



The Ibadan Food Security Network

A proposal to found a shared, independently governed network that funds and holds to account the food banks already working in Ibadan, starting with fifty people, then a hundred.

READ WITH

Film 7 · Starting the Network

2 min 20 · enclosed

PREPARED FOR

A founding stakeholder

Private and confidential

THE PROPOSAL ON ONE PAGE

At a glance

Lawal Group proposes to found a **food security network for Ibadan**: one independently governed body that pools money, sets the standards and keeps the books, while the local food banks and community organisations already doing this work deliver it under their own names.

THE NEED

93 in 100

households with a child under five in Ibadan North’s urban slums could not reliably feed that child (2023).

THE SCALE

34.7m

Nigerians projected food insecure, June to August 2026. The headlines point north-east; Ibadan goes unseen.

THE START

50 → 100

people at the first distribution. A hundred only when temperatures, stock and tickets all reconcile.

THE IDEA

Not another food bank. A **sponsoring group** that funds, sets standards, runs the shared registration and transparency systems, and contracts qualified existing operators. Each operator keeps its own legal identity, board and brand.

HOW IT WORKS

People register individually and are given one centre and one date. When registration closes the list is frozen and the food is bought, cooked and shelved against it. There are **no queues to win**: a confirmed meal is reserved until the centre closes.

THE PILOT

Ninety days, in gates. A closed rehearsal, then 50 registered people at one partner site, then 100, then a second centre. Each step happens only if the previous one reconciles with zero food-safety incidents.

THE SAFEGUARD

Written into the founding documents: funding or introductions create **no ownership, veto, award or right to appoint recipients**. The network must be able to outlive its founders.

THE INVITATION

We are asking a small number of people whose judgment we trust to stand with the network as **founding stakeholders**, before it is public. The last page sets out what that means.

01 · WHY IBADAN, WHY NOW

A hunger nobody is looking at

National reporting on hunger concentrates on the North East: Borno, Adamawa and Yobe. But when researchers surveyed 1,027 households with a child under five in Ibadan North, **81 in every 100** across the slums surveyed were food insecure, rising to **93 in every 100** in the urban slums.

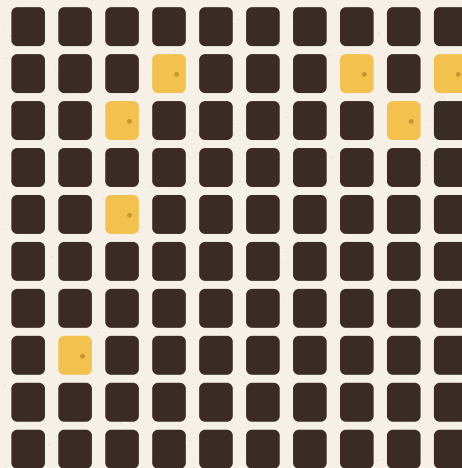
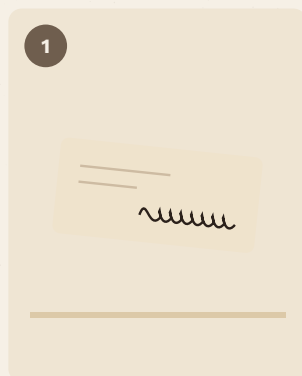


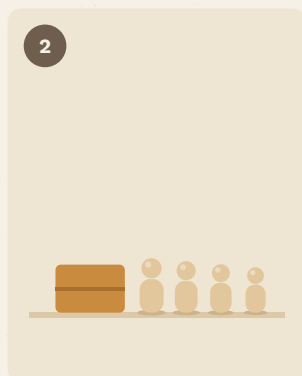
FIG. 02 · 100 HOUSEHOLDS
LIT: THE 7 THAT ARE FOOD SECURE

WHAT USUALLY HAPPENS

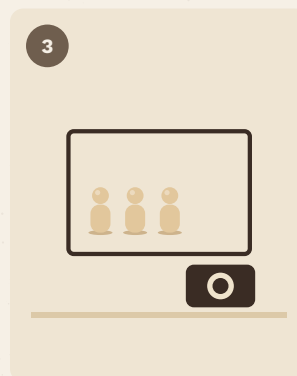
Projects start here all the time. Most do not last.



