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# 2023 Q3 REPORT

# Executive Summary



*Since our inception, we have served over 15 million meals and we are currently serving 140,000 children a day in 5 counties in Kenya - Nairobi, Kiambu, Murang'a, Mombasa, and Kisumu.*

At Food for Education, our vision is to eradicate classroom hunger by creating the blueprint of a scalable and replicable model for school feeding in Kenya. Our mission is to serve a hot nutritious, affordable school meal to 1 million children in 50% of Kenya's counties everyday by 2027.

Since our inception, we have served over 15 million meals and we are currently serving 140,000 children a day in 5 counties in Kenya - Nairobi, Kiambu, Murang'a, Mombasa, and Kisumu. We feed children through a combination of direct service delivery and innovative government partnerships, with the government now paying for the meals of 51,000 children in Kenya - nearly 40% of children we feed every day!

We operate from 7 high-tech, high-efficiency central kitchens and adapted our model to a rural context in Murang'a, where we use semi-centralized cooking and distribute food on motorcycles instead of delivery trucks. **We have grown 1.5x in the number of children we feed in the last quarter alone.**

# Q3 Highlights: The Difference We Made

## KITCHEN GROWTH & NEW AREAS OF EXPANSION

- This quarter we continued to rapidly scale across the country. We currently feed **140,000 children in 28 districts, representing a 1.5x growth in the number of children we fed last quarter and over 14x growth in the number of children we fed in 2020.**



- We feed 140,000 children through a combination of direct service delivery and government partnerships. We are proud to feed 89,000 children through our direct service delivery, which is our core solution of central cooking and distributing hot, nutritious, and affordable

school meals on delivery trucks. We are equally proud to serve 51,000 children through innovative government partnerships, with the government paying for the full direct cost of these children's meals.

- Through these government partnerships, we work hand-in-hand with Murang'a and Mombasa county Governors and their teams to feed all early childhood learners (ages 3-6) a nutritious school meal. In Murang'a, we serve a fortified breakfast, using a locally-produced, highly nutritious porridge fortified with essential vitamins and minerals including vitamin A, a selection of vitamin B, folic acid, iron, calcium, and zinc.
- In Mombasa, we serve lunch, consisting of a high protein:carbohydrate ratio, 60-70% of the recommended daily intake for calories, and vegetables in every meal, with nearly 100% of the ingredients being locally sourced. We are eager to be leading the way in growing Kenya's school feeding economy.
- These government partnerships open up doors for new partnerships with other counties across the country. We're excited about the expansion prospects of these projects, as governors wield strategic power in Kenya, which we believe will support our case for a national school feeding subsidy. These partnerships exemplify a model of excellence for other governors to replicate, moving closer to our North Star of feeding 50% of counties in Kenya by 2027.





## FEEDING THE FUTURE OF MURANG'A COUNTY, ONE CUP OF PORRIDGE AT TIME



- Our Murang'a solution is an adapted model to our core solution. In the last quarter, we executed a pilot initiated by H.E. Governor Irungu Kangata of Murang'a to feed the county's 40,000 public early childhood learners (ECD). **During the pilot, we provided 294,688 cups of fortified porridge to 20,004 students across 314 ECD centers in the county.**
- Through this partnership, we are providing all ECD learners with a fortified cup of porridge every school day. Building on our success with the pilot project, we've successfully scaled this quarter to feed 40,000 learners in nearly 700 ECD centers with a daily cup of fortified porridge.
- With 70% of Kenyans living in rural areas, this project allowed us to test our model in a more rural setting. We modified our central cooking model to a semi-centralized approach, with 1-2 kitchens established in each ward (the lowest level of division within a county). To ensure maximum impact and reach, we leveraged a fleet of motorcycles to distribute the porridge in the challenging terrain of Murang'a county, ensuring that every child receives breakfast every school day.
- We carried out an array of assessments to understand the costing of this adapted program and the efficiencies of having a fleet of motorcycles and a semi-centralized kitchen model. Our fortified porridge is enriched with essential nutrients such as vitamin A, a selection of vitamin B, folic acid, iron, calcium, and zinc, which are all vital for the growth and development of children and significantly reduce the occurrence of anemia.
- **This project recorded a 4.2% increase in enrollment and a 67.4% increase in attendance during the implementation period.** This remarkable achievement underlines the effectiveness of providing daily meals to promote early childhood development and education. We're excited to continue this partnership with Murang'a county and expand this program with other county governments so more early childhood learners have access to a hot, affordable, nutritious meal every day.



