

# Summary of Site Visit Report

## Biophyto, Benin



**Lead partner:** Biophyto, Benin

## **1 About the project**

The project aims to offer an alternative to farmers in the commune of Allada, located in the Atlantic department of Benin, by replacing conventional inputs and fertilisers, which are proving harmful to their health and detrimental to the sustainable preservation of the soil, with organic inputs and fertilisers. The process begins with the collection of waste from local agri-food businesses, then its transformation into compost (Agri-up) and activated carbon (Tif-bio), followed by marketing at a competitive price that benefits both Biophyto and the farmers who use these products.

Funding from the Enterprise Partnership Fund has had a significant impact on Biophyto. It has enabled them to acquire new equipment such as a backhoe loader, a truck and processing machinery, which has considerably increased their capacity to collect waste as a raw material. As a result, the structure has created around 3,000 jobs, and its production of organic inputs and fertilisers has increased. In addition, the selling prices of these products have dropped considerably, from 850 FCFA to 125 FCFA per dose. Biophyto has also provided practical training in the use of these products to beneficiary farmers, who have testified to their ease of use, their non-toxicity and the significant increase in their yields, leading to an increase in their income from 700,000 CFA francs to 1,000,000 CFA francs per hectare.

Thanks to this support, the company has obtained ISO 1401 and ISO 9001 certification, which has contributed to the achievement of several Sustainable Development Goals (SDGs), including the fight against poverty and hunger, the promotion of health and well-being, education, gender equality, economic growth and the fight against climate change.

In addition, the project has stimulated exports of Beninese organic pineapple to the European Union and strengthened Biophyto's credibility with other international partners and financial institutions. All this thanks to the support of the Fonds de Partenariat pour les Entreprises (FPE).

## **2 Key Informant Interviews (KII)**

### **2.1 Project impact**

The funding from the Partnership Fund for Enterprises has had a significant impact on Biophyto, enabling the acquisition of new equipment, such as excavators and processing machines, resulting in the creation of around 3000 jobs and increased production of organic inputs and fertilizers. Prices of these products have substantially decreased, and farmers who received practical training have reported ease of use and increased yields, leading to higher income. Additionally, Biophyto's achievement of ISO certifications has contributed to various Sustainable Development Goals (SDGs), including poverty reduction, hunger alleviation, health promotion, education, gender equality, economic growth, and climate change mitigation. The project has also boosted the export of organic pineapples to the EU and enhanced the company's credibility with international partners and financial institutions, all thanks to FPE support.

With encouraging impacts achieved so far, participants across KIIs and FDGs shared that there are many future opportunities in sight. These include the potential for geographical expansion beyond the current region, diversification of product offerings to encompass new ecological solutions for diverse agricultural needs, strengthening research and development for innovative agricultural technologies, and continuing farmer training to ensure long-term sustainability. Establishing strategic partnerships within the agricultural industry and intensifying social and environmental responsibility efforts, such as supporting local communities, are also viable options. Feedback from focus group discussions indicates diverse impacts, including increased agricultural yields, a lack of negative side effects from Biophyto's products,

job creation for local youth, enhanced training and awareness among farmers, a desire for lower product prices, and a call for government subsidies to promote sustainable farming practices.

## 2.2 Unintended positive or negative consequences of project implementation

The project faced unforeseen challenges, including increased customs fees due to the COVID-19 pandemic and international conflicts, highlighting the need for ongoing monitoring and adaptive solutions. Unintended consequences of the project included increased awareness of agri-food waste management issues and potential effects on stakeholders, both positive and negative, emphasizing the importance of open communication and anticipation of concerns. Although not observed yet, participants were concerned that changes in government regulations or public policies could also lead to unintended consequences, requiring future project flexibility. To address these issues, establishing a continuous risk analysis process and developing mitigation strategies is crucial. Additionally, feedback from participants noted that Biophyto's organic products simplified agricultural practices, but large quantities of organic compost were sometimes needed, potentially incurring extra costs. Agri Up was described as having delayed effects compared to chemical fertilizers, necessitating adjustments in crop planning. The increasing use of organic products could impact the chemical industry, leading to potential reactions or pressures.

## 2.3 Project and BPF support

It was found that the support mechanisms enabled with the BPF grant, were overall adequate to meet the needs of local populations. Participants across groups highlighted that the financial support could be augmented by increased technical support on a case-by-case basis and in line with needs (training in women's governance methods). Beneficiaries also stressed the need to facilitate participation in international trade fairs and shows. Further support by grantees to provide a canteen during fund-raising campaigns for women/partners, as well as increased health care, was also highlighted.

## 2.4 Lessons learned

1. **Positive impact:** The project has demonstrated that it is possible to achieve a positive impact on the quality of life of beneficiaries through the use of organic fertilizers. Higher yields, increased profits, and improved environmental sustainability are concrete examples. To capitalize on the impacts, the CEO of BioPhyto has made the EPF support an autonomous project with a separate management team.
2. **Training and support:** Training and support for beneficiaries played a key role in the success of the project. Biophyto managers took a practical approach, providing advice on how to use the products in the field, which led to better results.
3. **Active participation:** Beneficiaries showed a high level of commitment by providing feedback on the use of the products and thus contributing to their improvement. This highlights the importance of active participation by beneficiaries in the design and implementation of projects.

## 2.5 Project sustainability

To strengthen the project's long-term self-sufficiency, it is recommended that a strong communication policy be put in place to promote organic products, that technical support be provided to farmers and that certification opportunities be explored further

### 3 Field Group Discussion (FGD)

This method was used to obtain more in-depth information about the perceptions, ideas, attitudes, experiences or beliefs of the various target respondents. It is a very useful method for interpreting data collected using quantitative methods. Discussions focused on the impact of the project on this group.

#### Summary of FDG

##### Key points from the interview

1. **Effectiveness of the project:** Beneficiaries' responses indicate a high level of satisfaction with the project's effectiveness. They noted an increase in agricultural yields, an improvement in product quality, a reduction in harmful side-effects and job creation. This suggests that the project has succeeded in achieving its objectives in terms of agricultural productivity and sustainability.
2. **Adequate reach of target groups:** The beneficiaries of the project are mainly farmers, and it appears that the project has reached this target group. They have expressed satisfaction with the products and training provided by Biophyto, which indicates that farmers' needs have been adequately addressed.
3. **Financial viability:** Although the project has generated significant benefits in terms of increased yields and job creation, some beneficiaries have expressed a desire to see the prices of Biophyto products reduced to make them even more affordable. This raises questions about the long-term financial viability of the project and the ability of farmers to maintain their use of organic products.
4. **Need for subsidies:** Beneficiaries mentioned a desire for government subsidies for organic products, which could help to strengthen the financial viability of the project by making products more accessible to farmers.

### 4 Conclusions

The project, in partnership with Biophyto, has succeeded in generating a significant positive impact on the quality of life of the beneficiary farmers. The use of organic fertilizers such as Agri Up and activated carbon has led to a significant increase in farm income, the creation of local jobs, and an improvement in environmental sustainability. This success is the result of a fruitful collaboration between Biophyto and the farming community, highlighting the benefits of sustainable farming practices.

### 5 Recommendations

1. **Price Reduction:** It is recommended that the project seriously consider reducing the prices of its organic products, particularly Agri Up, in order to make them more financially accessible to farmers. This will encourage more farmers to adopt these more sustainable farming practices.
2. **Government support:** Beneficiaries have expressed the wish that the government subsidize organic fertilizers in the same way as it does chemical fertilizers. This recommendation deserves to be studied and defended by the relevant authorities.
3. **Credit contracts:** It would be wise to explore the possibility of establishing contracts between beneficiaries and Biophyto, allowing farmers to obtain products on credit. This could facilitate access to products and strengthen collaboration.
4. **Ongoing communication:** The project should continue to keep beneficiaries regularly informed about its activities and future developments. Clear and understandable communication is essential to maintain the trust and participation of beneficiaries

# Summary of Site Visit Report

## Wakapou, Benin

### Shea butter production unit in Benin



**Lead partner:** Wakapou, Benin

## **1 About the project**

Funding from the Business Partnership Fund (BPF) has enabled the company to purchase new equipment for the processing unit (tricycles, etc.). These acquisitions have helped to increase the plant's capacity to collect shea kernels (raw material). Wakapou now employs around 2,000 women/partners (compared with 10 before EPF support). These women are grouped together in the Union des Coopératives Transformatrices de Wakapou (UCTW). Butter is produced semi-industrially in seven (7) phases (washing, drying, crushing, roasting, grinding, churning, cooking). Annual production in 2022 was around one hundred (100) tones. It has been exported to the United States. Practical training on the technical processes involved in organic production has been given to the women. For example, shea kernels should not be collected from cotton fields, to avoid contaminating them with pesticides. The women/partners have testified to the improvement in the conditions in which they carry out their activities (with the use of protective boots and motorized tricycles) and to the significant increase in their financial income. In addition to collecting shea kernels, Wakapou supports the women through traditional tontines. For each tontine, a woman can collect between CFAF 3,000,000 and CFAF 7,000,000. These women are now able to invest independently in their children's food, health and education.

