



2023 Q4 REPORT

Executive Summary



Hunger is the largest solvable issue facing African children. Over 90% of children on the continent do not have a minimally acceptable diet and over 50% don't eat at recommended frequencies, with negative ripple effects on their education outcomes and their future potential.

We've known for decades that this problem can be solved with a simple solution: a daily affordable, nutritious school meal.



At Food for Education, we are flipping the traditional school feeding paradigm on its head through a tech-centered, cost-efficient, and innovative model. Our vision is to eradicate classroom hunger by creating a blueprint of a scalable and replicable model for school feeding in Kenya. Our mission is to serve hot, nutritious, affordable school meals to 1 million children in 50% of Kenya's counties every day by 2027.

We are proud to announce that we have served over 21 million meals to vulnerable children in Kenya since our inception!

Currently, we feed 140,000 children every day (50% girls) - 89,000 through direct service delivery and 51,000 through government partnerships. We operate from 7 high-tech, high-efficiency central kitchens, over 50 semi-centralized kitchens, and 15 decentralized sites across 5 counties in Kenya.

Our analyses show up to 20% improvement on national exam performance year-on-year in schools we serve, along with up to 30% increases in enrollment. In our work with early learners in Murang'a County, we observed a 4% increase in enrollment and a 67% increase in attendance, showing the power of a school meal in having children attend and stay in school to learn.

In the past year, our growth in meals served per month has been remarkable. **We have experienced 346% growth, from serving 482,000 meals per month in May 2022 to serving 1.39 million meals per month in May 2023.** We're not slowing down yet and we're looking forward to crossing our 50 millionth meal mark soon!

As we expand to more rural settings, we are experimenting with and implementing decentralized and semi-centralized feeding models. Since 70% of Kenya's population resides in rural areas, there is a great need to tailor our model to cater to the unique characteristics and needs of rural contexts. Our goal over the next year is to reach as many children as fast as humanly possible and work closely with both county and national governments so we can feed 1 million children daily by 2027.

Q4 Highlights: The Difference We Made

KITCHEN GROWTH & NEW AREAS OF EXPANSION

LAUNCHING AFRICA'S LARGEST KITCHEN

We are excited to announce that the construction of our giga-kitchen - **the largest kitchen on the continent** - is nearly complete! With 95% of the project finished, we are set to serve our first meal by the end of August this year. This state-of-the-art kitchen in Nairobi County will serve children from the region's highest-need sub-counties characterized by a high prevalence of poverty and food insecurity. Hungry school days are a daily reality for many children living in these areas - particularly urban informal settlements - and our program is a viable solution to address this urgent need.

Spanning 32,000 sq ft, **our giga-kitchen will provide 60,000 meals every day!** With over 250,000 of the public primary school population living in Nairobi county, **this kitchen alone will cater to nearly 25% of this population.** It will provide thousands of vulnerable children access to hot, nutritious, and affordable meals every day that will allow them to attend school, participate in their classes, and perform well in their studies.



- In this quarter, we have **actively engaged in pre-enrollment activities to ensure a smooth onboarding process for parents and children** who will be served from the giga-kitchen. We have also hired **40 Tap2Eat school managers** who will support the onboarding and rollout of the program once the giga-kitchen is fully operational. **We are proud that launching this kitchen will allow us to create over 91 direct jobs for the community and serve over 10 million nutritious meals to school-going children every year!** This is a significant achievement for F4E, as just several years ago we were serving 1 million meals annually. We are incredibly grateful for the support of our partners who have made this achievement possible.
- In scaling in Nairobi, our **food volumes will grow nearly 4x from 58T of food daily to 195T of food daily.** To support this exponential growth, we recently secured an additional 11,000 ft warehouse to store our dry ingredients for up to six months. We now have two warehouses in Kenya that allow us to bulk source ingredients when the prices are lowest, taking advantage of our economies of scale to secure favorable prices.

