs,
 - positive effect on patient perceptions of their mental health, compared to a control group.

While further investigation is needed to fully assess recovery and patient-reported outcomes, this study offers early and credible evidence that the Gemura Hospital Meal program has the potential to address nutrition gaps in hospital service delivery, improve mental health, and reduce economic barriers to care.

Formal policy brief submissions

Solid'Africa maintained active engagement with government stakeholders throughout the year, contributing to national technical working groups under the Ministry of Education and Ministry of Agriculture. Solid'Africa also presented the 2025 impact study findings to the Ministry of Health, further laying the groundwork for a dedicated evidence and policy agenda in 2026 that will translate operational data and research findings into formal policy relevant evidence, and strengthen the case for increased government budget allocation toward public nutrition.

Medium Term Outcomes

This section reports on our medium-term outcomes, capturing the changes that result from our Farm to Plate model in Rwanda. It focuses on progress in expanding nutritious meal coverage across public schools and hospitals, increased yields and incomes to smallholder farmers within our ecosystem and generating credible evidence to inform policy and systems change.

Increased nutritious meal coverage across public schools and hospitals.

Increased farm yields and rural farmers' incomes.

Increased % of supply chain sourced directly from local farmers

Generation of credible evidence to influence policy.

***Footnote:** We will begin reporting against this outcome in 2026, using 2025 as our baseline to track growth over time.

01

Increased nutritious meal coverage across public schools and hospitals

Key Result:

In 2025, Solid’Africa significantly expanded its reach across both health and education systems. Total meals served to patients, caregivers, and students increased from 1.76 million in 2024 to 3.2 million in 2025, reflecting a year of unprecedented scale.

Public hospitals serve as one of our strategic entry points for impact, concentrating the highest-need populations and offering a structured pathway for integrating nutrition support within existing national health systems. In 2025, the number of patients reached grew to 130,000 annually. All admitted patients and caregivers within the hospitals we serve were eligible to receive three meals a day, at no direct cost. Patient categorization is carried out by hospital health workers, who notify the Solid’Africa team upon admission. Meal composition and diet protocol are then determined based on the patient’s diagnosis. **Nutrition education** is also an integral component of Solid’Africa’s hospital model. Solid’Africa nutritionists deliver counselling tailored to each patient’s condition, working in coordination with hospital-based nutritionists. This includes ward based sessions for patients and caregivers covering dietary diversity, food groups, portioning, hygiene, hydration, and locally available nutrient-rich foods, as well as pre-discharge counselling to guide dietary practices at home.

In public schools, the number of students served grew from 7,605 in 2024 to 14,972 in 2025, a 97% increase, and number of schools reached increased from 2 to 6 across Kigali. To improve the safety and efficiency of mealtimes, ready-to-serve meals were delivered directly to classrooms, enabling teachers to plate and serve instantly. Solid’Africa also laid the groundwork for a nutrition education agenda, which included the establishment of nutrition clubs and kitchen gardens. From the September 2025 semester, preparatory work began in the schools that Solid’Africa will expand into in Rwamagana in 2026 and with support from the Rockefeller Foundation, Vanguard Economics and the Fortified Whole Grain Alliance, educational materials on fortified whole grain were developed for deployment across schools in 2026.

Evidence and insight:

In 2025, Solid’Africa served patients seven different hospital meal categories, of which six are specialized diets, and one is a standard nutritious diet given to patients with no underlying condition.

- Specialized Diets {
- 1.No-salt diet for hypertension and cardiovascular disease

2.Low sugar diet for diabetic patients

3.High-energy, high-protein diet

4.Easy-to-digest diet

5.Post-partum diet for new mothers

6.Pediatric diet for children

7.Standard nutritious meals for patients with no underlying conditions.

In 2025, 40% of the meals served were **specialized diets**, delivered from the six medically tailored diet protocols. This reflects growing integration of clinical nutrition into public health systems, where meals are aligned with patient medical needs, not just caloric intake.

	2024	2025	GROWTH	2026 Target
Patients & Caregivers	107,522	130,000	21%	160,000
Students	7,605	14,972	97%	29,000

Testimonial

Jean Claude, Caregiver and Parent

My name is Jean Claude, a father of seven, from Burera District, Northern Province. I work in construction, doing whatever jobs I can find. I have two children with severe skin conditions.

We moved from hospital to hospital trying to find help. Sometimes my daughter would get better, but as soon as we returned home, her condition would worsen again. While we were still struggling, my second child, Faustin, also became sick with the same condition. Eventually, we were admitted to University Teaching Hospital of Kigali (CHUK). I sold everything I owned to try and save my children. I had no support, no family, no one to rely on. Because of how serious their condition was, I had to stop working completely to stay with them in the hospital. We survived through the kindness of strangers.

While my daughter was getting treatment, she passed away from her condition. My son's case was even more severe. There was a time when he improved, and we went back home. At that time he weighed 31 kg. Without proper nutrition and care, his health quickly declined. Within months, his weight dropped to 12 kg. I felt helpless watching him fade, knowing I could not give him what he needed. Coming back to CHUK and receiving support from Solid'Africa changed everything.

My son regained strength. He is now 25 kg. He is improving because he receives consistent, nutritious meals and care that I could never afford on my own. Life here is completely different from the other hospitals we stayed in. Even in the middle of loss and pain, I have hope again because I am not alone anymore.

“Solid'Africa became our family. They did not just give us food, they gave us dignity. Today, I no longer lie awake wondering how my child will eat, what he will wear, or how we will survive. They have taken that burden away from me.”

*Footnote: Names in this story have been changed to protect the privacy and dignity of the individuals featured.



Chantal, Caregiver and Parent

Chantal's story reads as one of survival. Beneath it lies a harder reality, shaped by poverty, illness, and the fragile systems that determine whether a family copes or collapses.

Born in 1999 in Gisagara District, Southern Province, Chantal is a farmer without land of her own. She tills other people's fields for a share of the harvest, an arrangement that offers just enough to get by and never enough to plan ahead. She is raising her daughter Marie Claire alone.

Marie Claire is ten, but her physical development tells a different story.

"Her body is like that of a four-year-old," Chantal explains. Marie Claire lives with heart and liver complications and relies on oxygen every day. Without it, even briefly, her life is at risk. Shortly after her condition became clear, her father left.

