



AMBITION 2033:

ACCELERATING CAPACITY



»»» Executive Summary

Partners in Food Solutions (PFS) is entering a new era with the launch of Ambition 2033, a refreshed strategy designed to dramatically accelerate growth across Africa's food industry. Built on extensive internal data, leadership insights, and external market intelligence, this strategy comes at a pivotal time—when transforming Africa's food systems has never been more urgent. Over the next eight years, PFS will focus on the companies best positioned to drive that transformation: high-potential African food processors whose rapid growth can catalyze change across entire markets.

The new mission builds on PFS's foundation of transferring world-class corporate expertise to African businesses. It sharpens that focus to emphasize accelerating the growth and competitiveness of food companies as the most powerful driver of food systems transformation. By supporting these high-potential clients, PFS helps create jobs, expand markets for smallholder farmers, and bring safe, affordable, and nutritious foods to consumers. The volunteer-driven model remains at the heart of this approach—bridging the global expertise of industry professionals with the entrepreneurial energy of African businesses to unlock their potential at critical stages of growth.

By the time PFS reaches its 25th anniversary in 2033, the organization aims to be recognized as the go-to authority and trusted partner for food processing in Africa—known for helping promising companies become national champions that transform their industries. The targets are bold: expanding to around 120 high-potential clients across six priority countries, with the majority achieving strong annual growth in both revenue and production. PFS aims to help nurture at least 25 emerging national champions and ensure that three-quarters of its client portfolio is focused on nutritious foods for local markets. Collectively, these firms could reach nearly \$1 billion in annual revenue, a sixfold increase from today.



To achieve this scale, PFS is also strengthening its financial foundation and partnerships. The organization plans to grow its annual funding base from roughly \$6 million to \$20 million through a diversified mix of foundation grants, corporate partnerships, and mission-aligned private donors. Corporate engagement will remain a defining strength—PFS will deepen collaboration with its existing partners while expanding to include new sectors whose expertise intersects with food processing, such as finance and energy.

Geographically, the strategy focuses PFS's efforts where the potential for system-level change is greatest: Nigeria, Kenya, and Ghana will serve as primary hubs for deep engagement, complemented by ongoing programs in Zambia, Uganda, and Côte d'Ivoire. PFS will also prioritize staple value chains central to African diets and farmer livelihoods—such as grains, roots and tubers, dairy, legumes, fruits, and vegetables—ensuring its work directly supports local food security.

The way PFS delivers its expertise is also evolving. The new model emphasizes scalable, stage-based services that are tailored to each client's growth journey. Through a mix of virtual expert consultations, peer learning workshops, long-term mentorship, and the upcoming digital PFS Academy, the organization will be able to reach more companies while maintaining the quality and depth of support that define our work. Internally, PFS's Client Service Advisors will take on a more strategic role, guiding clients through multi-year engagement plans and ensuring that assistance is integrated and outcome-driven.

Corporate volunteers will continue to be the backbone of PFS's impact, and the organization is enhancing every aspect of their experience—from project scoping and onboarding to recognition and engagement—to maintain satisfaction rates above 90 percent and sustain a strong volunteer community. At the same time, PFS will partner more closely with local technical service providers, consultants, and financial institutions to extend its reach and ensure that expertise and capacity are built sustainably within Africa.

At its core, Ambition 2033 reaffirms PFS's unique value proposition: bridging world-class corporate expertise and local enterprise to catalyze Africa's food system transformation. Few organizations are as well positioned to connect global technical know-how with local entrepreneurship, and the results speak for themselves—thousands of companies supported, jobs created, farmers linked to markets, and nutritious foods reaching more consumers.

This is more than a strategy—it is an invitation. Ambition 2033 calls on partners, donors, volunteers, and clients to join in a collective mission to build a thriving African food industry that feeds the continent and fuels its economies. It is a strategy of partnership, purpose, and possibility—one that positions PFS as a leading voice and driving force in shaping a more food-secure and prosperous Africa.