Thanks to support from the EPF, Wakapou has also been able to obtain certification of compliance with environmental standards from the Agence Béninoise pour l'Environnement (ABE). The company discharges only organic waste into the environment. Employees benefit from an employment contract plus health insurance. As a result, the company has achieved Sustainable Development Goals 1 (fight against poverty) - 2 (fight against hunger) - 3 (good health and well-being) - 4 (education) - 5 (gender approach) - 8 (decent work and economic growth) 12 (responsible consumption and production) - 13 (climate change) of the SDGs. The Wakapou project has had the merit of opening the doors of the international shea butter market to women in the rural community of Oubérou and the surrounding area who work in the field.

## **2 Key Informant Interviews (KII)**

### **2.1 Project impact**

Wakapou is a company that produces and exports organic shea butter. Its aim is to increase the added value of the product and help facilitate access to international markets, for the benefit of women in the rural community of Oubérou and surrounding areas working. With the financial support of the Enterprise Partnership Fund received in 2020, the company was pleased to record its first international export in 2022, to the United States of America (USA). The women/partners involved in the collection and production of Wakapou have indeed reported an improvement in their financial situation. In addition, Wakapou's tontine initiative has enabled them to collect between 3 million and 7 million CFA francs per person. Site-visit conclusions did highlight that Wakapou is facing the challenge of demand on the international market, as the local market consumes less of the product. To increase sales and thus lead to more impact, the need to explore more these international business opportunities was highlighted. With increased demand and in order to preserve the quality of the raw material and increase production, the women/partners and participants in the FGD stress the need to build storage warehouses and drying areas.

## **2.2 Unintended positive or negative consequences of project implementation**

The positive consequence is that the entire rural community of Oubérou and the surrounding area has embraced the main objective of the project. This was beyond initial expectations. The negative unintended consequence is the risk of contamination of the almonds by the pesticides used in the cotton fields. This was not envisaged at the start of the project. During the course of project implementation and as more beneficiaries have become involved, the need for increased capacity-building training for women/partners in good organic collection and processing practices was also highlighted as needed.

## **2.3 Project and BPF support**

Perspectives from the groups on the support provided by BPF are generally positive, with a recognition of its valuable financial assistance. However, beneficiaries in particular highlighted that increased support on technical assistance, training, awareness building, facilitating market access for agricultural products, and implementing monitoring and evaluation mechanisms to measure project impact and ensure objectives are met would be helpful. Grantees supported this with suggestions that the addition of technical assistance, particularly in areas like marketing, communication, and certification acquisition, would be beneficial to enhance operational capabilities. BPF's role in facilitating partnerships has been crucial for the project's expansion and improved quality, increasing the company's visibility and fostering confidence among potential partners and investors. Support with enhancing visibility and communication are also seen as important for attracting more stakeholders and raising awareness of the project's alignment with Sustainable Development Goals (SDGs).

## **2.4 Lessons learned**

Challenges related to the installation and efficient use of production equipment need to be addressed to improve operational efficiency. It has successfully reached target groups, primarily the local agricultural community, but continuous monitoring is crucial to ensure ongoing benefits and optimal use of organic inputs. The project is economically viable and has improved the company's financial performance, but exploring complementary funding sources and maintaining rigorous financial management is essential for long-term sustainability. Beneficiary interviews indicate high satisfaction with the project's effectiveness, increased yields, improved product quality, and job creation. Recommendations include reducing product prices, government subsidies for organic fertilizers, exploring credit contracts, and maintaining clear and regular communication with beneficiaries. It was recognized that the project's success is attributed to hands-on training and active beneficiary participation in project design and implementation so efforts to continue on that path cannot be overlooked.

## **2.5 Project sustainability**

from a possible risk of natural disaster, our project has the potential to become self-sufficient (as orders increase), because we have already managed to set up the production unit; Wakapou's participation in international trade fairs and exhibitions as a result, the company's international order book can be expanded through participation in international trade fairs and shows and could reach 300 tonnes of orders per year. Through these international business opportunities, the company will be able to diversify its product range with baobab oil, soybean oil, cocoa butter, etc.

### 3 Field Group Discussion (FGD)

This method was used to obtain more in-depth information about the perceptions, ideas, attitudes, experiences or beliefs of the various target respondents. It is a very useful method for interpreting data collected using quantitative methods. Discussions focused on the impact of the project on this group.

#### Summary of key information interviews

- It emerged from the individual interviews that Wakapou is facing the challenge of demand on the international market, as the local market consumes less of the product.
- As a result, the company's international order book can be expanded through participation in international trade fairs and shows, and could reach 300 tonnes of orders per year. Through these international business opportunities, the company will be able to diversify its product range with baobab oil, soybean oil, cocoa butter, etc.
- The company organizes practical training sessions in organic production techniques for its women partners. It has also restricted the collection of shea kernels to protected areas. It is also considering the procedure for taking out insurance to protect against natural disasters

### 4 Conclusions

In the case of the organic shea butter production project and access to the international market, the evaluation of the results from the field work reveals that the project is in line with the concerns expressed by the target communities (women/partners). These results also contribute to the effective achievement of goals 1-2-3-4-5-8-12-13 of the MDGs in the said community.

### 5 Recommendations

In order to contribute to the continuous improvement of the positive impact and effectiveness of the project, and by way of recommendations, we would like the financial support to be accompanied by technical support on a case-by-case basis and in line with needs (training in women's governance methods). Facilitating Wakapou's participation in international trade fairs.

# Summary of Site Visit Report

## Vitalite, Senegal



**Lead partner:** Vitalite, Senegal

## **1 About the project**

BPF support for VITALITE has enabled the purchase of two vehicles and a motorcycle. These means of transport have made it easier, quicker, more comfortable and safer to move around, as well as providing easier access to hard-to-reach areas. This has ensured greater safety for agents and equipment. At present, 4 new hubs are being opened in outlying areas. This saves time and improves efficiency, because each hub has a team leader who supervises work in the field. So it's a kind of decentralization or expansion of the project, with more sales outlets and service supplies. In this way, the ambitions and objectives become ever broader.

It also enabled the purchase of a substantial stock to avoid distribution disruptions and better meet demand. A product range of 4 lamps with TVs, fans and other household equipment was developed. A plan for the next 5 years, company accounts and financial documents in English were drawn up. In terms of operational capacity, a presence in wider areas, a larger staff and faster work in the field are all worth noting.

This support has strengthened VITALITE's determination to maximize the quality of the implementation of its rural electrification project and its impact on the needs and priorities identified by the beneficiaries.

Mérina Sall's beneficiaries have noted a significant reduction in costs compared with previous installations. Thanks to the BPF's support, vulnerable populations have gained access to a clean, sustainable source of energy at lower cost. Hence their move towards energy independence.

## **2 Key Informant Interviews (KII)**

### **2.1 Project impact**

7,000 households (approximately 36,000 people) have been given access to solar energy in remote and disadvantaged areas. This represents a 55% achievement of project objectives. In the village of Mérina Sall, where 24 physical facilities have been established, the project has positively influenced education by enabling local pupils to study and collaborate in the evenings, resulting in a 100% pass rate for 6th grade entrance exams and CFEE certificates. Solar energy has not only improved safety by replacing hazardous lighting sources like candles but has also had positive health effects. Furthermore, it has reduced mobile phone losses, improved communication and money transfer accessibility, created economic opportunities through training and service contracts, and enhanced livestock monitoring, providing safety and convenience for breeders.