For three years, Chantal and daughter remained at Kanombe Hospital. Those years were defined not only by medical uncertainty, but by something more immediate, hunger. **"Many days, I didn't know how we would survive," she says.**

The turning point came at CHUK. Through Solid'Africa, Chantal began receiving three meals a day, along with essential items she could not afford on her own.

"I am now one of the most content people I know," Chantal says. "My child is still sick, yes, but I am at peace. I no longer have to worry about what we will eat or how we will survive. My daughter is in the hands of doctors, and everything else we need, Solid'Africa provides."

Today, Marie Claire's condition has improved. She is eating regularly. She looks healthier.

"Solid'Africa restored a sense of stability for me and offered peace of mind, in the middle of the hardest season of my life."

*Footnote: Names in this story have been changed to protect the privacy and dignity of the individuals featured.



02

Increased farm yields and rural farmers' incomes

Solid'Africa's meal delivery is anchored in a direct-sourcing model that connects institutional demand to local smallholder production. In 2025, the organization sourced from a network of 7,017 smallholder farmers across eight cooperatives, engaging them through structured purchasing agreements that provide guaranteed market access and competitive pricing. This model reduces reliance on fragmented markets and creates a stable, long-term demand signal for local producers.

Solid'Africa also support farmers to adopt regenerative agriculture through targeted investments in inputs, training, and cooperative aggregation. This approach boosts crop yield and prioritization of ingredients that benefit both human and environmental health. **Ultimately, this ensures that the quality of what is grown is as intentional as the quality of what is served.**

Key Result:

In 2025, Solid'Africa expanded its farmer network from 4,526 to 7,017 smallholder farmers, representing a 55% increase in farmer reach. Of the 7,017 farmers engaged, 80% (5,526 farmers) received targeted support, including access to inputs, improved seeds, regenerative agriculture training, and structured market linkages. The number of cooperatives engaged also doubled from 4 to 8, expanding the geographic footprint.

In Rulindo District, where detailed income data was collected, Solid'Africa farmers experienced an average income increase of 61%, with 94% of farmers earning above the poverty line (46,000 RWF/month). These gains were driven by both improved productivity and predictable demand through institutional procurement.

Evidence and insight:

Evidence from program areas shows **yield increases of up to 40% and income gains exceeding 60% in surveyed cooperatives**. However, in Nyagatare yield performance suffered a loss of 16% due to hail and irrigation challenges. Institutional procurement systems can simultaneously drive rural economic growth and secure a stable supply of nutritious food. This creates a mutually reinforcing system: farmers benefit from stable, direct market access, while Solid'Africa secures high-quality ingredients at lower cost through farm-gate sourcing compared to suppliers.

Yield Performance by Value Chain

Location	Crop	Before	After	Growth
Rulindo	MAIZE	4.2T/ha	5.7T/ha	36%
	IRISH POTATO	18T/ha	25.3T/ha	40%
Nyagatare	RICE	3.7T/ha	3.1T/ha	-16%

94% of the Rulindo farmer cooperative members are now above the poverty line (earning 46,000 RWF/month)

Rulindo Income, 2025

# of cooperatives	1
# of farmers	3,039 farmers
Average income increase	61%

Footnote: While Solid'Africa supports cooperatives in Rulindo, Nyagatare, and Rwamagana, income data was only collected for Rulindo. As interventions in Rwamagana were still at the baseline phase at the end of 2025, post intervention impact on key indicators have not yet been measured.



Testimonial

Jeanne, Farmer

Jeanne joined a cooperative in 2016, when farming was still informal and unpredictable. They grew maize, potatoes, and vegetables, but without structure or consistent investment, the results were limited. This all changed when Solid'Africa came in.

"Solid'Africa helped us, especially us women, to gain confidence."

Through support to her cooperative, Jeanne's harvest improved, and her income stabilized. For the first time, she could plan ahead and support her family consistently.

Today, she pays school fees for her children across different levels of education, while also supporting others beyond her immediate family. The independence was not only financial. It reshaped how she carried herself through the work, and how other women in the cooperative did too. Before, a lack of capital meant missing entire planting seasons. Now, with the training and experience she has gained, she farms with purpose and consistency.

"Even if we stop working together, I can continue farming professionally without any problem."





Generation of credible evidence to influence policy

Building public nutrition infrastructure requires credible evidence to inform policy, guide public financing, and enable long-term government ownership.

Key Result: In 2025, Solid'Africa completed Rwanda's first intervention study of its kind: *Evaluation of a Food Access Program on Inpatient Nutrition, Recovery, Cost of Care, and Health-Related Quality of Life in Selected Public Hospitals in Rwanda*.

In 2025, significant progress was also made in embedding the model within public systems through government partnerships. Public financing commitments and government buy-in continued to grow, including increased government contributions to school meals and sustained engagement with national institutions to integrate nutrition into public systems.

- Through a signed Public-Private Partnership (PPP) with the **Rwanda Social Security Board**, the government has committed to contributing the cost per meal for 500,000 patient meals per year for five years.
- Through a signed PPP with the **Ministry of Education**, the government contributes 60% for the cost of each student meal, and Solid'Africa covers the remaining amount with philanthropy.

Together, these milestones signal growing institutional confidence in the model, even as formal evidence generation remains a priority area for further investment.

In 2026, Solid'Africa will strengthen a research partnership with Tufts University to establish the policy pathway for integrating medically tailored meals into Rwanda's national health insurance scheme. This study is planned to evaluate the impact of medically tailored meals on key health system indicators, including length of hospital stay, readmission rates, and clinical outcomes for diet-sensitive conditions.

2025 Impact Study Abstract

Evaluation of a Food Access Program on Inpatient Nutrition, Recovery, Cost of Care, and Health-Related Quality of Life in Selected Public Hospitals in Rwanda

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ABSTRACT

Introduction

Better nutrition is a priority in African countries like Rwanda with high prevalence of undernutrition and growing rates of obesity. Since public health insurance does not cover meals, vulnerable hospital inpatients are at risk of deficiency. We assessed the nutrition, health, and wellbeing effects of providing meals through the Gemura hospital feeding program.