AMBITION 2033



INTRODUCTION

Partners in Food Solutions (PFS) is embarking on a refreshed strategy to dramatically amplify our impact on Africa's food industry over the coming decade. This new strategy, 'Ambition 2033' is grounded in extensive internal data analysis, leadership insights, and external market intelligence, and charts a clear course toward PFS's long-term vision. It comes at a pivotal moment, when transforming Africa's food system has never been more urgent. This strategy marks a bold new approach—empowering the businesses that will drive that transformation—as PFS moves toward its 25th anniversary in 2033 and its ambition to become the leading authority on food processing in Sub-Saharan Africa. Developed through a comprehensive review of recent successes and challenges, this strategy is optimistic and advocacy-driven, reflecting PFS's commitment to positive change in African food systems, and it focuses on where we can make the biggest impact – rapidly growing private food companies. These businesses have enormous potential to scale quickly, and when they do, the effects extend far beyond their own operations. Their growth accelerates improvements in government policy, infrastructure, and local economies, while strengthening food systems, providing more market opportunities for farmers and expanding access to affordable, nutritious foods. This white paper outlines the core elements of PFS's new strategy, explains the rationale behind key strategic decisions, and describes how our organization's approach to delivering expertise will evolve to meet our ambitious goals.

PFS'S MISSION – EVOLUTION, NOT REVOLUTION

Our mission has always focused on transferring the global expertise of corporate volunteers to African food processors and building partnerships to strengthen the continent's food value chains. It has reflected PFS's identity as a bridge-builder—an organization that connects expertise, talent, and local entrepreneurs to expand access to safe, nutritious, and affordable food. Creating one of the largest intellectual philanthropy movements on the African continent.

This 2025 update builds on that foundation but makes an important shift in emphasis. Our new mission centers on accelerating the growth and competitiveness of African food companies as the most powerful driver of food systems transformation. By explicitly focusing on supporting high-potential clients, the mission underscores that when food businesses grow, they create jobs, expand market access for smallholder farmers, and bring safe, affordable, and nutritious products to consumers. What remains at the heart of this evolution is our unique model: the deep, practical global expertise of corporate volunteers, whose transferable knowledge and skills make it possible to unlock the growth potential of these businesses at critical stages of their trajectory and translate it into broader economic and food system impact.



Partners in Food Solutions works to **increase the growth and competitiveness of food companies in Africa**. In doing so, we improve access to **safe, nutritious affordable food** and promote **sustainable economic development** across food value chains – from smallholder farmers to consumers.

We address the **holistic needs of high potential clients** by linking highly skilled **corporate volunteers** from our **consortium of leading companies** with promising entrepreneurs and by building **sustainable ecosystem partnerships across Africa and beyond**.