### **2.2 Unintended positive or negative consequences of project implementation**

While the project has had a positive impact, several unintended consequences have arisen. Technical and economic issues have been the primary concerns. Inefficient payment collection methods in rural areas, coupled with the availability of alternative electricity sources, have led to contract breaches and returns of solar systems, causing customer dissatisfaction. Additionally, a manufacturing defect in solar kits' power buttons resulted in system breakdowns and replacements, impacting VITALITE's reputation. The COVID-19 pandemic caused drastic income reductions, supplier delays, and increased shipping costs, further affecting project operations. Technical problems with a field supervision application, customs duties, and agent turnover have also posed challenges. Furthermore, the reduction in kit prices led to some customers receiving second-hand kits with various issues, including dead batteries and faulty systems.

### **2.3 Project and BPF support**

With the assistance of BPF, the project significantly improved its efficiency and rapidly achieved the expected impact, particularly in remote and underserved areas. Customers in Mérina Sall expressed satisfaction with VITALITE's services and wished they had access to them sooner. Financial support facilitated the acquisition of vehicles, making operations safer and enabling the opening of new hubs in outlying regions. This expansion enhanced decentralization, product availability, and overall operational capacity. The support also reduced costs for beneficiaries and provided access to clean, sustainable energy sources, fostering energy independence among vulnerable populations and reinforcing VITALITE's commitment to fulfilling beneficiary needs and priorities.

### **2.4 Lessons learned**

The current project needs to expand beyond the household level and encompass broader economic activities of the beneficiaries, particularly in agriculture and livestock farming. It should focus on enhancing economic opportunities for beneficiary households and entire villages. Job creation that matches beneficiary profiles is crucial for the project's success. While some villages already have electrical infrastructure, the importance of building customer loyalty and diversifying activities is highlighted. Regular field visits would provide valuable insights for both short and long-term project planning. Effective, direct, and transparent communication with customers is essential, emphasizing their involvement in project development and collection arrangements while considering local variations in realities and ensuring transparency regarding costs and service quality.

### **2.5 Project sustainability**

Currently the project is not making enough profit to finance its operations. During KIs with CEO and COO it was revealed that the company needs to produce 330 kg of insects per day to breakeven, this is likely to be achieved soon especially considering the expansion strategy aimed at scaling up operations to Kenya, Zanzibar, and other parts of sub-Saharan Africa. Given the strategies and plans in place, the project is economically viable in the long run. The project has enough required staff in both Arusha and Dar site. According to the staff profiles accessed on the company's website and other company information obtained during site visits, the staff employed in the various positions are qualified with enough knowledge of the business and its operating models. For instance, the site manager at Dar site had been working for the company in Arusha and knows the business operations well. This implies that the project is self-sustainable in terms of having qualified, experienced, and knowledgeable staff. Meanwhile, the project has Standard Operations Procedures (SOPs) in place. The daily routines and procedures for waste processing and protein production are well documented and in place. This ensures the self-sustainability of the project in case some of the current staff decide to move on to greener pastures. On the other hand, waste collection is guaranteed in both Arusha and Dar site. For instance, in Arusha, the project has outsourced a company called "Okota Group" to manage waste collection. In Dar site the situation is a little bit different. The company has a full time employee who has contact with the waste collectors in the market and is responsible for ensuring waste collection to sustain the processing. In Arusha site, the plans are in place to have a separate unit/department for waste aggregation. All these arrangements ensure sustainable supply of waste – conditions which guarantees self-sustainability.

### 3 Field Group Discussion (FGD)

In some villages, electrical installations already exist. In Mérina Sall, for example, electricity poles and wires have been installed in the streets, and can be seen as soon as you enter the village. FGD participants pointed out that they are not yet supplied with electricity, but this may happen soon. Hence the importance of building customer loyalty and expanding into more diversified activities.

### 4 Conclusions

VITALITE Senegal's project "to offer entry-level solar home systems to low-income, off-grid households at flexible payment terms (pay-as-you-go) has enabled 7,000 households to gain access to clean energy, with a positive impact on 36,000 people, and created 13 permanent and temporary jobs. It has thus achieved 55% of its objectives. Its impact on overall development in energy-poor and low-income communities is real, thanks to financial support from the BPF. It plays an important role in achieving SDG 7 on clean and affordable energy.

### 5 Recommendations

- In its current state, the project needs to go beyond the household framework and evolve within a broader framework, extending to the economic activities of the beneficiaries. As most of them practice agriculture and livestock farming, the project should have a more positive impact on the economic activities of the members of the beneficiary households, and even those that can be shared by a village as a whole. It must therefore strengthen or create jobs that correspond to the profiles of the beneficiaries.
- In some villages, electrical installations already exist. In Mérina Sall, for example, electricity poles and wires have been installed in the streets, and can be seen as soon as you enter the village. FGD participants pointed out that they are not yet supplied with electricity, but this may happen soon. Hence the importance of building customer loyalty and expanding into more diversified activities.
- If field visits were organized on a regular basis, VITALITE would gain new perspectives to better plan the project's future in the short and long term.
- Communication and information-sharing with customers must be ongoing, direct and unambiguous. Customers need to be actively involved in project development and collection arrangements, as realities differ from one locality to another. Transparency must be at the forefront of all initiatives, with regard to actual costs and the quality of products and services provided.

# Summary of Site Visit Report

## Water Access, Rwanda



**Lead partner:** Water Access Rwanda

## 1 About the project

During a Key Informant Interview, project staff provided insights into the positive impact of the BPF grant on their business operations. Local partners expressed their appreciation for the grant's support, highlighting its role in extending assistance to a larger number of beneficiaries in need of water. The grant was strategically utilized in several ways, including:

- **Acquiring Additional Vehicles:** The grant facilitated the purchase of extra vehicles, which served both for transporting materials and staff. This investment streamlined logistical processes and bolstered the project's operational efficiency.
- **App Development and Communication Enhancement:** A portion of the grant was allocated to developing an app that improved communication and data storage. This technological advancement led to more effective project management and information dissemination with company clients.
- Even though it's in its early phases, the company is confident that the app will address the communication issues in the operational gaps.
- **Boosting Visibility and Attractiveness:** The grant's impact extended beyond immediate support. It enhanced the project's visibility, making it more appealing to other potential donors, such as
- Water and Sanitation Corporation (WASAC) and the Muragal Foundation. The heightened trust from water sector partners resulted in increased funds, which further contributed to the project's growth.
- **Expanding Partnership Network:** The initial success facilitated by the BPF grant served as a pilot for the project. This success attracted other partners, including the Segal Family Foundation, and enabled the project to broaden its reach and impact.

## 2 Key Informant Interviews (KII)

### 2.1 Project impact

Project staff provided insights into the positive impact of the BPF grant on their business operations. Local partners expressed their appreciation for the grant's support, highlighting its role in extending assistance to a larger number of beneficiaries in need of water. The project achieved its targets and some of the Key success are:

- 47,000 beneficiaries have access to quality water thanks to BPF grants and other partners
- Job creation: 44 new direct jobs created and 314 temporary/indirect jobs created
- Installation of Kiosks as planned
- Strengthened collaboration with local government
- Logistically, the company has grown as WAR bought new vehicles.

### 2.2 Unintended positive or negative consequences of project implementation

No unintended negative (e.g., environmental or market distortion) effects. So far no negative feedback has been received but WAR tries to repair the disturbed terrain after establishing Inuma water. The beneficiaries also reported the firewood has been decreased to the fact that they are no longer boiling water for drink purposes.

### 2.3 Project and BPF support

The insights shared during the interview also emphasized that without the contribution from BPF, the project would have encountered challenges in both timing and achieving impactful results. The grant's

support played a pivotal role in expanding the project's scope, enhancing its operations, and catalyzing partnerships with other donors, ultimately benefiting the community in need of improved water access. The project proposal outlined a budget of EUR 2 million. The project received a grant of EUR 200,000 from BPF, with additional funding commitments from DirectAid and the Segal Family Foundation. These commitments materialized after the project's initiation phase.

- The partnership between WAR and the donor was effective, and whenever WAR required assistance, BPF provided timely support.
- Timeline has been changed due to COVID-19, we didn't meet the deadline. As a strategy, we decided to buy materials in bulk instead of buying one by one which challenges logistics and transportation. All these issues affected the cash flow.
- The BFP fund was supportive and funds were allocated without delay with clear instructions.

