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AfriFOODlinks

Business and Investment Cases Along Key Food Value Chains Contributing to Nutrition and Circularity in Mbale, Tunis, Ouagadougou, Kisumu and Tunis Hub Cities

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LINCS Value Framework







	Learning	Inclusivity	Novelty	Collaboration	Sustainability
How does this deliverable contribute to each of the values?	The business case development process generated practical knowledge on circular food systems, business viability, nutrition-sensitive enterprises, and scaling pathways across multiple value chains. The deliverable documents lessons, opportunities, risks, and investment needs that can inform future programming, policy, and enterprise support.	The business cases intentionally highlight enterprises that create opportunities for women, youth, informal workers, smallholder farmers, and low-income consumers. The portfolio demonstrates how food systems transformation can create equitable economic participation while improving access to nutritious food	The deliverable showcases innovative circular economy solutions including food waste valorisation, zero-waste processing, renewable energy use, food preservation technologies, regenerative sourcing models, nutrient recovery, and climate-smart value addition approaches adapted to local contexts.	The business cases were developed through engagement with entrepreneurs, city authorities, researchers, technical experts, development partners, farmers, traders, processors, and community actors. The process strengthened relationships and identified opportunities for joint investment, scaling, and policy support.	The portfolio promotes environmentally sustainable business models that reduce food loss and waste, improve resource efficiency, encourage circular material flows, strengthen local food systems, create green jobs, and contribute to climate resilience and long-term food security.
How did you practice this value in this deliverable?	We facilitated enterprise assessments, coaching sessions, business diagnostics, stakeholder consultations, data collection, validation workshops, and reflection exercises to capture evidence, lessons learned, and practical recommendations for business growth and replication.	We deliberately selected and documented businesses that demonstrate social inclusion, gender responsiveness, youth engagement, local sourcing, and support for vulnerable groups across the food system. Stakeholder consultations ensured diverse perspectives informed the business cases.	We applied circular economy and food systems lenses to identify emerging business models, value addition opportunities, waste recovery solutions, innovative technologies, and market-based approaches that address local food system challenges.	We worked collaboratively with city governments, entrepreneurs, research institutions, consortium partners, technical experts, farmer organizations, market actors, and development partners to co-create and validate the business cases and scaling pathways.	We embedded sustainability considerations throughout the assessment process, examining environmental performance, circularity practices, resource efficiency, waste reduction, renewable energy use, sustainable sourcing, and long-term business resilience within each business case.

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1 Introduction

African cities are increasingly confronted with complex food system challenges driven by rapid urbanization, climate change, resource constraints, food loss and waste, unemployment, and growing inequalities across food value chains. Addressing these challenges requires innovative approaches that simultaneously improve nutrition outcomes, create economic opportunities, strengthen environmental sustainability, and build resilience within urban and peri-urban food systems.

As part of the AfriFOODlinks programme, a series of business cases were developed across participating cities to identify, document, and strengthen enterprises and initiatives that contribute to more circular, inclusive, and sustainable food systems. The business cases span a diverse range of sectors including food processing, agricultural value addition, fish value chains, meat processing, healthy food enterprises, waste recovery, and nutrition-sensitive businesses. Collectively, they demonstrate the growing potential of locally driven enterprises to address food system challenges while generating social, environmental, and economic value.

The development of these business cases involved engagement with entrepreneurs, city authorities, technical experts, value chain actors, and community stakeholders to assess business models, circularity practices, social impact, scalability potential, and investment needs. Particular attention was given to understanding how enterprises contribute to reducing food loss and waste, improving resource efficiency, strengthening local supply chains, creating employment opportunities, and promoting inclusion of women and youth.

Beyond documenting existing business performance, the business cases were designed to identify practical pathways for growth, replication, and investment. They provide evidence on emerging circular economy solutions and highlight opportunities for public-private collaboration to accelerate food systems transformation. As such, this report serves both as a portfolio of promising food system enterprises and as a strategic resource for policymakers, investors, development partners, and city governments seeking scalable approaches to building more sustainable and inclusive urban food systems.

2 General Overview

The business cases presented in this report reflect the diversity and dynamism of food system enterprises operating across AfriFOODlinks partner cities. They encompass businesses and initiatives at different stages of development, ranging from emerging start-ups and community enterprises to established public facilities and market-based enterprises. Despite their diversity, the cases share a common commitment to improving food system outcomes through innovation, circularity, inclusivity, and sustainability.