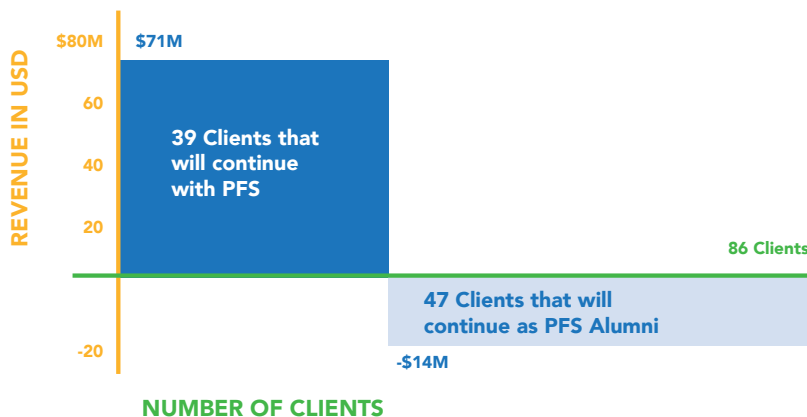
STRATEGIC AMBITION AND GOALS

Leading up to its 25th anniversary in 2033, PFS has set an ambitious north star for where the organization is headed. Our ambition is that PFS will be widely recognized as the go-to partner and authority for food processing in Africa, known for scaling up high-potential African food companies into national industry champions. In practical terms, this means PFS intends to build a distinctive track record of helping promising food processors grow into larger, more successful companies that transform local food systems. A special focus will be on companies that provide affordable, nutritious foods to African consumers and on supporting local food businesses that are critical to community food security. By 2033, PFS also envisions itself as the sought-after partner of key actors in the food system – from governments to NGOs to private sector players – for technical, operational, and business capacity-building support.

To measure progress toward this vision, the strategy defines clear markers of success by 2033. These goals are bold, signaling PFS’s desired impact at scale:

Scale of Client Impact: Grow the portfolio to around 120 high-potential African food companies across six priority countries (or more). Within this portfolio, at least 60% of client businesses will achieve over 20% annual revenue growth (up from 39% currently) and over 13% annual volume growth – indicating that PFS-supported firms are expanding rapidly. PFS aims to cultivate 25 ‘Emerging National Champions’ – sizable local food companies that can lead their national markets (a big jump from three such champions today). Importantly, nutrition is a key lens: the target is for 75% of PFS’s client portfolio to have the majority of their product lines in nutritious foods for local consumption, strengthening food security and health outcomes. If these targets are met, the collective annual revenue of PFS-assisted companies would approach \$1 billion USD (up from about \$150 million currently), reflecting a vibrant and growing African food sector.

45% of PFS Clients Accounted for 100% of Client Revenue Growth



Our data shows that companies that start from a stronger performance base tend to accelerate faster over time – a key insight that shaped our focus on high-potential clients that will continue to receive PFS support. About 40 of our clients accounted for all of the revenue growth in our portfolio and will continue to receive direct services from PFS. (see figure XXX).



NATIONAL CHAMPION CRITERIA

Profitable revenue at scale in one or more products of focus

Sustained growth that outpaces the industry and gains market share

Major employer and engine for job growth locally

Anchor of local supply chains, supporting economic development across the value chain

Meaningful brand presence across its product categories

Serves as a role model for rising and aspiring food system entrepreneurs

Funding and Sustainability: Secure approximately \$20 million in annual funding by the end of the period (from a baseline of ~\$6 million).

Corporate Partnership and Volunteer Engagement: Improve and expand corporate volunteer involvement as a success factor. PFS plans to build a sustained and cross-functional network of support across its corporate partners – spanning funding and skilled employee volunteers at all levels of those companies. In practice, this involves enhancing the volunteer matching process, demonstrating clear impact to partners, and deepening engagement beyond single champions. As an early milestone, PFS is adding new corporate partner companies to broaden its volunteer pool. These steps lay the groundwork for higher corporate engagement through 2033, with the expectation of more volunteers deployed on projects and greater total volunteer hours contributed as the corporate partner network grows.

Partnerships and Thought Leadership: Grow a network of around 50 high-impact ecosystem partners that are deeply engaged in PFS's work (doubling the current number). These partners include financial institutions, local consulting firms, educational and research institutions, and development agencies that complement PFS's capabilities. By building and leveraging such a network, PFS not only extends its reach but also cements its reputation as a thought leader in food systems transformation. Indeed, success will be marked by PFS being recognized at the center of national and continental discussions on strengthening Africa's food systems. This thought leadership means PFS's insights and approaches inform broader efforts in economic development and food security.

Collectively, these goals underscore an overarching theme: PFS is moving from a respected niche player to a sector-leading catalyst. In other words, whereas PFS today is highly respected by the clients and partners who know it, the ambition is that by 2033 PFS will be a continental leader shaping the future of food processing. Internally, this requires PFS to evolve how it operates and the scale at which it works – which the following strategic pillars address.



