



GLOBAL DAIRY PLATFORM



**DAIRY
NOURISHES
AFRICA**

DNA Overview

July 2023

Prepared by:

LAND O'LAKES
VENTURE37

BAIN
& COMPANY





What is DNA

Dairy Nourishes Africa (DNA) is building towards a 15-20 year public-private partnership leveraging the collective strength of the Global Dairy Platform and a wide array of industry, community, and governmental stakeholders to drive the accelerated transformation of African dairy industries

How DNA works

DNA takes a market-led, systems approach, where **farmer-allied dairy processors** are the linchpin for accelerating transformation, working to drive optimal outcomes from farms to consumers and across the operating environment

Why dairy

Dairy is an effective way to enhance the nutrition of rural and urban populations, while supporting livelihoods across the value chain - especially as a regular income source for millions of smallholder farmers

Why DNA

There is a pressing need to transform food systems to be more resilient, inclusive and environmentally sustainable

DNA will harness the power of dairy to deliver social, nutritional, economic, and environmental imperatives for sustainable growth in Africa

Where DNA operates

DNA launched in Tanzania in 2020 a pilot in Kenya in 2021 and plans for subsequent scaling in Uganda, Ethiopia and Rwanda



Who is supporting DNA

DNA is founded by the Global Dairy Platform, Land O'Lakes Venture37 and Bain & Company



GLOBAL DAIRY PLATFORM

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& COMPANY



The Team

DNA founding members have made a **long-term commitment** to help transform East African food systems and communities; together they bring world class **private sector** leadership, **technical expertise**, and deep **experience** to build transformative public-private partnerships



GLOBAL DAIRY PLATFORM

Global Dairy Platform (GDP), DNA's founding partner, is a consortium of global leading dairy companies with ~\$150B cumulative revenues and experience developing and transforming the global dairy industry

Role on DNA

Provides **catalytic funding** for DNA pilot and coordinates with experts at GDP member companies to provide **tailored technical assistance** to partner processors

LAND O'LAKES

VENTURE37

Land O'Lakes Venture37 is a non-profit organization affiliated with Land O'Lakes, Inc., a \$15B agribusiness. Venture37 has 40 years of experience implementing over 315 agricultural development projects

Role on DNA

Drive **upstream efficiency** improvements with farmers, leveraging decades of on-the-farm experience in East Africa and local team member expertise



Bain & Company is one of the world's leading strategy consulting firms with a track record of driving results. Bain has committed \$1B in pro-bono consulting services in the Social Impact space, including African food systems

Role on DNA

Drive implementation of **full potential growth** with farmer-allied enterprises, including **demand-side initiatives** focused on reaching low-income consumers

Funders include:

BILL & MELINDA GATES foundation

meiji

DFA Dairy Farmers of America

Fonterra Dairy for life

Arla

Saputo

FrieslandCampina

Leprino Foods

McKENNED

蒙牛

LAND O'LAKES, INC.

Prairie Farms

Himalay

DMI DAIRY MANAGEMENT INC.

COBANK COOPERATIVE. CONNECTED. COMMITTED.

Why Dairy

Investment in East Africa's dairy sector can help **transform food systems delivering enhanced nutrition, environmental sustainability, and improved livelihoods** as well as more inclusive societies



Improve nutrition and food security

Many in East Africa are undernourished and 33% of children are stunted, with dairy consumption 20-50% of the recommended WHO amount

DNA provides access to affordable, safe, and nutritious dairy to vulnerable consumers and develops resilient local food systems



Enhance women and youth inclusion

Women make up 70% of dairy jobs, but, with youth, lack access to skills and resources to improve livelihoods or expand earnings beyond the farm

DNA provides inclusive access to skills and empowers women / youth entrepreneurs across the value chain



Accelerate climate mitigation

Agriculture is the largest source of GHG emissions (36%), with emission intensity 5-10x the global average

DNA drives adoption of climate-smart agriculture practices that strengthen climate resilience and accelerate pathways to Net Zero dairy