Methods

We tested outcomes of the intervention in four public hospitals on inpatients (n=794). The primary outcome of nutritional status as body mass index (BMI) was measured at admission and discharge. Additional data collected included daily food intake, length of stay (LOS), patient costs of care, HRQOL using the EuroQol EQ-5D-3L tool, and patient satisfaction based on the Net Promoter Score (NPS).

Results

- Mean weight in the Gemura group increased slightly (+0.6%), but the control group experienced a drop in average weight (-1.5%), with $p=0.000$.
- BMI distribution was improved generally in the Gemura group compared to controls, with the odds of being malnourished ($BMI < 18.5$) at endline 9% greater in the control group (OR 1.09, $p=0.000$).
- In the control group, the share of malnourished patients ($BMI < 18.5$) increased from 24.9% at baseline to 27.0% at endline, meaning hospitalization itself worsened their nutritional status.
- In the intervention group, the malnourishment rate decreased from 27.6% at baseline to 25.4% at endline. The effect was most pronounced among women: female patients in the Gemura group saw malnutrition drop from 26.1% to 22.8%, a reduction about 1.5 times that of the overall intervention group suggesting that structured, medically tailored nutrition during hospitalization is particularly protective for women
- LOS had weak association with study arm. Intervention group participants spent on average 40% less (10,985 RWF) on food and beverages than the control group (18,290 RWF) with high significance at $p=0.000$, while the control group spent less on total out of pocket costs of stay.
- Patient satisfaction and HRQOL scores were similar, except 40% less patients reported anxiety or depression in the Gemura group.

Conclusion

While further investigation is needed to assess recovery and patient-reported outcomes, improvements in nutrition, mental health, and out of pocket patient costs indicate the potential for the Gemura program to address nutrition gaps in hospital service delivery, to improve mental health, and to reduce economic barriers to care.

Testimonial

Agnes, Senior Teacher

GS Kagugu is one of the schools in Kigali that Solid'Africa's school feeding model now reaches. According to Agnes, Senior Teacher, the change Solid'Africa brought was not just about the food but also the feeling inside the school.

The quality of meals improved. The quantity of food provided was reliable, but more than that, the rhythm of the school day returned to the people responsible for it. Administration could focus on administration. Teachers could focus on teaching. Students could simply show up and learn. "Students participate actively. Teachers, students, and parents all are satisfied."

That kind of alignment does not happen without a system behind it. Solid'Africa respects the school timetable. Meals are served on time. The afternoon unfolds the way it should, and the children carry that steadiness into everything else they do.

“There is a word that keeps surfacing when people here talk about what Solid'Africa has brought. Byiringiro. Hope. Not only for what lands on the table, but for the future these children are being prepared for.”



Key Challenges in 2025

In 2025, Solid'Africa navigated a set of structural and operational challenges that reflect the complexity of building public nutrition infrastructure at scale, spanning funding, supply chain, and infrastructure.

Funding Environment

The global donor landscape presented significant challenges in 2025 to securing the capital required to sustain and expand operations. Kitchen infrastructure construction remained particularly capital-intensive, requiring substantial upfront investment, careful sequencing of construction and commissioning, and forward-looking operational fundraising. Delays in infrastructure rollout directly affected the pace at which new hospitals and schools could be onboarded, even where demand was strong. In response, Solid'Africa focused on improving operational efficiency and diversifying its fundraising strategy, while strengthening the interface between finance, procurement, and operations, areas that will remain a priority in 2026.

Food Inflation and Supply Chain Pressures

Market volatility and rising commodity prices posed challenges to cash flow forecasting and budget planning throughout 2025. Rwanda's food inflation, with food and non-alcoholic beverage prices rising significantly, affected both hospital and school feeding programs. Solid'Africa continued to mitigate this through direct sourcing from smallholder farmers, reducing intermediary costs, however the absence of sufficient storage infrastructure limited the ability to aggregate and hold inventory at the necessary scale, reinforcing the need for aligned financing and supply chain investment as the model grows.

Last-Mile Delivery

Newly enrolled schools in 2025 presented logistical challenges with poor road conditions, particularly following heavy rains, led to occasional delays with meal deliveries. Local leaders committed to rehabilitating key road sections, demonstrating strong community ownership of the program. Going forward, road assessments and community coordination will be integrated into all school onboarding processes, particularly as Solid'Africa expands beyond Kigali in 2026.

Each of these challenges deepened Solid'Africa's understanding of what responsible scale requires, and informed the planning, sequencing, and partnerships that will define the organization's next phase of growth, while also ensuring every meal meets nutrition and safety standards.

Milestones

01 Launch of the Mike Stenbock Gemura Kitchen at the University Teaching Hospital of Kigali

In January 2025, Solid'Africa inaugurated the second clean-energy centralized kitchen at the University Teaching Hospital of Kigali (CHUK). The CHUK kitchen also marked Solid'Africa's first kitchen embedded within a public hospital, and the first under the Public-Private Partnership (PPP) that began in November 2023, a significant institutional milestone signaling the integration of Solid'Africa's nutrition infrastructure into Rwanda's national health system.

What began at CHUK in 2010 as a commitment to ensure that no patient would go without a meal during their most critical moment had grown into a facility built to serve thousands daily, designed to meet the demands of a national referral hospital.

The inauguration brought together many of those who had walked this journey alongside Solid'Africa, among them the Permanent Secretary of the Ministry of Health (MOH), Permanent Secretary of Ministry of Agriculture (MINAGRI), the CEO of Rwanda Social Security Board (RSSB), the Director General of CHUK, Deputy CEO of Rwanda Development Board (RDB), CEO of Imbuto Foundation, Segal Family Foundation team, original founders, and board members. Their presence was a testament to what fifteen years of partnership and trust had made possible.

From January to December 2025, the kitchen served over **89,000 patients**, distributing meals across a cluster of **four hospitals in Kigali**.



1. Pictured from left to right: Mama Zouzou, CEO of Imbuto Foundation, CEO of RSSB, CEO of Solid'Africa, Founder and President of Solid'Africa, Permanent Secretary of Ministry of Health (cutting the ribbon), Director General of CHUK, Permanent Secretary of MINAGRI, Deputy CEO of RDB, Father of the late Mike Stenbock, and program officer from Segal Family Foundation
2. Permanent Secretary of MOH giving a speech
3. Director General of CHUK giving a speech

02

Renovations to Solid’Africa Rugende Farm

The Rugende farm serves as a hub for Solid'America's Farm to Plate operations. With support from the **National Bank of Rwanda**, Solid'America undertook a comprehensive renovation of the facility between July and November 2025, encompassing the upgrade of existing spaces, construction of new infrastructure, and improvements to access routes and utilities.