Across the portfolio, several recurring themes emerge. First, many enterprises are addressing significant food loss and waste challenges by transforming underutilized resources into value-added products. Examples include the conversion of fish by-products into food and feed products, tomato preservation and processing to reduce post-harvest losses, organic waste recovery, and resource-efficient food preparation and distribution systems. These approaches demonstrate how circular economy principles can create both environmental and economic benefits while improving food availability and affordability.

Second, the business cases reveal the important role of food enterprises in generating livelihoods and supporting local economic development. Many businesses provide employment opportunities for women and youth, source products from local farmers and suppliers, and contribute to strengthening local markets and value chains. Several enterprises have deliberately embedded inclusive business practices that enhance participation and economic opportunities for marginalized groups.

Third, the cases demonstrate growing interest in sustainable production systems, renewable energy, resource recovery, and environmentally responsible business practices. While the maturity of circular interventions varies, many enterprises are already implementing measures to reduce waste, improve resource efficiency, promote local sourcing, and lower environmental impacts.

At the same time, the assessment highlights common constraints that limit business growth and scalability, including limited access to finance, inadequate infrastructure, insufficient processing equipment, weak market linkages, technology gaps, and challenges related to certification, branding, and commercialization. Addressing these barriers will be critical to unlocking the full potential of these enterprises and enabling them to contribute more significantly to resilient, nutrition-sensitive, and circular city-region food systems.

3 CITY BUSINESS CASES

3.1 Kisumu business and investment cases

3.1.1 Obunga Pap Mbuta Fish Market

3.1.1.1 Section 1: General Information

Business Name: Obunga Pap Mbuta Fish Market
Location: Kisumu, Kenya
Focus: Women- and youth-led circular fish processing, solar-powered cold storage, and zero-waste food systems
Contact Information:
Name of the Primary contact person (Market Coordinator): TITUS NDOME
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Focal Point: TITUS NDOME

3.1.1.2 Section 2: Initiative Overview

Obunga Pap Mbuta is a dynamic, women- and youth-led fish market enterprise in Kisumu that transforms how food is handled, preserved, and consumed in urban Kisumu. Using a circular economy model, it operates a solar-powered cold room, produces ice cubes for resale, and converts fish waste into high-value by-products such as chicken feed and human-consumable protein. With over 2,000 monthly customers and over 160 people directly employed—most of them women, Obunga Pap Mbuta is a tested solution to post-harvest loss, urban food insecurity, and economic exclusion.
Despite its potential, the initiative remains informal and undercapitalized. Strategic investment of KES 5–10 million is now needed to formalize operations, expand infrastructure, secure supply chains, and replicate this model across Kenya. This is a rare opportunity to invest in a grassroots food innovation with proven traction, climate-smart design, and national scalability.

Brief overview of the initiative/project.

Obunga Pap Mbuta's core revenue streams include fish sales, cold room storage fees, ice cubes, chicken feed, and processed skeleton protein. Its cost-effective model relies on solar power, community-managed infrastructure, and informal supply chains. Waste is not discarded but is converted into products for local poultry farmers and households. The enterprise directly supports over 160 jobs, 70% held by women, and promotes inclusive governance through trader groups managing daily operations.
This model offers multiple value layers: food preservation, income diversification, environmental sustainability, women's empowerment, and improved urban nutrition. With minimal upgrades and access to capital, the model is immediately replicable in at least three counties: Homa Bay, Siaya, and Busia.

Objectives

Strengthen the Obunga Pap Mbuta market and community food systems by improving storage, handling, and distribution of fish waste and fish waste products.
Enhance livelihoods of informal traders, particularly women and youth, through capacity building, skills development, and access to market opportunities.
Promote inclusive participation of marginalized groups, including persons with disabilities, in local food system decision-making.
Foster community-driven solutions that improve food safety, and improve fish waste recovery and increase economic resilience.

Rationale

The market chiefly exists to process fish wastes into livestock feeds and fish byproducts for human consumption. In doing so, the market also manages fish wastes which negatively impact the environment.

Mission statement

UMOJA NI NGUVU

Description:

Primary industry/sector: Food System and Waste management
Main service or product: Fish byproducts (fish leather, ornaments, food, livestock feeds), ice cubes and cold room services.

Number of employees: There are about 187 traders, of whom 120 are women and 67 are men. This excludes those who earn a living by providing other services to the traders in support of their businesses.
Number of customers per month: Not documented but approximates indicate about 2,000.
Employees' composition (males and females): Women 120 while men 67.
Size of the business: The business consists of several small-scale enterprises operating within a single space provided by the Kisumu County Government. Together, these enterprises function as a unified business under a single management association.
Nature of the customers: Obunga Pap Mbuta serves a wide range of customers across Kisumu and the western region of Kenya. Its primary customers are local food traders operating in both small and large markets in Kisumu. Traders from neighbouring counties such as Kakamega, Busia, Migori, and Homa Bay also source products from the market. Low-income households, particularly in informal settlements like Obunga and Manyatta, rely on the market for affordable protein sources such as ***mgongo wazi*** *(Fish skeletons with some flesh on it)*, fish chips, and other fish by-products. Previously they were exporting the fish gills to Congo for processing but this stopped because of unstable supply of the same.