Catalyze growth and improve livelihoods

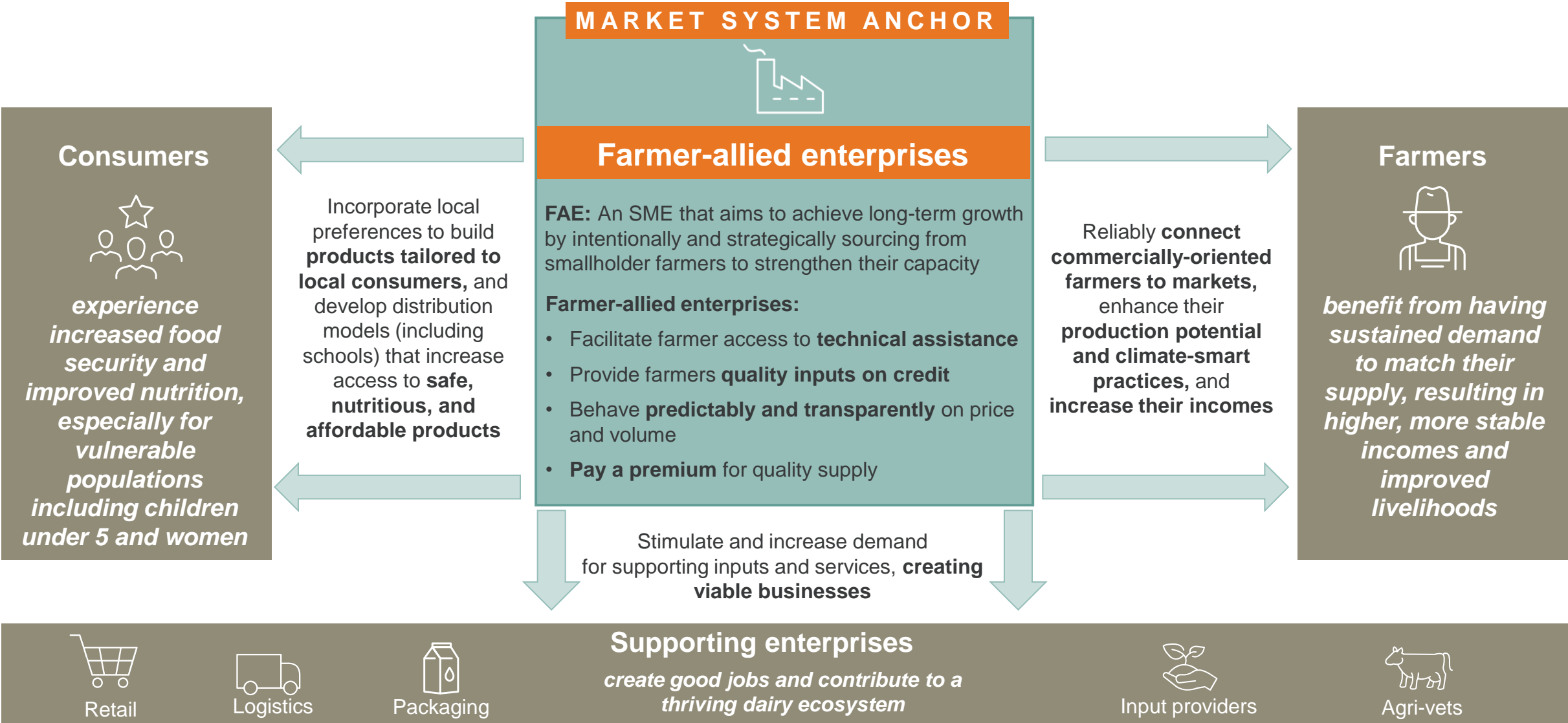
Agriculture is 30-40% of employment, but majority of cattle herd is producing <50% full potential and average processor utilization <50% with many unprofitable

DNA improves farmer incomes to reduce poverty, grows dairy enterprises and stimulates job creation from farm to fork



DNA's Innovation

Dairy Nourishes Africa (DNA) brings a **different, better approach** to food systems transformation. DNA focuses investment on **farmer-allied enterprises (FAEs)** that **serve as anchors of inclusive market systems**, driving value chain-wide growth that results in **increased nutrition** for low-income consumers and **improved farmer livelihoods**



Strategic Framework

DNA operationalizes its innovation through a **market-led, systems approach** that includes interventions across the full dairy value chain, from grass to glass

Aligned with Government Priorities and Policy

Grow Consumer Demand



Deliver behavior change strategies and consumption and nutrition campaigns



Incubate innovative distribution models



Support school milk programs

Drive Enterprises to full potential



Accelerate and incubate dairy enterprise growth by optimizing operations for scale



Implement and scale sustainable business models for inclusive, farmer-allied operations that prioritize low-income consumers

Increase Farmer Production



Equip farmers to enhance on-farm productivity and economics that are environmentally sustainable



Implement and scale business models that increase access to appropriate inputs, services and technologies



Strengthen aggregation models that link commercially-oriented farmers to markets

Strengthen Operating Environment

Increase food safety and quality

Increase access to capital

Improve industry data and accessibility

Enhance industry advocacy

DNA Principles



Demand-led



Environmentally sustainable



Agile and adaptive



Gender and youth inclusive



Data-driven



DNA Supports the Sustainable Development Goals

Ambition

Transform African dairy industries by creating vibrant ecosystems of farmer-allied and environmentally sustainable enterprises that improve nutrition, enhance livelihoods, and stimulate economic growth.