## MOMBASA COUNTY: CROSSING OCEANS (ACTUALLY) FOR SCHOOL FEEDING



H.E. Governor Abdulswamad Shariff Nasir and F4E Founder Wawira Njiru enjoy lunch with children in an ECD center in Mombasa.

- **We are now feeding all early childhood learners in Mombasa County!** At the request of H.E. Governor Abdulswamad Shariff Nasir we began feeding early childhood learners in Mombasa's 6 sub-counties: Likoni, Jomvu, Changanwe, Mvita, Kisauni, and Nyali. We are grateful that the county government is paying Food for Education for the full direct cost of these meals!
- Mombasa is the second-largest city in Kenya and a strategic center of power in the country in the coastal region. Proving school feeding can work with 100% coverage and that the county government is willing to pay is a major step in our vision for the government to increase their financial capitation to school meals.
- Our school feeding program in Mombasa now feeds 20,100 students, both primary and ECD, every school day in 12 schools and 95 ECD centers across the county.



A Food for Education delivery truck crosses the ocean on the Likoni Ferry, which connects two parts of Mombasa County that are separated by water.

- Expanding across Mombasa county posed a new challenge - crossing the ferry. Ferry charges impact our delivery costs and we would incur over KES 1200 (\$11) per truck per delivery. **Through our government partnerships with Mombasa County, the county provided us a ferry pass which exempts our trucks from transport charges for the Likoni ferry passage.** This support has reduced our meal costs and saved us valuable time that we would have otherwise spent in line to board. We are grateful for this support and remain committed to enhance the delivery of our program even further in Mombasa County.



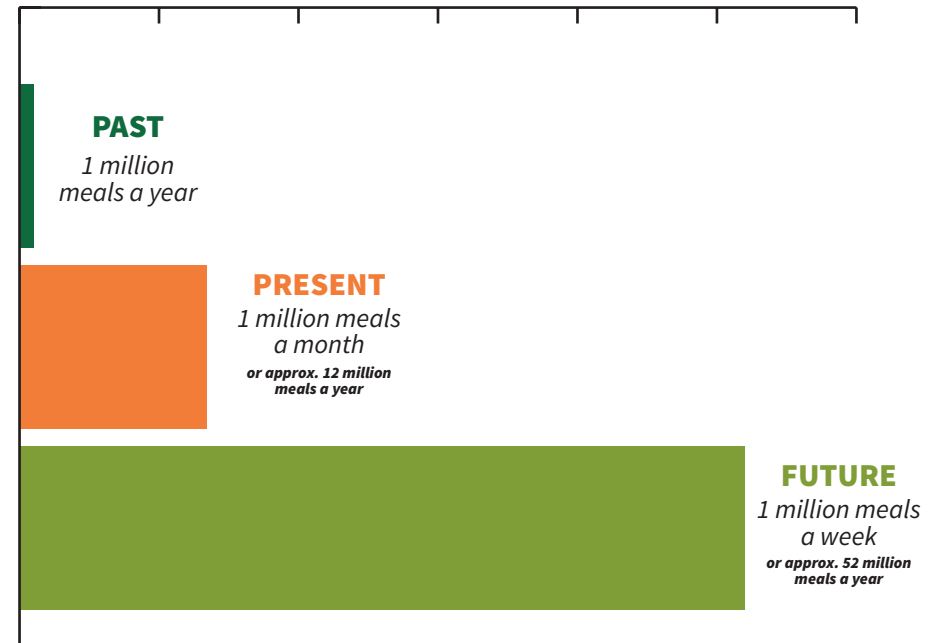
## OUR NEXT MILESTONE: BUILDING AFRICA'S LARGEST KITCHEN