## 2.4 Lessons learned

Water Access Rwanda (WAR) recognizes the transformative power of collaboration and the significance of local partnerships in its mission to enhance water access and improve the lives of communities. An integral aspect of WAR's strategy involves establishing strong bonds with various districts, fostering mutual support and contributing to the successful implementation of their Inuma Kiosk project. This approach brings forth several noteworthy dimensions:

- 1. Extensive District Partnerships:** With a forward-looking vision, WAR identifies potential partners across multiple districts. This deliberate approach involves assessing various areas to establish robust partnerships that align with the project's goals. The diverse selection of districts underscores WAR's commitment to equitable water access and its dedication to making a widespread impact.
- 2. Raising Awareness and Community Education:** One of the key benefits of local partnerships lies in their role in raising awareness within communities. Collaborating with districts empowers WAR to amplify its educational efforts, encouraging community members to embrace the use of purified water provided through the Inuma Kiosks.
- 3. Leveraging District WASH Expertise:** The collaboration also extends to collaborating with district Water, Sanitation, and Hygiene (WASH) teams. WAR recognizes the wealth of experience these teams bring, creating opportunities for mutual learning and knowledge exchange. This shared expertise enriches project implementation and contributes to the sustainability of the initiatives.
- 4. Navigating Challenges of Collaboration:** While local partnerships bring immense benefits, they can also present challenges. Conflict sometimes arises when implementing water-related projects, particularly in cases where multiple partners express interest in similar sites. Such situations require adaptive decision-making and the capacity to choose alternative locations in collaboration with district partners.

## 2.5 Project sustainability

The project makes profit and through this profit the company is able:

- Initiate new projects like carbon sequestration which will be initiated in future.
- It is planned to do the franchise in the future and this will help the company to serve more communities at once.

### 3 Field Group Discussion (FGD)

A Focus Group Discussion (FGD) was conducted on August 08, 2023, in the Mageragere Sector of Kigali City. The purpose of the discussion was to gather insights and feedback from a group of 10 beneficiaries who have been working with the Inuma project. The participants shared their experiences and highlighted the advantages of collaborating with the Inuma project.

#### Advantages of Working with Inuma Project

- **Access to Purified Water:** The participants mentioned that one of the key benefits of working with the Inuma project is the access to well-purified water. They no longer need to boil water for drinking purposes as the water provided by the project is of high quality and meets all the required standards.
- **Affordable Pricing:** The beneficiaries appreciated the affordability of Inuma water. Both low-income earners and individuals with higher incomes found the pricing to be reasonable. This inclusivity ensures that a wide range of community members can benefit from the project.
- **Accessibility:** The proximity of the INUMA water source to their homes was highlighted as a major advantage. The participants noted that the water is highly accessible, which eliminates the need to travel long distances to fetch water.
- **Irrigation Support:** The Inuma water played a significant role in enhancing agricultural productivity. Participants shared that they utilize Inuma water to irrigate their vegetables and fruits on a small scale. This support has proven invaluable, enabling their kitchen gardens to thrive even in both dry and rainy seasons.
- **Time-Saving:** Before collaborating with Inuma, the participants mentioned that they used to spend more than an hour traveling long distances in search of water. This often resulted in children missing school and other important activities. With Inuma's assistance, the time spent looking for water has significantly decreased, allowing the community members to allocate more time to productive endeavors.



## 4 Conclusions

The insights shared by FGD participants provided a comprehensive understanding of the positive outcomes resulting from the INUMA project's employment creation initiatives and additional benefits. Through job opportunities, income generation, commission-based earnings, and medical insurance coverage, the project has not only improved livelihoods but also strengthened community ties and overall well-being. The project's approach stands as a testament to its commitment to sustainable development and positive social impact within the community.

The FGD highlighted the numerous advantages of working with the Inuma project. From providing access to purified water and promoting agricultural productivity to saving time and ensuring affordability, the project has made a meaningful impact on the lives of the beneficiaries in the Mageragere Sector. The participants expressed their gratitude for the positive changes brought about by the Inuma project and emphasized the importance of such initiatives in building a sustainable and thriving community.

## 5 Recommendations

- Extending the payment period specified in the contracts. Beneficiaries discovered that the payment term provided is insufficient, putting pressure on water consumers.
- Participants in the FGD requested that the price per cube meter be reduced from 1000Frw to 500Frw.
- *"We realized that because we have three zones, any damage to any of the three zones quickly impacts the other zones and cuts off water delivery to users in the following zones so we wish to see a water system that works efficiently".* Mr.Evarist Habyarimana requested.
- For beneficiaries who have water in their residences, urged that more spare valves be provided so that if damage issues emerge, they can be addressed quickly by the water users without having to wait for materials from the INUMA project office.
- Inuma may also provide promotions/bonuses to beneficiaries based on the quantity of water brought periodically.
- Inuma should regularly plan to meet with beneficiaries to update each other as well as share their experiences.
- If feasible, we would like to request the WAR to increase the covered area, allowing our relatives residing at a distance from us to also enjoy water accessibility.

# Summary of Site Visit Report

## Third Man Limited



**Lead partner:** Third Man Limited

## 1 About the project

This case study covers Completing the value chain at source for organic honey for export Project implemented by Third Man Limited in Kigoma region in the United Republic of Tanzania. The purpose of the study is to evaluate the project implementation and results, lessons learned, and provide recommendations for the current and future programming. The scope of the case study is limited to implementation and results of the Business Partnership Facility (BPF) funding of the Completing the value chain at source for organic honey for export Project.

Third Man Limited is a social impact organic honey company incorporated in the United Republic of Tanzania in 2017. In 2021, Third Man Limited (TML) applied for a grant funding from Business Partnership Facility (BPF) of King Baudouin Foundation in Belgium for starting an integrated honey processing and packaging facility in Kigoma Tanzania. The project aims to complete an integrated honey processing facility, creating higher beekeeper incomes, more jobs, and higher value exports.

Beekeeping in Tanzania is carried out using traditional methods that account for over 90% of the total production of honey and beeswax in the country. Approximately 95% of all hives are traditional including log and bark hives. As such, beekeeping has received national attention thus the government of the united republic of Tanzania developed a Tanzania beekeeping policy in 1998, whose main goal is to enhance sustainable contribution of the sector for socioeconomic development and environmental conservation. The beekeeping policy outlined a number of challenges in the sector including (i) Lack of adequate and appropriate processing and storage facilities for bee products, (ii) Lack of transport facilities for beekeeping extension, production and marketing services, and (iii) Lack of efficient and effective marketing of bee products.

In view of the above challenges outlined in the Tanzania beekeeping policy, therefore Completing the value chain at source for organic honey for export Project complements efforts of the Tanzania government to develop the beekeeping sector in Tanzania. Also, the project is aligned to the Building Partnerships Facility (BPF) efforts to foster the development of the Micro Small and Medium Enterprises (MSMEs) as part of the so-called “missing-middle” allowing private sector involvement in achieving sustainable development goals (SDGs).



## **2 Key Informant Interviews (KII)**

### **2.1 Project impact**

Third Man Limited is a social impact organic honey company incorporated in the United Republic of Tanzania in 2017. In 2021, Third Man Limited (TML) applied for a grant funding from Business Partnership Facility (BPF) of King Baudouin Foundation in Belgium for starting an integrated honey processing and packaging facility in Kigoma Tanzania. The project aims to complete an integrated honey processing facility, creating higher beekeeper incomes, more jobs, and higher value exports. As baseline information, prior to grant application TML had significant performance records. For example, TML had already trained and organically certified 1,600 beekeepers becoming East Africa's largest honey exporter. This achievement had caused a 30% increase in beekeeper incomes. To this end, TML was seeking to acquire a grant to implement a project that would move beekeepers up the value chain, create jobs, and traceable organic honey brands; 100% produced, processed and packed in Tanzania. Overall, the project has fully achieved targeted impacts. It completed the integrated honey processing facility reaching triple processing capacity, 3,400 beekeepers, over 25% increment in beekeepers honey prices, 30 more jobs were created of whom 80% are women, and higher value exports. Acquired a number of key global certifications including B Corporation certification, EU and US NOP certifications, and FSSC 22000 certificate

### **2.2 Unintended positive or negative consequences of project implementation**

The evaluation has not found any negative impacts caused by the project, such as unfair competition, the evaluator conducted key informant interviews and focus group discussion with beneficiaries who are staff of TML. Overall findings show that there are no hostile rivals. The evaluation did not find any disruption of local supply chains attributable to the project. The supply chain with backward linkage to the supply side and forward linkage to the demand side the project was positioned to effective and efficient supply chain in terms of timely, quality, and cost-effective deliveries.