Table 1 Timeline

Timelines /Year	Key Milestone
1980s–1990s	Export factories generate fish waste (frames "*mgongo wazi*", skins) which triggers secondary economies about the waste.
1990s–2000s	Informal innovation by women traders by generating food by products from fish wastes
2000s	Fish supplies reduce leading to many companies closing down. Traders begin to organize themselves to gain bargaining power.
2014	Kisumu County Government allocated market space for informal traders
2018	Formation of unified management structure for small-scale enterprises
2021	Old Kambuta market reclaimed by Kenya Railways.
2022	Market relocation with new Temporary Occupation License (TOL). Toilets constructed and water connected to the market.
2024	Expansion of customer base to traders from Kakamega, Busia, Migori, Homa Bay, and low-income households in informal settlements like Obunga and Manyatta
2025	Installation of cold storage and handling facilities to improve food safety
2025	Diversified their products and service to include storage of perishable foods e.g. vegetables, meat, omena for Obunga informal traders and its environs
2025	Development of business rules and coordination mechanisms to strengthen sustainability and institutionalization

3.1.1.3 Section 3: Business Model

Value Proposition

The market is unique since it operates at zero waste level in managing fish wastes which had previously given the City a difficult time to manage. The market processes fish wastes from fish factories into fish byproducts (food- *Mgongo wazi* or fish frames from filleting, fish *mandazi*, fish gills, fish balls, and feeds – livestock feed), fish scales for ornaments and fish leather for leather works. The market offers affordable, high-protein food options for low-income households in informal settlements like Obunga and Manyatta. The market also operates a cold where small scale traders can store their fresh produce at a fee to avoid spoilage and enhance food safety. By supporting informal traders and local supply chains, the initiative also strengthens livelihoods and promotes inclusive economic growth.
The fish food byproducts already aforementioned provide affordable and accessible sources of protein to low-income households in informal settlements. By making high-protein foods widely available, the market helps improve dietary diversity and nutritional intake for families. The livestock feed produced at the market is an input in production of other animal proteins which further enhance food security. As a market, it supports livelihoods for many traders, producers and transporters.

Target Audience and customer segments

Primary beneficiaries: The general public, especially those who live in informal settlements. The City Department of Environment is also a beneficiary because the market greatly helps in the management of fish wastes, which makes the environment have a very bad odour.

Customer Segment: Most of the customers come from the informal settlements of Kisumu City. Other clients are spread across the neighbouring towns and counties.
Awareness Creation: This market has existed for several years in the city. Knowledge of its existence has organically spread in the city.
Actors: The key actors in this market are largely women, youths and men from the informal settlements of Kisumu City. They run small-scale enterprises selling fish and fish by-products. The City and County government of Kisumu are also key players for they are responsible for the governance of the market space. Filleting fish factories supply the market with fish wastes. Other partners include the academia (e.g. Jaramogi Oginga Odinga University of Science and Technology, The University of Nairobi), and research partners (e.g. African Population Health and Research Centre) supporting capacity building, research, and knowledge sharing for improved operations and sustainability. Community organizations and NGOs supporting market development, food safety training, and zero-waste advocacy are also important actors in this market. On the buyer's side, we have livestock farmers, fish mongers, regional fish traders from Kakamega, Busia, Migori, and Homa Bay who source products from the market for resale in their local markets, jewellery makers and fish leather processors.

Key resources and activities:

Resources required: Stable supply of fish wastes from fish filleting companies. To avoid spoilage, fish preservation skills and facilities like a cold room are essential coupled with proper drainage and sanitation services. Hygienic working stations are also necessary for handling the fish.
Suppliers and Partners: Fish filleting factories are the suppliers. Other partners include Kisumu City which is in charge of the market and management of wastes and the County Government of Kisumu which is in charge of resources in the County.
Potential Upscalers: Chiefly Kisumu City Council.

- Kisumu County Government – can provide expanded market infrastructure, policy support, and integration into county-level food system initiatives.
- Financial institutions – banks and microfinance providers can offer credit, loans, or working capital support to traders and small-scale enterprises.
- Incubators and business development hubs – can support capacity building, mentorship, and scaling of innovative value-added products.
- Private sector partners – companies in food processing, cold chain logistics, or chicken feed production that can create new market linkages.
- NGOs and development agencies – can provide technical support, funding, and advocacy for sustainability and zero-waste practices.
- Research institutions and universities – can contribute evidence-based solutions, market research, and innovation for scaling operations.

