



2024 Q2 REPORT

Executive Summary



More than 282 million people are experiencing hunger in Africa, and this is more than double that of any other region in the world. In East Africa, 7.2 million people are at risk of starvation, and 26.5 million face acute food insecurity. More than 12.8 million children in the region are acutely malnourished. The situation is exacerbated by a deadly mix of conflicts, climate change, and economic fallout post the COVID-19 pandemic. Kenya is among the top 10 countries where at least 25% of the population is facing chronic hunger. Approximately 8.9 million Kenyans, constituting 17 percent of the population, endure extreme poverty, living on less than 1.9 USD (Ksh 250) daily. With a hunger level score of 23.5, surpassing the recommended threshold of 9 or less, a considerable number of Kenyans are experiencing food insecurity due to financial constraints, and children are the most affected, making childhood hunger a pressing concern.

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

At Food for Education, we're transforming the conventional approach to school feeding by embracing a tech-centered, cost-effective, and inventive 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 31 million meals** to vulnerable children in Kenya since our inception and **in 2023 alone, we have served 19 million meals!**

We serve a network of 944 schools: 799 ECD centers and 145 public primary schools. This represents more than a 1.8x increase in the number of children we served in the same period in 2022, from 93,000 to 170,000 children.

Last quarter marked a pivotal juncture for Food for Education as we implemented the first phase of our operational partnership with Nairobi County to feed all 250,000 primary school and Early Childhood Development (ECD) children in Nairobi. In the current quarter as schools were largely closed for their long break, we dedicated significant efforts to preparing for the upcoming second phase of the program. We have established systems ready for the next phase. We have kitchens under construction, set to be completed, and will serve more children in the first term of the school year in January 2024.

Currently, we serve 170,000 children every day in five counties (Nairobi, Mombasa, Kisumu, Kiambu, and Murang'a) and in over 30 sub-counties in 5 counties in Kenya.



We express our gratitude to our partners who share in our collective vision to eliminate childhood hunger in Kenya and secure the future for the next generation. Together, we are committed to the noble cause of ensuring that no child is asked to learn on an empty stomach and that they have the opportunity to learn, grow, and realize their full potential.

Q2 Highlights: The Difference We Made

This quarter, our organization has diligently concentrated on optimizing operations in our existing kitchens, especially those in Nairobi County that we established in collaboration with the Nairobi County Government. The two kitchens that opened in Q1 in Nairobi County have a cooking capacity of 10,000 meals each, significantly scaling up the number of children we are able to feed! The roll-out of this program was well received by headteachers, teachers, and parents, who have expressed their appreciation for its efficiency in saving time and reducing costs. The newly onboarded staff were also quick and efficient with learning and implementing our food safety processes within a short period of time.

Over the last quarter, we have also been heavily preparing for the next phase of Dishu na County, which will allow F4E to make significant strides toward our overarching goal of feeding 1 million children by 2027. In the next phase of the program, an additional 9 kitchens will open, each with a 10,000 meal capacity. We have been training kitchen managers, Tap2Eat school officers, and kitchen staff ahead of these kitchen openings, which will bring us closer to serving all 250,000+ children in the county.

KITCHEN GROWTH & NEW AREAS OF EXPANSION

As our organization scales, we have been experimenting with expanding to other significant regions across Kenya, such as Limuru and Embakasi. We have partnered with the 2 Members of Parliament of these counties who have allocated funding through the National Government Constituency Development Funds (NGCDF) in their respective constituencies to construct a 10,000-meal capacity kitchen each. This additional government contribution shows how we continue to capitalize on government funding and partnerships to expand our impact all across Kenya.

The construction of the Limuru Kitchen is well underway and steadily advancing towards its final stages of completion. With an expected meal output of 10,000 meals per day, this kitchen will assist in feeding the 20,000 learners in the constituency! In readiness for the upcoming launch, we're implementing the following key steps: Tap2Eat student activations, issuance of Tap2Eat pre-registration forms, hiring and training of kitchen staff & Tap2Eat School Managers (TSMs), parent and student Tap2Eat registration, final stakeholder forums, and program roll-out. Moreover, we've enlisted the support of 21 headteachers to bolster parental awareness about the program, facilitate staff recruitment, and assist in the seamless deployment of Tap2Eat!