CORE ELEMENTS OF THE NEW STRATEGY

To reach the ambition and targets outlined above, PFS has identified core strategic shifts in both where we play (the focus of our efforts) and how we win (the way we deliver value). The new strategy can be summarized in several key elements:

1. Focus on High-Potential Food Companies

A central pillar of the strategy is a sharper focus on serving High-Potential Clients (HPCs) – that is, African food processing companies with strong growth prospects and the capacity to scale. PFS will double down on HPCs in its portfolio, ensuring these rising stars receive the depth of support needed to become tomorrow's industry champions. In practice, this means segmenting clients by their stage of growth (for example, distinguishing nascent early-stage entrepreneurs from more mature scaling operators) and tailoring services accordingly. PFS recognizes that once companies mature, they have often outgrown the level of support the organization used to provide, meaning high-potential firms might "graduate" from PFS just when they are poised for major growth. The new strategy addresses this by committing to partner with high-potential companies throughout their growth journey. PFS will offer longer-term engagements and a wider range of services to these clients so they can continue to thrive with PFS's help even as they expand.

At the same time, PFS will modulate its approach for smaller or less-developed clients. Rather than devoting equal intensive resources to very small processors, the strategy introduces more "light-touch" support models for companies below certain thresholds. In other words, PFS will still inclusively support local food businesses (including early-stage and small enterprises important to food security), but it will do so in a way that is right-sized to their needs – for example, offering short technical advice engagements, group trainings, or referring them to partners – while concentrating its deeper advisory and investment on the most promising scale-up candidates. This balanced segmentation was driven by internal analysis and leadership insight that PFS must prioritize efforts where it can have the greatest impact. By focusing on these high-potential companies, PFS can amplify outcomes like job creation, food production, and market growth, while still maintaining avenues to assist smaller firms in the ecosystem.

Furthermore, PFS will clarify its portfolio mix targets – for instance, determining the ideal balance between clients producing nutritious foods vs. other foods, or companies oriented to local markets vs. export markets. This ensures that the portfolio aligns with PFS's mission (e.g., a strong emphasis on nutritious foods for African consumers) and with market opportunities. Overall, this client-focused strategy means PFS will become a growth partner to the most exciting, fastest-growing food companies in the market, helping strategically propel them to scale.



WHAT IS A HIGH-POTENTIAL CLIENT?

African food company with at least \$1M in revenue, **significant growth ambitions** and high potential to evolve – with PFS support – into the next generation of national food champions in Africa

WHAT IS A LOCALLY IMPORTANT SMALL BUSINESS?