- The construction of our state-of-the-art giga-kitchen has begun, which we understand to be the largest kitchen in Africa. Our giga-kitchen, spanning 32,000 sq. ft., will serve **60,000 meals every day at full capacity**, feeding vulnerable children across Nairobi. We are leveraging the latest climate-friendly technology and equipment in this kitchen - including a steam generator powered by eco-briquettes instead of LPG - to ensure that we provide healthy, nutritious, and sustainable meals to our communities.
- Our ultimate goal is to feed **1 million children by 2027**, and this kitchen signifies a great step towards realizing that target. **This kitchen will cater to 25% of all public primary school children in Nairobi** struggling with food insecurity and living in poverty. We look forward to the immense impact that this kitchen will have on the lives of many children in Nairobi.



## SERVING OUR 15 MILLIONTH MEAL AND OUR LARGEST-EVER SCHOOL

- We're excited to have served our 15<sup>th</sup> millionth meal this quarter.** We have progressed from serving 1 million meals every year in 2020 to over 1 million meals every month this year.
- This quarter we took great pride in serving our largest school to date, Ndururu Primary School, which has nearly 5,000 students coming from nearby informal settlements. We are so excited to see the uptake of our program and the eagerness of more and more parents to enroll their children onto our program.





## OUR INNOVATIONS: A CLIMATE-FRIENDLY APPROACH TO SCHOOL FEEDING AND COMMUNITY RESILIENCE

Our commitment to efficient kitchen operations has led us to adopt climate-friendly fuel types to power our cookers. Recently for our giga-kitchen, we have taken a significant step towards using steam cookers powered by eco-briquettes, which is 15% cheaper than LPG. These briquettes, made from waste materials, offer a renewable and environmentally sustainable energy source **with potential emissions reduction of over 250,000 tons of CO<sup>2</sup> between now and 2030**. Using briquettes for cooking has enhanced our kitchen conditions, eliminating the risks associated with smoke from firewood or charcoal used in traditional school feeding programs. We are proud that our kitchens are contributing to a healthier planet by promoting environmental sustainability while providing our kitchen staff and the communities we serve with a better quality of life. Additionally, we know that food security is a key tool for climate resilience, and we embrace the full cycle of climate-friendly school feeding to ensure children are fed every day.

## ADVANCING OUR TAP2EAT TECHNOLOGY

We are excited to announce that we have finalized the migration of all our users from the old Tap2Eat system to our new in-house Tap2Eat system. As we progress, we're excited to expand our data collection capabilities on the Tap2Eat platform to include more features for internal needs and better monitoring and evaluation tracking. We're currently working on designing dashboards that cater to the different needs of each department, which will help us track payment data and patterns and meals served - essential operational information that allows for better planning on meal preparation and stock-taking.

Additionally, with the guidance of our Impact team, we're in the process of integrating key monitoring and evaluation metrics onto our internal dashboards. These metrics will allow us to better understand how our program contributes to the improvement of the health and education of our children. The indicators we're focusing on include gender diversity, attendance, enrollment, attention of the child in class, and dietary diversity. We aim to integrate these metrics onto our tech dashboard over the next 9 months, ensuring we continue delivering exceptional service to our communities.



*The F4E tech team hard at work bringing Tap2Eat in house.*

# Policy & Advocacy

## WORKING WITH STRATEGIC COUNTIES TO ADVANCE SCHOOL FEEDING

- **Working with county governments** - who wield an immense amount of influence and serve as examples for social programming and policies that can be rolled out nationally - plays a critical role in our goal of feeding 1 million children across the country. We have been successful in forming operational partnerships with both Mombasa and Murang'a Counties, with both counties covering the full direct costs for all of their early childhood learners to eat.
- **We serve children lunch in Mombasa and a fortified porridge in Murang'a**, adapting our model as needed to these diverse contexts. Mombasa is a more urban county, with a much smaller area than Murang'a; on the other hand, Murang'a is highly rural and is nearly 10x the size of Mombasa. With our mega-kitchen in Mombasa, we were able to meet the demand for all 11,000 learners in public ECD centers. In Murang'a, we adapted our model to a rural context, using semi-centralized kitchens and doing distribution on motorcycles. These models prove that school feeding can work in diverse contexts across Kenya and we are grateful that each county's governor is a champion for school feeding.