FOOD FOR EDUCATION GROWS IN KISUMU

- We have expanded our feeding solution in Kisumu County! Our Kisumu kitchen launched in July 2022 and reached capacity within one month of operations, but additional schools wanted their students to receive Food for Education meals. To support the increasing demand, **we recently introduced batch cooking**, an innovation proposed by a kitchen manager! This has increased our meal capacity in Kisumu up from **10,000 to 16,000 meals per day.** We now feed **16,000 children** every day in Kisumu County!



- Kisumu was a new area of operations for us over the last year and we are thrilled to see the uptake of our program across **20 schools** and the positive impact it has left on this community! We are proud to have **served over 1.2 million meals from this kitchen alone** in the year since its launch. We are incredibly grateful for the continued support of our stakeholders in Kisumu county.

PUSHING TOWARDS OUR NORTH STAR: FEEDING 1 MILLION CHILDREN DAILY

- We have made great progress in our journey to feed 1 million children every day by 2027. Just one year ago, we were feeding 33,000 children; in FY23, we scaled to feed **140,000 every day across 5 counties**. We have served **over 21 million meals since our first central kitchen opened in 2016!**
- In the last year alone, **we have grown in meals served monthly by 346%, from 482,000 meals served in May 2022 to 1.39 million meals served per month in May 2023**. We are proud of the progress we've made, and we are committed to continuing our efforts and applying our local technical knowledge to ensure every child in Kenya has access to a daily hot, affordable, nutritious school meal.



RAPID EXPERIMENTATION FOR RURAL MODELS OF DELIVERY

- Our primary model of delivery is through our hub and spoke model where meals are prepared in central kitchens (hub) and distributed to networks of schools (spoke) using a fleet of trucks.
- As we expand our program further across the country, we have had to adapt our model and test its efficiency in different locations. As such, we are at an inflection point as we develop innovative models to expand to diverse, more rural contexts. We have iterated on our central kitchen model to implement decentralized and semi-centralized feeding and understand their unit economics and efficiency.
 - ➔ **Semi-centralized model:** involves smaller cooking centers, with one center per ward (the smallest county subdivision), from which food is distributed to neighboring schools.
 - ➔ **Decentralized model:** involves cooking meals within each school, eliminating the need for meal distribution to other schools.

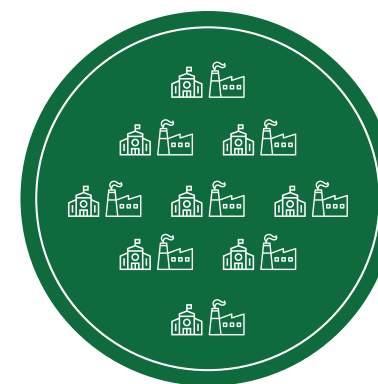
- When we scale to new areas, we analyze school populations, population density (how close people live to one another), and road infrastructure and experiment with each model to determine which is most suitable in terms of labor, delivery, and training costs.
- In Murang'a, we feed fortified porridge to all **40,000 early learners in the county**. Murang'a was our first rural county and we implemented a semi-centralized model to account for challenging road infrastructure and a much more dispersed population. This model has proven to be a success and has been running efficiently, providing porridge to all ECD learners in the county! Through the success of the Murang'a expansion, we have shown that a semi-centralized model of our program can run efficiently in more rural areas. To further assess the readiness of our program to be deployed in any region, we have entered a new testing phase to assess a fully decentralized model of delivery.
- Our focus has been identifying and utilizing **15 cooking sites in Murang'a** to test the practicality of cooking in smaller kitchens to each serve the school where they're situated; access to produce and cooking materials; and the cost implications associated with decentralized cooking. Initial results from the pilot test have shown that the decentralized cooking can offer up to 3ksh (\$0.02) saving per cup of porridge.



Urban Model:
1 area, 1 central kitchen



Rural Model:
1 area, multiple semi- centralized kitchens



Decentralized Model:
1 kitchen per school

- The pilot has shown that decentralized offers cost savings and initial results show the sweet spot is with school sizes with 50 children or more. As such, we'll continue implementing semi-centralization for schools with fewer than 50 children.
- This study allows us to understand in what contexts in rural areas decentralization makes the most sense. Given 70% of Kenyans live in rural areas, solving for the model for rural areas means solving how to feed the entire country. We can utilize these models to showcase to the government and other stakeholders the diverse range of implementation approaches and their respective cost-effectiveness. We are eager to deploy these learnings in our future expansion.