The renovations addressed longstanding operational limitations, transforming a facility that had previously operated under poor conditions and unstructured workflows into a streamlined processing environment with proper production flows, upgraded storage, and enhanced efficiency. New staff amenities including changing rooms, a nursing room, and bathrooms were also added.

The upgraded facility provided a 3.7-fold increase in the processing capacity of agricultural produce from both the Rugende farm and cooperative suppliers, ensuring that fresh ingredients continued to reach the patients and students.

Before



After



03

Construction of Centralized Clean Energy Kitchens

In 2025, Solid'America made significant progress on the construction of new clean energy centralized kitchen infrastructure across both hospital and school programs. Site development advanced on three new kitchens:

- Remera Rukoma District Hospital Kitchen
- Nyamata District Hospital Kitchen
- Bujyujyu School Feeding Kitchen

All are planned for launch in 2026 and represent the next phase of Solid'America's hospital and school feeding kitchen network expansion.

The **Bujyujyu Centralized School Feeding kitchen** facility marks an important milestone within Solid'America's infrastructure portfolio. Once completed, this kitchen will be a hybrid energy model powered by both solar and grid energy, designed to serve approximately 15,000 students across five schools at launch, with capacity to reach 20,000 students at full operation. The Bujyujyu kitchen will provide a blueprint for future hospital and school feeding kitchens.



1. Construction site for Remera Rukoma Hospital Kitchen
2. Construction site for Bujyujyu School Feeding Kitchen
3. Construction site for Nyamata Hospital Kitchen

Looking Ahead

The focus for 2026 is deepening what works: strengthening operations, improving cost efficiency, and generating the evidence needed to inform long-term policy and financing decisions.

Expanding Infrastructure

A key priority in 2026 is the continued expansion of Solid'Africa's centralized kitchen network. This includes the operationalization of two new hospital kitchens, Remera Rukoma and Nyamata, alongside the launch of the Bujujuyu School Feeding Kitchen, which will extend Solid'Africa's school feeding program beyond Kigali for the first time.

Advancing the Research Agenda in 2026

Solid'Africa will initiate a formal research agenda designed to generate rigorous, policy-relevant evidence on the impact of its model. Planned studies include a Clean Air Study to assess the environmental and health benefits of transitioning to clean cooking systems in schools, and research with Tufts University to establish the policy pathway for integrating medically tailored meals into Rwanda's national health insurance scheme. This evidence base will be critical to informing national policy and unlocking long-term financing.

Strengthening the Agricultural Supply Chain

Strengthening and optimizing the agricultural supply chain will be a central area of focus in 2026. Solid'Africa will prioritize increasing the proportion of ingredients sourced directly from smallholder farmers, particularly those adopting regenerative agriculture practices. This creates shared value across the system, farmers gain stable, higher-value market access, while Solid'Africa reduces procurement costs and secures a more reliable, traceable supply of nutritious ingredients.

Preparing for Scale

Across all program areas, 2026 will emphasize system refinement, optimizing centralized kitchen operations, strengthening procurement and local sourcing strategies, and deepening the interface between financing, supply chains, and public systems. As these foundations mature, Solid'Africa will be better positioned to define a clear, evidence-based pathway to national scale.



Our People

Our impact is powered by people.

The scale and consistency of operations, across farms, kitchens, and public institutions, is made possible through the dedication, professionalism, and care of a team of 369 staff, working every day to ensure that nutritious meals reach patients, caregivers, and students.

Solid'Africa operates through two distinct but complementary organizations: the nonprofit (NGO) and the Community Benefit Company (CBC), with 54 and 315 staff respectively. While each operates independently, both are united by a shared culture and a common purpose, making affordable, nutritious meals accessible at scale.

About Solid'Africa Community Benefit Company

Solid'Africa's Community Benefit Company (CBC) is a wholly owned commercial subsidiary of the nonprofit, established in 2021 as part of a strategy to strengthen the long-term financial sustainability of Solid'Africa's mission. The CBC specializes in high-volume production of affordable, nutritious meals for large-scale institutional clients, including factories, government agencies, and private schools, ensuring consistent access to daily nutrition at scale.

Since its inception, the CBC has grown to serve 19 institutional clients, with sales volume reaching over 8,000 meals per day. Revenue for 2025 closed at USD 1.7 million. While not yet profitable, the CBC is on a clear path to breaking even in 2026. Profits generated from that point forward will be reinvested directly into the nonprofit to subsidize meal delivery for patients and students as Solid'Africa scales nationally.

WORKFORCE SIZE

CBC : 315 FT
NGO : 54

GENDER

63% male
37% female

RETENTION RATE

82%



Recognizing our Long Serving Staff:

Emmanuel Murenzi, Logistics Manager

Emmanuel Murenzi joined Solid'Africa in 2020, just at the start of the COVID-19 pandemic. The world was shifting in ways no one had planned for. At that time, there were longer hours, harder logistics, and solutions that had to be built from scratch in very uncertain conditions.

Five years later, he is the Logistics Manager at Solid'Africa. His role has significantly expanded since 2020, and so has he. Murenzi now holds a Master of Business Administration. Murenzi has supported the organization in growing from a single meal delivery route in the morning to a system of transporting a team of drivers and staff in sync across the country.

"It's about contributing to a meaningful cause. Supporting vulnerable people is deeply motivating."



Honorine Mwungeriwase, Storekeeper

Honorine first started volunteering at Solid'Africa in 2018, inspired by the work she had seen her mother, Mama Zouzou, do over the years. In 2019, she had to pause that journey to join university, but her connection to the mission never left her.

Once she completed her studies, she applied for a job at Solid'Africa in 2023 and has since been working as a storekeeper. Today, she ensures ingredients are properly received, stored, and monitored so everything is available when needed. For Honorine, this is meaningful work because it allows her to keep serving in a space that has always felt close to her heart.

"I grew up seeing the work of my mother, and that stayed with me. It made me want to be part of this mission, contribute in my own way, and continue helping others through work that makes a positive impact."



