



ACTION FOR WOMEN FOUNDATION (AWF)

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Kigali – Rwanda

Action for Women Bakery FINAL REPORT April 2020

Project Title: Action for Women Bakery (AWB)

Project Lead: Yolanda Murekatete

Community Organization: Action for Women Foundation (AWF)

Implementation Dates: March 2018-January 2020

Amount: \$8,476.19 USD

1. Beneficiaries

Direct Participants

Female (24 and older): 60

Male (24 and older): 1

Female (18-23):

Male (18-23): 0

Female (6-17): 0

Male (6-17): 0

Female (0-5): 0

Male (0-5): 0

Please describe how individuals impacted benefitted indirectly:

Children of parents employed directly by the bakery, benefitted in the following ways from the additional household income:

- Improved nutrition through increased food access
- Income for school supplies and fees
- Health insurance coverage
- Greater security (previously many AWF women sold vegetables illegally on the streets)

2. Please summarize what has been accomplished to date for your project.

- **Trainings with Pastry Name Smart Bakery (Pastry Nam) on management.** A training was held in Kimironko (May 28-June 1, 2018) for five AWB team members. Pastry Nam is a commercial bakery that provided AWB with management and apprenticeship opportunities. the training was led by three Pastry Nam staff. Five team members from AWB were trained including Yolanda Murekatete, Kamanyana Valentine who served as a volunteer Project Coordinator, Kankazi Jennifer who served as a Financial Officer, Nimugirimpuhwe Felix who was an AWB Baker, and Hamisa Valentine an accountant. Trainees learned about bakery management and marketing, product packaging, bakery equipment, as well as business planning, customer relations, and employee supervision.
- **Pastry Name Apprenticeship.** Pastry Nam created an apprenticeship program for AWB. Two bakers from AWB participated, spending two weeks at the Pastry Nam facilities to learn new baking techniques, including the production of bread, sandwiches, baguettes, mandazi, cakes, cookies, sambusas, meatballs, and biscuits.
- **Provision of goods at the Gasabo District Made in Rwanda Expo 2018 (May 24-29, 2018).** During this period, AWB sold 188 small mandazi, 27 small cakes, and 60 sambusa, and received a certificate of participation.
- **Production with new equipment. While AWB struggled to earn positive net profit, they still showed impressive initial efforts.** The following table shows revenues from July-September, 2018, which is the most reliable data available, before the bakery began to struggle and cease regular operation. AWB started baking on June 11, 2018 with its new equipment.

Expenses and Revenue			
	July 2018	August 2018	Sept. 2018
Expenses (USD)			
Ingredients	\$ 543	\$ 401	\$ 327
Salaries	\$ 171	\$ 217	\$ 217
Executive Director (ED) Salary	\$ 343	\$ 343	\$ 343
Rent	\$ 214	\$ 214	\$ 214
Total Expenses	\$ 1,271	\$ 1,176	\$ 1,102

Revenue			
Total Revenue	\$ 982	\$ 613	\$ 533
Net Profit	\$ (290)	\$ (563)	\$ (569)
Net Profit w/o ED Salary	\$ 53	\$ (220)	\$ (226)

The following table shows the number of goods sold from July-September, 2018*:

Good Sold July - September 2018			
Product	July 2018	August 2018	Sept. 2018
Mandazi pieces (sold in packets of 12)	7788	1632	2004
Bread pieces (sold in packets of 12)	1704	3408	2760
Cakes pieces (sold in packets of 12)	1524	2328	2040
Individual pieces (not sold in packets)	49	140	145
Large cakes	12	11	
Total pieces sold	11,077	7,519	6,949

*The bakery continued the struggle earning positive net profit into the fall of 2018, with regular production starting to decline.

3. Please indicate and describe your progress against each of the agreed upon indicators listed below.

- **Net profit (see above)**
- **Number of good sold (see above)**
- **Number of People Trained**
 - i. 6 people total trained (5 as part of management team, plus one baker/packager). 5 attended the management training, and 2 attended a two-week apprenticeship at Pastry Nam.

4. Did your project accomplish all or mostly all of its original goals? Please explain in detail the project's major successes and any setbacks it may have experienced.

The project was able to purchase equipment and start bakery production and train staff, earning revenue. The bakery had a positive net profit in July 2018, excluding the ED salary. This was due to the fact that AWB had a larger market due to selling in more locations. In July staff used bicycles to transport goods to sell in Nyabisindu, Kimironko and Remera. Expenses were also lower in July due to the fact that ingredients were bought in bulk, salaries were lower as two AWB members were working as volunteers, and electricity costs were lower because more mandazi were produced (not requiring electricity for the commercial oven). The project also trained bakery staff on management and baking techniques, through the partnership with Pastry Nam, and purchased accounting software called Casinex (however, this was not used successfully).