TAP2EAT: THE TECHNOLOGY THAT POWERS FOOD FOR EDUCATION

- One key priority in our technology advancement journey is to implement comprehensive dashboards that accurately capture our program's impact. We have tailored dashboards to meet the needs of different internal departments, streamlining team operations to monitor feeding and engagement metrics. As our primary M&E tool, we have integrated gender and date of birth metrics into the Tap2Eat platform. This integration aligns with our overall monitoring and evaluation plan, allowing us to disaggregate and assess data based on demographic factors that provide valuable insights into our program's impact on educational and nutritional outcomes.
- We have introduced **USSD (short codes usable on all types of phones) capabilities and dashboards on our Murang'a project platform**, transitioning our operations from a paper-based process to a more digitized approach. These dashboards provide insights into the feeding patterns of the early childhood development centers in Murang'a county, enabling us to make informed operational decisions for the expansion of our program. This was developed based on our needs to efficiently track day-to-day participation in our program and can be shared with our partners.
- Our Tap2Eat platform has expanded beyond a payments platform. We're pleased to see the different tech capabilities we have introduced within our school feeding solution and are proud to have created an innovative, tech-enabled solution never seen before in the school feeding space in Africa!

BUILDING PARTNERSHIPS WITH THE KENYAN GOVERNMENT FOR SCALE AND SUSTAINABILITY

- We are proud to have signed a **Memorandum of Understanding (MoU) with Nairobi County**. Nairobi is the most populous county in Kenya, making it a strategic center of power and an example for the rest of the country for our scale goals. Following the fruitful conversations we have had with Governor Sakaja and the Nairobi County government, this MoU solidifies our vision for scalability and outlines government and parent co-payment for school meals in Nairobi County! The MoU details our partnership and the county government's plan to **build 10 more kitchens with a capacity of 10,000 meals per day that will contribute towards serving all 250,000 public primary school children living in the county**. We are excited about the potential for growth and collaboration that this partnership brings. We anticipate that it will lead to more opportunities for new partnerships with other counties in Kenya, which is **vital in advancing our vision to change the school feeding system in Kenya to work for all children**.



We were proud to host the President of Kenya, H.E. Dr. William Ruto in June for a groundbreaking of **1 of the 10 kitchens the Nairobi County government is building** for its school feeding program **Dishi na County ('food of the county')**. President Ruto was joined by Cabinet Secretary for Education Ezekiel Machogu, Nairobi County Governor Johnson Sakaja, and several other government officials. A launch like this has never been seen before in the school feeding space in Kenya! We are honored to have received such high recognition from the President and are thrilled to embark on this journey together.



We are honored to feed the future of Nairobi County through our partnership with the county government under the visionary leadership of Governor Johnson Sakaja. This program is a first in the country, as it sees the Nairobi County government construct central kitchens where Food for Education will prepare, serve, and distribute daily meals. We are incredibly excited to see this scale-up, where we will ultimately feed all 250,000 children in the county daily, hot, and nutritious school meals. We extend our gratitude to President William Ruto and Governor Sakaja for fulfilling their commitment to support school feeding programs.

We are committed to continuous learning and sharing our expertise in the school feeding space. In the past few months, we have dedicated significant efforts to share our knowledge of climate-friendly cooking solutions with the Ministry of Education of Kenya. **Eco-briquettes**, which we use in our kitchen operations, are a transformative fuel type that has the potential to reduce carbon emissions of over **250,000 CO2 by 2030**. Through these knowledge-sharing initiatives, we aim to collaborate with and influence other organizations to embrace similar practices to make meaningful contributions towards a greener, more sustainable future.



SECURING SUSTAINABLE FINANCING FOR SCHOOL FEEDING IN KENYA

- **President William Ruto recently announced that the national government will provide an additional Ksh 5 billion (\$35.5m) in funding for school feeding across Kenya, including matched funding to counties interested in offering school meals to their children.** This announcement is a huge milestone towards ending classroom hunger in Kenya and accelerates the access of school meals to 10 million children in the country.