Vestine Mukankuranga, Program Coordinator

Vestine Mukankuranga joined Solid'Africa in 2020, during the COVID pandemic, and for her, it felt like more than getting a job. It felt like arriving at the place she was meant to be. As a program coordinator in charge of meal delivery for patients, her day is spent making sure meals are prepared, distributed, and matched to the needs of each site and each patient. For Vestine, this work is about care, dignity, and standing beside people in moments when they need support the most. Having always loved caring for patients, and even studying nursing to stay close to them, she sees this role as part of her calling.

"Joining Solid'Africa gave me the opportunity to continuously look after patients."



David Rwibutso, Baker

David Rwibutso has been at Solid'Africa since 2020. Those five years gave him a different way of seeing people.

"Feeling responsible for another person you did not know and have no prior connection to, you understand their situation, you feel it, and you know how you must care for them."

Each day in the kitchen is another reminder that the person on the other end of the meal matters, even if you will never meet them. Over the course of five years, what motivated David to stay is the family Solid'Africa is. A family with a future, and one that treats its people like they belong.





Photograph: Isabelle photographed speaking at Giants of Africa Festival in Kigali, Rwanda (July, 2025)

Global Media Moments

JULY

- July 10 – Global Citizen NOW Detroit**
Our Founder and President, Isabelle Kamariza was invited as a speaker, spotlighting Solid'AFRICA's impact model and its role in advancing equitable nutrition solutions. She joined a panel on "A More Secure Future for Food," contributing to global discussions on food and nutrition security, and emphasizing the importance of integrating culturally grounded, nutrient-dense meals into public systems to drive equitable outcomes.

- July 26 – UN High-Level Ministerial Event on Regenerative School Meals**
Isabelle was invited by The Rockefeller Foundation to speak at this high-level convening held alongside the UN Food Systems Summit +4. She contributed to discussions on overcoming barriers to improving the nutritional quality of school meals, positioning Solid'AFRICA's model as a practical example of how locally sourced, nutrition-focused programs can be scaled through strong public-private collaboration.
- July 27 – Giants of Africa Festival, International Youth Day Forum**
Isabelle addressed over 2,000 youth from across the continent, delivering a speech on the importance of nutrition and healthy eating. She connected nutrition to leadership, purpose, and community transformation, encouraging young people to see locally driven solutions as powerful pathways to impact.

SEPTEMBER

- September 9–13 Advancing the Global Dialogue on Food is Medicine, The Rockefeller Foundation Bellagio Center**
Isabelle participated in a high-level convening hosted by The Rockefeller Foundation at its Bellagio Center, bringing together global leaders across research, policy, and practice to advance the Food is Medicine agenda. Through these discussions, Isabelle highlighted Solid'AFRICA's experience integrating nutrition into healthcare systems, helping shape shared principles and priorities to accelerate global alignment and scale.
- UN General Assembly (UNGA 80)**
Isabelle participated in a series of high-level convenings during UNGA, contributing Solid'AFRICA's perspective to global dialogues on resilience, food systems, and philanthropy. Across platforms including Panorama Global, Tilt Collective, Rippleworks, ONE Campaign, and Food Tank in partnership with The Rockefeller Foundation, she engaged in panels, roundtables, and keynote-style reflections addressing organizational resilience, the role of philanthropy in accelerating food systems transformation, and the importance of centering smallholder farmers and locally driven solutions. Through these engagements, Isabelle highlighted how integrated, locally anchored models can drive sustainable impact across health, agriculture, and nutrition systems.

OCTOBER

- October 14 Africa HealthTech Summit 2025**
Isabelle spoke on "Scaling Tech for Nutrition & Food Security in Africa," contributing a systems perspective on how digital innovation can strengthen food systems and improve nutrition outcomes. Drawing on Solid'AFRICA's experience, she highlighted the role of integrated digital ecosystems in connecting smallholder farmers to institutional markets, improving transparency across the value chain, and enabling more resilient, locally driven food systems.

15 Years of Building:

2010 – 2025

From a volunteer driven movement led by young people, to an internationally recognized organization building public nutrition infrastructure in Rwanda.

2010–2015

The Volunteer Movement:
Before there was the system, there was the people

2016–2019

Proof point that Unlocked Everything:
The First Kitchen

2020–2025

Readiness for Crisis & Scale
The Architecture of Public Nutrition

2010–2015 The Volunteer Movement

Before there was the system, there was the **people**.

2010

It all started with Mama Zouzou, a mother of eight who would prepare meals for patients.

In January 2010, Isabelle and Ariane joined. They started with five patients, serving porridge and bread. In those initial days, Isabelle and Ariane saw the anxiety patients carried not knowing when, or whether, a meal would come. For those who could not afford the canteen or rely on relatives to bring food, the only meals arrived sporadically, from religious groups passing through.

Isabelle and Ariane began helping patients clear their debts and access medicine and also started a hygiene program providing pads and clothes to young mothers and women. Every initiative grew from what they witnessed each day. By July, they were cooking for 50 to 60 people out of their parents' homes. Together with friends, they began cooking every day, making a simple promise: that no patient would go a single day without food.

In November 2010, Barbara Stiefel, an American philanthropist whom Isabelle had met in Rwanda, donated RWF 38 million. Barbara was among the first few partners who trusted this vision that would soon become Solid' Africa.



60 patients

1 hospital

1 meal per day

0 centralized clean kitchens

The Volunteer Movement

Before there was the system, there was the people.

2011 – 2015

By April 1st, 2011, Solid'Africa was officially launched. Founding members included Isabelle, Ariane, Mama Zouzou, and a few friends: Audric, Fiona, Huguette, Mattieu, and Anita. The members' networks fully activated their fundraising plan, raising RWF 58 million from the launch and through a partnership with Boulangerie de Kigali, just enough to increase reach from 60 to 160 patients in 2011.

2011 was also the year the vision for a professional kitchen was initiated, with Mike Stenbock leading it. However he passed away before it could be built. Every Solid'Africa kitchen for hospital feeding carries Mike Stenbock's name, in his memory.

In 2012, the Government of Rwanda donated the land for what would, years later, become the first kitchen. The roots of the Farm-to-Plate model also began taking hold through a partnership with Gardens for Health International. Solid'Africa began growing its own produce including beans, avocado, and papaya for patient meals. The first bean harvest came in 2015, making a major difference to the cost of a meal.

