



The Power of Bread

Annual Impact Report 2020



Bread has the power to change the world.

Dear Champions of Women,

A decade ago, while serving as a Peace Corps volunteer in Rwanda, I knew I wanted to improve people's lives. As I spent time listening to people and observing life in Rwanda, I saw three challenges: malnutrition, social and economic disparities, and lack of opportunities—especially for women.

I also came to see poverty as the absence of choice. To change lives, women need access to choice. I soon came to realize that *a simple loaf of bread* could be the answer. Bread is a known commodity in Rwanda, but scarce in the rural villages. Women in my rural community wanted to learn how to bake bread, so I began teaching them how to prepare it themselves. My goal was simple: food. Teaching the women a skill that would help provide a nutritious snack at home for their children. But, after a few weeks of baking, the women informed me that they'd just successfully sold their fortified bread in the nearby market. They sold their bread! These industrious women had created a market for their breads, meeting local demand with local supply.

That is when I realized that something as simple as a loaf of bread had the power to create jobs for the women, improve community access to nutrition, and spark local economic growth.

Thus, the seeds for The Women's Bakery (TWB) were sewn.

Fast forward to today. Years of hard work and many tears of pain and joy later, our team of more than 57 incredible people will soon be celebrating the biggest milestone of The Women's Bakery to date: Profitability! In 2020, the Gicumbi bakery achieved significant operational efficiencies and

sales growth. It is expected that by the second quarter of 2021, the Gicumbi bakery will achieve profitability from its sales. Ruyenzi is soon to follow.

The news is all the more exciting given that all bakeries were forced to pause operations for two months due to COVID-19 lockdowns and restrictions. In 2020, we sold over 672,000 units of bread, a 25% increase over 2019. We sold more of our most affordable bread product—fortified white bread. A year of pandemic lockdowns and restrictions demonstrated *there is a demand for affordable bread*.

Bread has created *jobs for women* in East Africa. Bread has improved *community nutrition*, and bread has sparked *local economic growth*. Because of bread, women can make choices about their lives they couldn't make before. Their children are healthier. The skills our women have earned can never be taken away. *That's Bread Power*.

As a supporter of TWB and a champion for enterprise as a tool for social and economic change, you share in our celebration of sustainability.

Thanks to the philanthropic support from champions like you, the Women's Bakery will work toward further expanding our impact in the years to come.

Thank you, Murakoze!

Markey Collier



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jobs for women.
Bread has improved
community nutrition.
Bread has sparked
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The Power of Bread

Celebrating a decade of The Women's Bakery



- The Women's Bakery is founded. Our dream: Build women-powered bakeries in East Africa.
- TWB informally trains its first cohort of women.

2014

- TWB opens a bakery in Kigali.

LIZIKI, KIGALI BAKER

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

2016

2010

- Markey Culver begins service in the Peace Corps in Rwanda.



2015

- TWB is registered as a public 501c3 and as an official Rwandan business.
- **SISTER NEERA, TANZANIA BAKER**
"We had a great desire to learn and got the chance to learn."

2017

- All TWB women and their families receive employer-provided health insurance.
- Bakery in Ruyenzi launches.



- The Kigali bakery moves into a larger flagship space with an open-air café and room to grow.
- The Gicumbi bakery opens.
- TWB formally pilots its first franchise, located in Namayemba, Uganda. TWB's model was developed to be relevant globally, with bakeries being powered by any group of women, anywhere.
- TWB's training program is nationally accredited by the Rwandan Workforce Development Authority.

2018

2019

- The donation of two hard bodies (delivery vehicles) doubles the Kigali bakery's sales in one month.
- TWB bakers participate in gender equity training, which focuses on how to transform gender norms and create real social change.
- TWB secures a grant to provide porridge to every baker each morning.
- **OLIVA, KIGALI BAKER**
"To have a meal every day at work makes me feel happy and strong and gives me a higher level of energy."

- The global COVID-19 pandemic forces all bakeries to pause operations for two months and changes how TWB distributes bread.
- Despite COVID-19 restrictions and lockdowns, TWB increases bread sales by 25% over 2019.
- All TWB women have bank accounts.
- The first of two donor-funded baby houses open. On-site child care is vital to the women bakers being able to work while having a safe place for their children during the work day.