- **Governor Sakaja and the Nairobi County government also committed Ksh 1.2 billion (\$8.6m) to ultimately feed all 250,000 children in public primary schools in Nairobi County with Food for Education as the implementing partner, a historic commitment for any governor in Kenya.** The introduction of matched funding for school feeding in local governments propels our advocacy efforts for a national school meals policy to new heights. We are excited that President Ruto and Governor Sakaja **delivered on their election commitments on implementing school feeding as a critical social safety net to create a more inclusive economic future.**
- We are incredibly proud to witness the remarkable progress made in advancing the cause of school feeding programs in Kenya, thanks to the visionary leadership of H.E. President William Ruto. This commitment has set a precedent for transformative change, and we are grateful for the President's leadership and the opportunity to work alongside him to ensure that all children in Kenya have access to nutritious meals.

ENHANCING CUSTOMER EXPERIENCE FOR OUR USERS

Our Customer Experience (CX) team is instrumental in driving customer satisfaction and ensuring we are delivering a simple, user-friendly solution to our customers. The close connection we have with our parents, children, and teachers contributes significantly to the success of our program. As we expand our operations and enter new areas, we place great emphasis on incorporating feedback which allows us to effectively address the needs and expectations of our main beneficiaries: school children.



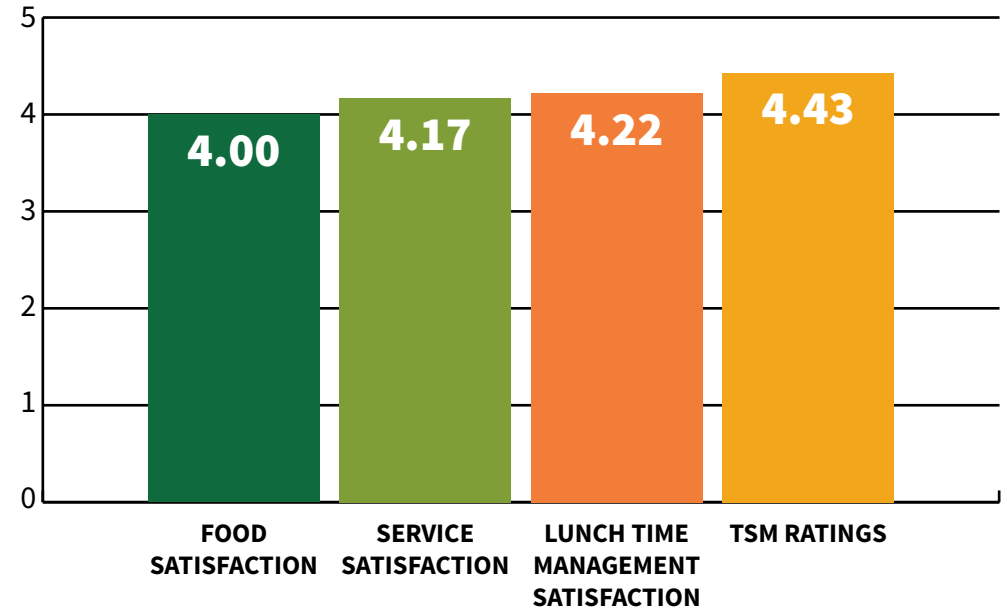
SCHOOL MANAGEMENT SURVEY

The CX team conducted a School Management Satisfaction Survey over the last quarter with the aim of receiving feedback on our service, food, Tap2Eat team, and lunchtime management satisfaction, as well as our Net Promoter Score (the likelihood of recommending our program). We spoke to Headteachers and Deputy Headteachers from the schools we operate in. Below are our scores as rated:

- Lunch time management satisfaction 4.22 (Good)
- Service satisfaction 4.17 (Good)
- Food Satisfaction 4.00 (Good)
- TSM ratings 4.43 (Good)
- Net Promoter Score 83.42% (Very Good)