In 2013, the Imbuto Foundation awarded Isabelle the Celebrating Young Rwandan Achievers (CYRWA) Award, a recognition that would serve as the catalyst for the partnership between Solid'Africa and the Imbuto Foundation.



The Proof Point that Unlocked Everything: The First Kitchen

2016 – 2019

By 2016, Solid'Africa was serving 400 patients every day. The organization was growing, but they were still cooking in their kitchens at home.

In 2017, the Imbuto Foundation in partnership with Mohammed VI Foundation for Sustainable Development, donated \$500,000 to Solid'Africa toward a professional kitchen. By the time the kitchen was complete, the cost had risen to \$620,000. Barbara, the American philanthropist that started supporting Solid'Africa in 2010, donated \$90,000 to help close the gap. The Segal Family Foundation also contributed toward completing construction and committed a further \$30,000 along with coaching and connections.

The CRI Foundation came on board, and the AEGIS Champion of Humanity Fellowship supported a study tour to the United States to explore food-as-medicine approaches and kitchen operations management.

By June 2018, Solid'Africa held its groundbreaking ceremony, and construction officially began that November. **On December 30, 2019, the first meal was served from the Mike Stenbock Gemura Kitchen in Rusororo. For the first time in nine years, Solid'Africa served three meals a day to 400 patients.** That year also marked its first official hires: a chef, cooks, and cleaning staff.

After nine years of cooking in home kitchens, Solid'Africa finally had an industrial kitchen of its own. This changed everything.



2020–2025 : Readiness for Crisis & Scale

The Architecture of Public Nutrition

2020 – 2023

In March 2020, Rwanda entered lockdown.

Solid'Africa in partnership with the Ministry of Health scaled from 400 to 800 patients daily, across four hospitals. The Covid-19 pandemic became an unlikely proof point for everything Solid'Africa had built.

In 2021, negotiations began for a Public-Private Partnership to scale the model nationally. Solid'Africa also launched its Community Benefit Company (CBC), its first revenue-generating arm.

By 2022, the organization had its first full professional team spanning HR, Finance, Supply Chain, Procurement, and Monitoring and Evaluation, and scaled from four hospitals to five, bringing daily reach to 1,000 patients.

In September 2023, the board appointed Solid'Africa's first Chief Executive Officer, Nassir Katuramu. Two months later, in November 2023, after two years of negotiation, the Public-Private Partnership with the Government of Rwanda was approved and published. Solid'Africa was no longer working alongside public institutions. It was embedded within.

 1,000 patients

 5 hospitals

 3 meal per day

 1 centralized clean kitchens

2024 – 2025

In 2024, the Farm to Plate model was no longer a concept. It was a fully activated system connecting farmers, kitchens, hospitals, and schools, through new donors and partnership with the Ministry of Education.

Solid'Africa was awarded a \$3,000,000 grant from Rippleworks, which was the largest grant Rippleworks had ever directed to an organization of Solid'Africa's size. Through the Judith Neilson Foundation, 4,500 smallholder farmers joined the cooperative program. The Ministry of Education came on board for a pilot school feeding program, and by September 2024, Solid'Africa was reaching 6,000 to 7,000 students every day in Kigali.

In January 2025, the CHUK kitchen was inaugurated. New partners joined, including the Rockefeller Foundation for the school feeding program. By the close of 2025, Solid'Africa was operating two centralized clean-energy kitchens, serving 1,800 patients across six public hospitals and 15,000 students across six public schools every day.

 1,800 patients

 6 hospitals

 2 centralized clean kitchens

 15,000 students

 6 schools

2035

By 2035, Solid'Africa, in partnership with the government, aims to serve 1 million patients (100% patients in public hospitals) per year across 57 hospitals, supported by 22 dedicated centralized kitchens. For school feeding, by 2030, Solid'Africa aims to reach 255,000 students across 160 schools with a nutritious meal. By reaching the minimum threshold (6% of students in public schools), Solid'Africa will demonstrate a fully replicable model that can inform policy, operational improvement, and behavior change public budget lines.

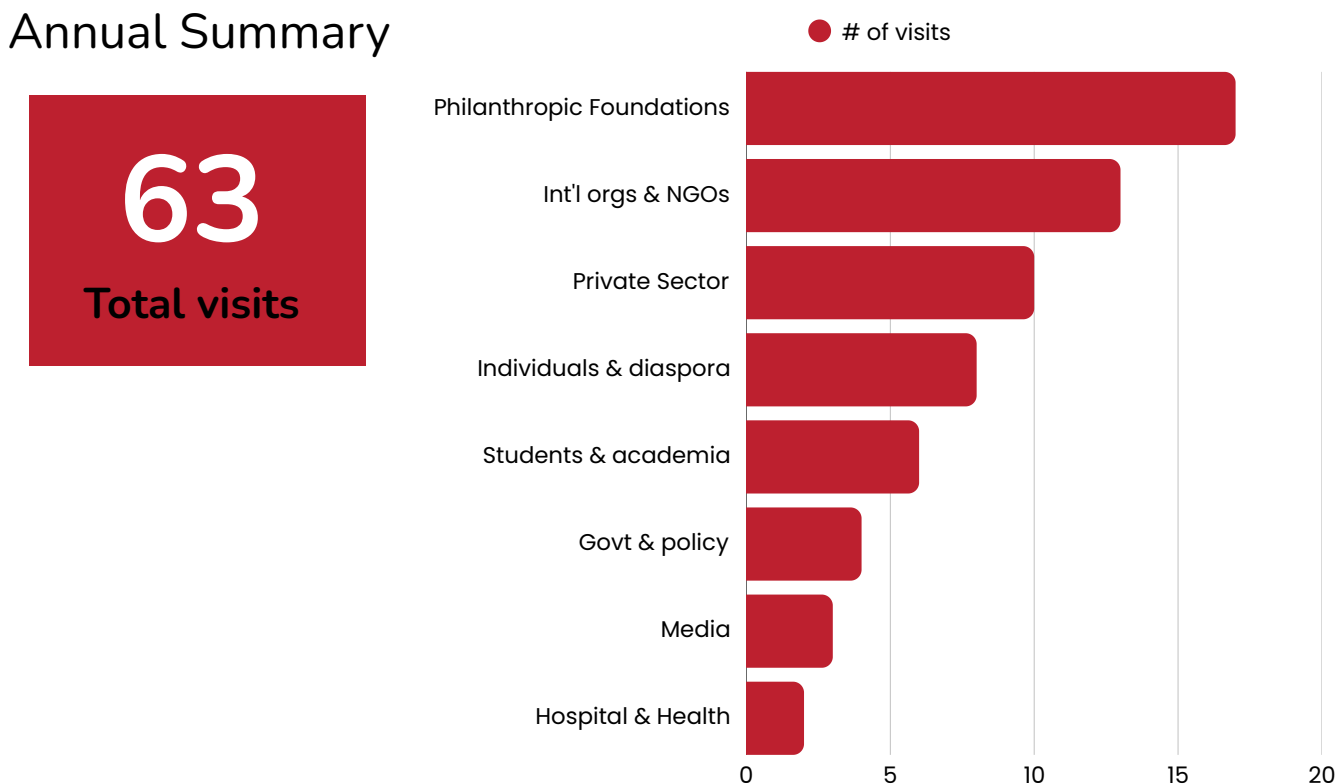
With our farmers, we aim to work with 50,000 smallholder farmers trained in regenerative agriculture, with access to quality inputs, stable markets, and incomes they can build a life on. At the center of it all, the medically tailored meals will be embedded into Rwanda's Universal Health Care policy. **This is where fifteen years of work has been leading. Let's continue to build it together.**