DNA Interventions

DNA has trialed and refined a **repeatable model** to deliver each component of the Strategic Framework, starting with a **pilot in Tanzania in 2020**

Grow Consumer Demand



- Collaborate with government and industry to **grow consumption via behavior change campaigns** and consumer **market research** to inform commercial strategies
- Launch **sustainable models for school milk promotion** with processors and government support to build stable demand sinks and future consumers of processed dairy
- Enhance **processors' route-to-market and consumer access to dairy** by launching direct to consumer distribution and unlocking point-of-sale cold chain bottlenecks

Drive Enterprises to full potential



- Support high-potential processors with **multi-year, actionable roadmaps to growth** focused on commercial and operational excellence and optimized farmer engagement models, and implement **quick hit initiatives**
- Facilitate **access to best-in-class technical expertise** for improving milk quality, product development and plant optimization
- Facilitate **access to finance** by providing grant-matching for catalytic investments and linking to investors/funders (incl. lower-cost debt financing)

Increase Farmer Production



- Provide technical expertise to **enhance processor extension services** and drive farmer adoption of **sustainable and climate-resilient practices** to intensify production
- Enhance **access to inputs** (e.g., forage seeds, AI services) by partnering with providers and developing demo training plots
- Facilitate access to volunteer expert assistance to **enhance raw milk quality**

Nutrition and Food Security



Grow consumer demand

DNA spurs demand for nutritious dairy products by supporting processors in designing and optimizing **distribution models**, creating **demand sinks** (like school milk programs), and enabling **behavior change**



After processor saw largest channel (HORECA) collapse from COVID-19, DNA helped launch a new last-mile distribution mechanism

- / Equipped **freelancer salesforce with tricycles** to expand direct-to-consumer reach
- / Supported **end-to-end execution** including procurement, route-mapping, and sales tracking



DNA diagnosed a bottleneck in processor's primary sales channel, and supported management team to unlock growth

- / Analyzed effect of lack of **downstream cold chain capacity** on processor's performance
- / Co-funded initiative to install **branded fridges at top-performing mini-shops** to accelerate fulfillment and reduce stockouts



DNA is collaborating with key stakeholders to build new demand sinks and increase nutrition awareness

- / Partnering with processors to trial **parent-funded school milk promotion** model that will be more financially sustainable in long-term
- / Pilot designed in concert with **government priorities** to serve as **test case** for national policies incentivizing nutritional behavior change
- / Partnered with local stakeholders in support of **National Milk Week and World School Milk Day**

Enterprise Full Potential

Dedicated DNA team works with processor management across **four steps of enterprise acceleration**, while facilitating access to finance and technical expertise



Drive enterprises to full potential

1

DIAGNOSTIC

- Perform analysis to develop a **data-driven view of the business' starting position**
- Determine key **implications for strategic priorities**

2

VALUE CREATION PLAN

- **Align on a growth ambition** for the business
- **Define key imperatives** (where to play, how to win) and **critical operating model enablers** (people, platforms, and processes)

3

QUICK WINS AND PILOTS

- **Design quick hit growth initiatives**
- **Test, learn and scale** enterprise acceleration initiatives

4

EMBEDDED CHANGE

- **Develop implementation plan** including key metrics and milestones
- Conduct **assessment to identify delivery risks** and develop solutions
- Support roll out of new **processes and ways of working** to embed change

Access to finance



- **Facilitate access to financing** in the form of debt (working capital, asset financing) or growth equity
- Where appropriate and necessary, **provide matching grants to support equipment investment** for improvements to marketing and last mile distribution

Access to expertise



- Provide **best-in-class technical expertise** through Global Dairy Platform mentors e.g., milk safety and quality, plant optimization, product development and pricing strategies

Women's Empowerment

Gender and Youth Inclusive

Women are essential contributors to the dairy value chain in East Africa. DNA values gender inclusion and enables women farmers and entrepreneurs to reach their full potential

Enabling success of female dairy farmers



Dairy is an important industry for women's livelihoods

- / Women make up 70% of the dairy labor force in East Africa
- / Dairy provides women with a year-round source of daily income, empowering them with access to the economy

DNA supports female dairy farmers to grow their incomes and uplift their communities

- / Most women lack access to technical training that is required to increase productivity of their cows
- / DNA's embedded extension model helped increase average farmer incomes ~29%
- / Women have been shown to invest up to 90% of their earnings into their families, supporting children's food security and education

Empowering women-owned businesses



Women's participation off-farm is limited

- / Women face access and other constraints which limit their employment participation in other parts of the dairy value chain

DNA helps women-owned dairy enterprises to grow

- / DNA develops full-potential growth strategies for women-owned dairy enterprises while promoting women's empowerment within these enterprises
- / The DNA model has been shown to significantly increase incomes of women entrepreneurs through targeted strategic, technical, financial and administrative support

Farmer Livelihoods

Increase farmer production

DNA empowers processors to **strengthen support provided to farmers**, which results in **productivity and income gains** for smallholders and improved business performance for enterprises

*"My cow is now producing 6 liters. Before attending training and the visit of [an] extension officer to my farm, it was producing 3.5 liters per day only...the officer trained me on how to make mixed rations and [the] amount to feed. **The results were immediate. I am very happy; it will be good if all farmers get this knowledge...**"*

KIWAMU Farmer



Access to inputs for sustainable intensification

- Partnering with processor and Advanta Seed Int'l to provide **dairy farmers access to millet and sorghum forage seed**
- Using demo plots to educate farmer groups on **field management** and importance of quality forage **to animal health and productivity**
- First harvest successful, with multiple farmer field days planned **to support adoption of practices** which **improve yields** but also **contribute towards sustainable intensification**