- In addition to operational partnerships, we are **providing technical support to counties and Members of Parliament (MPs)** within Mombasa and Murang'a, as well as several other counties, to build their capacity on continuous implementation and monitoring for school feeding. This has included visits to see our central kitchens and our Mombasa and Murang'a operations, special roundtable discussions with our team and different MPs, and trainings for county government workers on school feeding.



*The Food for Education team trains a full house in Murang'a on school feeding and the preparation of porridge to feed 40,000 early childhood learners.*



## ADVOCACY THROUGH A WINNING COALITION

- To further our advocacy goals, hand in hand with our operational scale, **we are onboarding various stakeholders to form our winning coalition for school feeding.** The role of the winning coalition is to:
  - 1) *Urge the National government towards passing policies and legislation for school feeding*
  - 2) *Provide operational models for school feeding to be implemented*
- As part of our winning coalition strategy, **Food for Education has taken an active role in the Global School Meals Coalition**, a new endeavor bringing together governments and various partners to share learning on school feeding and restore, enhance, and expand food and education systems globally.
- We are furthering ourselves as a learning organization and have been **developing a partnership with Columbia Global Centres, an arm of Columbia University in New York.** Through this partnership, we plan to conduct an evaluation of our program as part of our comprehensive M&E strategy

## ENHANCING CUSTOMER EXPERIENCE

- Our customer experience (CX) team has been building a better understanding of the challenges encountered by our parents day to day. The Customer Experience team has successfully conducted two Customer Feedback Surveys for all our users targeting Customer Satisfaction (CSAT) and Customer Effort Score (CES)<sup>1</sup>

- **The CX team is supporting the tech team in streamlining reconciliations** (errors when parents are making payments). We noted that new parents have trouble topping up their Tap2Eat accounts and make simple errors like inserting letters instead of digits on account numbers. To solve this challenge, the CX team facilitates payment reconciliations, which reroutes the erroneous payments to the right accounts proactively and promptly, and proactive customer education to parents on which account number to use. As a result, we have seen up to a 33% reduction in error cases.
- The CX team has educated new parents from each school onboarded since February. The exercise aimed to reduce call influx on basic processes such as how to make payments. The team has managed to train 4,966 parents, and out of this number, only one parent called in making inquiries on the payment process. **This indicates a 99% impact rate of the training process!**
- Similarly, we have also engaged in proactive customer education targeting new parents during the onboarding process. As a result of these efforts, the CX team has managed to educate new parents on how the program works and how to leverage Tap2Eat solutions. This exercise has led to 33% reduction of incoming calls from parents struggling with basic processes such as how to pay and general queries.

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<sup>1</sup> CSAT score is a customer experience metric that measures happiness with a product or service. CES measures the ease with which a customer can use your product or services.

# F4E in the Media & Building Thought Leadership



In January 2023, our Founder and CEO, Wawira Njiru, was called to speak at the World Economic Forum Annual Meeting in Davos. Wawira discussed the importance of school feeding in Kenya and the necessity of a robust supply chain to ensure that we can feed millions of children. She discussed the role Food for Education plays to ensure no child in Kenya goes a single day without a nutritious school meal. We are honored to share the work we do at Food for Education at such an influential global stage, with key business and political leaders in the audience.

Food for Education is a learning organization and pride ourselves in knowledge sharing and being able to provide insights to all those in the school feeding space. We were excited to host Sierra Leone's Deputy Minister for Education, Hon. Mamusu Komeh and his colleagues on March 9th. This session allowed us to share our learnings on developing a sustainable, scalable, and locally-led school feeding program that can be replicated in Sierra Leone.







This last quarter we launched 2 projects with Murang'a County and Mombasa County. Both Governors, H.E. Gov. Irungu Kang'ata of Murang'a County and H.E. Gov. Abdullswamad Sharrif Nassir, visited and launched our county wide school feeding programs to feed all early childhood development centers in their respective counties. We are thrilled to have both governors as champions of our program and through this partnership we are feeding an additional 51,000 children everyday, with the government covering all direct costs.