2025 Farm to Plate Visits

Of all the ways we invite people into our work, Farm to Plate remains our most powerful.

In 2025, Solid'Africa welcomed 63 groups through its Farm to Plate experience throughout the year. Visitors spanned eight distinct categories, from government officials, philanthropic foundations and international organizations to students, hospital leadership, individuals and diaspora, and private sector partners. Foundations made up the largest share of visits, with a few returning more than once. As we look ahead to 2026, we are excited to welcome you to new sites opening in Rwamagana and Nyamata, and to share with you how this system continues to grow.

Annual Summary



January

- January 15 – Kalinka Family
- January 24 – The Pinnacle Kigali

February

- February 10 & 11 – Bankers Without Borders
- February 12 – Luxembourg Development Agency
- February 14 – Rockefeller Foundation
- February 18 – OLAM Group
- February 19 – Rainwater Charitable Foundation
- February 21 – Global Citizen Team
- February 22 – The Peter Cundill Foundation

March

- March 4 – Dandelion Africa
- March 10 – Judith Neilson Foundation
- March 26 – Rwanda TVET Board
- March 27 – Rockefeller Foundation

April

- April 25 –The World Food Program

May

- May 5 –World Vision
- May 14 – Sanku
- May 18 –Judith Neilson Foundation (filming of documentary)
- May 23 – Africa Improved Foods
- May 23 – Rwamagana District level Authorities
- May 26 – IGIHE

June

- June 2 – Chef Jody Adams
- June 4 – GiveDirectly
- June 17 & 19 – Mighty Ally
- June 20 – Ms. Lauria Nishimwe
- June 23 – Fair Planet
- June 25 – Segal Family Foundation
- June 27 – Rwanda Institute for Conservation Agriculture (RICA) Students

July

- July 8 – Netri Foundation
- July 18 – Israeli Ambassador to Rwanda
- July 24 – ELMA Philanthropies
- July 28 – The Johnson Family

August

- August 14 –Imbutu Foundation
- August 18 –Radiata Foundation
- August 22 –Earth Allies Restoration Network (EARN)
- August 26 –Rippleworks
- August 28 – Minimex

September

- September 2 & 5 – University of Washington and African Leadership University (ALU) students and faculty
- September 3 –Butera Knowless
- September 6 –FXB Rwanda
- September 11 –Delegation from Rwanda Environment Management Authority (REMA) and national media outlets

October

- October 3 –Karoo Consulting Company
- October 16 –IGIHE Technical and Creative Team
- October 16 –IRIBA Water Group
- October 23 –His little Feet Rwanda
- October 25 –Clean Air Africa Project
- October 29 –The Rockefeller Foundation
- October 30 – Karlstads Globala Gymnasium Students & Teachers

November

- November 18 – Simba Supermarket
- November 19 – Segal Family Foundation
- November 20 –The Peter Cundill Foundation
- November 25 – La Colombière Leadership
- November 26 – ASU SolarSPELL Initiative
- November 27 – Remera Rukoma Hospital Leadership Team
- November 27 – SECODEV

December

- December 3 – Pharo Foundation
- December 9 –The Pinnacle Kigali
- December 10 – Agahozo-Shalom Youth Village Students
- December 13 – Rotary Club Kigali Mont Jali
- December 15 – Masaka Hospital Leadership
- December 16 & 23 – Ottawa & Gatineau Rwanda Community Abroad (RCA)
- December 23 – Green Hills Academy Students



Financial Overview

Solid'Africa operates through a blended finance model combining philanthropic capital, government co-financing, and other income streams. In 2025, philanthropy constituted the primary source at 86%, with government contributions accounting for 12%.

A defining feature of Solid'Africa's model is how we operate under a formal Public Private Partnership with the Government of Rwanda that embeds nutrition delivery within national budgets and accountability frameworks. Government buy-in is reflected through the growing contribution of the government to our funding, from 5% in 2024, to 12% in 2025. While philanthropy remains our largest funding source, as we move towards policy integration, we are likely to see the government contribution grow.

The Rwanda Social Security Board (RSSB), the national body responsible for health insurance coverage, has committed to covering the cost per meal for 500,000 patient meals annually under a five-year MoU commencing in 2025. This represents a significant milestone in public ownership of hospital nutrition, shifting a portion of program costs from donor dependency to state financing.