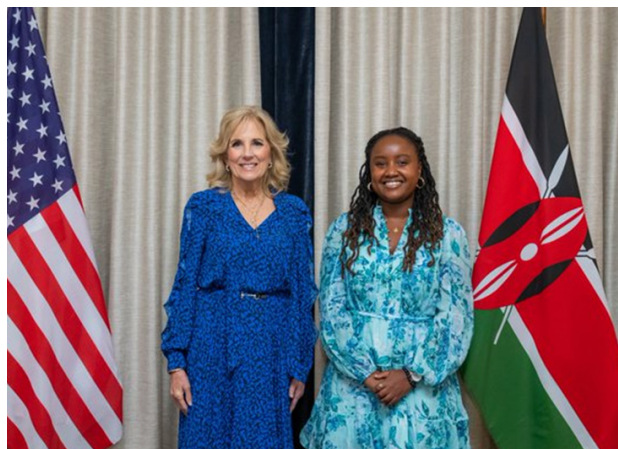
We are thrilled to see that we had great responses to our program and had a NPS score of 83.42%! This feedback solidifies the success our program has and the great response and satisfaction we've garnered from our users. We're proud to see that our users would recommend our program to other schools and other key stakeholders. We also carried out this survey to understand the likeability of our staff located in the schools (Tap2Eat School Managers, TSM). Again, we are honored to see the good work these key teammates play in ensuring parents, teachers and children have a good experience on our program and we rated above 4! TSMs play a crucial role in the fabric of F4E. They are the first point of contact for many of our users and as such, we are thrilled to see that they are able to ensure smooth delivery of our program on a daily basis.

OVERALL SCORES



F4E in the Media & Building Thought Leadership

- Our founder Wawira Njiru had the honor of being invited to meet the First Lady of the United States, Jill Biden. The meeting took place at State House in Nairobi, Kenya, and was part of the First Lady's visit to the country. During the meeting, Wawira and the First Lady discussed the importance of school feeding programs in addressing childhood hunger and improving educational outcomes. We are thrilled to have Food for Education recognized for using innovation to eradicate childhood hunger while improving the educational outcomes of children.
- We are honored to have been recognized by the [Rockefeller Foundation in their article](#) about our program at Kurahia Primary School and its impact on the community and breaking cycles of generational poverty.



- We are proud to have been [featured in The Guardian](#), highlighting the launch of the biggest school meals program in Kenya and Africa and showcasing Food for Education's partnership with the county government of Nairobi to feed all public primary children.
- We are honored to have been featured in the OECD Forum Network's article, "[Good Food + New Tech = Increased Access to Nutritious Meals for Kenya's School Children.](#)" The article highlights our work in using technology to provide nutritious school meals to children in Kenya.
- We were proud to have our Founder and CEO, Wawira Njiru, as a keynote speaker at the [Nexus Global Summit](#). Wawira spoke about the importance of investing in school feeding programs and how F4E is creating a scalable school feeding model to deliver nutritious meals for the most vulnerable populations.



The Team Powering the Food for Education Engine

GROWTH

Food for Education boasts a diverse, talented, skilled, and committed team. Our team consists of over 1,800 staff distributed across our 5 counties of operations (Nairobi, Mombasa, Kiambu, Kisumu and Murang'a). As our program further expands, our team is expanding too. In this quarter, we had the following strategic hires: Head of Technical Operations, Chief of Staff, Partnerships Manager, Quality Assurance (QA) consultant, and a Learning and Development (L&D) consultant.

LEARNING & DEVELOPMENT

- At Food for Education, we prioritize the growth and development of our employees. We onboarded an L&D consultant to support our growth ambition to expand to more than 50% of counties across Kenya and feed 1 million children every day by 2027. The consultant is responsible for designing and implementing training programs for our team, conducting assessments, and providing recommendations for continuous improvement. The goal is to optimize operations, improve outcomes, and foster a culture of learning and growth within the organization, while guaranteeing employee satisfaction and retention.