Construction progress of Embakasi Kitchen in Nairobi County

A SPOTLIGHT ON LIMURU

As we extend our reach to new counties throughout Kenya, we're eager to shine a spotlight on a community we're thrilled to join forces with: Limuru. Deriving from the Maasai word 'ilmur,' which means donkey, as the town situated on the eastern edge of the Great Rift Valley is indigenous to many donkeys. One of the twelve constituencies of Kiambu counties, Limuru is known for its lush green scenery; moreover, the constituency's vibrant tea plantations are the foundation of Kenya's tea industry! Limuru is also known for its large Bata shoe factory in the center of town where you can find many items ranging from shoes, handbags, and travel bags. The Bata factory is significant in the town's economic structure being that it provides work to many of the residents in the constituency.



Construction progress of Limuru Kitchen in Kiambu County



Since the inhabitants in this constituency are casual laborers, they do not always have access to a steady income. In some cases, their children are in need of an affordable school feeding program that can consistently help reduce the burden of hunger – this is where Food for Education steps in!

All in all, we're excited about developing & implementing our school feeding program in this region and continuing to elevate the children and communities we assist in nourishing nutritionally!

NAIROBI PRE-MORTEM

In anticipation of the Dish na County, Nairobi County feeding program launch, the Food for Education leadership team and strategic middle managers engaged in a ‘pre-mortem’ risk-planning assessment, asking ourselves two key questions:

1. **Imagine it is Day 1 of feeding in Nairobi County and everything has not worked. What happened?**
2. **Anticipating those failures, what mitigation steps and strategies can we take right now to ensure they don’t happen?**

Led by Food for Education's founder, Wawira Njiru, [we designed a detailed risk assessment and matrix](#) based on the potential problems identified. This document delineates the identified risks and their corresponding mitigation strategies and introduces the pivotal role of the risk owner—a key team member entrusted with the responsibility of resolving any potential risks should they arise. This meeting highlights Food for Education’s tireless dedication to anticipating future challenges and ensuring we stay ahead of the curve!

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POLICY & ADVOCACY

ADVOCATING POLICY CHANGE THROUGH KNOWLEDGE-SHARING

As a learning organization, we take immense pride in working closely with other organizations to share our learnings and insights in the school feeding space to implement the best strategies.

- We were honored to host the Teach for All global fellows in an engaging learning session in our Ruiru Kitchen this quarter. During the session, our Policy team was privileged to share comprehensive insights into our innovative hub-and-spoke model. The fellows delved into F4E’s journey, understood how we’ve navigated the challenges in our program, and exchanged and shared ideas on best practices in the school feeding space.
- Our Impact Manager led a panel for a research consortium meeting organized by the Zizi Afrique Foundation, an organization committed to improving learning outcomes for children and youth in Africa. In this session, we shared learnings about our model in Murang’a County and the impact we’ve had on educational outcomes for the children who participate in our program.
- We were proud to have been invited by the ECD Network of Kenya to moderate a workshop on ECD systems in Kenya. We discussed the importance of nutrition in promoting young learners' development and the instrumental role played by national and county government partners in advancing child nutrition in Kenya. This session allowed

us to advocate for our youngest generation's well-being and optimal development in partnership with like-minded organizations in the workshop.

- Our Policy and Partnerships team participated on a panel in in a “Climate-friendly Home Grown School Meals Convening” workshop organized by NACONEK, WFP, Global Energy Alliance for People and Planet (GEAPP), and the Rockefeller Foundation, where we spoke about clean cooking solutions and their transformative impact in the school feeding space. We were honored to contribute insights into this crucial intersection of sustainability, nutrition, and education, emphasizing how cleaner cooking methods can revolutionize school meal programs for a more sustainable and healthier future.

CHAMPIONING A NATIONAL WINNING COALITION

As we embark on a rapid-scale trajectory, we are building our Winning Coalition and onboarding stakeholders whose insights and expertise can help shape and guide our advocacy efforts in influencing the Kenyan National government towards legislating school feeding across all districts in Kenya. We have been having ongoing conversations to explore the possibility of augmenting the national coordination committee for school feeding with Members of Parliament, county governors, and Members of County Assemblies in our Winning Coalition. This collaboration promises an exciting step forward in our journey. We are encouraged by the progress made and remain committed to partnering with influential allies within the political sphere to further the cause of universal school feeding in Kenya.