**We had the privilege of hosting Sir Christopher Hohn, the founder of The Children's Investment Fund Foundation (CIFF) at our kitchens in February.** We are grateful for our partnership with CIFF on school feeding and admire the work his foundation has done across the continent.

Our Impact Manager had the opportunity to share key learnings of our program at the Comparative International Education Society Conference in Washington DC this past quarter. This conference is one of the largest education convenings and it provided us with a stage to share our key learnings, particularly our work with government partners. Food for Education was pleased to share our insights and the role we play towards improving education for children.

Our Policy Team has been working diligently to advocate for school feeding and leverage off existing county government relationships to attract more counties to partner with us and build champions across different levels of government. The team participated in a Senate meeting where the team shared the success of the government partnerships in Mombasa and Murang'a County and elaborated on the similar successes other counties can have on their early learners with a similar partnership.







# A Look into the Food for Education Team

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- The Food for Education team is steadily growing and we are currently at 700 staff members organization wide, including full-time, part-time, and casual staff. This last quarter we have expanded the tech team and have pursued a partnership with **Akirachix** to offer internships to their students. Akirachix is a tech training program that empowers young girls and women to enter the field of tech and software engineering. We are excited to continue pursuing our partnership with Akirachix and empowering and hiring women from the communities we serve.
- Strategic hires and building team capacity are essential to our long term sustainability. Key hires we have added to the team over the past quarter include: Strategic Operations Manager, Software Engineer, People Operations Manager, and Quality Assurance Assistants. As we scale further we are excited to add a Head of Tech and a Chief of Staff to the team.

# What's on the Horizon?

- As we scale, we are exploring the use of innovative automated equipment in our central kitchens. We have been trialing the use of automated sorting machines that will reduce time required for sorting by at least 87%. Sorting will be carried out centrally at our storage warehouse and all kitchens will be able to receive pre-sorted grains for their immediate use.
- Expanding into Nairobi is a key step in our growth plan. We are continuing construction of our giga-kitchen, which will feed 60,000 children every day. This represents 25% of all public primary school students in Nairobi County, where food is one of the most urgent humanitarian needs children face.
- Similarly, to support our staff in the kitchens, we are installing silos at our new Nairobi giga-kitchen. This new kitchen would have a significant labor requirement without the use of silos. The implementation of these silos will make the day to day work of our kitchen staff more seamless and efficient, while also giving us immense storage capacity at the kitchen level.
- Our Customer Experience team has been working closely with the tech team to ensure our parents are having a seamless experience when interacting with our program. To ensure continuity in the positive experience of our parents, the customer experience team will be developing customer profiles. These profiles will help us better understand our customers and work with the tech team to ensure that the correct targeted messaging is reaching the right customers.







*Grain silos being installed at the mega kitchen that can hold up to 40 tons of grains each.*

- Now that we have brought our Tap2Eat platform inhouse, we are looking to expand the platform to support our M&E strategy. The tech team and M&E team have been working closely together to map out key metrics to add to the platform and how the data sets should be shared on a dashboard. We have invested greatly in our tech team and are excited to streamline operations and impact via the Tap2Eat data dashboards.



