

Food 4
Education

Q4 Report
FY 2026



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F4E

Executive Summary

Food4Education (F4E) is an award-winning, African-led nonprofit tackling classroom hunger through a locally rooted, scalable model.

Built on nearly 15 years of learning by doing, we are powering a new school feeding ecosystem and sharing our proven blueprint to deliver nutritious, affordable, and sustainable programs across Africa. We operate with the discipline of a global organization while making sure the value we create stays rooted in the communities we serve.

We closed the quarter feeding over 635,000 learners every day across 15 counties, reaching more than 2,100 schools¹. Since inception in 2012, we have now

cumulatively served over 220 million meals, and we remain firmly on track toward our bold goal of reaching 1 million learners daily.

Beyond Kenya, our Pan-African Technical Advisory (TA) work continues to grow. At the end of June 2026, we signed a four-year MoU with Zambia's Ministry of Education, with implementation expected to start in July 2026. Under this partnership, we're providing technical assistance across five areas: policy and institutional coordination, programme design and operations, data and digitalization, budgeting and financing, and infrastructure and equipment

Taken together, this quarter reinforced something we have long believed: school feeding is not simply a nutrition intervention; it is an essential public and economic infrastructure, and it must be designed, financed, and sustained as such.

635,000+
LEARNERS NOURISHED DAILY

15
COUNTIES

2,100+
SCHOOLS REACHED

220,000,000+
MEALS SERVED

"If we do this right in Africa, school feeding is an economy ready to be jumpstarted, creating jobs, fueling local economies and building systems that governments can own and sustain."

- Wawira Njiru

¹ F4E operates in Bungoma, Embu, Homa Bay, Kajiado, Kakamega, Kiambu, Kisumu, Machakos, Mombasa, Murang'a, Nairobi, Nakuru, Nyandarua, Nyeri, Uasin Gishu.

F4E

Government of Zambia and Food4Education Formalise Four-Year Partnership to Strengthen National School Feeding



In June, we signed a four-year Memorandum of Understanding (MoU) with Zambia's Ministry of Education to support the next phase of the country's government-led school feeding programme, which currently reaches 4.6 million children across more than 8,200 schools. Following the introduction of Zambia's Free Education Policy in 2022, an additional two million learners entered the education system, making the scale, efficiency, and sustainability of school feeding an increasingly important national priority.

Invited by the Government of Zambia to provide technical assistance, Food4Education will not implement school feeding directly. Instead, the partnership draws on nearly 15 years of experience building Kenya's school feeding ecosystem to strengthen the public systems that enable governments to deliver at scale. Working alongside the Ministry of Education and existing development partners, we will provide technical support across policy and institutional coordination, programme design and operational systems, digital innovation and data systems, financing and resource mobilisation, as well as kitchen infrastructure and equipment planning. The aim is to strengthen government capacity to design, finance, and manage a more efficient, resilient, and nationally owned school feeding programme.

The collaboration supports Zambia's ambition to expand school feeding coverage from 4.6 million to 5.6 million children while strengthening the systems that improve nutrition, support local agriculture, create jobs, and generate long-term economic and social returns. It also marks an important milestone in Food4Education's evolution from a direct service delivery organisation into a pan-African technical partner, sharing proven implementation experience and practical lessons with governments seeking to build sustainable, government-led school feeding systems.

The agreement further reinforces Zambia's leadership in advancing school feeding across the continent as it prepares to host the Global Child Nutrition Forum (GCNF) in November 2026. Bringing together governments, development partners, researchers, and practitioners from around the world, the Forum provides an opportunity to showcase how stronger public systems, national ownership, and cross-country learning can accelerate the future of school feeding across Africa.



1st Left and Right : Dr. Kelvin Mambwe, Permanent Secretary, Education Services Under The Ministry of Education and Wawira Njiru, Founder & CEO, F4E at the MoU signing
Bottom Left : Representatives of the Government of Zambia and F4E's leadership team at the signing of an MoU between Zambia's Ministry of Education and F4E.