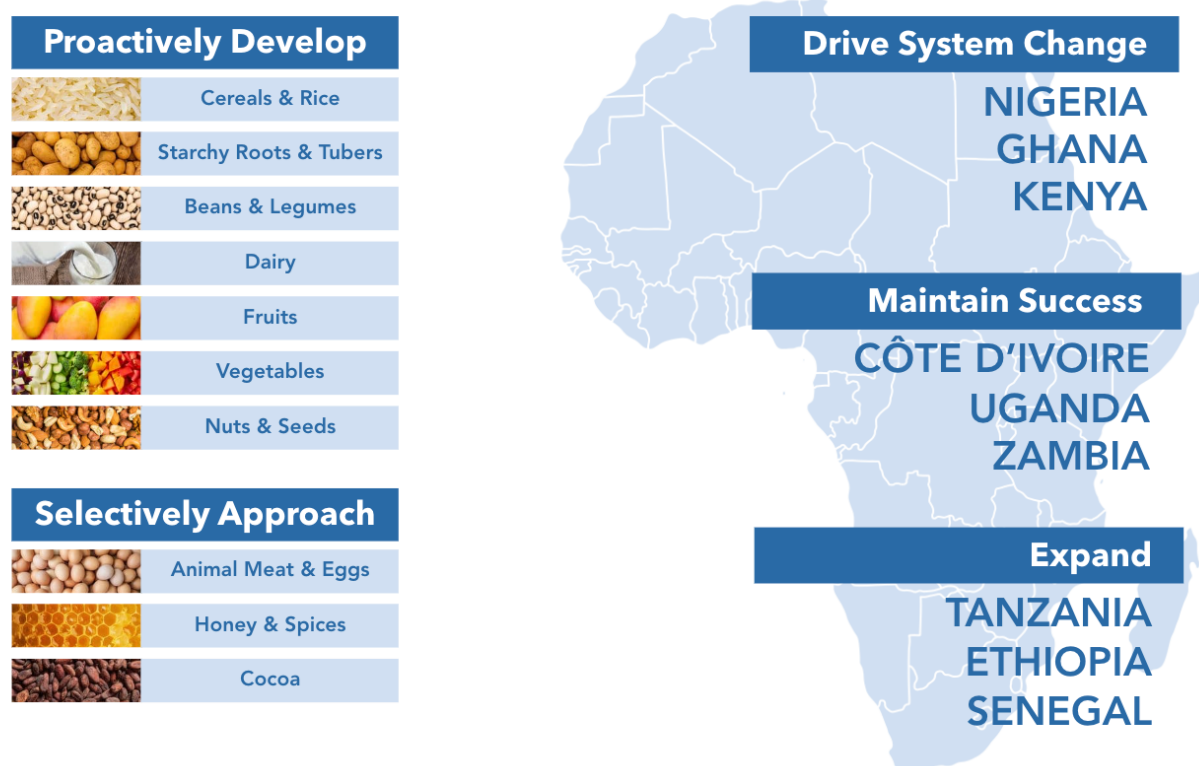
Small, local companies contributing to important societal need (food security, nutrition) that are served through an efficiently leveraged delivery model of PFS expertise. PFS aims to have 20% of our resources allocated to support locally important small businesses.

2. Geographic Priorities and Value Chain Focus

Another core element of where PFS will play is a refined focus on priority countries and value chains. PFS has historically worked across multiple African countries, and this strategy clarifies which geographies will be at the center of its efforts going forward. The organization will continue to concentrate on a set of priority markets where we can drive system-level change, notably Nigeria, Kenya, and Ghana. These countries are targeted because of their large food markets, enabling environments, and strong partner presence – fertile ground for creating examples of thriving food industries that can influence the region. In these focus countries, PFS aims to not only support individual businesses but also strengthen the broader ecosystem (skills, suppliers, financing, etc.), effectively creating “systems change in key countries” by demonstrating successful models.

PFS will also maintain its successful programs in a second set of countries –Zambia, Uganda, and Côte d’Ivoire – but will carefully assess each market’s complexity and resource needs. Additionally, potential expansion markets (Tanzania, Ethiopia, or Senegal) are noted for future expansion, likely pursued in partnership with others once PFS has the capacity. By clearly defining where to accelerate and where to scale back, PFS will focus its efforts where they can yield the highest return for African food security and enterprise growth.

Complementing the geographic focus, PFS will implement a country-specific value chain focus. This means in each priority country, PFS will concentrate on the agricultural value chains that are most important for local diets, farmer livelihoods, and market demand. More broadly, PFS plans to proactively support value chains like cereals and grains, roots and tubers, dairy, legumes, fruits and vegetables, which are staples for food security. Other value chains, such as nuts, seeds, livestock products, or export crops like cocoa, may be addressed selectively or via partners if they align with specific opportunities. This focus ensures PFS’s technical expertise and volunteer efforts are channeled into areas where they can affect the food supply for millions, support smallholder farmers, and align with what local governments and funders care about.





3. Expanding and Diversifying Partnerships

Partnership is at the heart of PFS's model, and the new strategy significantly broadens the scope of who PFS works with and how.