Potential Replicators: Other cities and towns with fish processing factories.
Revenue Streams: Primary revenue in the market is from the sale of fish byproducts. Secondary revenue is derived from cold room services for preserving perishable produce. Charges currently stand at KS 20/Kg of produce.
Cost Structure: Costs in the market arise from cooking oil, water, firewood, electricity and the use of abolition which costs each trader KS. 100 per month. All these costs with the exception of abolition costs are variable since they depend on volume of fish wastes processed.
Risk Analysis: As detailed below:

Potential risks:

Limited cold storage and processing infrastructure may constrain growth and lead to post-harvest losses.
Inconsistent or unreliable fish supply could affect product availability and market stability.
Dependence on informal or high-interest lenders may create financial vulnerability for traders.
Weak branding and limited market awareness for fish by-products could reduce demand and sales.
Inadequate use of digital tools may result in poor record-keeping, payment delays, and inventory management challenges.

Likelihood and impact of each risk.

Potential Risk	Likelihood	Impact	Explanation
Limited cold storage and processing infrastructure	High	High	Insufficient storage can cause post-harvest losses, spoilage, and reduced product quality.
Inconsistent or unreliable fish supply	Medium	High	Fluctuations in supply can disrupt market operations and affect customer trust.
Dependence on informal or high-interest lenders	Medium	Medium	Financial strain on traders may limit business growth and sustainability.
Weak branding and limited market awareness for fish by-products	Medium	Medium	Low demand may affect sales and reduce income for traders.
Inadequate use of digital tools for records, payments, and inventory	Medium	Medium	Poor management can lead to operational inefficiencies and loss of revenue.

Mitigation strategies

Potential Risk	Likelihood	Impact	Mitigation Strategy
Limited cold storage and processing infrastructure	High	High	Expand cold storage facilities, explore shared processing centres, and maintain proper handling practices.
Inconsistent or unreliable fish supply	Medium	High	Establish direct sourcing agreements with fishermen, diversify supply sources, and maintain safety stock.
Dependence on informal or high-interest lenders	Medium	Medium	Set up a cooperative-managed loan fund or access microfinance facilities to provide affordable credit.
Weak branding and limited market awareness for fish by-products	Medium	Medium	Implement marketing campaigns, develop brand identity, and engage in community and regional promotion activities.
Inadequate use of digital tools for records, payments, and inventory	Medium	Medium	Adopt digital record-keeping systems, mobile payment solutions, and basic inventory management tools with training for traders.

3.1.1.4 Section 4: Financial Analysis

Funding Sources:

Current and potential funding sources.

Funds from daily sales and supply of the fish waste products

They don't receive loans because of lack of financial records which the banks can leverage to provide loaning facilities

Grants especially donor funded projects like AfriFOODlinks through APHRC. This helped secure the solar powered cold storage.

Budget:

Detailed budget breakdown.

The Obunga Pap Mbuta market does not operate under a single, centralized budget due to the presence of multiple independent traders and small-scale enterprises. Each trader manages their own finances individually, resulting in varied and informal budgeting practices across the market. Most traders rely on daily sales to meet operational costs such as purchasing raw fish, processing (frying, washing, packaging), transportation, and small fees paid to the county government.

Additionally, many traders do not maintain formal financial records due to limited financial management skills and lack of access to appropriate tools. This makes it difficult to track revenues, expenses, and profits systematically. As a result, financial planning is largely short-term and cash-based, with reliance on informal financing mechanisms such as table banking, chamas, and microfinance loans to sustain operations.

Financial Performance:

Current financial health.

The businesses are not having bad debts because they are not accessible to formal banking services

Key financial metrics (e.g., ROI, break-even point).

Non available financial metrics because of lack of financial management skills

4. Cost-benefit analysis

Current profit/loss margin: KES 500,000 annually

Project profit margin: KES 5 million annually

3.1.1.5 Section 5: Social and Economic Impact (Nutrition and Circularity)

Social Return on Investment (SROI):

Explanation of the social benefits and metrics used to measure social impact.

Impact on community

How is your business currently impacting your city/community?