200,000,000 MEALS SERVED

On 15 May 2026, Food4Education served its 200 millionth meal! It happened the same way it does every day, a student walked up, tapped, and got a hot, nutritious lunch. The student behind that tap was Lucy Akinyi, a grade 1 learner at Tom Mboya Primary & Junior Secondary School in Nairobi county. Lucy didn't know she was making history. She just knew it was lunchtime. And that's exactly the point. Every one of the 200 million meals before hers mattered just as much, because behind every tap is a child who gets to stay in school, stay focused, and get through the day.

Lucy Akinyi

Tom Mboya Primary & Junior Secondary School, Grade 1

DANDORA KITCHEN

15 May 2026

Global Thought Leadership

At The Skoll World Forum in April, our Founder and CEO, **Wawira Njiru** joined **Trevor Noah** for a wide-ranging conversation on the future of school feeding, locally led innovation, and the power of African-led solutions to address global challenges. The conversation brought Food4Education's model to a global audience, reinforcing our position as a leading voice in school feeding systems transformation and highlighting how locally designed, government-owned approaches can sustainably tackle classroom hunger at scale.



Expanding Our Impact Where It Matters Most

As Food4Education scales, our growth is guided by where the need is greatest. This quarter, we expanded into new communities, increasing the number of children served across our existing network, ensuring extended access to nutritious school meals for thousands more learners across Kenya.

UASIN GISHU: 29,690 DAILY NUTRITIOUS LUNCHES

We reached a major milestone this quarter as **73 public primary schools** joined our program, enabling **14,518 additional learners** to receive a nutritious lunch every school day. With this expansion, we are now serving **25% of all public primary school learners in Uasin Gishu County**. We look forward to deepening our reach and ensuring even more children have access to nutritious meals that support their learning and well-being.

KISUMU: 30,000 DAILY NUTRITIOUS LUNCHES

The Kisumu mega kitchen-right in the heart of Kenya's fastest growing counties is officially live. This quarter, we commissioned the kitchen, increasing our capacity to serve up to 30,000 children every school day. **The facility is already producing 28,351 nutritious lunches daily for learners across the county** and provides the infrastructure needed to support continued expansion as more schools join the program. Currently, our team has been focused on onboarding schools, ensuring we are well positioned to provide meals as we scale.

HOMABAY: 3,700 DAILY NUTRITIOUS LUNCHES

The Homa Bay kitchen is now fully operational, serving over 3,700 learners across seven public primary schools. Beyond expanding access to nutritious meals, the kitchen continues to provide valuable evidence for our rural expansion strategy, demonstrating how a more flexible, cost-effective operating model can succeed in high-density rural settings where distances, infrastructure, and demand patterns differ significantly from urban environments

NYANDARUA: 3,150 DAILY CUPS OF FORTIFIED PORRIDGE

Grounded in Kenya's first Model Pre-Primary School Feeding Policy, co-developed by Food4Education and the Council of Governors, our partnership in Nyandarua demonstrates how policy can translate into impact. **What began last quarter with 1,000 cups has already expanded to 46 pre-primary schools, served through three semi-centralized kitchens**, laying the foundation for sustainable early childhood nutrition at scale.

EMBU: 19,930 DAILY CUPS OF FORTIFIED PORRIDGE

Food4Education's fortified porridge programme now reaches **over 95% of pre-primary learners** across the county. Delivered through 22 semi-centralized kitchens, the programme supports 389 pre-primary schools and has already **provided more than 1.79M cups of fortified porridge**, helping ensure young learners start each day nourished and ready to learn.

Upcoming Expansion

Narok, Kisii, Siaya, Trans Nzoia (Kitale) & Bungoma

Powering Scale: Operations, Systems & Expansion

As our school feeding network continues to grow, maintaining the quality, safety, and reliability of every meal requires continuous investment in the systems that underpin delivery. This quarter, we strengthened two critical pillars of our operations: logistics and food safety. From improving visibility across rural meal deliveries to streamlining compliance and testing new delivery models, these investments are helping us scale more efficiently while ensuring children continue to receive safe, nutritious meals on time.

To strengthen rural logistics, we piloted the **Leta logistics platform** across our semi-centralized distribution network in Tetu, Nyeri County, and Murang’a County, introducing end-to-end tracking from kitchen dispatch to school delivery for the first time. Previously, deliveries relied on manual coordination with little visibility once meals left the kitchen. Through the pilot, we onboarded 97% of delivery riders, enabling real-time tracking and monitoring across our rural operations. On-time delivery currently stands at 67%, with a target of exceeding 97% by the end of the quarter. The platform is already generating valuable operational insights that will support smarter route planning, stronger delivery controls, and a broader rollout across our rural network.