Firstly, PFS plans to leverage local expertise by partnering with African technical service providers and consultants. There is a recognition that Africa has a lot of talent and that engaging local service providers can help PFS scale its work while bringing in on-the-ground knowledge. For example, PFS might partner with quality assurance labs or engineering firms who can deliver services directly to clients under the PFS umbrella. This in-country partnership approach extends PFS's capacity beyond what its remote corporate volunteers alone can do, and it also helps build local capacity sustainably. In areas like financing, PFS may partner with financial institutions to handle aspects like gap financing (loans for clients) rather than trying to manage a loan program in-house. By collaborating with banks or impact investors for financing needs, PFS can still facilitate access to capital for clients without straining its own resources.

Secondly, PFS is exploring the potential to expand the types of corporate partners it engages. Traditionally, PFS's corporate partners have been global food and consumer goods companies that provide expert volunteers and funding. Looking ahead, the strategy recognizes there may be new opportunities to extend beyond this core base to other industries that intersect with food processing – for example, banks that bring finance expertise, equipment manufacturers that offer technology and engineering support, or energy companies that provide power solutions. While these possibilities are under consideration, PFS has not yet determined whether or how to pursue such partnerships.

In addition, PFS will continue to engage with foundations, government agencies, and NGOs as strategic partners. Many such organizations share PFS's goals in economic development and food security, and by aligning efforts, PFS can achieve more. For example, PFS's role as a technical assistance provider can complement a development bank's lending program or a government's agricultural initiative – becoming "the sought-after partner of key system actors" as envisioned in our ambition.

4. Sustainable Funding and Resource Mobilization

Achieving PFS's bold goals will require robust and sustainable funding, so a major component of the new strategy is diversifying funding sources. Our revenue model has evolved over time and must continue to evolve in order to grow amidst a competitive landscape. A top priority is to expand foundation and institutional grants. PFS has identified that significant philanthropic capital is available for initiatives like agricultural development, livelihoods, and nutrition. In fact, some of PFS's largest recent funders have been foundations supporting economic livelihoods. The new strategy calls for aggressively pursuing more opportunities with U.S., European, and African foundations, as well as bilateral and multilateral donors, to provide a stable base of funding. These sources often offer multi-year commitments that align well with PFS's long-term capacity-building work.

PFS will also increase efforts to attract private, mission-aligned donors and investors in our work. Therefore, the strategy includes tapping into new giving channels. This could involve online fundraising campaigns, volunteer donation matching programs, or tailored asks to professionals who value PFS's mission. While each individual donation may be modest, collectively they can add up and also broaden PFS's supporter base. Engaging more private donors also adds advocates and champions for PFS's cause in the community.

Corporate funding is not just important to PFS – it is the engine that powers our success. We will continue to aggressively pursue opportunities with new corporate partners, offering them the opportunity to be part of an exclusive group of future-focused global businesses, leveraging their core expertise to make a positive impact. What has set PFS apart to date is the unrestricted support that comes from our corporate partners. That flexible funding has been the key to our success, giving us the freedom to follow where our learning takes us and to innovate quickly, rather than being limited by the fixed priorities of funding agencies.

Finally, PFS may consider alternative revenue models such as fee-for-service offerings. This could mean charging a subsidized fee to clients or partners for certain services, or perhaps earning revenue through sponsorships or membership models. While PFS is a non-profit and will continue to primarily offer pro bono support, introducing some fee-based services can both provide income and engage clients more deeply (clients may value services more when they have “skin in the game”). In fact, some funders have encouraged PFS to explore earned revenue as a way to bolster sustainability and demonstrate the value of its services. Any such model would be implemented carefully to not exclude smaller clients, but rather to recapture a portion of costs from those able to pay – thereby stretching donor dollars further.

By executing this multi-pronged resource strategy – foundations, corporates, private donors, and selective fees – PFS aims to raise ~\$20M annually by 2033 and ensure the organization's growth is enabled by sustainable, diversified funding. Stakeholders such as donors and partners can be confident that PFS is proactively managing its financial future, reducing risk through diversification, and staying true to its mission (seeking mission-aligned funders with long-term commitment).

For PFS's clients, a stronger funding base means a stable partner that will be there for the long haul to support their growth.