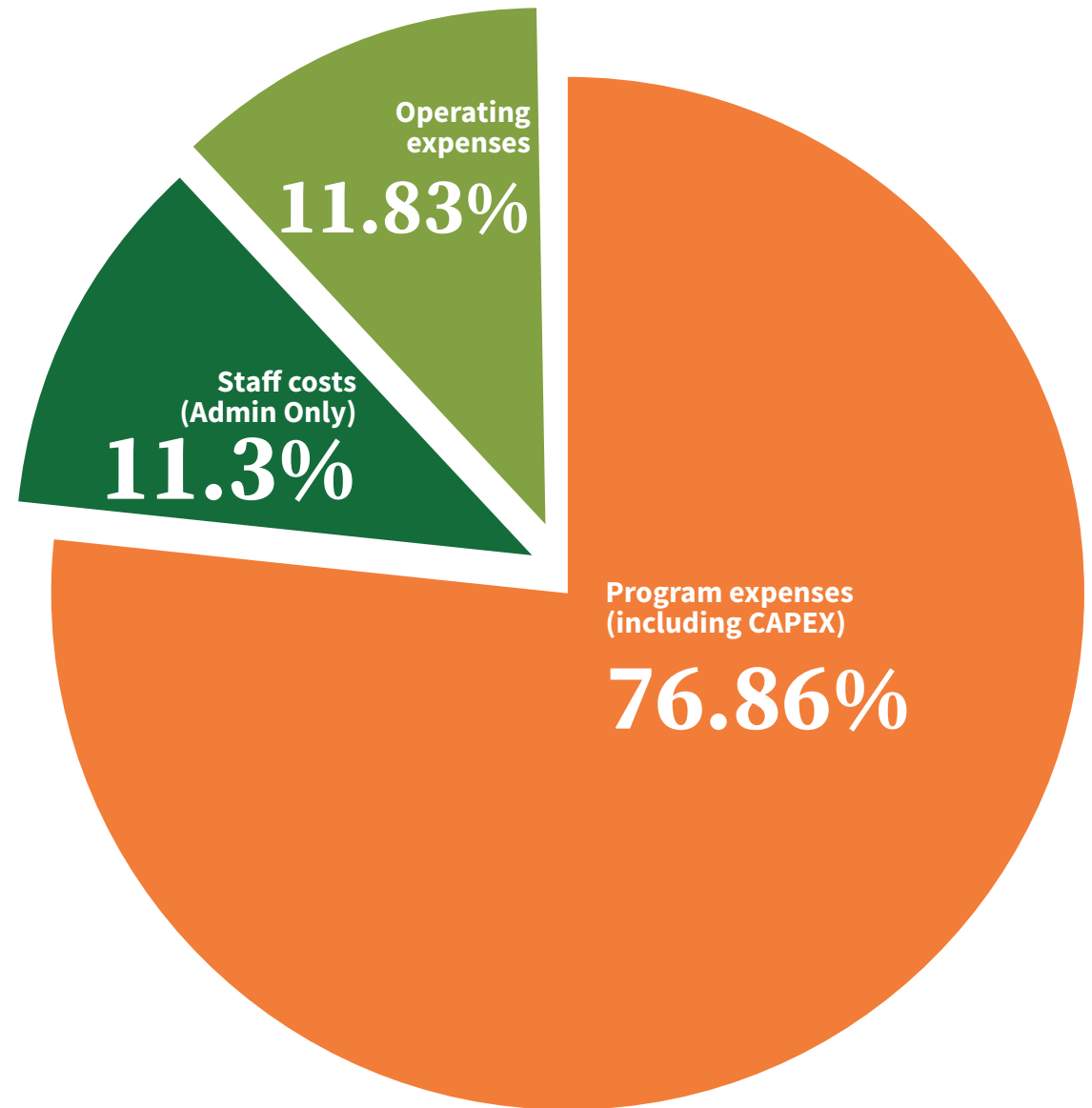
# Q3 Financials

## STATEMENT OF ACTIVITIES Q3 2023 Consolidated (in USD)

<b>Total income</b>	<b>\$ 6,254,338.91</b>
Program expenses (including CAPEX)	\$ 2,044,621.25
Staff costs (Admin only)	\$ 300,708.34
Operating expenses	\$ 314,606.80
<b>Total expenses</b>	<b>\$ 2,659,936.38</b>