Riders delivering porridge in Murang’a County, now tracked end-to-end under the Leta logistics platform.

As we continue expanding into new areas, we continue refining the operational systems needed to make growth both efficient and sustainable. In Lari, we further developed our satellite kitchen model to address one of the key barriers to scaling school feeding in rural areas – the high cost and complexity of transporting hot meals over long distances. Rather than trucks travelling more than 100 kilometres each day to serve a small number of schools, meals are now prepared in a nearby production hub and delivered the final stretch by motorcycle. This reduced monthly logistics costs by 90% from over KES 180,000 to KES 18,000 increasing average serving temperatures from below 60°C to 85°C, and significantly reducing spillages. By bringing food production closer to schools, the model demonstrates how smarter system design can improve both cost-efficiency and meal quality while creating a scalable blueprint for reaching low-density, underserved communities.

Alongside these logistics improvements, we strengthened food safety and operational oversight through enhancements to our iComply digital compliance system, integrating temperature monitoring, automated reporting, and dispatch data into a single workflow. Compliance checks now take only 1 minute, down from 20 minutes. Together, these innovations reduce administrative burden, improve real-time visibility and accountability, and ensure that as we scale, every additional meal is delivered with the same efficiency, quality, and care. By continuing to invest in the systems behind programme delivery, we are building the operational foundation needed to sustainably reach more children while directing more resources towards what matters most: feeding them

Growing the Supplier Ecosystem That Powers School Feeding

School feeding doesn’t just change what happens in the classroom; it strengthens the local economy around it – from the farmers who grow the produce to the suppliers and cooks who make daily meals possible. This quarter, we invested in strengthening that ecosystem, recognising that a resilient, high-performing supply chain is essential to delivering safe, nutritious meals consistently at scale.

“Building local suppliers and creating an industry around school feeding has been part of Food4Education’s vision from the very beginning”.
- Wawira Njiru

To support that vision, we brought together more than 160 suppliers and aggregators from across Kenya for our second Supplier Capacity Building Workshop. Building on our Supplier Management Programme, an end-to-end audit and improvement system designed to help suppliers meet, rather than simply enforce, quality standards, the workshop aligned partners on food safety, procurement processes, audit requirements, compliance expectations, and payment systems. As Risk and Compliance Manager Brenda Kiptoo shared, “Growth brings a lot of change, and as F4E, we want our vendors growing with us.” By strengthening supplier capability and reinforcing shared accountability, we are building a more reliable, transparent, and resilient supply chain that can sustainably support our continued scale.



Peter Njunguna, a Jua Kali artisan, supplies the ladles F4E uses to serve meals to learners. He started out working alone, and through the partnership, has grown his team to over 20 people.



Donasa Mwanza, Fine Focus Productions, “One of the biggest things that this partnership with Food4Education gave us was consistency and trust.”



Samuel Ndung’u, Boresha Africa Ltd, supplies jerricans, and has watched his business scale directly alongside F4E’s growth. He started with orders of under 250 jerricans. Today, it’s over 1,000 a month, enough to justify a new factory, two new trucks, and a bigger team.



Karen, Eduscorp Ltd, sources the cereals behind F4E’s meals, and sees the partnership as feeding more than just students, it’s feeding local supply chains too.

Days like this are about helping suppliers, many of whom have been with us for years, tap further into that industry and the economy it’s created. To see the day in action, watch our [Supplier Capacity Building Workshop here](#).

Sharing the Blueprint: Advancing Pan-African School Feeding

Centre of Excellence: Turning Experience into Shared Knowledge

Scaling school feeding requires more than infrastructure, it requires the systems, processes, and operational expertise that enable programmes to deliver consistently at scale. Food4Education's Centre of Excellence was created to bridge this gap by transforming our experience into practical knowledge that schools and governments can adopt. This quarter, we completed our first six-month pilot with Theta Secondary School in Kiambu County, sharing kitchen operating procedures, infrastructure design guidance, and hands-on coaching for kitchen staff. The pilot strengthened the school's kitchen operations while providing valuable insights into how our model can be adapted across different contexts, laying the foundation for broader knowledge sharing and systems strengthening across Kenya and beyond. Following the assessment, we developed a set of practical recommendations covering kitchen workflows, food safety, operational efficiency, and infrastructure improvements, all of which were adopted by the school administration to strengthen day-to-day operations and support long-term sustainability.

