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PARTNERS





Partners in Food Solutions, an independent nonprofit organization, works to increase the growth and competitiveness of food companies in Africa and beyond. In doing so, we improve access to safe, nutritious, affordable food and promote sustainable economic development across food value chains.

We do this by inspiring business leaders and linking highly-skilled corporate volunteers from our consortium of leading companies with promising entrepreneurs and other influencers in the food ecosystem. **IN 2008** General Mills began to explore how they might best harness their expertise to make a meaningful difference on food insecurity in Africa. None of us involved at the start would have imagined that, ten years later, those initial efforts would have grown into what we have become today. Said another way, seeds cast broadside starting ten years ago have yielded a harvest that has filled the barn.

The growth and subsequent impact of Partners in Food Solutions has been rooted, from the beginning, in relationships. Individual relationships that led to organizational relationships, that led to an entire network of individuals, companies, governments, nonprofits and donors that now spans the globe. Today, we are all working together towards a shared goal of improved access to safe, nutritious, affordable food and promoting sustainable economic development across food value chains.

At the center of this collaboration are two primary actors — our food company clients across Africa and our volunteers from our six corporate partners. Our success is rooted in the magic of connecting promising clients with talented volunteer experts and, through this connection, uniquely creating and adding value for both parties.

These last ten years have only deepened our conviction and belief that helping food companies get better at what they do can have outsized — and multiple — benefits to the communities and regions in which they operate. As we look ahead we will build on our lessons learned and focus on bringing all that we can to high-potential food companies in Africa and beyond.

As this report was getting ready to go to print, we learned of Kofi Annan's passing. As we write in subsequent pages of this report, Kofi's early encouragement to Ken Powell, former Chairman and CEO of General Mills and now a Partners in Food Solutions board member, was the catalyst for starting the work that eventually grew into PFS. Last year we had the opportunity and gift to travel with him and his wife Nane in Ghana, showing them a little of the work that he helped bring to life. Kofi was someone who did not grow weary in trying to do good... in that spirit we look ahead with hope and conviction to do our part.

PFS co-founders Jeff Dykstra, Peter Erickson and John Mendesh on their first fact-finding trip to Africa together. November 2008, South Luangwa Valley, Zambia.

Thanks for being on the journey with us.

Jeff Dykstra, Co-Founder & Chief Executive Officer

Charity Hukportsi **PRAISE EXPORTS** Ghana

ELECAL VEAR 2018 ANNUAL REPORT

a **DECADE** of **PARTNERSHIP** A lot can happen in a single conversation. A lot can happen in a decade, too. That's how long it's been since former UN Secretary General Kofi Annan and General Mills then CEO Ken Powell had a pivotal encounter at the World Economic Forum in Davos.

They talked about the pressing problems of food insecurity and poor nutrition in Africa, problems that can often seem insurmountable. Then Annan put a pointed challenge to Powell find a way that General Mills can be part of the solution.

The seed was planted, and it didn't take long to sprout. The company began looking at ways of working with African farmers to improve food security. Meanwhile, John Mendesh, General Mills' Vice President for Research and Development at the time, happened to be visiting a friend working in development in Zambia. That friend, Jeff Dykstra, was thinking about ways to harness the power of the private sector to improve food systems in Africa.

John and Jeff, along with General Mills Senior Vice President Peter Erickson, traveled across east and southern Africa looking at the whole food value chain. They soon realized that the highly specialized knowledge and experience of a company like General Mills could best be applied not with farmers, but farther down the local food value chain, in the processing sector. At a bar in Nairobi they sketched out a simple model that has held together to this day.

Back in Minnesota, and with full support from General Mills CEO Ken Powell, the three started an internal program for employees to share their expertise with promising food entrepreneurs in Africa.

The idea — intellectual philanthropy — became the organizing principle of Partners in Food Solutions. Volunteers work remotely from anywhere in the world, collaborating with local food businesses on the ground in Africa. They work on specific, time-bound projects — problems or questions that the African companies have — related to things like developing new products and quality assurance.

Early in the program, General Mills began working with TechnoServe, a nonprofit, whose mission is bringing business solutions to address poverty, and USAID, the United States International Development Agency. TechnoServe provided on the ground local staff, food technologists and business analysts, to help facilitate the transfer of expertise from corporate volunteers to clients. USAID provided funding, support and expertise to make our new model work.