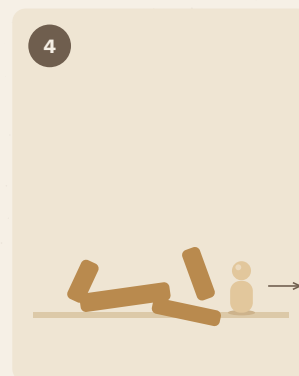
1
Someone is moved,
and writes a cheque.



2
Food is handed out
from a crate. The
ones at the front eat.



3
It is photographed,
and the people in the
picture are the ones
who were hungry.



4
The founder gets
busy, or leaves. The
project does not
outlive them.

The network is designed against each of these four failures: money is pooled and published, food is reserved before anyone arrives, nobody is photographed as a condition of help, and no founder owns the result.

02 · THE IDEA

A network, not another food bank

Rather than build a new frontline charity that competes with the organisations already feeding people, the network strengthens them. One body holds the money, the rules and the systems. Local operators do the delivery and stay themselves.

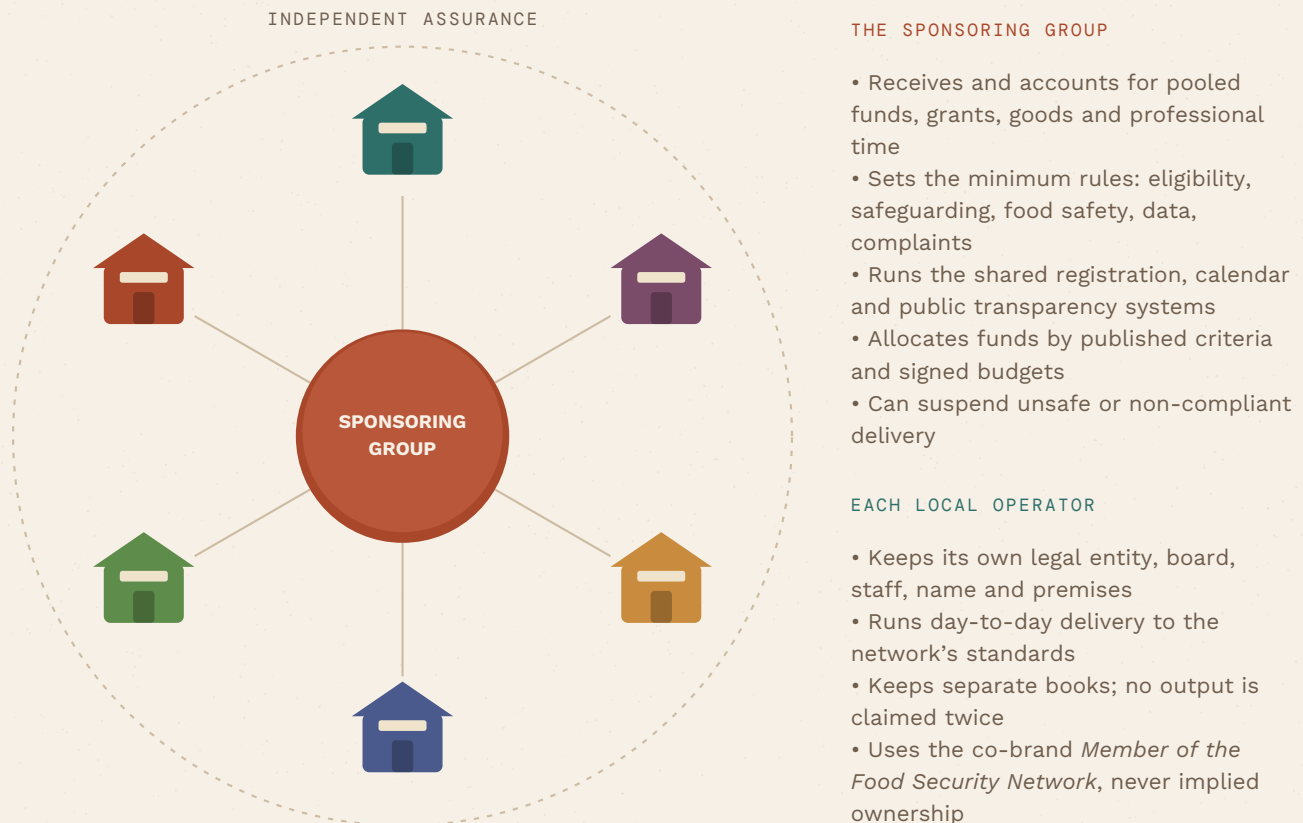
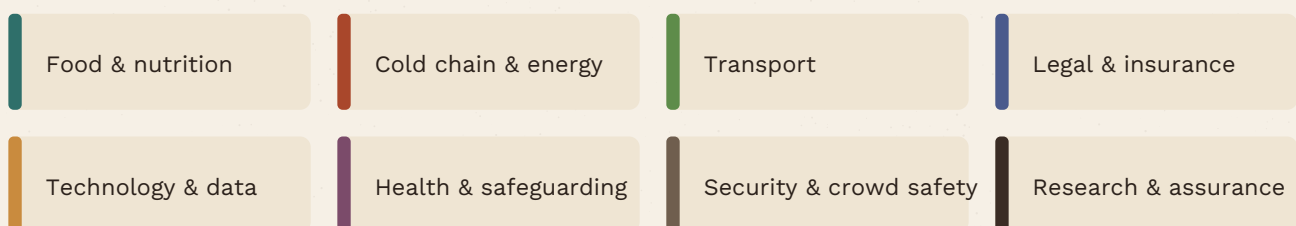


