

# Annual Report

2016





## Directors' Note

When we started The Women's Bakery two years ago, our goal was clear: use business to confront social problems and create positive, lasting change.

And we've seen some amazing changes so far. We've trained women who came to us without the ability to read or write.

Those same women will teach future trainings. We worked with women who lacked confidence, but now have bakery leadership positions. We work with strong, courageous women — women who learn eagerly and adapt quickly, work hard and execute efficiently. They have come so far. They've changed.

The administrative side has changed a lot, too. We're constantly fine-tuning our model—altering, pivoting and reflecting—to create a model that works for all the women we train. A model that's customizable, practical, sustainable

and profitable. A model that consciously works for women, and for their families and communities, empowering them with choice and ability to change their own lives for the better.

Your support makes these important changes possible. You've helped us learn, grow and adapt. Thank you for being a part of this journey with us.

**Murakoze!**

—Markey Culver and Julie Greene

"I used to be shy. Now I can go outside and explain our nutritious bread, talk to people. I am no longer afraid."

—Liziki



**The Need** A picture of the average woman when she begins training:



She is 39 years old.



She has four children.

Her income is inconsistent.



She went to school for 5.5 years.



She does not have health insurance.

## How We Work

The Women's Bakery operates as a 501c3 publicly registered non-profit in the U.S. that owns a for-profit company in East Africa.

We generate income in two ways: through donations in the U.S. and through the sales of our Bakery in a Box business model in East Africa.

In East Africa, we operate as a service provider, hired and paid by local NGOs, non-profit organizations, government

agencies, etc., to train groups of women (and sometimes men) to launch a bakery. After training and bakery launch, we work with these groups to profitably manage their bakeries.

This approach — operating as a for-profit in East Africa — enables us to collaborate with, rather than compete against, other organizations whose missions and visions align with ours.

Our service fees for bakery training, launch and oversight are designed to cover and sustain all of our Rwandan

administrative and operating costs within five years. Our long-term goal is to create a self-sustaining local office in Rwanda, allowing our non-profit branch to invest funds in other countries as the Rwanda office becomes more self-sufficient.

In the U.S., our non-profit raises funds to support our talented team. Our team is our lifeblood — they curate our curriculum, train our groups, support our bakeries, refine our model, and expand our reach. Donations help make all of this crucial work possible.

## We Partner with Others at Every Step

We are hired by organizations who've identified potential beneficiaries (local women's groups). With those in place, we determine if a bakery might succeed in the community. Then we facilitate the Bakery in a Box process, supported by stakeholders (shown with + below) at every step!



**1**  **Training**

- + Volunteers
- + Beneficiaries

**2**  **Launch**

- + MASS Design Group
- + Micro finance

**3**  **Support**

- + Micro finance
- + Suppliers

# The Bakery in a Box Model

In East Africa, organizations hire The Women's Bakery for our Bakery in a Box business model.

The model is a comprehensive training and business creation program that provides women (and men) with up to 150+ hours of lessons in nutrition, business and bakery management, and life skills. Trainings are designed for each group and delivered in the local language by fluent staff. We begin with basic education and build into business

management. We teach women to use local ingredients to produce and sell nutritious, affordable breads in their communities, meeting local demand with local supply. We then move to the bakery launch and operations, equipping groups to start and profitably manage nutrition-centric bakeries.



**One muffin costs about 13¢ and has about 5g of protein – 8% of an woman's daily need and 21% of a child's.**

The physical bakery infrastructure is built during training so that it's ready for launch by the end of training. This gives graduates access to gainful employment upon graduation and a direct outlet for their skills.

We provide each bakery ongoing support in business registrations, codes and taxes, sourcing, recipe creation, production, branding, marketing, sales, operations, accounting, specialty oven and building designs, and microloans. We also provide at least six months of onsite support for each bakery with a bakery operations



**Bakeries can be profitable in 1-2 years.**

We believe in skills-based education. Through the Bakery in a Box model, we impart irrevocable skills. That's real empowerment.

manager. Bakeries are projected to be profitable in 1–2 years, and bakers can double their pre-training incomes after just six months. Our process is locally tailored, transferable and scalable.