ADVANCING OUR TAP2EAT TECHNOLOGY

- As our organization continues to scale, we have been fine-tuning our technological systems to capture larger amounts of data for us to clean, analyze, and deliver findings. To do so, we have been developing an internal dashboard to capture crucial data for the Nairobi County Government. We have been working on presenting these dashboards internally and implementing feedback to ensure a more seamless user operation process and learning how to better organize and assess the available data.
- We are also delighted to share our team win during the Microsoft Hackathon this past quarter! During this hackathon, the Food for Education team was tasked with creating a technology-based solution to address the issue of device communication and data consistency through multiple devices in one school and effective queue management. We used the findings from the competition to conduct a pilot sample in F4E partnering schools, anticipating an improvement in our data accuracy! This win is a testament to our passion and dedication to using technology to fine-tune our school-feeding operations.

IMPROVING CUSTOMER EXPERIENCE FOR OUR USERS

Our Customer Experience (CX) team plays a pivotal role in enhancing customer satisfaction and ensuring the delivery of user-friendly solutions to our customers. The team ensures seamless and positive interactions between our program and the key stakeholders - parents, children, and teachers. The team gathers feedback, addresses concerns, and optimizes service delivery, fostering a supportive environment and contributing to the overall success and impact of our program.

SCHOOL MANAGEMENT SATISFACTION SURVEY – DISHI NA COUNTY PROGRAM

- Following the successful launch of the Dish na County program in Nairobi County, the CX team conducted a School Management Survey involving Headteachers and their respective deputies in our partner schools.
- The core objective of the survey was to assess the satisfaction of school management regarding our services and food. The survey aimed to gather insights on key aspects of customer care, including our objectives, customer care contact details, daily pricing and payment procedures, tag replacement expenses, and our menu.
- This approach ensures that, as they take on the role of program champions, they possess a thorough understanding of our goals, objectives, and fundamental processes.

Below is the summary observation of the survey:

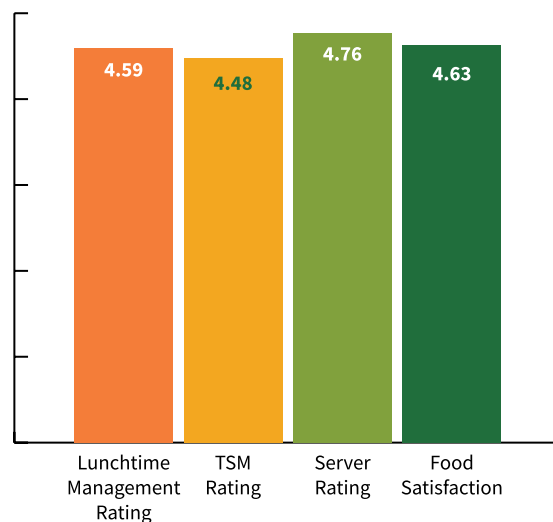
- ➔ We recorded an NPS score of 76.92.
- ➔ Our Food Satisfaction is at 4.12, an improvement of 0.12 from the term 1 survey
- ➔ Our Service Satisfaction is at 4.23, an improvement of 0.02 from the survey done in 1st term.

PARENTS SURVEY TARGETING SCHOOLS IN THE DISHI NA COUNTY PROGRAM

- The CX team conducted a parent survey targeting schools under the Dish na County program.
- The core objective of this survey was to identify parent satisfaction as regards to our services, menu, and customer effort throughout the term.
- Below is a summary of the Key Scores and Ratings:
 - ➔ Customer Effort Score of 4.71 (Good)
 - ➔ Food Satisfaction Score of 4.56 (Good)
 - ➔ Overall Service Satisfaction score was 4.67 (Good)
 - ➔ Our Net Promoter Score is at 96.59 (Excellent)

KIDS SURVEY TARGETING SCHOOLS IN THE DISHI NA COUNTY PROGRAM

- The team also conducted kids survey which targeted schools in the Dishi na County program and the results are summarized below:



- ➔ F4E's Food Satisfaction Score is at 4.59. This is an improvement of 0.33 from the Mombasa-Kisumu edition done in term 2 and an improvement of 1.03 from the term 1 survey that focused on Kiambu, Ruiru, Juja, Nairobi, and Dagoretti.
- ➔ Our TSM and server ratings were 4.76 and 4.48, respectively. This is an improvement of 0.33 and 0.27 recorded from term 2 results from the Kisumu and Mombasa editions.
- ➔ Our lunchtime management was rated at 4.63. This is an improvement of 0.41 compared to the school management survey done in term 1.