Embedded extension services

- Co-funding processors to **bring on embedded extension officers** to provide reliable, high-touch support to farmers
- Equipping local officers with **tailored content and the right technology** (e.g., smartphone-based tools) to deliver weekly trainings
- Early results show that **private-sector led models are "win-win"** with linked farmers seeing productivity gains and processors seeing lower raw milk rejection rates

Raw milk quality assurance

- Connecting processors to **senior expert volunteers from Global Dairy Platform**, who help install improved operational and quality control processes
- To date, technical guidance from volunteers has accelerated **feedback loops to farmers**, improved **testing and handling of raw milk**, and surfaced **cost-savings opportunities in production**

Sustainability Impact

DNA has driven sustainable intensification on-farm to deliver early **impact against 3 criteria** of the Dairy Sustainability Framework (DSF), including **reduced emission intensity by 18%** towards the global dairy industry's goal of Net Zero emissions



GHG emissions

Emissions across the value chain are quantified and reduced

→ **Indicator:** Emission intensity

- Tanzania's dairy sector contributes **~16% of national emissions**, with raw milk production accounting for >75% of dairy emissions
- We **focus on reducing direct on-farm emission intensity** by driving improved livestock productivity
- To date, DNA farmers have **reduced on-farm GHG emission intensity 18%** per KG fat and protein corrected milk



Market development

Develop transparent and effective markets that support economically viable business

→ **Indicator:** Process to support producers

- Access to extension services is key to **improve farmer adoption of enhanced agricultural practices** and improved productivity
- We focus on **driving access to extension services and inputs** to improve milk quality and livestock productivity, providing processors with more high-quality milk
- To date, DNA farmers have seen **productivity improvements of 25% per cow per day** and all 5 DNA-supported milk collection centers report increased milk quality



Rural economies

Improve the resilience and economic viability of farmers and rural communities

→ **Indicator:** Total payments to farmers

- The majority of **smallholder farmers survive on <\$5.50 per day** and support households of up to 8 members
- We focus on **improving farmer livelihoods** by enhancing the viability of smallholder farmer dairy enterprises
- To date, DNA farmers have experienced **29% higher annualized incomes** - due to improved productivity



DNA is focused on sustainable intensification as a pathway to reduce emissions while providing more high-quality milk to improve community nutrition

Pathways to Dairy Net Zero

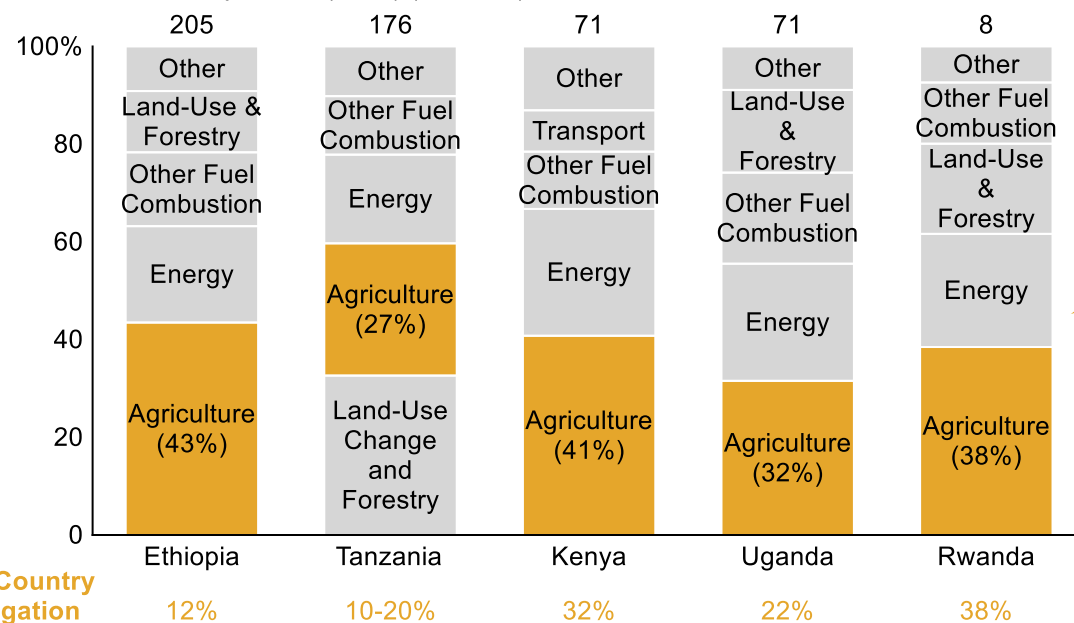
DNA is party to the dairy industry's global Net Zero commitment and our current focus is on reducing **emissions intensity**