- To further invest in the skills of our team members, we obtained licenses for LinkedIn learning for specific courses across all departments. Team members have the opportunity to enroll onto these courses and further develop their professional skills in areas like presentations, management and leadership, communications and writing, and Excel.
- We work closely with local and international universities to cultivate the next generation of talent. We offer internships and visiting days to university students to experience Food for Education. For our internship program, these talented individuals join various teams within our organization, including Tech, Policy and Impact, People, Finance, and Fundraising. By welcoming interns from these esteemed institutions, we foster a diverse and dynamic learning environment while providing valuable hands-on experience.
- Our middle management team is currently receiving professional 1:1 and group coaching, alongside other leadership courses. We're investing in cementing good practices for entry level, mid-level, and executive roles and ensuring we have a strong and capable workforce that can drive our mission of feeding 1 million children by 2027.

MENTAL HEALTH BREAK

We were proud to host our second annual Mental Health Break in April of this year. The purpose of the Mental Health Break was to encourage everyone to disconnect from work, recharge, and prioritize their well-being. Team members shared recommendations for podcasts, books, movies, and activities for people to do on their week off. During this break, our team took the opportunity to rest and rejuvenate, preparing ourselves for the opportunities in the year ahead.

HEALTH CAMPS

We organized health camps for all kitchen staff. These camps offered various benefits to the staff members, including immunizations against cholera and typhoid, as well as comprehensive checkups. 100% of our kitchen staff are vaccinated against cholera and typhoid, an important part of our continued work on food safety and quality.

We are planning to organize a kitchen staff health checkup and arranging for a practitioner to provide a presentation on health and food safety.



TSM BARAZA

The People Team organized the TSM Baraza (meeting), a program aimed at involving Tap2Eat Officers in continuous learning. Focused on the theme of "Communications 101," this initiative involved the People Team, Customer Experience, and Tech teams to create captivating educational resources, talking through the TSMs JDs and doing refresher courses on customer experiences and Tap2Eat. Through interactive sessions, Tap2Eat Officers were equipped with crucial skills, including communication skills essential for their success in their respective roles.



RESOURCE HUB

To further bolster our value of continuous learning, the People Team created a centralized resource hub, serving as a unified platform to access information from various departments. Each department and functional team actively contributes to this hub, promoting transparency and enhancing access to information across the entire organization. The hub has streamlined communication and encouraged collaboration across the organization. Further, the hub supports employee self-service by providing access to HR-related information, policies and training materials.

What's on the Horizon?



As we expand further across Nairobi County, we are excited to work with the county government to accelerate our scale. We are working with Nairobi County to operationalize **10 accelerator kitchens (10,000 meal capacity) being built and funded by the county government**. Together with our giga kitchen, these kitchens will ultimately feed **160,000 children every day**. We are exploring ways to fill the remaining gap, including working with Members of Parliament to build kitchens in their constituencies. Our vision is for there to be at least 1 kitchen in each of Nairobi's 17 constituencies. We are grateful to the Governor and the President for their glowing support of our program, which plays an instrumental role in accelerating our scale across the country.

We are excited about the upcoming launch of our most ambitious project to date! Our state-of-the-art giga kitchen is set to launch operations in August of this year! We are honored to witness the growing demand for our program in Nairobi County and beyond.

We are grateful to all of our partners who provide us with the support we need to scale our solution to feed more vulnerable children in Kenya so they can stay in school and change their lives!