Also, the evaluation has not found any sort of environmental degradation. It should be noted however that TML is also inspected by the national environmental management council (NEMC) being a government institution responsible for environmental issues. Similarly, this evaluation did not find any sort of inequality among stakeholders involved in its businesses. To this end, there is no exploitation observed during the project implementation.

### **2.3 Project and BPF support**

This evaluation finds that the project implemented activities that closely match with the development priorities of Enabel "a Belgian Development Agency" in Tanzania. Enabel (formerly Belgian Technical Cooperation "BTC") has funded regional beekeeping and natural resources projects in the past. With EU funding, Enabel started a beekeeping project in several regions in Tanzania. The honey packaging line undertaken by the project complemented Enabel's initiatives. To this end, the project contributes to sustainability of interventions funded by the Government of Kingdom of Belgium. Therefore, this evaluation finds strong coherence in terms of linkages and synergies between the project and interventions undertaken by other development partners.

In 2021, TML received overall score of 58% (Silver medal) from Ecovadis on sustainability rating involving four aspects whose individual scores are in brackets: environment (60%), labour and human rights (60%), ethics (50), and sustainable procurement (60). The impact of ESG screening (Ecovadis, SEDEX) builds integrity and reputation of the grantee on one hand whereas on the other hand it helps the grantee to make necessary improvements, in other words the project plays a catalytic role towards improvements undertaken by the grantee.

## **2.4 Lessons learned**

- i. This project implemented by a social enterprise has proved that business entities have potential to participate in development projects to contribute to achievement of the Sustainable Development Goals (SDGs).
- ii. Enterprises have a very high potential of project sustainability when there are mutual benefits resulting from the interventions. Incidentally, NGOs, CSOs, FBOs, and CBOs have for a long-time dominated donor funded projects in development space.
- iii. Despite of the global crisis in 2021 attributable to COVID-19 pandemic, the project was successful implemented due to innovative measures adopted by TML including alternative means, patience, flexibility, and perseverance helped the company to manage delays while keeping up with schedules and business plan.

## **2.5 Project sustainability**

The project is self-sustaining in the sense that TML has increased its processing capacity for retail honey sales. This business will continue in a long run. Major risks entail global honey prices fluctuation. The evaluation findings show that the project has been able to establish strategic markets in Europe and US. The facility is positioned to breaking into new markets in East and Southern Africa is essential in order to increase sales for more profits to the company. presently, the project activities continue to be part of priority company businesses. There is an expanded source of organic honey from local beekeepers in seven regions in Tanzania including Kigoma, Katavi, Rukwa, Tabora, Geita, and Mbeya. The project continues working with local beekeepers (now 3,400), TML offers training of beekeepers on organic principles, the facility maintains acquired certifications. Further, the facility continues with direct purchase of organic honey through established collection enters in villages where there are TML field officers. The facility continues processing honey for export markets currently stands at 95 percent. In view of this, the project has the potential to become self-sustainable in the long term.

## **3 Field Group Discussion (FGD)**

This method was used to generate more in-depth information on perceptions, insights, attitudes, experiences, or beliefs of the different targeted respondents. This is a very useful method in providing interpretations of data collected through quantitative methods. FGD were conducted with a group of 10 beneficiaries (as identified during the application process) The discussions focused on the project impact on this group.

Site visits were carried out to look at the physical set up of the project. The evaluator visited TML facility in Kigoma and was able to observe project beneficiaries, equipment, tools purchased, and products produced using BPF funding at TML.

## **Presentations of Findings**

Based on the information collected from the desk as well as field study and analysis of the information, the following questions have been answered:

### **Business Transformation:**

Evaluation findings show that to a large extent, the project has resulted into a notable change. For example, the facility has tripled its capacity by acquiring new machines including honey pumps, honey filters, bottle-blowing machines, glass jars etc. increased processing capacity has resulted into more employment opportunities to about 80 employees with contracts extended from short season of 3 months to up to 12 months. Further, a number of local beekeepers benefiting from the project has increased to 3,400 from 1,600.

Further, according to the evaluation findings there is an increased efficiency attributable to the support from BPF. For example, new machines have helped to improve efficiency such that TML has been able to acquire a number of key global certifications including B Corporation certification, EU and US NOP certifications, and FSSC 22000 certificate. These certifications have helped to penetrate to high value export markets globally.



## 4 Conclusions

- i. ***Project conclusion and understanding of their objectives***  
Completing the value chain at source for organic honey for export project has fully achieved its main objective which is aligned to the Building Partnerships Facility (BPF) efforts to foster the development of the Micro Small and Medium Enterprises (MSMEs) as part of the so-called “missing-middle” allowing private sector involvement in achieving sustainable development goals (SDGs).
- ii. ***Technical Assistance and Local Embeddedness***  
The project provided technical assistance needed to increase capacity of the facility. As such, Building Partnerships Facility (BPF) provided technical support for smooth implementation of the project.
- iii. ***Management and financial capacity***  
TML had appropriate capacity to properly manage and implement the project.
- iv. ***Project Target Beneficiaries and their involvement***  
Target beneficiaries especially beekeepers and employees are community members direct experiencing an increase in incomes attributable to the project grant support to increase the processing capacity of the facility.
- v. ***Monitoring and efficiency***  
Overall, the project had monitoring system which enable to collect data for informed decision making, accountability, and learning.

## 5 Recommendations

- i. It is recommended that the project explores collaboration opportunities with other partners for the purpose of enhancing synergies and linkages for potential sustainability of impacts.
- ii. In view of tripled processing capacity of the facility, it is recommended that the donor extend the scope of technical assistance to address emerging challenges associated with the rapid increase in capacity.
- iii. Given the excellent performance of the project, it is recommended to provide a certificate of recognition to the grantee of which can be used to support application for similar opportunities in the future.
- iv. For effective monitoring and evaluation of future projects, it is suggested that donor conducts regular monitoring visits with aide memoire containing agreed actions prepared as official feedback from the donor.
- v. It is suggested to document project learning in terms of successes, best practices, and lessons learned to inform current and future programming.

# Summary of Site Visit Report

## TCO2 – Burkina Faso



**Lead partner: TCO2 – Burkina Faso**

## 1 About the project

TECO<sup>2</sup>, a Limited Liability Company (SARL) based in Burkina Faso, belonging to the green economy sector and social entrepreneurship, aims to produce:

1. Of the roof coverings of optimal thermal quality, which are both ecological (produced locally from recycled plastic waste and other local resources) and economical (more accessible to populations but above all adapted to their climatic realities and their needs. thermal comfort and modernity) while contributing to the social and economic development of local communities. This is to effectively address the various problems of thermal discomfort within habitats in Sub-Saharan Africa and the rampant proliferation of plastic waste in nature, a source of various environmental pollution.
2. Innovative eco-class benches and eco-furniture, are also both ecological (produced locally from recycled plastic waste and other local resources), and economical (adapted to our climatic realities and less expensive). This is to alleviate the problems of deforestation and increasing drought in Sub-Saharan African countries by replacing wood in the manufacture of classroom tables, benches and other furniture.

*The establishment of TCO2 was motivated by:*

- Demonstrate that plastic waste is no longer waste as such but is a raw material. Also following the proliferation and pollution of most African countries by plastic waste, the question that arose was how to transform this waste.
- How can we create and enable associations working in waste collection to benefit from additional income from their activities?
- What innovative product can we make to reduce deforestation and the impact of climate change?
- The idea was also how to impact communities through this idea. The proof is that all the direct beneficiaries are in the community at the local level. Firstly, it is how to clean the communes, and secondly how to enable women to carry out an Income income-generating activity (IGA). The main idea is to show that plastic waste can be raw materials.

## 2 Key Informant Interviews (KII)

### 2.1 Project impact

The company, TCO2, benefited from BPF financing of €200,000 in 2021. The amount obtained as part of the BPF allowed TCO2 to quickly acquire equipment and increase its work capacity.

The company specializes in the manufacture of school furniture through the use of plastic waste collected in the city of Ouagadougou. Most of the school furniture produced by TCO2 was intended for Internally Displaced Populations (IDPs).

With the partnership obtained with the Ministry of National Education, TCO2 was able to manufacture 4,000 pieces of school furniture, intended for schools which received a high number of Internally Displaced Students (EDI) coming from localities with strong security challenges. School furniture was therefore delivered to areas with strong security challenges.

***In terms of achieving the expected results***, TCO2 trained nearly 500 women and young people within associations on plastic waste sorting and collection techniques. The company was able to recycle nearly 200 tonnes of plastic waste and produce around 6000 ecological bench tables, this can be considered as the results achieved by TCO2.