## Remera Spotlight

### Before Training

- Out of eight women, **only one reported any income.**
- **None** had health insurance.
- **None** had a stable job.

### After Training

- Each woman makes an average of US **\$33.35 per month.**
- **All** are being registered for health insurance.
- **All** have steady, daily employment.

The Remera Bakery sells almost **800 small breads** per week!





## Jeanne D'Arc's Story

Jeanne D'Arc was one of our most energetic trainees. She was illiterate — not even able to write her name — because she'd never gone to school. That didn't stop her from following her dreams.

Jeanne D'Arc grew up in a small Rwandan village. She eventually moved to Kigali, the biggest city in Rwanda, to seek opportunity. She started out by selling fruits and vegetables around her neighborhood, using her upbeat spirit and laughter to connect with customers.

However, the job did not provide a consistent income, so Jeanne was thrilled to join The Women's Bakery's first training in Rwanda in the fall of 2015.

While in training, Jeanne D'Arc needed extra help with written work. Staff read assessments aloud to her, gave her time to respond and noted her answers. During lessons on accounting, communication, and nutrition, Jeanne D'Arc could only listen — she couldn't take notes. But she didn't give up.

Jeanne D'Arc's pre-test score was 35%. After completing Phase I of training, Jeanne D'Arc's post test numbers came in. Her score? 74%. She was learning. And not only that, she was able to immediately apply her new skills. Since graduating our program in early 2016, Jeanne D'Arc has worked full-time in the Remera Bakery, leading the sales team and finding new customers. Her role in the bakery's success brings her pride. She's now able to plan and save more money, knowing that her job with the bakery is consistent and reliable.

Her pre-test score was 35%.  
Post-test? **74%.**  
She was learning.

**This is empowerment.**

This is why The Women's Bakery exists — to empower women to access their own opportunity through education and business training.



# Financial Review

## EXPENDITURES

East Africa Programs	97,723.54
East Africa Travel	8,060.34
<b>Subtotal Programs &amp; Services</b>	<b>105,783.88</b>
U.S. Office & Rent	3,249.70
Business Services	35,770.59
East Africa Administration	25,189.42
<b>Subtotal Mgmt. &amp; General</b>	<b>64,209.71</b>
<b>Subtotal Fundraising</b>	<b>24,099.90</b>
<b>Total Expenditures</b>	<b>\$194,093.49</b>

## REVENUE

Contributions	63,813.79
Special Events	162,437.00
Foundations & Grants	35,000.00
Other	611.36
<b>Total Revenue</b>	<b>\$261,862.15</b>

## 2016 Rwanda Highlights

This year's surplus will help us with our 2017 goals for growth and expansion. We couldn't do this without you. Thank you!

**2**   
Bakeries launched

**3**   
Full-time Rwandan support staff employed

**54**   
Beneficiaries trained or currently in training

"I've increased my skills in accounting and budgets, even family budgeting."

—Rose

## From our VP

It has been a tremendous two years for The Women's Bakery. There have been epic highs and valleys of doubt.

The path of development is slow and arduous. But it is a path chosen out of our conviction that all human beings deserve the opportunity to choose a life that brings joy and fulfillment.

In two years, we've opened four full

bakeries in Tanzania and Rwanda. We have trained a total of 74 incredible people. We have added thousands of grams of protein to local diets to improve women and children's health. We have bought ingredients from our neighbors who are subsistence farmers, and we have sold bread to feed our neighbor's families.

We stretch far and wide across the United States and East Africa. Together we are one community, one bakery, one experiment that has suddenly become proof that bread can change the world.

We have partnered with the best — MIT, Harvard, Washington University, the Peace Corps, MASS Design Group, and NGOs — because the greatest change happens when people come together. We witness this every day in our bakeries, where women work to bake bread and make lasting change.

Thank you — partners, friends, and families — for saying yes. Yes they can. Yes we can. **Together, we rise.**

—Natalie Hornsby

"In most of Rwanda,  
people don't know  
about nutrition.  
That's been the  
most important  
lesson." –Faith



Kigali Denver St. Louis  
[womensbakery.com](http://womensbakery.com)