Q4 Financials

STATEMENT OF ACTIVITIES

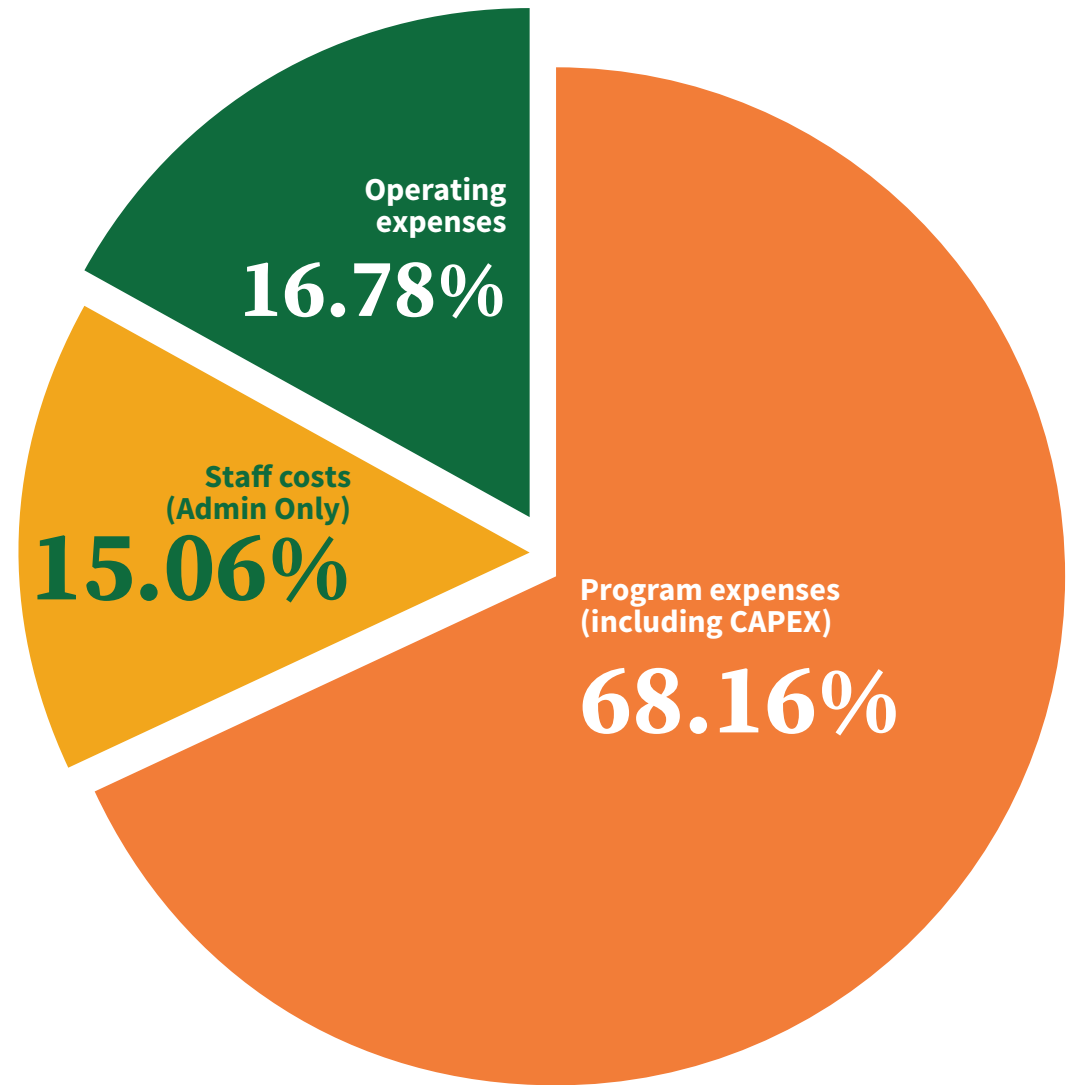
Q4 2023 Consolidated (in USD)

Total income	\$1,600,982
Program expenses (including CAPEX)	\$1,839,878
Staff costs (Admin only)	\$406,465
Operating expenses	\$452,805
Total expenses	\$2,699,148

STATEMENT OF FINANCIAL POSITION

Q4 2023 Consolidated (in USD)

Total assets	\$14,153,592
Total liabilities	\$581,761
Net assets/reserves	\$13,571,831