FIG. 03 · ONE HUB, LOCAL OPERATORS, EACH IN ITS OWN COLOUR

PARTNERS BRING CAPABILITY, NOT JUST CHEQUES

Instead of recreating a caterer, law firm, logistics company and technology studio in-house, the network contracts eight to twelve partners into defined workstreams, each with a named lead, a service standard and evidence.



03 · HOW A MEAL REACHES A PERSON

The meal is reserved before she arrives

The usual food bank is a queue: people stand from before light, and the ones at the front eat. Here, every meal is allocated to a registered person before any food is bought, so there is nothing to race for.



DIGNITY, WRITTEN DOWN

- **No time slots and no advantage for arriving early.** Every listing says food is reserved by ticket, not arrival order.
- **Walk-ins are not turned away,** and they are not given someone else's meal. A separate desk and a capped reserve of about 10%.
- **Staff may not judge appearance,** clothing or poverty. Any concern is handled privately; the person keeps that day's meal.
- **Nobody is photographed** as a condition of food. Parcel lists in English and Yoruba.

FIVE REASONS TO STOP THE DAY

- 1 The queue exceeds safe capacity or blocks a road
- 2 Staff start making uncontrolled exceptions
- 3 The parcel count stops matching the redemption count
- 4 Heat, violence, fire, weather or a medical emergency
- 5 Any doubt about traceability, packaging or temperature



The **site supervisor** holds the stop authority, not the director and not a donor. A distribution that can be stopped is one that can be trusted to restart.

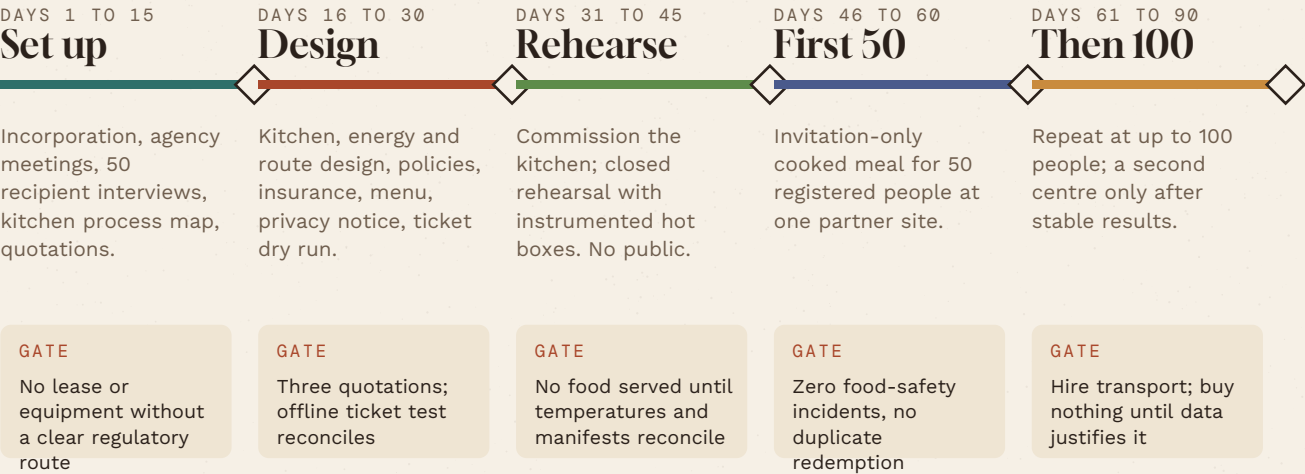
BEFORE THE FIRST MEAL IS SERVED, ALL OF THIS MUST BE TRUE