External Partnerships: Advancing School Feeding Together



Ahead of Tanzania's launch of Vision 2050 (Dira), the government's long-term national development framework, Food4Education was invited to engage with the National Planning Commission in Dodoma through a convening facilitated by the Policy Innovation Lab-Africa. Drawing on our experience supporting African governments to design and strengthen sustainable school feeding systems, we contributed a practitioner perspective to Tanzania's national planning process, demonstrating how practical implementation experience can help shape long-term policy.

At the Addis International Early Childhood Development Conference in Ethiopia, we hosted a marketplace side session on the future of ECD school feeding across Africa. We shared how government partnerships, efficient kitchen infrastructure, and technology can work together to deliver sustainable school feeding programmes, while engaging with regional stakeholders on the role of financing, policy, and co-investment. The session strengthened our role as a trusted technical partner in government-led school feeding, and created new connections with organisations advancing early childhood development across the continent.



In Kenya, we welcomed a delegation of nine representatives from the African Development Bank (AfDB) for a full-day site visit across our operational sites in Nairobi and Murang'a. They met our teams, visited our kitchens, and saw how our technology, supply chain, and operations work together to deliver nutritious meals at scale. The visit took place ahead of AfDB's End School-Age Hunger Fund (ESAH) workshops in Addis Ababa, where insights from the Kenya visit helped inform regional discussions on expanding sustainable school feeding systems across East Africa.



We welcomed a team of six Harvard Business School students under its Harvard Business School FIELD Global Capstone programme working alongside Food4Education on an applied consulting project, spending time with our teams, visiting programme sites, and engaging with staff across the organisation to better understand how our model works in practice. Their recommendations, presented to our Senior Leadership Team, focused on improving parent communication and beneficiary engagement, and enhancing the Tap2Eat journey. By combining operational experience with global academic expertise, the partnership brought fresh perspectives that will help us continue improving programme quality and the experience of the families we serve.

Investing in the People Behind Every Meal

As Food4Education continues to grow, we are investing not only in expanding our programmes but also in strengthening the organisational capabilities that enable sustainable scale. This quarter, we focused on building stronger systems for institutional knowledge, recognising that capturing, sharing, and standardising what we learn is essential to maintaining quality, improving efficiency, and reducing reliance on individual expertise as the organisation grows. To further build organisational capacity, we welcomed this quarter the:

- **Interim Head of Communications** – Leads the organisation's communications function, working closely with the CEO's Office to drive strategic visibility, media engagement, executive communications, and thought leadership.
- **Fractional Chief Information Officer** – Provides strategic leadership for our technology roadmap, digital infrastructure, cybersecurity, and data systems to strengthen operational excellence and support sustainable scale.

Looking Ahead

The next phase of Food4Education’s growth is already underway as we accelerate toward our goal of reaching one million children with nutritious school meals every school day in Kenya by the end of 2027, while expanding our role as a trusted technical partner helping governments strengthen school feeding systems across Africa. We will achieve this by deepening delivery where infrastructure already exists, including fully utilising our new 30,000-capacity kitchen in Kisumu, expanding operations across Mombasa, Murang’a, Nyandarua, Uasin Gishu, Embu, Homa Bay, and Kiambu, while launching programmes in high-need counties including Siaya, Trans Nzoia, Narok, and Kisii. We will also continue expanding day secondary school feeding through new semi-centralised kitchens in Alego and Mombasa, alongside innovative financing models such as bursary-supported approaches. As government integration continues to deepen, county governments are making tangible investments through co-financing, infrastructure, and increased ownership of programme delivery, creating opportunities to accelerate scale while demonstrating that the Food4Education model can succeed across both urban and rural contexts without compromising affordability or quality.