Their internal volunteer program at General Mills worked so well that after three years it was spun out as an independent nonprofit, Partners in Food Solutions, and brought in more corporate partners. Since then, five other world-class companies have joined — Cargill, DSM, Bühler, Hershey, and Ardent Mills.

One important focus has been on food fortification, adding essential nutrients during food processing, to combat micronutrient deficiency, the "hidden hunger" which causes lifelong consequence in millions of people across the continent. Efforts toward increased fortification were expanded in 2016 with a co-investment from the Bill and Melinda Gates Foundation. Remarkably, what started as a sketch on a scrap of paper in Nairobi, has brought together many unlikely allies — big, global corporations and small, growing African business — to address one of the world's most intractable problems, food insecurity, in a whole new way.

### **KEY METRICS**

**1.5K** volunteers

**94K** consulting and training hours

small food

African countries

**1 M +** smallholder farmers

## a DECADE of GROWTH

The Luangwa River Valley in eastern Zambia is world renowned for its iconic wildlife: herds of elephant roam the basin, leopards and lions stalk the shadows, hippos bask in the sun.

The region is also home to tens of thousands of smallholder farmers who make their living from the fertile soils. Their modest homesteads dot the valley.

Often times wildlife and farmers are in competition for the lands they share. Wildlife poaching and habitat loss was a long-time problem in the valley, that is until a food company called COMACO — Community Markets for Conservation — was formed to give farmers a stable market for their crops and an incentive to stop poaching. From the very beginning, Partners in Food Solution's volunteers have been working with COMACO to help the business scale.

Today, the farmers of the Luangwa Valley form the largest farming collective on the African continent, working toward two interwoven goals: empowering small-scale farmers and promoting conservation.

"We train poachers to be farmers, and farmers to be stewards of their land," says Dale Lewis, COMACO founder and CEO. The company does so by teaching sustainable farming practices that produce better crop yield and preserve the soil. They then buy these crops at premium market prices and create value-added products that help farmers find a better crop value. As a result, farmers aren't tempted to poach elephants or clear more habitat for fertile soil because their land now produces enough income.

A decade ago, COMACO was just beginning to explore how to create value-added products. At the same time, General Mills was just beginning to explore how they could make a social impact in Africa. The two soon joined forces.

PFS and COMACO teamed up to develop Zambia's first manufactured breakfast cereal, Yummy Soy. "We did this with very limited equipment," said Lewis, "so it took a lot of ingenuity to





Godino Scumba **COMACO** Zambia

7%

13%

5% 4%

make it happen." PFS volunteers have worked on a number of other important projects since then, including consulting on the floor plan of COMACO's processing plant, advising on a food safety lab, and sourcing secondhand food safety equipment to fully equip the lab.

"We certainly wouldn't have made it this far without Partners in Food Solutions," says Lewis. "They got us confident enough that we could do it. They got us off the ground, and in the process, they helped create something very special for Africa — a company that has helped build the largest collective farm in Africa, with 176,000 farmers who have all signed a pledge to farm in a sustainable way and provide raw materials for our products."

Rates of deforestation in the valley have slowed, wildlife populations are rebounding, maize yields have increased 2-3 fold, and household food security levels are up 78 percent. COMACO sees all of this as living proof that people are often very willing to stop poaching and other destructive behaviors if they are provided with economically viable, sustainable alternatives. And PFS volunteers are living proof that someone with the willingness to share their knowledge can make a positive impact from half a world away.



### ENDURING VOLUNTEERS YEARS IN SERVICE

- **21%** one year
- **28%** two years
- 11% three years
- 40% of volunteers have served 4+ YEARS

a **DECADE** of **SHARING** In 2008, when Indra Mehrotra was asked to bring a nutrition perspective to the early-stage PFS at General Mills, she was immediately hooked on the project.

"What a novel idea," she remembers thinking. "I was totally enamored." A decade later, and now working for another Partners in Food Solutions corporate partner, Cargill, she's still captivated.