2020

2021

- Through the One Bread Project, TWB is serving 3,138 school children daily.
- Gicumbi and Ruyenzi bakeries are expected to reach profitability by the end of Q2!



In our words

Stories from strong women and men at the bakeries

SUZANNE, KIGALI BAKER SINCE 2015

Being employed with TWB has impacted my life in big ways. I pay my rent and all my bills. I am able to provide all basic needs and food for my family. I am able to pay school fees for some of my children. I hope to save enough to pay for all of them as school costs our family much money.

Working for TWB has increased my confidence because I am now financially independent. It has provided me a better life and future.

TWB has given me value. Now I feel valued, and I am an empowered woman in my family and in my community.

Suzanne



MADINA, RUYENZI BAKER SINCE 2017

Before joining TWB, I was a potter. Now that I work for TWB, I have medical insurance for myself and my family. I am able to pay school fees for my children.

I have gained much self-esteem, and I know a woman can do anything. A woman can be a mirror for everyone.

Madina



Meet the Men of The Women's Bakery

The men on our team play an important role in supporting a culture of gender equity.

PAPA NADINE, DELIVERY DRIVER AT THE KIGALI BAKERY SINCE 2019

I believe that women can do anything. I see that given opportunity, women gain self-confidence and can do anything a man can do, and do it even better.

Papa Nadine





CHARLOTTE, PROGRAM MANAGER FOR THE GICUMBI BAKING TEAM
Serving more Students Despite COVID-19 Challenges

Parents rely on our bread as a nutritious part of their family's daily meals. But we learned that many students do not eat while at school, making it difficult for them to learn while hungry.

In 2019, we launched the One Bread Project to provide nutritious bread products to students during

the school day. COVID-19 restrictions made it challenging for our team to continue serving students during lockdowns. Carefully adhering to safety and sanitation regulations, we maintained our partnerships with schools and continued to provide meals for students in 2020.

As Rwanda re-opened its schools, we increased the number of school children who receive our

nutritious bread to 1,040 students every day. Thus far in 2021, we are serving more than 3,000 school children daily!

My dream is to provide more children in my community with nutritious bread. Your generosity can make this possible. Thank you for your continued support.

Charlotte



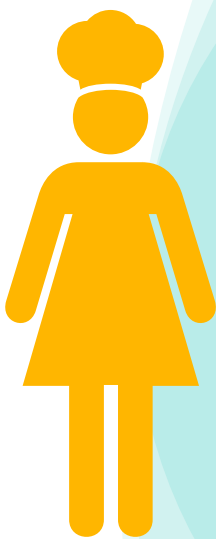
The Ripple Effect
An empowered woman has a great impact on those around her.

By prioritizing health, employment and education, TWB has seen Charlotte rise from intern manager to program manager, leading the One Bread Project to help feed local school children, even during the challenges of the pandemic.

That's bread power!

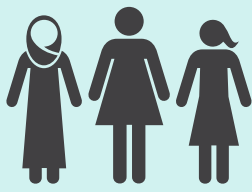
The Women's Bakery empowers each woman baker by prioritizing

**HEALTH
EMPLOYMENT
EDUCATION**



FAMILY
She improves the lives of her children.

Children of bakers eat 2-3 nutritious meals per day.



FRIENDS
She mirrors possibility to other women.

50 women are employed at TWB (and seven men)!



COMMUNITY
She bakes nutritious bread for her community.

4,687 people consume TWB bread every day! (2020)

Women Catalyze Progress through Social Enterprise

Bread is how we do it. Our bakeries are making an impact on the local economy and on the women employed by them.

As a social enterprise, The Women’s Bakery is a charitable organization that builds for-profit bakeries. Our model proves that business can and should be used as a tool for social good.

Women power our bakeries. Women are changing their circumstances. Women fuel our passion. Women are the reason that our model is successful. *Women are a worthy investment.*

TWB’s model is customizable, practical, sustainable, and profitable. It’s a model that consciously works for women, their families, and communities, empowering them with choice and the ability to change their own lives for the better.

Many of you have supported TWB since its inception—thank you. Your gifts have provided access to choices that these women may never have had. You’ve helped us learn, grow, and adapt.

Donations will continue to fund our social impact programming, including baby houses and childcare at each bakery, health insurance for all employees and their families, and mental health counseling. Donations will also create the runway to get all bakeries to profitability and create a safety net during lean months when sales are low. Thank you for your continued support as TWB continues on its journey of empowering women.