At the local community level, the project spent nearly 37,000,000 FCFA for the purchase of plastic waste.

**From a social and economic point of view:** the company works with associations mainly made up of women. These women receive training in the collection and sorting of plastic waste. The training focuses on the collection, sorting and recovery of plastic waste.

After the sorting phase, TCO2 buys its plastic waste from women to create the economic aspect. This allows the association to be sustainable. As plastic waste is purchased, it creates jobs because the number of members of the association grows.

**On the environmental aspect:** the company is tackling the scourges of plastic waste, which is a real environmental problem given its visual pollution and the many other problems that plastic waste causes on the planet. Beyond the fight against plastic waste, TCO2 produces what is called Eco-Furniture for school structures. This makes it possible to fight against deforestation, climate change, and the encroachment of the desert in Burkina Faso. The lack of school furniture leads to deforestation in the manufacture of the tables for the school. Through this Eco-Furniture, the company says it contributes to the fight against deforestation and climate change.

**Impact on the SDGs:** Thanks to the support of the BPF, TCO2 was able to develop the company's CSR (Corporate Social Responsibility) policy <sup>1</sup>. This policy was focused on two main objectives:

- 1- the ISO 2600 policy <sup>2</sup> and
- 2- following the United Nations 2030 Agenda, the company's impact on SDG-4 (quality education), SDG-8 (decent work and economic growth) – SDG-9 (industry, Innovation, and infrastructure); SDG-12 (responsible consumption and production); SDG-13 (measures relating to the fight against climate change).

## 2.2 Unintended positive or negative consequences of project implementation

Through the evaluation with the company's staff and direct beneficiaries, it appears that the TCO2 project is a laudable initiative and to be encouraged both in Burkina Faso and in other countries in Africa for the recycling of waste. plastic. As has been said, it would be necessary to allow the various beneficiaries of the BPF to have a platform for exchange and even to be able to hold annual conferences for the sharing of experiences at the global or sub-regional level for the sharing of experience. between the beneficiaries of BPF funds.

Many challenges were mentioned, in particular on the management of smoke, the process being semi-mechanized, the lack of visibility in terms of communication, commercial valorization, awareness, the logistical problem for the transport of plastic waste to the area of transformation, the lack of awareness among beneficiaries regarding equipment management and the difficulty in post-sale monitoring of school furniture are raised. The project would benefit from resolving or finding ways to overcome its difficulties for its viability.

Beyond these challenges and the expectations of the beneficiaries, the project is praised for its impact on the SDGs through the ISO 2600 policy of corporate social responsibility. The project impacts five (5)

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<sup>1</sup> This means that an organization implementing a CSR approach ensures that its model is economically viable, without having negative repercussions on society in the broad sense (population, environment, etc.)

<sup>2</sup> <https://www.iso.org/iso-26000-social-responsibility.html>

different SDGs which are: SDG-4 (quality education), SDG-8 (decent work and economic growth) – SDG-9 (industry, Innovation and infrastructure); SDG-12 (responsible consumption and production); SDG-13 (measures relating to the fight against climate change).

However, the project should be supported technically and financially for its growth for the happiness of the beneficiaries. Indeed, the funds received are certainly to be welcomed but do not allow TCO2 to multiply the production/transformation zones of plastic waste in several regions as desired despite the strong demand and the numerous expectations of the populations

### 2.3 Project and BPF support

Through BPF financing, **TCO2 will benefit from an amount of €200,000 in 2021**. The amount obtained as part of the BPF allowed TCO2 to quickly acquire equipment and increase its work capacity. The company was able to mobilize the necessary personnel, train associations, and collect more plastic waste. The company went from 1 ton to nearly 13t/day. This also made it easier to organize training by supporting associations during training.

Most of the school furniture for this year 2023 was intended for Internally Displaced Populations (IDPs). With the partnership obtained with the Ministry of National Education, TCO2 was able to manufacture 4,000 pieces of school furniture intended for internally displaced populations. School furniture was delivered to areas with strong security challenges.

- **In terms of financial documents**, there is an increase in furniture made to equip schools with tables and benches for internally displaced students.
- **In terms of operational capacities**, the company went from 1 to 13 tonnes of waste. The company has multiplied its production capacity and operational capacity. In terms of personnel, the company increased from 13 to 46 people in terms of direct employment, an increase of almost 30 people

### 2.4 Lessons learned

An evaluation of projects that have benefited from a grant is to be welcomed and promoted. During the FGDs, the participants and the resource people met for the facilitation of exchanges and appreciated the evaluation process “When certain structures receive funding, the evaluation process for managing its resources and its impact is sometimes non-existent. This evaluation should, if possible, be carried out every year for monitoring closer to actions on the ground.”

Given the amounts allocated to the projects, more financial resources and time should also be made available to allow the evaluation of the projects.

The period of evaluation should also be reviewed because it sometimes takes place during holidays or rainy seasons. These moments are special for the beneficiaries and even for those responsible for the project in order to facilitate access for all stakeholders.

For similar projects, technical and financial assistance is needed to support better expansion and greater efficiency

### 3 Field Group Discussion (FGD)

This method will be used to obtain more in-depth information about the perceptions, ideas, attitudes, experiences or beliefs of different targeted respondents. This is a very useful method for interpreting data collected by quantitative methods. Discussions focused on the impact of the project on this group.

#### Summary of key information interviews

- The project has truly innovated in the management of plastic waste and is in line with the various SDGs targeted;
- The funding granted is very appreciated and must be renewed to allow the project to reach even more targets/beneficiaries;
- The partner women's associations and the beneficiaries are happy with the establishment of this business and the challenges must be met together;
- The strategy developed by the project with the partnership between TCO2 and the Ministry of National Education should be encouraged because it allows the viability of the project (credibility and visibility).



### 4 Conclusions

The TCO2 project is a laudable initiative that should be encouraged both in Burkina Faso, but in other countries in Africa for the recycling of plastic waste. An initiative of this kind should be made known and promoted. As has been said, it would be necessary to allow the various beneficiaries of BPF to have a platform for exchange and even to be able to hold annual conferences for the sharing of experiences at the global or sub-regional level for the sharing of experience. between the beneficiaries of BPF funds.

Many challenges were mentioned, in particular on the management of smoke, the process being semi-mechanized, the lack of visibility in terms of communication, commercial valorization, awareness, the logistical problem for the transport of plastic waste to the area of transformation, the lack of awareness among beneficiaries regarding equipment management and the difficulty in post-sale monitoring of school furniture are raised. The project would benefit from resolving or finding ways to overcome its difficulties for its viability.

Beyond these challenges and the expectations of the beneficiaries, the project is praised for its impact on the SDGs through the ISO 2600 policy of corporate social responsibility. The project impacts five (5) different SDGs which are: SDG-4 (quality education), SDG-8 (decent work and economic growth) – SDG-9 (industry, Innovation and infrastructure); SDG-12 (responsible consumption and production); SDG-13 (measures relating to the fight against climate change).

However, the project should be supported technically and financially for its growth for the happiness of the beneficiaries. Indeed, the funds received are certainly to be welcomed but do not allow TCO2 to multiply the production/transformation zones of plastic waste in several regions as desired despite the strong demand and the numerous expectations of the populations.

The project plans to strengthen its contribution to sustainable development and the SDGs through the multiplication of production sites in the regions of Burkina Faso

## **5 Recommendations**

In terms of recommendation, it must be said that the project is beneficial and very appreciated both by the members of the project and by the direct beneficiaries. However, it would be wise for the viability, visibility, and credibility of the project to consider the following recommendations:

- Work to move from the situation of mechanization to a perspective of industrialization;
- Consider better management of smoke during processing;
- Implement a communication strategy for better visibility of the project;
- Promote awareness campaigns on plastic waste management in the community through project-specific initiatives.

# Summary of Site Visit Report

## Chanzi Ltd



**Lead partner:** Chanzi Ltd

## 1 About the project

This case study covers the final evaluation of the Business Partnership Facility (BPF) – a grant financial support offered Chanzi Ltd to support their contribution to Sustainable Development Goals (SDGs) in Tanzania. BPF is initiated and financed by the Belgian Directorate-General for Development Corporation (DGD). The main objective of BPF is to stimulate private sector involvement in achieving SDGs in developing countries like Tanzania.