5. Enhanced Service Delivery and Expertise for Greater Impact

Perhaps the most tangible changes in the new strategy involve how PFS will deliver its services and expertise to African food processors. PFS has always provided value through technical assistance and business advice (via volunteer experts), but to meet its ambitious impact goals, the service delivery model is evolving to be higher-impact, more scalable, and more tailored to client needs.

One key initiative is to elevate services for impact, repeatability and scalability. In practice, this means standardizing and refining the core offerings so that they can be delivered more efficiently to many clients, while ensuring each service truly addresses critical needs that unlock growth. PFS will focus on the pivotal requirements of each client's growth stage – for example, a young startup might need basic food safety and bookkeeping assistance, whereas a larger scaling company might need support with efficient factory layout, accessing finance for expansion, or new product development. By mapping typical needs at early-stage, growth, and emerging champion phases, PFS can develop toolkits, templates, and programmatic interventions that can be repeated with multiple clients. This increases scalability (the ability to help more companies without reinventing the wheel each time) and consistency (ensuring all clients get high-quality support in key areas). It also helps PFS measure outcomes more systematically across its portfolio.

Moreover, PFS will employ multiple formats of service delivery, advancing the classic model of remote volunteer consulting projects. Multi-model delivery will include a mix of: remote expert consultations (our traditional virtual volunteer projects), peer learning workshops (group trainings where several companies learn together), long-term mentorship pairings, and a 'PFS Academy' digital platform that clients can use for self-learning. By blending these formats, PFS can deliver support in the mode that best fits the need – for instance, a complex challenge like food fortification might start with a workshop for many companies, then progress to intensive one-on-one projects for selected firms. This flexible approach was influenced by PFS's desire to increase the scale of impact without proportional increases in cost; scalable formats like group training or digital tools can reach more clients, while direct volunteer consulting is reserved for high-priority issues.

An important aspect of service evolution is strengthening our internal capacity to deliver. PFS will empower its Client Service Advisors (formerly Program Managers) – the staff who liaise with clients on projects – to take a more proactive, strategic role in client service. PMs will be enabled to identify and prioritize client needs and craft holistic engagement plans for each high-potential client. This could mean conducting deeper diagnostics of a client's business, then sequencing a set of interventions (e.g., first address quality control, then packaging design, then capital raising) over a multi-year roadmap. To do this, PMs themselves will receive training and tools, expanding their skills beyond PFS's traditional technical focus to include areas like business advisory and financing facilitation. PFS ensures that the support delivered is not piecemeal but integrated and outcome oriented.



Another component is the enhancement of volunteer engagement – the heart of PFS’s expertise delivery. PFS’s corporate volunteers have been and will remain a cornerstone of our model and have consistently reported an extremely high satisfaction rate when asked about their volunteer experience. However, to address issues like volunteer turnover and to maximize volunteer effectiveness, the new strategy introduces several improvements to the volunteer experience. PFS will better prepare volunteers prior to day one of a project, providing them with more context about the client, country, and clear project scopes so they can contribute effectively from the start. PFS also plans to introduce more structured volunteer recognition – such as awards, public acknowledgment on platforms like LinkedIn, and highlighting volunteer contributions in newsletters. The rationale is that volunteers who feel valued and see their impact are more likely to stay engaged.

Another critical element of project success and volunteer satisfaction is how projects are scoped and aligned with volunteer expertise and interests. This means ensuring projects are meaningful (addressing priority needs), achievable within a reasonable time frame, and well-matched to the volunteer’s skills.



Volunteer satisfaction ratings for PFS are consistently at or above ninety percent.

Volunteers have also expressed how important it is to work on projects that clearly make an impact and fit their professional knowledge, even if the project is short. By doing more rigorous project scoping and matching, PFS can boost volunteer satisfaction and outcomes so that volunteers feel their time is used effectively. By further honing our processes, PFS expects to maintain a strong pipeline of skilled volunteers despite global trends where ~65% of nonprofit volunteers often need to be replaced each year. Our commitment to a superior volunteer experience will help PFS retain talent and institutional knowledge, thereby improving the consistency and quality of support to clients.