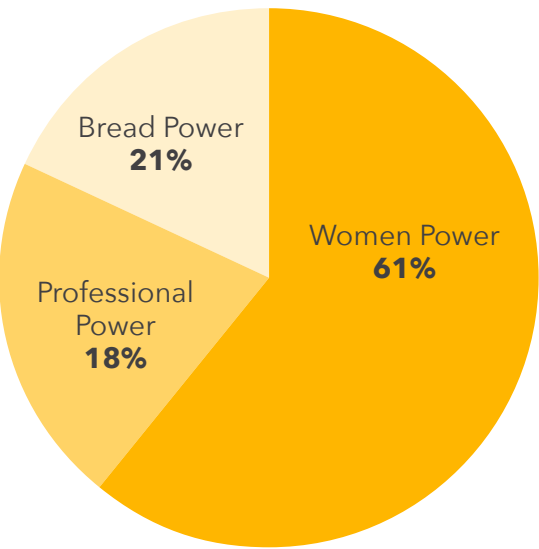


2020 Financials

A Year of Efficiencies

REVENUE	
Fundraising	\$999,462
Bakery Sales	\$73,103
Total Revenue	\$1,072,565
EXPENDITURES	
Women Power (payroll)	\$419,728
Bread Power (bakery operations)	\$143,573
Professional Power (admin.)	\$123,651
Total Expenditures	\$686,952
TOTAL YEAR END ASSETS*	\$385,613

Expenditures



The Model is Working!

Bakery revenue is largely generated through the sale of simple, nutritious, and affordable bread. Keeping the average cost of a piece of bread to 50–100 Rwandan Francs (\$0.05–\$0.10 USD) is critical to our mission because our bread is being consumed by children and low-income families. Continuing to increase bread sales brings TWB closer to becoming self-sustaining bakeries.



In 2020, TWB bakeries produced **672,516** pieces of bread.

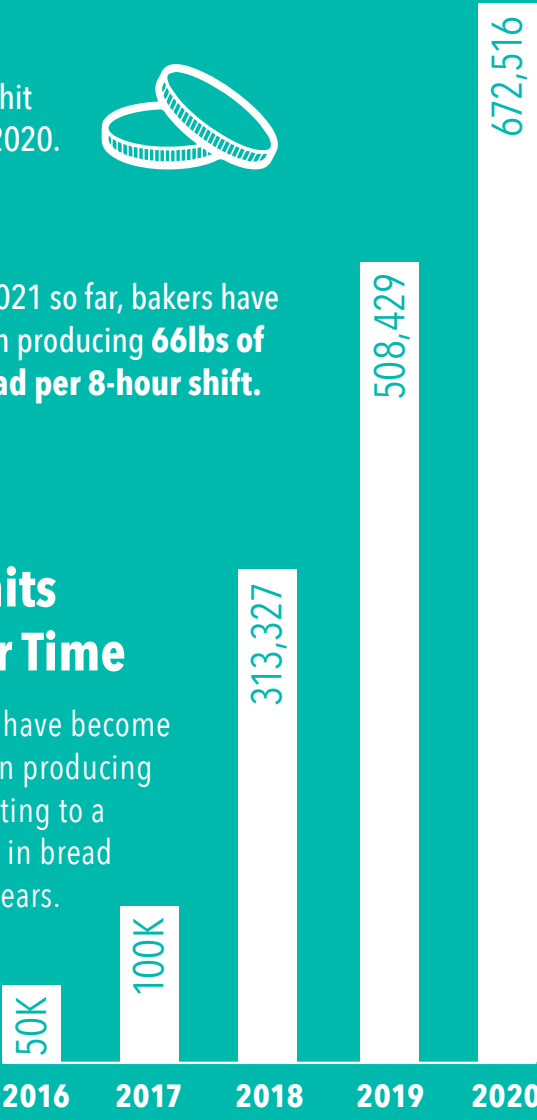
Bakery sales hit **\$73,103** in 2020.



In 2021 so far, bakers have been producing **66lbs of bread per 8-hour shift.**

Bread Units Sold Over Time

Women bakers have become more efficient in producing bread, contributing to a steady increase in bread sales over the years.





*Thank you
for being a part
of our story!*

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