Learn more at: www.pathwaystodairynetzero.com

Dairy has a critical role to play reducing carbon emissions

“ Even if fossil fuel emissions were eliminated immediately, **emissions from global food system alone** would make it impossible to limit warming to 1.5°C

GHG emissions by sector (2018) (MtCO₂e)



(1) Country mitigation commitment

Reducing dairy emissions is key to country mitigation plans

DNA steps towards dairy net zero

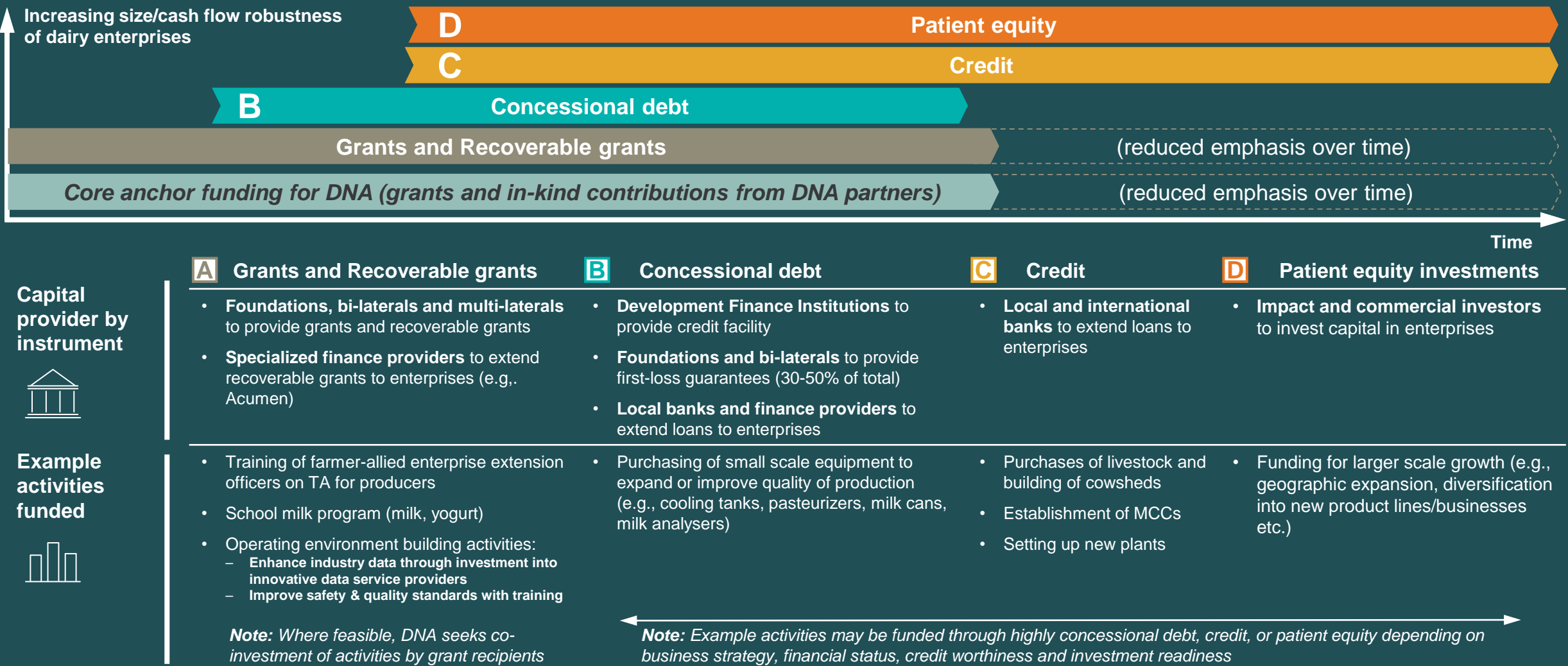
- 1 Reducing on-farm emission intensity by increasing **smallholder milk production**, at **lower emissions per liter**, to meet growing nutrition/food security needs
 - Reducing livestock **methane emissions** (91% of on-farm emissions) through improved productivity (e.g., feeding, breeding) and methane-inhibiting feed
 - Reducing **emissions from manure, water and soil management** (8% of emissions) by improving farming practices
 - Mitigating **emissions from feed** by improving grazing and land cultivation practices
- 2 Increasing adoption of adapted farming practices to **improve climate resilience**, e.g., fodder crop technologies and conservation, animal husbandry technologies

Notes: (1) Country Nationally Determined Contribution (NDC) is unconditional committed reduction in total emissions vs. BAU by 2030, updated July 2021; Total emissions include land use and forestry (LUCF) except Kenya, where LUCF emissions of -7.62MtCO₂ were excluded due to data discrepancy between WRI CAIT and other sources showing continued deforestation

Source: Global food system emissions could preclude achieving climate change targets: Clark et al (2020). GHG emissions including LUCF (2018) were sourced from World Resources Institute Climate Analysis Indicators Tool (WRI CAIT) 2015 - 2018. Split of emissions by sector was cross-referenced with FAOSTAT 2015 - 2018.