## STATEMENT OF FINANCIAL POSITION Q3 2023 Consolidated (in USD)

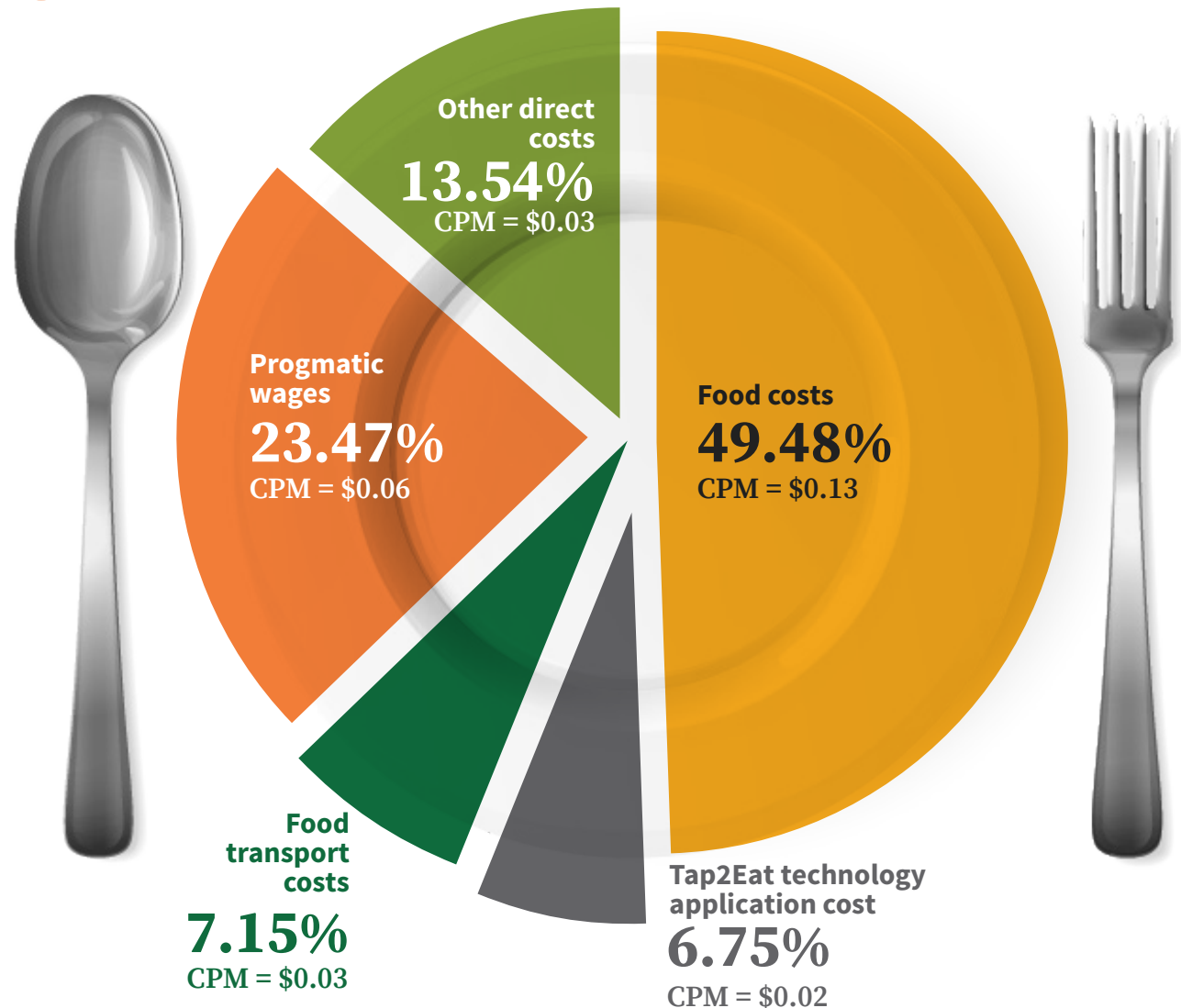
<b>Total assets</b>	<b>\$14,257,163.50</b>
<b>Total liabilities</b>	<b>\$5,376,920.94</b>
<b>Net assets/reserves</b>	<b>\$8,880,242.56</b>



# Q3 Financials

## CPM COMPOSITION- JANUARY TO MARCH 2023

In Q3 2023, our average cost per meal (CPM) for school lunches was \$0.26 across our kitchens. This is owed to increasing efficiency in our kitchens - almost 100% of them are cooking at minimum 140% of capacity due to improved batch cooking methods that allow us to increase our output without any additional capital expenditure. Food prices continue to fluctuate globally, but because food costs make up 50% of our CPM, any changing of prices of our core ingredients can affect cost. For example, the cost of some ingredients, such as rice, have dropped slightly; because we serve rice every day, this has a positive effect on decreasing cost per meal. We continue to optimize other aspects of our cost per meal, including increasing our vendor pool for delivery trucks, which has allowed us to reduce the percentage for food transport in our costs.





**Thank you!**

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