Alongside programme expansion, we are investing in the systems and innovations that will underpin long-term sustainability. Building on the success of our Centre of Excellence pilot at Theta Secondary School, we are now piloting the kitchen entrepreneur model, empowering entrepreneurial staff to become independent business owners and partners in our mission. Selected entrepreneurs will receive training and support to establish and operate their own 1,700-meal-capacity

kitchens, backed by Food4Education’s supply chain, technology, quality standards, and advisory services, creating a scalable model that expands school feeding while generating sustainable livelihoods. We continue to strengthen operations through clearer processes, integrated data systems, and the infrastructure required to support sustainable scale, while developing Tap2Eat v2, the next generation of our digital platform designed to integrate payments, operations, logistics, compliance, and data into one modular system. Together with SemaTap, our new WhatsApp-based parent experience, these investments will improve operational efficiency, strengthen the family experience, and provide the digital foundation needed for continued growth.

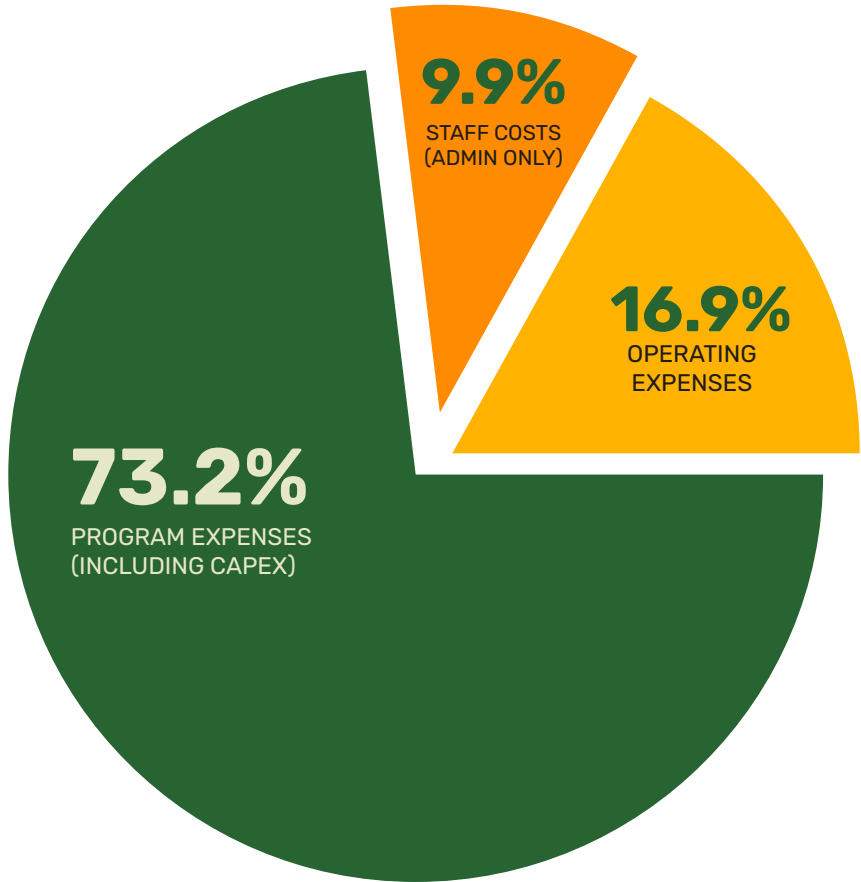
Beyond Kenya, our work in Zambia is entering implementation following the signing of a four-year partnership with the Ministry of Education to strengthen the country’s national school feeding system. At the same time, our Technical Advisory support to the End School-Age Hunger (ESAH) initiative, in partnership with CIFF and the African Development Bank, continues to help governments integrate school feeding into broader agriculture, education, and social protection systems, while our engagement with the Government of Ethiopia continues to progress, with the signing of a Memorandum of Understanding anticipated in the next quarter. As we continue investing in digital innovation, rural logistics, operational excellence, and evidence generation, our focus remains unchanged: building sustainable, locally owned school feeding systems that enable millions more children across Africa to learn, thrive, and reach their full potential.



Financial Snapshot

Statement of Activities FY26 Q4 Consolidated (in USD)

Program expenses (including capex)	11,731,445
Staff costs (admin only)	1,580,805
Operating expenses	2,707,046
Total expenses	\$16,019,296



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