"I remember when we started, the idea of technology transfer was so exciting. But the enigma was how we were going to actually do it." She says the entrepreneurial spirit was part of PFS right from the start, but challenges were presented by different time zones, geographies and the technology, which at the time wasn't very good at bridging the distance between volunteers and clients. "Phone connections to remote parts of Africa were a real challenge. Once internet connections improved and we were able to better use email, it became a lot easier in so many ways."

She says today the distance between clients and volunteers — in language, technology and culture — has been diminished considerably because communication is now easier and faster. Plus, the process and tools have been refined. "We've evolved to a much more streamlined process where volunteers can get right to work helping our clients solve problems," she says.

What keeps Indra engaged is the one thing that hasn't changed in the past ten years — the focus on safe, nutritious, affordable food and economic development in Africa. "I feel it's my professional responsibility to do this work," she says.

Indra has a background in nutrition and now serves as Director of Scientific and Regulatory Affairs at Cargill. "Knowing the impact that nutrition has on health, it's just something I personally feel I need to do." And today she says, "I think the focus is evolving from 'food security' to 'nutrition security' and that's important."

"I always believed that we could make an impact, and now we can see the results. I can see the changes made by our clients as a result of the knowledge volunteers have imparted," she said, "Most of our client companies have benefited because they really just needed a boost."

And it is that boost that she says is exactly what is needed on a continent that has the potential to not only feed itself, but help feed the rest of the world. "We have to unlock the potential of Africa. It must be brought into the system in order to solve global food insecurity."

# **INDRA MEHROTRA**

Director of Scientific & Regulatory Affairs, Cargill PFS volunteer since 2008 

### **2018 AT A GLANCE**



PFS grew our Africa-based staff with the addition of **Johnson Kiragu** in Kenya and **Edwin Gafa** in Uganda.



The Alliance for Inclusive and Nutritious Food Processing builds on previous work with TechnoServe and USAID to create better nutritional outcomes for consumers in Ethiopia, Kenya, Tanzania and Zambia. The **PFS Board of Directors** met in Africa for the first time this past February. It was a great chance to help the work of PFS come to life and learn from the client companies we serve.



PFS completed a robust strategy project with **Bain & Company**, a premier consulting company. Drawing on our first ten years, we are positioned for even greater impact in the years to come as we focus on high-potential clients.



### A GLOBAL COMMUNITY WORKING TO NOURISH THE WORLD

PFS CONTINUED MEETING OR EXCEEDING OUR IMPACT TARGETS

**1,559** client companies 1.5M 31% farmers in client supply chains women

31% 893 companies owned by volunteers

10,707 volunteer hours

IN THE PAST YEAR, PFS has contributed toward the progress of many of the **United Nations Sustainable Development Goals** 





1 NO POVERTY

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2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

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4 QUALITY EDUCATION 5 GENDER EQUALITY

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8 DECENT WORK AND ECONOMIC GROWTH

**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE

**10** REDUCED INEQUALITIES

33 VOLUNTEER COUNTRIES United States Switzerland Greece United Kingdom Canada France Spain Singapore India Australia Brazil China Kenya Netherlands South Africa Italy Germany Denmark Colombia Argentina Belgium Ghana Venezuela Bolivarian Republic of Cote d'Ivoire **Russian Federation** Norway Egypt Philippines Malaysia United Arab Emirates Panama Mexico Ecuador

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

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**17** PARTNERSHIPS FOR THE GOALS

B

9 CLIENT COUNTRIES

Kenya Ghana Nigeria Cote d'Ivoire Uganda Zambia Tanzania Malawi Ethiopia

### 3 CLIENT & VOLUNTEER COUNTRIES

Kenya Ghana Cote d'Ivoire

PARTNERS IN FOOD SOLUTIONS



# our FIRST TEN YEARS



- In 2008, General Mills took Kofi Annan's challenge to help improve food security in Africa seriously, and put their commitment and resources behind it.
- **In 2009**, we found our most enduring partner, TechnoServe. Their work on the continent was the piece that enabled PFS to make our virtual technical assistance model work.
- **2010** brought another crucial partnership, with USAID. The goals of Feed the Future aligned with our ability to provide access to the food industry expertise our volunteers provide.
- In 2011, General Mills turned its in-house employee volunteer program into Partners in Food Solutions, an independent nonprofit organization. That year we welcomed our second and third corporate partners, Cargill and DSM. Bühler, a Swiss technology company for plant, equipment and related services for processing foods, became a partner in 2013.