However, the major setback that the project experienced was an inability to generate positive net profit, which led to the bakery's decline and a cessation of production by December 2018. In August and September in particular, the bakery struggled. This was due to several factors. The bakery was having trouble with late customer payments in selling locations, so it decided to change its marketing strategy to sell closer to its facilities and insist on upfront payment. Due to this change in market and selling location, sales and production declined. In August more cakes and bread were baked with the commercial oven, increasing electricity costs. Customers near the bakery preferred cakes/breads, leading to this shift in production. There were also higher salary costs, as two staff who were working as volunteers in July were paid. A shortage of oven trays meant that goods needed to be baked in multiple batches, further increasing electricity costs. Overall, lack of accounting and financial management experience among staff and struggles with marketing strategy created problems that eventually led to the bakery's inability to continue. Accounting software was not used consistently or with success, and a piece-meal means of tracking production, expenses, sales and revenues was used. It was often unclear if the bakery was losing money and how much, and often Yolanda resorted to paying for expenses out of pocket when the bakery could not meet profit goals, which was simply not sustainable.

5. In retrospect, what if anything might have been done differently to achieve or extend the success of the project?

More focus needed to have been placed at the start on financial management and accounting, as the bakery was often losing money and losses were absorbed out of pocket. Reporting remained a challenge for AWB, as the Casinex software that AWB got through Pastry Nam did not include all of the data tracking features that AWB needed. Tracking and reporting revenues and expenses was never streamlined for AWB. A greater focus on strategic marketing was also needed, and consideration for factors like product types (given the higher expenses with certain products requiring electricity like bread), selling location, and customer service and outreach.

- 6. What is your plan for sustainability for this project? For example, considering where the project is at this point in time, what do you expect to remain, who will be responsible for what remains, and what ongoing costs do you foresee?**

Currently the bakery is not operating, and plans are being discussed regarding the transfer of equipment to another baking group in Kigali.

- 7. Other than those identified above as key actors for this project, have any unexpected leaders emerged during the project? If so, please describe how they impacted the project and how the project has impacted them. Please provide the emergent leader's first and last name, age, marital or family status, any other special characteristics, and their contact details.**

Valentine KAMANYANA, Former AWB Volunteer and Project Coordinator, Age 30

Valentine served as AWB Volunteer and Project Coordinator who provided management services to the bakery, and was a teacher who gave her summer time to the project. She has a Bachelor's Degree in Tourism Management and has taken courses in communication, business management, hospitality management, service marketing, and service quality management, providing useful skills to the bakery as it seeks to increase production and sales. When Valentine worked with the bakery, she helped with record-keeping and tracking production costs. She coordinated the purchase of fresh ingredients and supplies for daily production of baked goods, and worked with staff on customer service. Valentine participated in the AWB management training with Pastry Nam.

- 8. Describe the involvement of the key actors in the project.**

- **Community Organization: Action for Women Foundation.**
 - i. AWF serves as the umbrella organization for the bakery. AWF is currently running a women's empowerment program focusing on community finance and savings groups. Volunteers and participants overlapped between AWF's programs and AWB, and AWF provides participants for AWB training and baking activities.
- **Project Leader: Yolanda Murekatete**
 - i. Yolanda has been responsible for supervising the overall project activities and for managing and organizing employee trainings. She was responsible for workplace operations and equipment and took a lead on finance as well, in

conjunction with other staff.. She is also the lead of AWB outreach and marketing, and does training for women and business development.

- **Established Field Partners: Rebecca Hiemstra and Ruth Ann Church**
 - i. Rebecca has been responsible for organizing meetings with Yolanda and Ruth Ann to follow-up on project implementation, collecting information for progress reports, writing the reports, and liaising directly with World Connect.
 - ii. Ruth Ann has supported the business aspect of the bakery, helping with strategy and offering recommendations to help lead the organization to sustainable profits. Ruth Ann had visited the AWB bakery multiple times, including in April and June 2017, June 23 and July 2, 2018 as returned to Rwanda in 2019 as well.
- **Community members**
 - i. **AWB received support from local leaders while operating.** Salton is the village leader of Gasasa Village, Rugando Cell, where AWB was formerly located. According to Salton, AWF discuss important social issues and understand their rights, and believes that AWF's projects have provided women with a platform for self expression and a better understanding of their self-worth.

9. Has this project led to any additional investment by or in the affected community/ies? If so, please provide any details such as the amount of money promised or invested and by whom specifically.

AWF gained a \$80,000 grant from the Swedish Kvinna till Kvinna organization, focused on women's empowerment. World Connect's support for AWB helped build Yolanda's grant management experience.

10. Has this project led to any additional actions, activities, mobilization, group formation, or concrete plans for action by or in the affected community/ies? If so, please describe.

NA

11. Did you have access to the necessary tools, resources and/or support from World Connect to design and implement a successful project? Please provide examples of the types of support and tools that would have been helpful.

Overall World Connect provided excellent support, and focused on the well-being of staff and trying to find creative solutions to the challenges AWB experienced, for example through having Rhoda visit the site.

12. Would you recommend working with World Connect to others? Please briefly explain why or why not.

Overall World Connect has focused not just on project activities, but also on local staff and understanding how to best support them and utilize their strengths. World Connect worked closely with Yolanda to discuss solutions and possible ways forward, seeking to understand her situation and vision for the bakery and project.

13. Do you have any recommendations on how World Connect can improve its grant application, reporting process, or the support it provides to key actors?

NA

14. Who is the best point of contact should we be able to visit in the future? Please provide this person's full name, contact information, and primary language/s.

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Rebecca Hiemstra: rebhiems@gmail.com