REVENUES	2023	2024	2025
Fund From Donors	\$1,730,585	\$5,089,204	\$3,382,727
Designated Funds (for the construction of Institute for Culinary Arts and Nutrition (ICAN))	\$1,190,000	-	-
In Kind Donations	\$16,574	\$17,553	\$62,948
Government Support	\$263,168	\$248,284	\$467,518
Total Revenues	\$3,200,327	\$5,355,041	\$3,913,192
EXPENSES			
Program Expenses (Schools, Hospitals and Agriculture)	\$1,669,782	\$2,557,068	\$2,404,760
Infrastructures that enables meals productions	\$4,104	\$1,629,415	\$685,537
Other Operations Expenses	\$79,594	\$276,545	\$1,566,694
Total Expenses	\$1,753,480	\$4,463,028	\$4,656,991

New Funders

Government:

- Rwanda Social Security Board (RSSB)
- National Bank of Rwanda

Private Foundations:

- Rockefeller Foundation
- Tutator Foundation
- Godley Family Foundation
- Rainwater Charitable Foundation

PUBLIC HOSPITALS	PUBLIC SCHOOLS
University Teaching Hospital of Kigali (CHUK)	GS Ruhanga
Nyarugenge District Hospital	GS Kagugu Primary School
Muhima Health Center	GS Rusororo Adventist
Masaka District Hospital	Nyagahinga Primary School
Kibagabaga Teaching Hospital	Mbandazi Primary School
Rwinkwavu District Hospital	Gicaca II Primary School

Our Partners



Closing What we are Building

Thank you for reading the 2025 Solid’Africa Annual Report!

Thank you to the government of Rwanda, partners, funders, farmers, and communities who walked alongside us in 2025 and whose trust, generosity, and shared conviction made this a **year of growth and resilience**.

Solid’Africa is connecting local smallholder farmers to clean energy centralized kitchens designed to prepare nutritious meals at scale reaching public hospitals and schools across the country. With evidence, policy, and financing, we are ensuring that what we are building is not just a project cycle, but is built to last.

2025 delivered:

- 3.2 million meals to patients, caregivers, and students across Rwanda.
- 130,000 patients and caregivers reached across 6 public hospitals
- 15,000 students nourished daily across 6 public schools in Kigali.
- 7,000 smallholder farmers connected to stable, direct market access
- Rwanda's first-ever intervention study of its kind.

This is what public nutrition infrastructure looks like when it is built to last. In 2026, you will see expanded reach, new kitchens, research, and a deepening partnership with the Government of Rwanda.

We are grateful to every partner who has invested in our success to date and we invite you to keep building with us!

Thank You!

Thank you for reading the 2025 Solid'Africa Annual Report. We are grateful for your interest in our work and for taking the time to learn more about our journey, impact, and vision for the future.

Contact Us

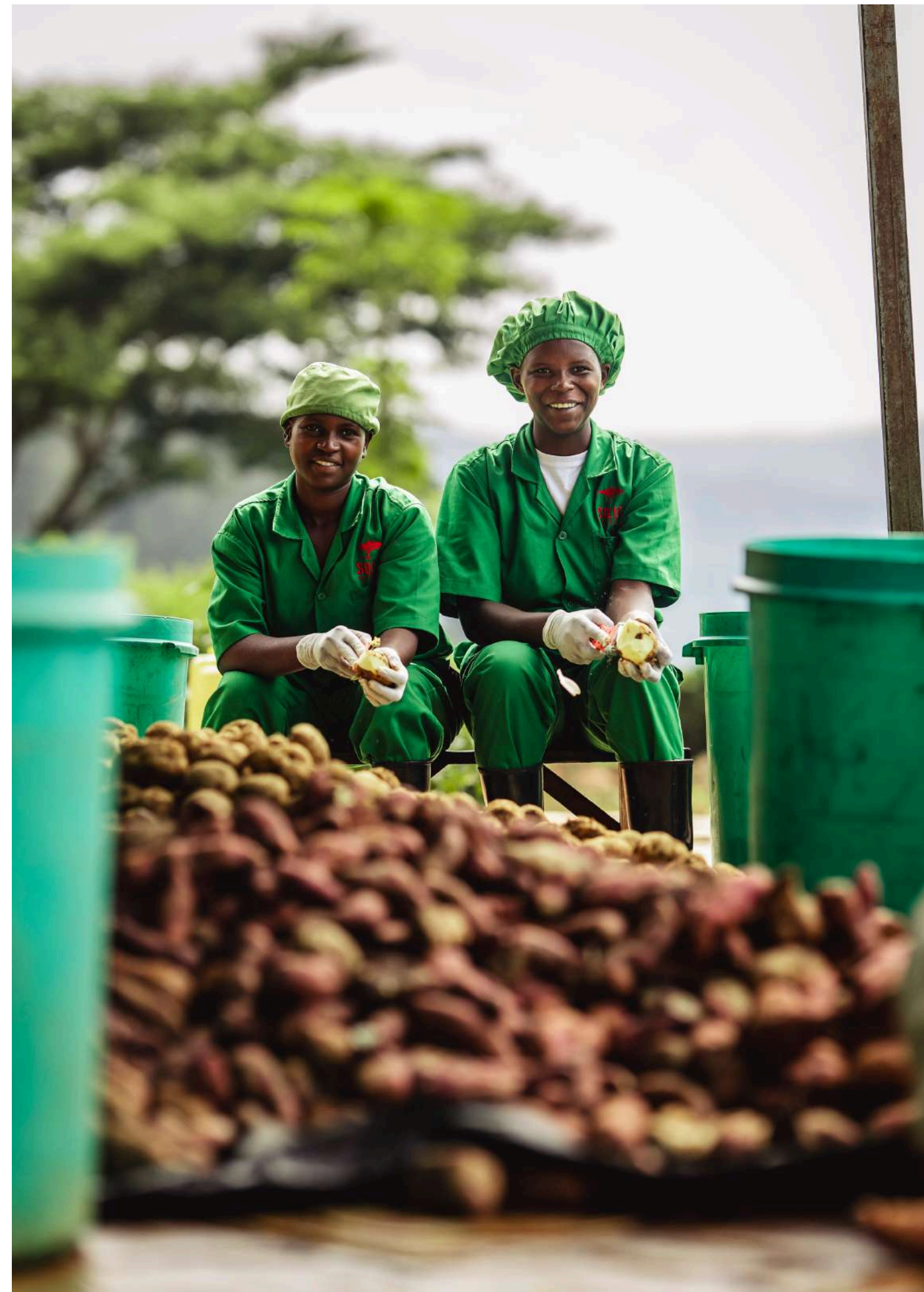
To learn more, explore partnership opportunities, or support our work, please contact us:

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