The Obunga Pap Mbuta market is positively impacting Kisumu and the surrounding communities by improving access to affordable, high-protein food for low-income households in informal settlements like Obunga and Manyatta. It supports the livelihoods of hundreds of small-scale traders and informal enterprises, including women and youth, by providing a reliable platform for business and income generation. The market also strengthens regional food supply chains, serving traders from neighbouring counties such as Kakamega, Busia, Migori, and Homa Bay. Through recycling fish by-products into chicken feed and other uses, the initiative promotes zero-waste practices, enhances food security, and contributes to a more sustainable urban food system

Economic benefits to the community (job creation, local economy stimulation, etc.)

The Obunga Pap Mbuta market plays a vital role in the local economy by creating employment opportunities for casual workers and supporting small-scale traders, particularly women and youth, thereby improving livelihoods in the Obunga informal settlement. It provides a platform for income generation, skills development, and entrepreneurship, helping households meet their daily needs. In addition, the market generates revenue for Kisumu County through daily fees of KES 30 charged to traders, which contributes to local government resources that can be reinvested in infrastructure, sanitation, and community services. By supporting both employment and local commerce, the market strengthens the overall economic resilience of the community while promoting sustainable use of fish and fish by-products

Number of youth employees in the business

There are about 80 youth traders in the market. About 210 youths are employed as casual labourers. Of the traders, 22 form part of the decision-making organ.

How does the initiative involve the community in its activities?

The Obunga Pap Mbuta initiative actively involves the community in its activities through multiple approaches. Local traders and small-scale enterprises are directly engaged in the management and operations of the market, providing input on daily trading practices and decision-making. Households from informal settlements, such as Obunga and Manyatta, participate as consumers, shaping demand for products like mgongo wazi, fish chips, and other fish by-products. Community members are also involved in informal value addition and recycling activities, such as converting fish waste into chicken feed, which creates income opportunities and promotes sustainable practices. Additionally, the initiative collaborates with local leaders, community organizations, and NGOs to ensure that interventions are inclusive, address local needs, and foster ownership among residents.

Gender (What are your business' current efforts to achieve gender equality and inclusivity?)

This business is dominated by female traders. About 64% of the traders in the market are women. The other 36% comprise men.

What is the gender ratio in the business?

64% female: 36% male

How many women are involved in decision making in the business?

Five (5) out of eight (8) people involved in decision making are women.

Sustainability and circularity

How does sustainability and circularity contribute to the operation of your initiative/project?

- By fully transforming fish wastes to valuable by-products, the market operates at a zero waste level. This zero-waste approach not only maximizes value from the fish wastes for the traders but also minimizes environmental impact. Sustainable practices, such as proper handling, cold storage, and inclusive management, ensure that the market remains operational and profitable over the long term. Circularity strengthens local food systems, supports livelihoods, and promotes resource efficiency, making the initiative both economically viable and environmentally responsible

How does your initiative or project incorporate sustainable, compostable, or eco-friendly materials in its operations?

- By operating at zero waste level, the market is basically eco-friendly since there are no wastes from fish that are disposed of. Cooking oil containers that remain after utilization of the oil in the market are often collected by plastic recyclers or reused at home by the traders. Due to energy poverty, the market uses firewood to power cooking in the market.

In what ways does your initiative or project work to minimize food loss and waste during processing and distribution?

- Food byproducts are salted, deep fried, stored in the cold room or sun dried to avoid spoilage.
- Feed byproducts for livestock are boiled and sun dried during preparation to avoid spoilage.
- Traders are trained to hygienically handle and store food so that they can have long shelf lives.

How are food ingredients sourced in your initiative or project, and what steps are taken to prioritize local and ethical suppliers?

- Fish wastes are sourced from fish filleting factories.
- Traders have agreements with the actors in the supply chain so that their transactions are ethical and fair. The business agreements ensure reasonable pricing with suppliers and transporters so that all benefit in the business.
- All the fish filleting companies and transporters are from the locality. This helps strengthen the local economy.
- Cooking oils from the local shops and markets, including supermarkets, are believed to have met the ethical standards of production set by the government, and that the government has done its due diligence as regards the required processes.

What strategies does your initiative or project use to reduce carbon emissions in food transportation and logistics?

- Fish and fish by-products are sourced directly from local fishermen and landing sites, minimizing long-distance travel and reducing fuel consumption.
- The market encourages bulk transportation to consolidate deliveries and avoid multiple trips, which improves efficiency and lowers emissions.
- The cold storage facility is solar powered. In doing so, reliance on fossil fuels for preserving products is reduced.
- Additionally, efficient routing and scheduling for regional traders from Kakamega, Busia, Migori, and Homa Bay help optimize logistics, ensuring timely deliveries while minimizing unnecessary travel.
- The use of electric motorcycles also helps reduce emissions.