DNA Capital Continuum

As Dairy Nourishes Africa scales, **we will look to crowd in a mix of capital – grants, concessional debt, and patient equity** – to optimally align financing with target outcomes and ensure that long-term dairy industry transformation is sustainable



Pilot Results

Impact **across the dairy value chain in Tanzania** resulting from DNA's 2021 pilot working with two farmer-allied processors and 800+ farmers

Grow Consumer Demand

~50%

revenue from direct-to-consumer sales incl. new channels reaching new low-income consumers and replacing lost sales from HORECA* due to COVID-19

3x

increase in customer order size for processor after scaling branded point-of-sale cold storage at mini-markets

600K

consumers reached through DNA supported radio campaigns during National Milk Week

8 schools

supplied with affordable, high-quality dairy products via parent-funded school milk sales models

Drive Enterprises to full potential

>30%

YoY revenue growth for processor after stabilizing and accelerating business with COVID response and recovery plan

2x+

smaller processor more than doubled revenue after 1 year of DNA interventions



Enabled enhanced product recipes and improved quality through better raw milk handling based on GDP volunteer expertise

Increase Farmer Production

1.8L

increase in average productivity per cow per day (from ~7.1L to ~8.9L/day) following extension support

29%

increase in farmer incomes from sales to milk collection centers after extension support, leading to average annualized income improvements of \$212 per farmer

12

improved animal husbandry practices used by more farmers and sustained one year after training

18%

reduction in on-farm GHG emission intensity after extension support due to intensification of milk production** (one of 5 criteria tracked by DNA on the Dairy Sustainability Framework)

OPERATING ENVIRONMENT

54

processors equipped with COVID response and recovery playbook via workshops delivered by DNA, Tanzania Dairy Board, and Tanzania Milk Processors Association

12

key government and industry bodies engaged quarterly in stakeholder meetings convened by DNA to share lessons learned for scaling impact

Note: (*) Hotels, REstaurants and Cafes, (**) DNA interventions aim to increase the productivity of a cow, leading to improved feed energy utilization efficiency and thereby reducing enteric methane emissions per liter of milk produced. We assume total emissions by a cow remain the same after the increase in productivity and no impact on non-enteric emissions related to manure management, feed production, feed transport, etc.

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DNA's Impact

DNA's work has **driven impact** across priority themes of **nutrition, social inclusion, improved livelihoods, and sustainability of the dairy sector**

Improving nutrition by growing dairy consumption in schools

DNA is collaborating with the Ministry of Livestock through the Tanzania Dairy Board to promote milk drinking in schools. Cooperation with this important exercise will build children's mental and physical health and will be sustainable for our region.

- Office of the President for Regional Administration and Local Government



- **Piloting school milk promotion** in southern & northern Tanzania, **increasing access to dairy** in public & private schools while refining **more sustainable models** to reach the most vulnerable populations



Supporting women-owned business and employment

DNA helped us to create a comprehensive plan to grow the business. We have worked on improving our sales process and we also now run our business professionally using more data.

- Anaty Kombeson, Co-founder, Sebadom

- Worked with an **emerging, women-owned dairy processor** producing natural dairy products to develop a 5-year **value creation plan**, and co-invested in a direct-to-consumer channel (employing women and youth) and cold storage, increasing customer reach 50%



Driving sustainability in the dairy sector



GHG Emissions

Sustainable intensification among 800 farmers reduced emission intensity 18%



Market Development

Farmers demonstrated +90% adoption of climate-resilient practices, improved quality & productivity



Rural Economies

Smallholder farmers, largely earning <\$5/day, saw an average increase in incomes of +29%

DNA measures sustainability in the dairy value chain using the Dairy Sustainability Framework across environmental, economic and social factors, with an initial focus on three criteria



Creating jobs and improving smallholder farmer livelihoods

By following the advice from the DNA livestock extension officer, I have noticed increased milk production from 24 liters to 30 liters per day. My monthly income from milk sales has increased from Tshs 400 000 to Tshs 700 000.

- Gladness Ndosi, Smallholder farmer

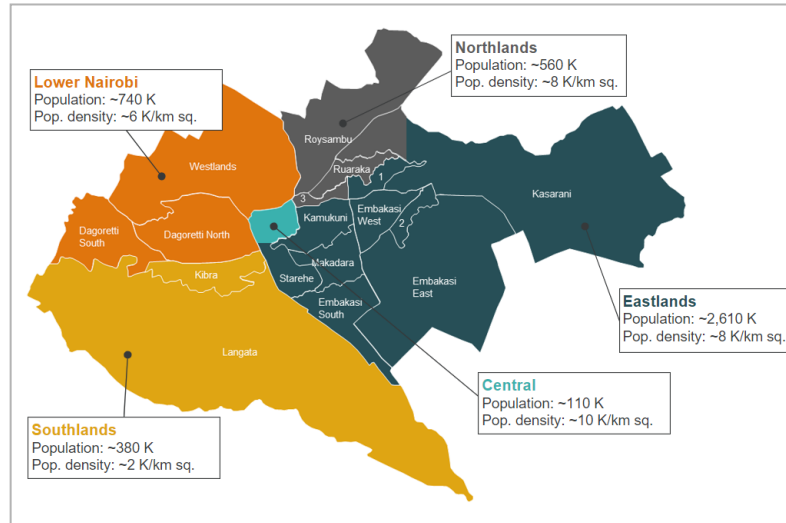
- Co-investing with DNA processors to **improve access to extension services** for +800 smallholder farmers by 90%, providing training, access to inputs and helping establish fodder farms with +95% of farmers reporting adoption of improved practices