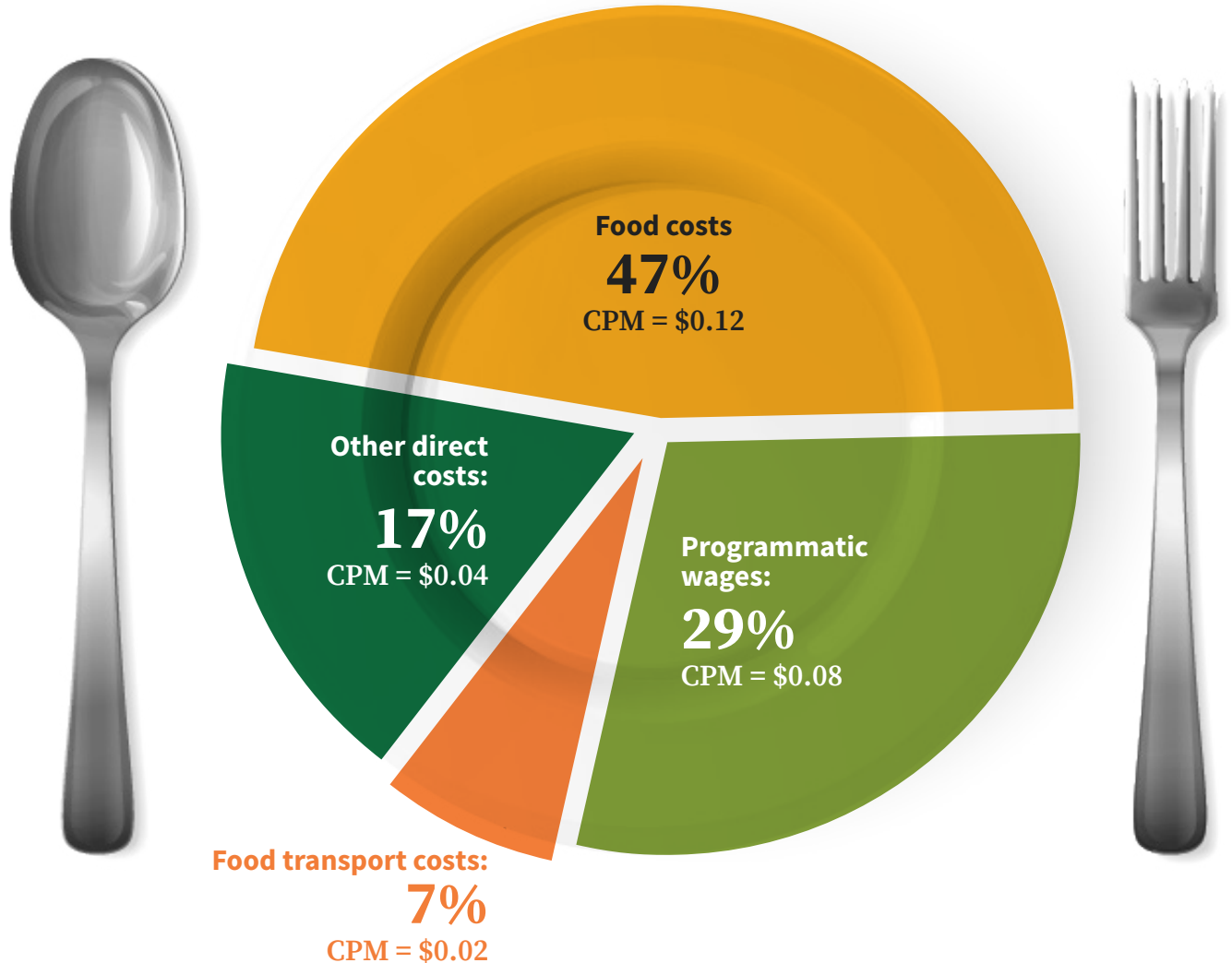


Q4 Financials

CPM COMPOSITION - Q4 2023

In Q4 2023, our average cost per meal (CPM) for school lunches was \$0.26 across our kitchens, of which 44% is food costs, 26% program wages, 7% food transport, 7% Tap2Eat and 15% other costs.

We continue to implement sourcing innovations to lower the cost of our core ingredients. We've recently secured an additional 11,000 ft warehouse to store our dry ingredients for up to six months. With the warehouse space, we have been able to source ingredients when the prices are lowest, taking advantage of our economies of scale to secure favorable prices, which has positively reduced our cost per meal. We have also introduced sorting machines in our warehouses to streamline meal preparations. Based on the trial results, we have determined that it takes only 4 minutes to sort a 90kg bag, an 87% reduction in time and labor from manual sorting, significantly reducing our overall costs.





Thank you!