How does your initiative or project manage the recovery or repurposing of food leftovers, food waste, or food packaging?

- Fish waste from fish filleting companies are bought and transformed to valuable food and feed products. Previously, the fish wastes were disposed of and polluted the environment. The market processes the wastes so efficiently such that there is no waste.

3.1.1.6 Section 6: Future Plans and Scalability

Expansion Plans:

Current plans for scaling the initiative. What would scale look like for you in the future?

- Scaling of the market comprises building all the necessary infrastructure to enhance the food environment. In particular, enhancing the drainage system of the market, improving the working stalks where the fish is prepared, using clean energy in cooking as opposed to firewood, and employing better cooking methods for the fish byproducts rather than to deep fry them and thereby avoid the introduction of trans fats in the food.
- Another scaling option is to replicate the market in other fishing processing towns like Turkana, Mombasa and Nairobi. Replication can also be done beyond Kenya's boundary in any fish processing town that stands to benefit from the process.

Future geographical or demographic expansion.

- Replication of the market in other fish processing towns in Kenya and beyond.

What strategies will the initiative adopt to support its growth and expansion?

- Seek partners that can provide funding opportunities, work with the financial institutions to provide loan facilities

Who are the potential partners for upscaling of this initiative?

- Financial institutions

- County government
- NGOs
- Donors

Innovation and Improvement:

Potential areas for innovation.

- Diversifying into value-added fish products such as fish fillet to expand market offerings and increase revenue
- Venturing into complementary fish-related businesses such as ice production (ice cubes) to support preservation, storage, and transportation of fish products
- Adopt alternative cooking methods other than deep frying so that trans fats are not introduced into the fish food byproducts.

Continuous improvement strategies

- Training of cold room management teams to ensure efficient operations, proper maintenance, and long-term sustainability.

What kind of modifications can be made to the product(s) to stay ahead of competitors?

- The initiative currently has no direct competitors; however, continuous product improvement is important to maintain its unique position. Potential modifications include improving packaging for better hygiene and shelf life, enhancing product quality through better handling and processing practices, and developing value-added products such as cleaner, well-packaged mgongo wazi or ready-to-cook fish portions. These improvements can help attract more customers, increase market reach, and maintain a competitive edge even in the absence of direct competition

What are the potential new products that can be developed from the existing products?

- The existing products utilize all the fish wastes completely. However, fish kebabs can be made from fish balls.

Replication

Can your initiative/project be replicated in other cities and regions?

- A zero waste fish market or company can easily be replicated in other fish processing towns. Combining proper infrastructure, efficient handling practices, and value addition ensures that the model can be adapted to new locations while maintaining food safety, profitability, and environmental sustainability

What key factors are needed to scale this project to new locations?

- Availability of fish or fish wastes from fish filleting companies in the new location
- Adequate financial resources to invest in infrastructure such as cold storage, processing equipment, and transport logistics
- Technical skills to manage operations, ensure proper handling of fish and by-products, and maintain quality control in new market

What challenges might arise when implementing this initiative elsewhere, and how can they be addressed?
Give the availability of all requisite resources for such a market to exist, one challenge that might exist is the governance of the cold room by the traders in a sustainable way. This is likely not to be a problem if the cold room is owned and managed by a company or an individual. Managing resources owned in common is often a challenge.

Potential upscalers

Who are the potential upscallers of this business case and what are the respective data/ information needs?

- Donors – require data on market impact, employment created, revenue generated, food waste reduction, and sustainability outcomes to justify funding and support scale-up.
- County Government – needs information on market operations, daily revenue collection, compliance with regulations, contribution to local livelihoods, and infrastructure requirements to support expansion.
- National Government – requires data on regional food security, supply chain efficiency, economic contribution, and replication potential to inform policy, support programs, and integration into national food system initiatives.

What is needed for the upscaling of this business?

- Enhancing the food environment to ensure food and feed safety standards can be adhered to. Drainage and physical infrastructure at the market need improving. With this critical improvement, more clients will patronize the market and its products creating more demand for the same.

- A suitable governance model for the collectively owned/managed cold room. This will ensure sustainability of the services derived from the facility.

What is the market potential that can enhance the commercialization of this business/initiative?

- The market is already a commercial space where profitable businesses are being undertaken. Working on the food environment will greatly enhance the commercialization or reach of the market. Further, improving the food cooking methods will enhance the food safety perception of the byproducts and likely lead to an increase of the clientele.

3.1.1.7 Section 7: Support or Investment Required

Technical Support:

Types of technical expertise needed.