Pilot in Kenya

In 2022, DNA launched in Kenya with Mukuruweini Wakulima Dairy to accelerate growth



Mukurweini
Wakulima Dairy Ltd



- 100% farmer owned
- 8,000+ cooperative farmers
- 100kl/day capacity
- Supports dairy enterprises via own animal feed factory, veterinary personnel, credit stores and a SACCO

ACHIEVE COMMERCIAL EXCELLENCE

- Area sales strategies for Nairobi
- Distributer partnership model
- Marketing strategy for general trade
- Commercial KPI dashboards

INCREASE MILK SUPPLY

- Farmer engagement strategy
- 30 demo sites reaching 600+ farmers
- Silage creation training and access to choppers and Advanta forage seeds

Scaling in Tanzania

DNA is a key partner in the **Tanzania Inclusive Processor-Producer Partnership (TI3P) in Dairy** project



Overview

- **TI3P is a 4-year, public-private partnership** focused on **dairy sector development in Tanzania**
- **Project goals** are to :
 - Increase incomes for **100,000 small-scale dairy farmers**
 - Increased capacity utilization for **9-12 farmer-allied processors**
- **Total project investment ~\$47M** - \$40M unlocked by \$7M grant (with 35% allocation to matching grants for farmers and dairy processors)
- **Partners** include the Tanzania Agricultural Development Bank (TADB), DNA Heifer International, and Tanager with funding support from Bill & Melinda Gates Foundation



BILL & MELINDA
GATES foundation

Key outcomes

Established markets



- **Enterprise Acceleration:** Increased capacity utilization and improved growth and profitability of high-potential dairy processors
- **Farmer production:** Sustainable increase in farmers production and incomes
- **Demand Generation:** Increased dairy consumption

Nascent markets



- **Milk Aggregation & Safety:** Improved milk quality and collection efficiencies through infrastructure development and FPOs
- **Farmer production:** Sustainable increase in milk production and productivity

All markets



- **Operating Environment:** Strengthened operating environment and development of digital platform
- **Gender:** Improved gender equity within the dairy sector

TI3P launched in 2022 and will run through until Jan 2025

Scaling in Tanzania

DNA is implementing the **Building Inclusive Livelihoods through Dairy (BILD)** component



Overview

- **BILD** is driving inclusive, climate-smart economic development in the dairy sector of the Northern Milkshed in Tanzania by investing in women- and youth-owned enterprises
- **Project goals** are to:
 - Reach **12,000 underserved farmers** to **increase incomes by 20%**
 - Support **37 women and youth-inclusive SMEs** with business development and technical services plus providing last-mile delivery services to reach underserved, low-income consumers
 - Reach **8,000 participants, mainly school-aged children**, through dairy consumption campaigns
- **Total project investment ~\$1M**
- **Partners:**



Key objectives

Grow Consumer Demand



- Support dairy promotional campaigns and farmer-allied enterprises that provide last-mile delivery services.

Drive Enterprise to Full Potential



- Provide technical support to women- and youth owned enterprises and finance opportunities through its Dairy Challenge Fund.

Increase Farmer's Productivity



- Support farmers through learning opportunities and business development services.

Strengthen Operating Environment

- Improve knowledge dissemination to women and youth within Tanzanian dairy public and private sectors. Facilitate key national and local-level stakeholder access to industry-wide data and opportunities for policy coordination and sector learning.

BILD launched in 2022 and will run through until July 2024

Regional Expansion

Having **proven our repeatable model in Tanzania** during the pilot phase, DNA is prepared to **expand our impact across target countries in East Africa**, tailoring our **approach** to align with country-specific priorities and opportunities as we scale



Uganda



63L pppy



730M L pa



2,500M L pa

- **Expand local demand** especially as Kenyan import controls result in surplus milk, and explore partnerships to **scale school milk**
- Leverage farmer organization and agro-ecological conditions to develop a leading example for **low-emission, climate-resilient dairy production** systems



