Food for Education: Strategy (2023-27)
Overview
We are creating the *blueprint* for school feeding in Africa.

- Over 400 million children live in Africa, but even before COVID-induced school closures, only 27% of these children received meals at school.
- Despite economic growth on the continent, *90% of children do not benefit from a minimum acceptable diet*. Kenya, where 43% of the population is primary school-age, faces an acute issue of ensuring children are well-fed: 1 in every 4 children in Kenya is stunted.
- At Food for Education, we believe no child should have to learn on an empty stomach. We leverage the demonstrated effectiveness of school feeding to end classroom hunger and improve children’s educational outcomes.
- We are serving *over 1 million hot, nutritious, subsidized school meals every month* to some of the poorest children in Kenya: parents only pay $0.15/meal via mobile money and primary school students with our NFC smartwatches connected to a virtual wallet ‘tap to eat’ in under 5 seconds.
- We currently feed *100,000 children daily* and we are on track to serve *165,000 children by the end of 2023*. 
We turn the traditional school feeding paradigm on its head.

We focus on 6 key elements of school feeding:

**Sourcing Large Volumes**
- We source large volumes of food from smallholder farmers to secure best prices

**Food Storage**
- Food is stored in our storerooms until use

**Central Cooking**
- Food is cooked in central kitchens (hubs)

**Smart Logistics**
- Food is distributed to a network of schools using fleet of delivery trucks (spokes)

**Tap2Eat Technology**
- Kids use their NFC smartwatch to ‘tap to eat’, $0.15 deducted from virtual wallet

**Kids Eat Nutritious Meals**
- Kids receive their hot, nutritious meal and can focus and participate in class
We are on an audacious growth path to reach as many children as fast as humanly possible.

- We’ve grown 10x+ since 2020 and 3x in 2022 alone. We’re on an ambitious growth path to feed 1 million children in 50% of Kenya’s counties through a scalable, regionally distributed model for school feeding.
Growth
Nairobi Growth Strategy

We are rapidly scaling in four regions of Kenya (Figure 1), and we are currently focused on building a giga kitchen with the capacity to serve over 10 million meals a year - Africa’s largest kitchen (Figure 2)

- **Impact:** Giga kitchen will be able to serve 60,000 meals/day, located in Nairobi with 240,000 public primary school children + high numbers of children facing food insecurity and living in poverty
- **Reach:** W/ giga kitchen, will be able to reach 25% of all public primary school students across Nairobi
- **Timelines:** construction begins January 2023, first meal projected to be served August 2023
- **Cost:** approx. cost for kitchen construction: $4 million

Figure 1: number of students by sub-county

Figure 2: model of Nairobi giga-kitchen
Recommendations for Expansion and Future Growth in Kenya

1. An additional 25 accelerator kitchens plus one Nairobi 'giga' kitchen will be needed in order to accelerate our growth to 525k meals per day by December 2025, and be on course for our 1 million target by 2027

2. Begin a major expansion drive in seven sub-counties across Western and Nyanza regions which will account for ~52% of our total meals by December 2025

3. Grow aggressively in Nairobi, Kiambu, and Lower Rift Valley counties to achieve ~37% of our scale target by December 2025, and realise further incremental growth in this region thereafter

4. Expand moderately in Coast sub-counties using our Mombasa presence to establish a foothold in Kilifi South and Malindi sub-counties to realise ~8% of our 2025 growth target

5. Open a mid-size pilot in Meru to set us up for future subsequent growth throughout Central and Lower Eastern regions beyond 2025, adding 3% to our 2025 growth target
Operations
Operations Priorities

- **Scaling number of meals:** Feed 165,000 children every day by end of 2023 and 525,000 by end of 2025 through combination of direct service delivery and innovative government partnerships.

- **Additional kitchens:** Launch Nairobi giga-kitchen serving 60k meals every day and draw on learnings from past kitchens (batch cooking, capacity needs, fuel type) to launch increasingly efficient 10k-20k capacity meal kitchens across Kenya.

- **Sourcing:** Leverage our growing buying power to continuously improve our sourcing, diversify our vendor base, and explore new innovations to bring down cost.

- **Customer experience:** Build a stellar Customer Experience team to ensure journey from student registration to becoming consistent user is positive.
People and Talent
Talent Management

Performance management has been structured and standardized across the organisation as follows moving forward:

- Weekly/bi-weekly 1:1 check-ins with managers
- First review - April/March
- Annual review - August/October

Talent Magnet Program - create a pipeline of young professionals who will be trained and mentored for internal roles:

- Internally - use the Tap2Eat Officers talent pool
- Externally - forge partnerships with universities and TVETs for fresh graduates

We have a career framework/matrix.
Upcoming Key Hires

We anticipate continuing to build internal capacity across different functions, including these key roles:

- **Tech**
  a. Front-end Engineer
  b. DevOps Consultant
  c. Product Manager/Lead

- **Policy & Partnerships**
  a. (Senior) Partnerships Manager

- **People**
  a. People Operations Manager
  b. Learning & Development Lead

- **Operations**
  a. Strategic Operations Manager
  b. Operations Manager, Sourcing
  c. Operations Assistant Managers (Planning, Quality Assurance)
  d. Regional Operations Manager(s)

- **Fundraising**
  a. Business Development Manager
  b. (Senior) Fundraising Associates

- **Finance & Operations**
  a. Finance Manager
  b. Analyst
Fundraising & Budget
Fundraising Needs & Composition

Our total budget to fund our growth strategy between 2023 and 2027 is roughly $100M. Below we outline what will drive our revenue growth between FY23-FY27:

1. **Family and institutional foundations** - sustain and expand funding coming from institutional/family foundations by 50% YoY
2. **Local corporate partners** - add at least 2 corporate partners YoY to sponsor schools
3. **Big Philanthropy** - secure an addt’l gift greater than $5M by 2025
4. **Big Aid (exploratory)** - submit at least two (2) proposals to Big Aid, whether as a lead or sub-grantee, by end of FY2024.
5. **Innovative financing (exploratory)**
   a. **US-based fundraising advisory council** - develop US-based fundraising ‘board’ to drive HNWI giving, with first board member brought on in FY23
   b. **Carbon credits** - explore feasibility of carbon financing for F4E, with answer by end of 2023 calendar year
   c. **Results-based financing** - explore feasibility of results-based financing (RBF) for school feeding, with answer by end of 2024 calendar year

* Food for Education’s financial year runs July to June