Food for Education servers, celebrating Customer Service Week (CSW) at one of the Dishi na County Program Schools in Nairobi

CUSTOMER SERVICE WEEK!

- The CX team organized the Customer Service Week celebration from October 2nd to 6th, themed "Team Service."
- Customer Service Week was a fun-filled week that united the organization, emphasizing collective responsibility for customer experience.
- The week-long celebration acknowledged and applauded the diverse efforts across all functions.
- Teams, regardless of roles or titles, participated in taking calls at our call center, serving children at lunchtime, and interacting closely with our customers.
- The event served as a testament to Food for Education's commitment to customer-centricity and highlighted the collaborative spirit propelling us forward.

F4E in the Media and Building Thoughtful Partnerships

We are proud to be featured in The Guardian, [“Lunch is served: Meet the team behind Nairobi’s vast school meals kitchen,”](#) an article that highlights the dedicated efforts of our team in Nairobi County and the day-to-day processes at our recently launched giga kitchen to ensure children in public primary schools have daily access to nutritious meals.

Wawira Njiru, our Founder, was featured in the World Bank article [“Nurturing Minds, Fueling Futures in Kenya: A Conversation with Wawira Njiru.”](#) In this article, Wawira discussed the importance of providing nutrition to children in schools and how it directly impacts education outcomes.

We are honored to have our Founder and CEO, Wawira Njiru, receive [Pulse Kenya's Positive Impact Influencer of the Year](#) award for the transformative impact of the Food for Education program in communities across Kenya.

Our Head of People and Strategy, Ceverene Mureithi, had the opportunity to share Food for Education’s impact at Channel Africa, a leading international broadcasting service, this quarter. This session provided a stage to share our program activities, key learnings, and insights, particularly the role we play in improving education for children in Kenya.

Team F4E: Updates From the Peoples Desk



Training sessions happening for kitchen staff and Tap2Eat area leads

Our team continues to grow! We celebrate 2,100+ members at Food for Education this quarter, thanks to the addition of new kitchen staff, Tap2Eat School Managers, Area Leads, and more. We have strategically hired a Senior Software Engineer who spearheads our technological infrastructure, ensuring the efficiency and functionality of our Tap2Eat platform as we scale into more areas of Kenya.

TEAM DEVELOPMENT

- At our core lies our commitment to continuous learning and development, which extends to nurturing our internal talent. Building upon the success we had with our first cohort at the year's onset, we have renewed our LinkedIn Learning licenses to accommodate a second cohort of individuals who will benefit from this learning opportunity. Our overall goal is that every member has the opportunity to enhance their professional skills through these courses and build their capacity to excel in their specific roles.
- This quarter, we conducted an extensive four-day training session to equip our kitchen staff with management and operations skills in preparation for the upcoming school opening term. From these sessions, our staff gained skills in optimizing kitchen operations, meal utilization forecasting, food safety, and handling. We also conducted training sessions for our Tap2Eat Area Leads to sensitize them on community engagement to ensure that the communities where we work have a good understanding of our program's impact.
- Our middle management participated in a four-day 'New Managers Leadership Program' at Strathmore University. This course was aimed at improving their leadership and management skills. We are confident that such courses will greatly contribute to our team's growth and success, further strengthening F4E leadership capabilities.



Team member receiving a check-up

- We have concluded our annual progress reviews, which provided a meaningful opportunity to acknowledge our teams' successes and challenges over the year. This process included a goal-setting process where each team member was able to develop a clear roadmap for personal and professional advancement, fostering a more aligned approach to our collective goals and future growth.

MENTAL HEALTH BREAK

- We value a supportive work environment that prioritizes our staff's holistic health and well-being. We are proud to have hosted another impactful, organization-wide mental health break this quarter. During this period, all members were encouraged to disconnect from work, allowing them the necessary space and time to refuel their energies, replenish their spirits, and tend to their overall well-being. This pause from the usual routine was a powerful reminder that a fulfilling work-life balance remains a fundamental pillar of our productivity and collective success.