Chanzi is a sustainable protein company. Currently the company is running a project which is embedded on the process that uses Black Soldier Fly Larvae (BSFL) to convert food waste into nutritious protein for animal feed as well as bio-fertilizers for organic farming. Found and managed by Sune Mushendwa (COO) and Andrew Wallace (CEO), the motivation behind Chanzi business was twofold.

The first motivation was rooted from the goal of finding sustainable protein for animal feed which would reduce the industry's overdependence on environmentally ruinous fish and soya bean meal. The second motivation was driven by the desire to find a profitable method of sustainably managing the escalating waste problem in Tanzania. It is from these motivations that the two founders commence their quest for containing to the environmental sustainability through food waste reduction and production of animal protein.

Currently, Chanzi limited has the main plant located in Arusha (Tanzania) and the two branches in Dar es Salaam (Tanzania) and Nairobi (Kenya). The objective is to scale up to other countries in sub-Saharan Africa. The relevance of Chanzi operations is manifested in their commitment to 16 out of 17 SDGs. The only SDG which is not covered is SDG number 16.



***Before BPF support***



***After BPF support***

## 2 Key Informant Interviews (KII)

### 2.1 Project impact

This case study examines the impact and outcomes of the Business Partnership Facility (BPF) grant on Chanzi Ltd. The collaboration between Chanzi Ltd and BPF aims to contribute to the Sustainable Development Goals (SDGs) by addressing waste management, sustainable protein production, and economic development. Chanzi Ltd.'s innovative approach is centered on using Black Soldier Fly Larvae (BSFL) to convert food waste into nutritious protein for animal feed and organic fertilizers. The project's expansion from one grinder to three increased waste processing capacity, and egg collection from larvae also witnessed significant improvement. The project has generated new jobs, particularly among marginalized groups, contributing to local economic development. Through the engagement of waste

collectors and smallholder farmers, the project demonstrated its commitment to community empowerment. By producing insect protein as an alternative to fish and soya beans for animal feed, the project addressed SDGs related to responsible production, reduced overfishing, and curbing environmental degradation. The bio-fertilizer produced also supported sustainable organic farming practices.

## **2.2 Unintended positive or negative consequences of project implementation**

During the KKIs, FGDs and observations during field visits, odor (unpleasant) smell was identified as a negative impact of the project operations. On several occasions both Arusha and Dar sites have been warned or fined by NEMC following complaints from neighbors because of unpleasant smell. The project is using biochar to mitigate the impact of unpleasant smell from processed waste. However, the challenge remains to mitigate the unpleasant smell resulting from delayed processing of raw waste.

## **2.3 Project and BPF support**

The BPF support has resulted in significant improvement on Chanzi's operational capacity. Before the support the company had all its operational departments in one building. With BPF support, the company is now operating with each of its departments in separate offices. This was confirmed by the research lab manager during the field visit commending that:

"...before we had one building for mating chamber, dark room as well as the incubator. But due to financial support we have expanded the project and build another room specifically for incubation and the office.....an also we have expanded to the mating chamber and the dark room as well.... from one building to three different sections...."

Furthermore, the observations and the KIIs conducted during the site visit revealed the BPF impact in terms of pulp put in a mating chamber as recalled by the R&D manager.

"...before we had to put just 20kg pupa as a seed so that they can emerge to flies but now we can put in each mating chamber 60 kg.... before BPF support we used to collect between 200g to 400g of eggs per day but now we are collecting about 2kg of eggs per day..."

## **2.4 Lessons learned**

Key lessons have emerged from this case study. The importance of cross-disciplinary collaboration, as exemplified by Chanzi Ltd.'s co-founders with diverse backgrounds, highlights how varied expertise can lead to creative solutions. The project's emphasis on research and development speaks to the power of innovation in refining processes and enhancing efficiency. Moreover, the engagement with local communities and stakeholders underscores the value of building relationships and understanding the unique challenges and opportunities each context presents. The project's journey toward economic viability and sustainability reminds us of the delicate balance between environmental responsibility and financial success. Striking this balance requires meticulous planning, continuous evaluation, and the pursuit of diverse revenue streams.

Also, the case study highlights the broader significance of waste management and circular economy principles. By converting food waste into valuable resources, the project offers a model for reducing environmental strain, fostering sustainable agriculture, and creating new economic opportunities. This holistic approach resonates with global efforts to address resource scarcity and minimize ecological impact. In a world where businesses are increasingly called upon to contribute to social and environmental betterment, Chanzi Ltd serves as an inspirational case study. Its alignment with most SDGs, commitment to ethical practices, and drive for innovation exemplify the positive role that

businesses can play in shaping a more sustainable future. The lessons learned from this case study provide valuable insights for those embarking on similar ventures, emphasizing the significance of collaboration, adaptability, and the pursuit of both economic and societal well-being.

## 2.5 Project sustainability

Currently the project is not making enough profit to finance its operations. During KIs with CEO and COO it was revealed that the company needs to produce 330 kg of insects per day to breakeven, this is likely to be achieved soon especially considering the expansion strategy aimed at scaling up operations to Kenya, Zanzibar, and other parts of sub-Saharan Africa. Given the strategies and plans in place, the project is economically viable in the long run. The project has enough required staff in both Arusha and Dar site. According to the staff profiles accessed on the company's website and other company information obtained during site visits, the staff employed in the various positions are qualified with enough knowledge of the business and its operating models. For instance, the site manager at Dar site had been working for the company in Arusha and knows the business operations well. This implies that the project is self-sustainable in terms of having qualified, experienced, and knowledgeable staff. Meanwhile, the project has Standard Operations Procedures (SOPs) in place. The daily routines and procedures for waste processing and protein production are well documented and in place. This ensures the self-sustainability of the project in case some of the current staff decide to move on to greener pastures. On the other hand, waste collection is guaranteed in both Arusha and Dar site. For instance, in Arusha, the project has outsourced a company called "Okota Group" to manage waste collection. In Dar site the situation is a little bit different. The company has a full time employee who have contact with the waste collectors in the market and is responsible for ensuring waste collection to sustain the processing. In Arusha site, the plans are in place to have a separate unit/department for waste aggregation. All these arrangements ensure sustainable supply of waste – conditions which guarantees self-sustainability.

## 3 Field Group Discussion (FGD)

FGD was used to generate more in-depth information on perceptions, insights, attitudes, experiences, or beliefs of the different targeted respondents. FGD was preferred because it is a very useful method in providing interpretations of data collected through quantitative methods. The initial plan was to conduct FGD with a group of 8-10 of project beneficiaries. However, during the field visit in Arusha it was difficult to get all the beneficiaries in one place for FGD. Therefore, the FGD was conducted at the Dar site with the beneficiaries in Dar es Salaam. The discussions focused on the project impact on the beneficiaries.

Site visits were carried out in Arusha and Dar to look at the physical set up of the project. Photos and videos were taken as evidence of operations at the visited facilities (see attached links to the photos and video taken during site visits in Arusha and Dar es Salaam).

### Presentations of Findings

Based on the information collected from the desk study as well as the field study and analysis of the information, the following findings are presented:

- **Operational Capacity;** - BPF support has resulted in significant improvement in Chanzi's operational capacity. Before the support, the company had all its operational departments in one building. With BPF support, the company is now operating with each of its departments in

separate offices. This was confirmed by the research lab manager during the field visit commending that:

“...before we had one building for the mating chamber, dark room as well as the incubator. But due to financial support, we have expanded the project and built another room specifically for incubation and the office..... and also we have expanded to the mating chamber and the darkroom as well.... from one building to three different sections....”

Furthermore, the observations and the KIs conducted during the site visit revealed the BPF impact in terms of pulp put in a mating chamber as recalled by the R&D manager.

“...before we had to put just 20kg pupa as a seed so that they can emerge to flies but now we can put in each mating chamber 60 kg.... before BPF support we used to collect between 200g to 400g of eggs per day but now we are collecting about 2kg of eggs per day...”

- **Processing and Production Capacity;** - The records obtained from Chanzi offices in Arusha confirm that BPF support has contributed to improvement in both processing and production capacity. The transformation supported by BPF in terms of processing and production capacity is summarized in Figure 1. Accordingly, waste processing capacity has doubled, from 18 MT/day to 36 MT per day. Meanwhile, the production in terms of dried BSFL and BSF frass bio-fertilizer measured in MT/day has also doubled

## 4 Conclusions

The Chanzi Ltd case study, supported by the Business Partnership Facility (BPF), exemplifies the transformative potential of a business endeavor that is firmly aligned with the principles of sustainable development. Through its innovative approach to waste management, insect-based protein production, and organic fertilization, Chanzi Ltd has demonstrated a commitment to addressing pressing global challenges while contributing positively to local communities and economies.