- The initiative requires technical expertise in managing cold storage and fish processing operations. Key skills include proper use and maintenance of cold rooms, including handling with aprons and curtains to maintain hygiene and temperature control.
- Governance skills of collectively owned/managed facilities
- Staff also need training in safe handling practices using protective equipment such as gumboots and gloves, as well as knowledge of food safety, sorting, processing, and packaging techniques to ensure product quality and compliance with health standards
- Knowledge of cooking methods and how they transform food.

Financial Support:

Specific financial support required (e.g., investment, loans).

- Loans or grants to support the traders upscale their businesses.

Physical support

Infrastructure, equipment, space

- Investment in proper drainage system for the market to enhance sanitation and hygiene in the market.
- An appropriate kitchen fitted with clean water and other amenities within which the traders can process and cook the fish byproducts in a clean and safe environment, protected from the vagaries of weather.
- Proper planning of the market so that it has the necessary spaces to function properly. e.g. parking and loading zones.
- Space where nursing mothers can attend to their babies.
- A drying chamber or room or space protected from birds so that they don't patch on the food with their dirty feet when the fish parts are being dried.
- These improvements will modernize the market and safety of the traders and the food and feed.
- Market management office space.

Technological support

Digital tools/software

The initiative requires technological support to improve market visibility, operations, and customer engagement. This includes developing a digital market presence through a website and a YouTube channel to showcase products, share processing techniques, and reach a wider customer base. Digital tools can also support inventory management, online ordering, and record-keeping, enhancing efficiency, transparency, and the potential for scaling the business to new regions.

3.1.2 Kawaya Enterprises

3.1.2.1 Section 1: General Information

Business Name: Kawaya Enterprises
Registry number (if applicable): Could not remember or readily retrieve the number.
Location: Kisumu City, Kenya
Contact Information:
Name of the primary contact person: Risper Ochola
Email address: nyaudodayo@gmail.com
Phone number: +254 741 120 470
Focal Point: Risper Ochola

3.1.2.2 Section 2: Initiative Overview

Summary

Brief overview of the initiative/project: The project is a traditional healthy foods business that also has a herbal sauna for wellness. The business is located about 14km from Kisumu city centre enroute to Bondo town. The enterprise has been in operation for about 6 years. The business was inspired by the soul proprietor's experience as a cancer survivor. This prompted her to promote healthy eating by operating a traditional health foods enterprise. The venture also offers wellness juices. The eatery is complemented by herbal sauna, massage and accommodation services. Watch this video for a brief overview of the business https://www.youtube.com/watch?v=lt4weIgMWaA
Objectives, rationale and mission statement: The philosophy behind the enterprise is to promote health and wellness by offering healthy traditional dishes, wellness juices and herbal sauna and massage.
Description:
Primary industry/sector: Food and health
Main service or product: Traditional health foods, wellness juices, herbal sauna and massage.
Number of employees: Thirteen (13)
Number of customers per month: One thousand (1000) on average for the whole enterprise.
Employees' composition (males and females): 50:50
Size of the business: A medium size as estimated by investment.
Nature of the customers: Middle class, health-conscious people, fun loving individuals

3.1.2.3 Timeline:

Timelines and key milestones of the initiative/ business:
Start: Started as a hardware shop in 2010s
Transformed to a traditional healthy foods hotel around 2020
Added the Sauna and accommodation component in 2022
Started packaging takeaway wellness drinks and traditional foods in 2026

3.1.2.4 Section 3: Business Model

Value Proposition:

What makes this initiative/project unique? Why should customers/users use it? It offers traditional foods cooked in a traditional way, something that is quickly diminishing in society with increasing urbanization. This makes it unique since it connects the society with its past culinary heritage, and traditional sauna medicine.
How does it provide nutritional value and benefits to customers/users or the city? The traditional foods cooked in a traditional way and the wellness drinks offer nutrition to those who patronize the facility.

Target Audience and customer segments

Primary beneficiaries (e.g., schools, local communities, businesses):
Those who enjoy traditional foods and those who because of their health conditions would do well with such dishes.
Where are the customers for this initiative (location for segmentation purposes):
The general public.
How do these customers get to know this initiative/project (awareness creation):
Roadside signage, referrals by word of mouth, tiktok adverts.
Who are the actors in this initiative/project? The sole proprietor

Key resources and activities

What are the resources required for the success of this business model (skills, finances, equipment, etc.): Knowledge of Luo traditional foods and how to cook them?
Who are the main suppliers and partners? The business is a sole proprietor. There are, therefore, no partners. Suppliers are local producers.
Who are the potential upscale for this initiative/project (County government, financial institutions, incubators, etc.): Any individual or company that would be interested to run such a business.