WELLNESS HEALTH DRIVE

- We organized an extensive health camp for our warehouse staff in Ruiru, Kenya. This initiative aimed to prioritize the well-being of our team members by offering a wide array of health assessments, including blood tests, eye examinations, and general health check-ups. We partnered with a clinical officer from Medilife, a reputable medical services provider, to provide an even more thorough analysis, offering screening services such as full-body, electrocardiograms, and RVS screenings.



TEAM BUILDING

- This quarter, we hosted a day of celebration for our field staff, including the kitchen teams, Tap2Eat Area Leads, and Tap2Eat School Managers, through an engaging team-building activity. It was a day filled with laughter and camaraderie as we immersed ourselves in engaging and enjoyable activities. These included purposeful team bonding and interaction exercises, which fostered collaboration and reinforced the importance of a unified spirit within our organization's fabric.
- In the breath of fostering strong connections within the team, we hosted an end-of-year closing day party for our office team members in the

HQ. We reflected on the milestones we collectively achieved during the event, recognizing individual team contributions and our resilience throughout the year.

BOARD CONVENING

- This quarter, we held our annual governance board convening, uniting our board of directors and leadership team for 3 days of focused, in-person sessions. We discussed and refined our organizational strategy and evaluated our performance to equip F4E to navigate industry and global economic changes while still pursuing our goal to feed 1 million children every day by 2027.

What's on the Horizon?

In the upcoming quarter, **we're set to finalize Phase 2 of our Dishi Na County partnership with the Nairobi County Government.** The construction of the remaining 8 accelerator kitchens is well underway, steadily nearing completion. We are simultaneously **finalizing operations for the launch of our Limuru and Embakasi kitchens**, emphasizing our commitment to strengthening government partnerships to impact more children. Our efforts have focused on scaling up our technological systems to accommodate the expected increase in students and transactions and preparing operations within schools. This groundwork ensures that as schools resume in early January, our programs are poised for a seamless rollout!

To assist with our exponential scale, Food for Education is also focused on scaling our team! For the next quarter, [we are looking to hire a Head of Policy & Partnerships.](#) As our organization continues to expand across Kenya, we are keen on finding an individual who will lead policy development, government relations, and partnerships management with government, international organizations, and stakeholders working principally in the education, health, and agricultural sectors.

We are also looking forward to a number of innovations. This includes innovating with our menu based on child preferences, cost, and meal dietary diversity. We are also pursuing Hazard Analysis Critical Control Points (HACCP), a system for food safety, for several of our kitchens. This presents a new frontier for our work on food quality control and safety.

A Spotlight on Impact:

DIETARY INTAKE ASSESSMENT SURVEY: THE SNAPSHOT ASSESSMENT OF OUR WORK IN RUIRU, KIAMBU COUNTY

Food for Education employs an evidence-based approach to decision-making based on our M&E framework led by the impact team.

Our impact team conducted a cross-sectional study to assess the daily dietary intake among children in F4E's School Feeding Program (SFP) in Ruiru, where Food for Education began its initial operations and still works in today. This survey compared the nutritional composition of F4E's school meals and compared them to what children eat at home.

The survey involved six randomly selected schools for children aged 6-14 and revealed that:

- F4E meals contributed to 100% of children achieving the minimum dietary diversity of 4 out of 7 recommended food groups.
- F4E meals contributed significantly to children's daily food volumes and caloric intake. Our average meal size is 550g (rice & beans stew or rice & lentil stew), providing additional calories averaged at 25.5% for younger kids between 6-9 years.

- The nutritional breakdown of F4E Meals is as illustrated below:

- ➔ F4E meals provided $\geq \frac{2}{3}$ of the RDA for vitamins A, K, B1, B6, C & iron, sodium, magnesium, phosphorus, iodine, manganese, and copper.
- ➔ Meals children ate at home fell short ($< \frac{2}{3}$ RDA) in certain vitamins E, B2, B5, B7, B9, B12, B6, C and sodium, calcium, and zinc.

These micronutrients, derived from one nutrient-dense school meal, are critical in supporting daily bodily functions and are particularly important during key growth stages in childhood and adolescence. This survey was crucial in demonstrating the impact of our school feeding program, as it provides valuable insights into the nutritional habits and needs of the children we serve. It also enables us to quantify the nutritional value of meals provided, identify any gaps or areas for improvement, and tailor the program to better address the specific dietary requirements of the children we serve. We are looking forward to conducting similar analyses in the future to understand the impact of our program on children's nutritional status and dietary diversity.



Thank you!