The collaboration between Chanzi Ltd and BPF underscores the significance of private sector involvement in achieving Sustainable Development Goals (SDGs) in developing countries. By supporting initiatives that not only generate financial returns but also have a meaningful impact on the environment, society, and economy, organizations like BPF play a pivotal role in driving positive change.

Key lessons have emerged from this case study. The importance of cross-disciplinary collaboration, as exemplified by Chanzi Ltd.'s co-founders with diverse backgrounds, highlights how varied expertise can lead to creative solutions. The project's emphasis on research and development speaks to the power of innovation in refining processes and enhancing efficiency. Moreover, the engagement with local communities and stakeholders underscores the value of building relationships and understanding the unique challenges and opportunities each context presents. The project's journey toward economic viability and sustainability reminds us of the delicate balance between environmental responsibility and financial success. Striking this balance requires meticulous planning, continuous evaluation, and the pursuit of diverse revenue streams.

The Chanzi Ltd case study showcases how private sector initiatives, supported by initiatives like BPF, can drive sustainable development. By balancing environmental, social, and economic considerations, the project demonstrates the potential for businesses to be agents of positive change. The lessons learned from Chanzi's journey provide valuable insights for those seeking to embark on similar sustainable ventures.

## 5 Recommendations

Based on the findings and lessons learned from this case study, the following recommendations are made:

- Chanzi Ltd should capitalize on its operational momentum and expand its sustainable operations throughout sub-Saharan Africa. This expansion necessitates cultivating strategic partnerships, securing funding, and conducting meticulous market research to adapt to diverse contexts.
- Maintaining commitment to continuous research and innovation remains pivotal for the project's sustained growth. Collaborations with institutions like the Nelson Mandela Institute of Science and Technology (NMIST) can drive technological advancement and product diversification, bolstering the company's long-term viability.
- Addressing challenges related to odour management and environmental compliance is paramount. Investing in advanced odour reduction techniques and nurturing an ongoing dialogue with regulatory bodies will solidify the project's positive relationship with the community.

# Summary of Site Visit Report

## Kentaste, Kenya



**Lead partner:** Kentaste, Kenya

## 1 About the project

BPF support enhanced higher production capacity due to the purchase of new equipment e.g., additional equipment for the coconut water project – There however was limited supply, despite farmer numbers increasing due to the ravaging droughts and overall effects of climate change. BPF fund has grossly contributed to their expansion, especially with regard to infrastructure development, capacity strengthening, research and development, and improved livelihood of project beneficiaries. Improved farmer reach- with BPF funding, Kentaste reached 800 more farmers – an addition to the then-existing 2800. Increased revenues to Kentaste through the production and sale of coconut water, and the anticipated rollout of sachet products to the bottom of the pyramid population.



## 2 Key Informant Interviews (KII)

### 2.1 Project impact

The project has achieved several significant impacts, including reaching about 800 new farmers with training and extension services, leading to a total of approximately 3,600 farmers benefiting from improved livelihoods, with around 70% of their income coming from coconut farming. The project has also had positive environmental effects through waste management and the use of biochar to enhance soil fertility and moisture retention. It has made healthy organic products accessible, aligning with SDG 1 on poverty alleviation. Farmers appreciate the project's activities but recommend research on climate change mitigation and mechanisation of coconut farming due to the ageing farming population. The project has conducted regular training in 46 villages and provided seedling support. It has also facilitated access to soft loans, creating employment opportunities through village sales agents, although documented yield increases are pending due to drought, and ongoing biochar trials await community impact.

### 2.2 Unintended positive or negative consequences of project implementation

The implementation of the project faced challenges related to tight timelines, which hindered the full realization of intended activities and outcomes, as well as the demanding and costly nature of research and development. Additionally, drought and the low season had adverse effects, leading to inconclusive

results from experiments, particularly in the case of biochar, due to time constraints and weather conditions. Unforeseen consequences highlighted the need to explore opportunities for learning and sharing experiences with other implementing partners and the negative impact of rushed processes, which created staff pressure and the urgency to meet project outcomes. In addition, the study found that cartels/middlemen are now raising their prices. These are not stable and often exploitative- they do not offer the stability offered by Kentaste. But beneficiaries highlighted that the project has not limited their ability to operate and provides a stable and reliable market for their products.

### **2.3 Project and BPF support**

The provided feedback emphasizes several key points regarding the support received. Firstly, the flexibility in financing allowed the company to utilize resources productively, with timely disbursements aiding in on-time project implementation. There is a sense of continuity, trust, and loyalty from farmers, who are vital stakeholders. The project activities align with the company's expansion plans, contributing to SDGs 1, 3, and 10 by reducing farmer exploitation and offering organic, healthy products. Self-reporting on project financials, while having potential risks, is appreciated for its flexibility. The technical assistance provided by BPF to Kentaste seems to be more focused on assistance to farmers, with respondents recognizing its value. While some respondents were unaware of external technical assistance from BPF, they express openness to learning from other funded entities and emphasize the importance of information sharing and cross-learning platforms from other BPF grantees for addressing needs effectively.

### **2.4 Lessons learned**

Based on project implementation so far, they have recognized the need to embrace partnerships, especially with experienced irrigation agriculture partners among BPF collaborators. Geographical scaling of their operations was also recognized as an opportunity to bridge supply gaps following production capacity enhancement. A need for more comprehensive market research was emphasized to enhance product acceptability. The incorporation of climate change adaptation and mitigation strategies into project implementation was also considered vital, with the goals of revenue generation and expanding the consumer base at the forefront.

### **2.5 Project sustainability.**

- The company has plans to establish its own nuclear of approximately 1000 acres to ensure continuous supply.
- Farmers have been trained in climate-resilient agriculture and are fed with information regarding pricing and possible weather changes.
- Embrace partnerships – and learnings, especially with other BPF partners who are experienced in irrigation agriculture.
- Opportunities to scale up geographically to fill in the supply gap- this is especially after the production capacity was increased with the new machines.
- Comprehensive market research to inform and promote market and product acceptability of Kentaste products.
- Adoption and incorporation of climate change adaptation and mitigation strategies in project implementation

### 3 Field Group Discussion (FGD)

- Consultations were conducted- Most of the participants however did not have a vast understanding of the project design stage and could not substantially attribute the project design to an elaborate public engagement process.
- While the literacy levels of the farmers are fairly low- the company still engages locals to effectively communicate with the farmers – respondents also admitted to limited engagement by the committee especially in decision-making processes, they however agreed that the company engages them at intervals but not regularly
- The farmers receive information via mobile phone calls, bulk SMS, and one-on-one engagements and interactions with the company – farmers receive information about price fluctuations, they are however not yet getting reliable information regarding weather patterns and hence low yields and unpredictable planting patterns.
- Farmers also receive information regarding planned training.



### 4 Conclusions

All three respondents seemed unaware of possible technical assistance from BPF to them- suggesting that they have internal capacity and do not require external assistance, they provided insights on how valuable the technical assistance from Kentaste to the farmers has been valuable, the technical assistance is provided through:

- 10 dedicated ICS (Internal Control Systems Officers) providing technical assistance to farmers.
- Regular training is conducted on various subjects.
- Trials on biochar conducted.

## 5 Recommendations

The climate crisis, specifically the last 2 years of severe droughts, have significantly impacted the yields of supporting beneficiaries. Going forward, the company needs to plan accordingly, by conducting research and forward planning on how the climate crisis will impact their business model. Related to this, supporting farmers are in general of an older population, so increased mechanisation of farming processes is an additional recommendation moving forward.

Beneficiaries would also like to see communication between grantee and farmers increase. Although current communication channels are working, making these communication channels more regular would help alignment of objectives and needs between farmers and the grantee. In a similar vein, although training activities are appreciated, having a clear schedule of needed re-fresher trainings would be helpful, in addition to a wider outreach by the grantee to involve additional beneficiary groups in the project are needed for the long-term sustainability of the project. This should include some innovative approaches for farmer outreach, considering most of the populations are either illiterate or semi-illiterate.

Finally, the current implementation of the project felt rushed and many participants agree that setting up clearer, longer and aligned project implementation goals would be beneficial. Establishing more long-term plan can also be supported by seeking support and exploring avenues for learnings and opportunity sharing with other implementing partners.