- | | |
|--|---|
| ✓ Legal entity, bank mandate and financial controls approved | ✓ Oyo health and environmental-health requirements confirmed in writing |
| ✓ Kitchen, food handlers, temperature plan and transport inspected | ✓ Every critical partner has a signed schedule and a named lead |
| ✓ Sites have permission, safe entry and exit, shade, water and a fire plan | ✓ Every food item traceable to a supplier, batch or delivery record |
| ✓ Register, day tickets, packing lists and reserve match the stock | ✓ Staff have completed a dry run and know when to stop |

04 · NINETY DAYS, IN GATES

Small on purpose

The pilot is deliberately small: large enough to test individual records, demand and flow, too small to become a mass gathering. Every phase ends in a gate, and nothing moves forward until it passes.



FIRST DISTRIBUTION



AFTER THE GATES HOLD



WHAT SUCCESS LOOKS LIKE

0	100%	< 10 min	< 2%	95%
food-safety incidents	of portions explained in the stock count	median wait	avoidable food waste by weight	of centre days delivered as published

WHAT IT COSTS · PLANNING RANGES, NOT QUOTATIONS

Food + operations, per cycle of 100 people	₦2.0m to ₦4.6m depending on meal value (₦15k to ₦35k), incl. 20% operations and 10% contingency
Cold storage, commissioned	₦3.0m to ₦4.5m two large freezers, circuits, probes and alarms
Solar backup for essential loads	₦10.8m to ₦16.9m only after a measured energy audit

Fixed setup (legal, premises, insurance, data systems, vehicle hire) is quoted separately with three written quotations per category. Donated goods and time are valued on a recorded basis.

05 · SAFEGUARDS

Built to outlive its founders

FROM THE FOUNDING DOCUMENTS · NO FOUNDER CAPTURE

“Funding or introductions do not create an automatic ownership interest, permanent veto, award or right to appoint recipients.”



Two keys

The bank account needs two approvers, however senior the first.

Four hands

Ordering, receiving, releasing stock and approving payment are separate jobs.

Five records

Cash, bank, donations, stock and redeemed tickets reconciled after every cycle.

Open books

A public record follows money and goods from receipt to delivery without exposing a recipient.

No strings

No partner selects recipients, sees their data, or makes a photograph a condition of food.

No cash

No cash is handed out at a collection site: not as change, and not as a kindness.

WHAT WE ARE ASKING

Stand with the network as a founding stakeholder.

1 Judgment

Help shape the founding governance (the board, its independence and its conflicts policy) before anything is public.

2 Doors

Introduce the operators, partners and Oyo agencies the pilot needs, on the network's published terms.

3 Challenge

Hold us to the gates and to the no-founder-capture rule, including when it is inconvenient for us.

NEXT STEP

Watch the enclosed film (2 min 20). Then a conversation, at your convenience, about whether you would stand with this and what you would change.

Sources: Ibadan North household survey, 2023 (HFIAS, n = 1,027), pmc.ncbi.nlm.nih.gov/articles/PMC10621236 · Cadre Harmonisé projection for June to August 2026 (Federal Ministry of Agriculture with FAO, WFP, NBS) · Ibadan Food Security Network Pilot Operating and Compliance Plan, September 2026. Cost figures are planning ranges from that plan and are not supplier quotations.