Tanzania



47L pppy

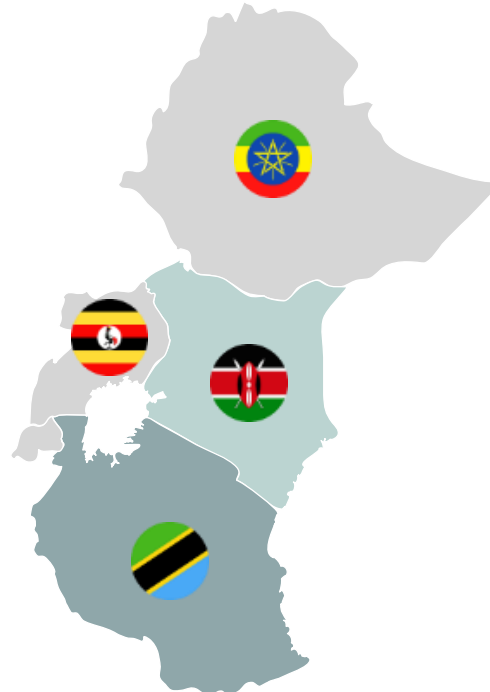


110M L pa



2,200M L pa

- Deliver acceleration and community engagement **across major milk sheds over next 3 years** with Tanzania Agriculture Development Bank (funded by Bill & Melinda Gates Foundation)
- Scale and refine more sustainable models for **universal school milk** that reach those most in need and maximize **nutritional impact**
- Roll out adoption of **sustainable intensification** practices and improved access to inputs



Key:



Program underway

Launching 2022

Timing of launch TBD



Annual average consumption



Annual processing intake



Total annual production



Ethiopia



40L pppy



33M L pa



3,400M L pa

- Highly **nascent market** requiring upstream and processing interventions, and **potential delays given ongoing conflict**
- Support **coordinated strategy with Ethiopian Agricultural Transformation Agency** and drive holistic dairy chain development



Kenya



110L pppy



680M L pa



5,000M L pa

- Focus acceleration on fewer, **high-potential growth-oriented FAEs**; while working with larger players to gain access to their farmer supply base to deliver on **environmental priorities**
- Drive **climate-resilience and low-emission dairy** incl. SHF carbon credits to incentivize mitigation / sequestration levers
- Explore opportunities to **develop digital solutions** across the dairy value chain and enhance **access to inputs**

Opportunity for Transformation

Investment in Dairy Nourishes Africa has the potential to drive systemic and sustainable change in East Africa on food security and **nutrition, livelihoods and environmental sustainability**



Target impact in 4 East African countries over next 5 years

Reach **10M consumers** in support of a **50% increase in annual dairy intake**

Feed 40K children daily to reduce stunting and wasting

Accelerate **50 farmer-allied dairy enterprises**

Support **80K commercially-oriented farmers** towards a target of doubling income

Accelerate **climate resilience and Net Zero dairy**

Note: 4 East African countries includes Tanzania, Kenya, Uganda and Ethiopia. Rwanda to be considered at a later stage once anchor processors have been established

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1 No poverty

Developing the dairy sector will significantly contribute to poverty reduction at a household and community level by creating employment opportunities and providing rural families with a regular source of income – enabling them to purchase necessities such as food, water, housing, and clothing

2 Zero hunger

Increasing dairy consumption in developing countries will result in better nutrition outcomes, particularly for children in the first 1,000 days of life – improving their growth, cognition, and physical development while reducing stunting and wasting

3 Good health and well-being

Incubating and accelerating dairy enterprises and nutrition campaigns will increase access to affordable, safe, and nutritious dairy products – improving maternal and infant health and reducing the incidence of non-communicable diseases, as well as potentially reducing the incidence of cardiovascular disease, cancer, and diabetes

5 Gender equality

Integrating women and youth into DNA will enhance economic opportunities, women's empowerment, and income for these populations

8 Decent work and economic growth

Scaling and increasing the number of dairy enterprises will provide support to more dairy households and employ more rural and urban individuals – contributing toward gross domestic product growth and employment

DNA's activities will advance

8 OUT OF 17



and is highlighted as a flagship initiative of the WEF Food Action Alliance ahead of the



9 Industry, innovation and infrastructure

Developing the dairy sector, with an emphasis on processors, will increase the amount of agricultural value-add and employment in the economy from dairy – therefore increasing the industry's contribution to national gross domestic product

13 Climate action

Intentionally integrating climate-smart practices into acceleration and incubation of enterprises, and the farmers in these ecosystems, will help mitigate climate impact from the dairy sector

17 Partnerships for the goals

DNA will establish unique public-private partnerships and multi-stakeholder forums to solve complex social, economic and environmental challenges

Note: DNA will indirectly impact 8 other UN SDGs: 4) Quality Education 6) Clean Water and Sanitation 7) Affordable and Clean Energy 10) Reduced Inequalities 11) Sustainable Cities and Communities 12) Responsible Consumption and Production 15) Life on Land 16) Peace, Justice and Strong Institutions

Our Ambition



Target impact in 4 East African countries over next 10 years

Reach **10M consumers** in support of a **50% increase in annual dairy intake**

Feed 40K children daily to reduce stunting and malnutrition

Accelerate **50 farmer-allied dairy enterprises**

Support **250K+ commercially-oriented farmers** towards a target of doubling income

Accelerate **climate resilience and Net Zero dairy**

■ Program underway ■ Piloted in 2022 ■ Future expansion

Thank you