Finally, PFS is bolstering its impact measurement and learning, which is integral to service delivery. The new strategy emphasizes tracking economic development outcomes from PFS’s work – such as growth in client revenue, jobs created, increase in farmers reached, and amount of nutritious food produced – not just counting activities or outputs. By focusing on relative growth rather than volume in metrics, PFS wants to incentivize the right behaviors internally (for instance, quality of assistance over sheer number of projects). Enhanced impact measurement serves two purposes: it allows PFS to continuously improve its services based on what works (data-driven refinement), and it provides compelling evidence to donors and partners about the value of PFS’s interventions. For example, being able to show that PFS clients grew revenue 20% faster than peers, or that a certain project led to a factory doubling its output of nutritious food, will validate the approach. This data focus will reinforce PFS’s positioning as a thought leader – a source of credible knowledge on what drives success in African food processing.

In summary, the delivery of expertise in the new strategy is more programmatic, partner-inclusive, and performance-driven. African food processors can expect a more comprehensive support package from PFS – one that might include local advisors, longer-term mentoring, and multiple touchpoints of assistance designed to propel their growth. Volunteers will engage in a more structured, rewarding way, and PFS’s staff will act as true advisors and knowledge brokers. These changes are all about scaling impact while maintaining the high quality PFS is known for.





AMBITION 2033

PFS's Unique Value Proposition and Forward Outlook

At the core of this strategy refresh is PFS's **unwavering commitment to its unique value proposition**: bridging world-class expertise and local enterprise to catalyze Africa's food system transformation. PFS occupies a special niche where it brings together the technical know-how from global food companies and the entrepreneurial energy of African food businesses. This cross-sector, multi-stakeholder approach remains PFS's strength. The new strategy reinforces that uniqueness by broadening the circle (welcoming new types of partners and experts) and deepening the impact on each client (through tailored, lifecycle engagement).





Why is PFS well-positioned to lead in this space? Firstly, PFS has a track record of results – thousands of food companies supported, many of which have grown significantly in revenue and capacity, and extremely high client satisfaction, indicating that African entrepreneurs value the support they receive. This credibility with clients is a huge asset. Secondly, the model generates a ripple effect: as companies grow, they source more from local farmers, create manufacturing jobs, and introduce new nutritious products into the market. These are exactly the outcomes needed to drive economic development and improved food security, aligning PFS's work with the priorities of governments and donors alike. Few organizations have the ability to seamlessly connect global technical insight with local impact on the ground as PFS does. By 2033, as PFS helps cultivate 25 emerging national champions in the food industry, its impact will be visible not just at the micro (firm) level but at the macro level – contributing to more self-sufficient, food-secure economies in Africa.

The forward-looking priorities in this strategy highlight PFS's role as an innovator and advocate. PFS is not just solving individual business problems; it's also contributing knowledge to the wider development community about how to successfully grow businesses in the food sector. With improved data collection and an emphasis on thought leadership, PFS can share lessons on topics like effective capacity building, the importance of patient capital for food businesses, or strategies to fortify local supply chains. As noted, a marker of success will be PFS at the center of national discussions on food systems. This advocacy role will benefit all stakeholders: policymakers and development partners gain a proven partner to implement solutions; donors see their investments catalyze long-term change; corporate partners achieve CSR and talent development goals while impacting lives; and African food companies are championed as key agents of development in their countries.

For all stakeholders of PFS, this strategy is an invitation to join in a renewed mission with even greater ambition. Together, and armed with this strategy, the PFS community is poised to make the vision of a thriving African food industry – one that feeds the continent's people and fuels its economies – a reality. It is a strategy of hope, partnership, and practical action, and it positions Partners in Food Solutions as a leader and advocate in the journey towards a food-secure and prosperous Africa.





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