- With the addition of our fifth corporate partner, The Hershey Company, in 2015, PFS was able to begin to plan our expansion to West Africa. By 2016, we brought a new working model to Ghana and Côte d'Ivoire by partnering with impact investors to hire our own staff in those countries.
- In 2017, Ardent Mills joined the consortium, further strengthening our network and making more expertise in milling and processing available to our clients. The Bill and Melinda Gates Foundation joined with PFS as a co-investor in a new initiative to address micronutrient deficiency by greatly expanding food fortification in Nigeria, Kenya and Tanzania.
- In **2018**, our strategy work with Bain & Company has brought opportunities for even more impact in to sharp focus. As our next decade begins, we are energized by the challenge of helping our clients fully utilize their potential and to finding new ways to bring them the tools they need to transform food ecosystems across Africa.

# WHAT we've LEARNED

In our first decade, PFS has learned, changed and grown. We believe that this adaptability is one of our greatest strengths. Here are some of our most important findings.

- Partnership is key, we can't do it alone. As our name implies, partnership is our foundation and the source of our strength. Bringing different types of partners together has allowed us to do something bigger than what any of us could do alone. Partnerships aren't easy, but when they work it is a powerful thing.
- Our clients are resilient and succeed against the odds. Over the past ten years we have learned the true meaning of tenacity and resilience from our African clients. We see daily the challenges they overcome and the innovations they continually manifest to make their businesses thrive.
- Build enduring relationships. We've discovered the true value of building relationships that last, with our clients, volunteers, corporate partners and implementing partners. The synergies and shortcuts that happen because we have developed a deep working relationship yields dividends for all of our stakeholders daily.
- Keep pivoting and evolving. When PFS began ten years ago, our organization looked very different. As an organization that was born out of the research and development shop at General Mills, one of our guiding principles is innovation and we've continued to seek new ways to work with our partners and clients.

- Impact takes time. We've learned that meaningful change doesn't happen overnight. It sometimes takes looking back over the last decade to see the impact we've made with our clients and in the communities where they work and live. Our goal is to become increasingly irrelevant because the food sector in the countries where we work continues to grow and mature. Until then, we will continue to get smarter in how we track impact and measure success.
- The remote technical assistance model is effective and scalable, but we've learned that our clients need more than that to be truly successful. This has led to us creating partnerships and linkages to investors to drive needed funding that compliments our assistance and has us thinking about other products and services we can help catalyze for our clients across the continent.
- A blend of different types of funding makes us stronger. As with our partnerships, a variety of types of funding gives us flexibility and continuity.

**CORPRATE PARTNERS** Our six corporate partners have trusted and empowered us to work towards a more equitable and sustainable food ecosystem in Africa. The willingness, generosity and passion of their world-class employees have empowered hundreds of entrepreneurs to work toward a stronger, more resilient food value chain across the continent.



Partners in Food Solutions is proud to work with other leading organizations to improve access to nutritious food and promote sustainable economic development in Africa.

BILL& MELINDA GATES foundation









### **BOARD OF DIRECTORS**

Partners in Food Solutions is fortunate to have the wisdom and guidance of senior executives from our partner companies and beyond.

Kojo Amoo-Gottfried Vice President, Agriculture Supply Chain North America Business Cargill

Dan Dye Chief Executive Officer Ardent Mills

Peter Erickson Former Executive Vice President, General Mills Chairman of the Board

Annette Koehler Group Sustainability Officer Bühler

Mary Jane Laird Executive Director General Mills Foundation

Terence O'Day Senior Vice President, Chief Supply Chain Officer The Hershey Company

Ken Powell Former Chairman & Chief Executive Officer General Mills

Eviano Useh Director of Financial Operations General Mills Treasurer

Hugh Welsh General Council, Secretary & President DSM North America

Bruce Wilkinson CEO & President Catholic Medical Mission Board





"Knowledge is power. Information is liberating. Education is the premise of progress, in every society, in every family." 104

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