Revenue Streams:

Primary sources of revenue streams: The hotel, sauna and massage, and accommodation.
Any secondary revenue streams: sauna and massage, and the accommodation services.

Cost Structure:

Main costs incurred in running the initiative/project: For buying the foods
Fixed vs. variable costs:
Fixed costs: Include loan repayments, salaries for the staff engaged in the business, business permits, electricity, and security
Variable costs: Supplies for the hotel which varies the business grows

Risk Analysis:

Identification of potential risks:
Increasing number of competitors,
The likelihood that the serum she wants to patent is already patented
Likelihood and impact of each risk.
Competition: Low and the impact on the business will also be low
The likelihood that the serum she wants to patent is already patented is low. In case it is already patented, the negative impact would be high.

Mitigation strategies

Competition: To diversify on her product offerings
In case the serum is already patented, the mitigation strategy would be to look for an alternative herbal formulation.

3.1.2.5 Section 4: Financial Analysis

Funding Sources

personal savings which from former employment, loans, ploughing back of profits into the business
Current and potential funding sources: Loaning banks. Potential funding would be grants from donor organizations or well wishers
Budget:

Detailed budget breakdown

Table 1: Budget estimates for the business.

SN	ITEM	COST (Ksh)	REMARKS
1	Personnel	150,000	Monthly
2	Inputs	300,000	This is the largest expense
3	Electricity	15,000	Monthly
4	Security	20,000	Monthly
5	Repairs and Maintenance	100,000	Monthly
6	Government taxes, levies,	5,000	Monthly
7	Permits and licences (yearly)	30,000	These are yearly obligations

SN	ITEM	COST (Ksh)	REMARKS
	Total (monthly less yearly charges)	590,000	Monthly

Financial projections for the next 3-5 years: Above 1,000,000 Ksh every month
Financial Performance:
Current financial health: The business can be considered financially healthy because it meets all its expenses including loan repayment.
Key financial metrics (e.g., ROI, break-even point): The business at the least meets its monthly expenditure. The proprietor is still to estimate her monthly salary from the business. This indicates that more is yet to be done in terms of profits and costs analysis.

Cost-benefit analysis:

Current profit/loss margin: The business does not keep an accurate record of this but a good estimation can be done from the figures indicated by the monthly expenses i.e. 590,000Ksh. Kawaya is making more than it incurs in expenses hence the ability to keep afloat. The owner indicates that the business has survived since 2021 making it stable in terms of operations.
Project profit margin: There is no actual data from the enterprise to indicate this.

3.1.2.6 Section 5: Social and Economic Impact (Nutrition and Circularity)

Social Return on Investment (SROI):

Economic: At least 10 youths are employed who would otherwise be having no employment. Additionally, since she sources her food items locally, she is supporting the local economy.
Social: Provision of traditional foods that are made in a traditional way offers health benefits to those who consume it. As a cancer survivor, she is basically offering what diet she used in her recovery journey so that others could similarly benefit. The fact that her business is gently growing means that customers are getting value for their money.
Environmental: Since the business is operating at a zero-waste level, the environment is saved from irresponsible waste disposal.

Impact on community

How is your business currently impacting your city/community?

- The junction where Kawaya is established is gaining traction as a small trade centre, partly due to the fact it is Kawaya that began doing business at the junction.
- The Luo community has a place where they can enjoy traditional foods and thus help connect with their food heritage.
- Health benefits from the food and wellness juices offered, sauna and massage services.
- Local supplier businesses are boosted when they avail inputs for the business.
- Economic empowerment for those employed in the business
- Knowledge enhancement due to the training opportunities at Kawaya
- Economic benefits to the community (job creation, local economy stimulation, etc.)
- There is evidence of job creation, local economy stimulation, due to the factors previously listed in the above section.
- Number of youth employees in the business: Ten (10)

How does the initiative involve the community in its activities? The business is a private enterprise. Therefore, the community is involved when they supply inputs and access services to the business.

Gender

What are your business' current efforts to achieve gender equality and inclusivity? Both genders are equally represented in the daily operations of the business.
What is the gender ratio in the business? 50:50 Male: Female
How many women are involved in decision making in the business?: It's a sole proprietorship business owned by a lady who makes all the decisions regarding the business.
Sustainability and circularity
How does sustainability and circularity contribute to the operation of your initiative/project?: The business operates at zero waste level. Wastes from the hotel used to make serum for skin care, or body scrub.

How does your initiative or project incorporate sustainable, compostable, or eco-friendly materials in its operations?: As a hotel, durable plates and kitchen utensils are used to serve customers. This is sustainable in the long run for the business. Takeaway containers are limited to food that customers wish to take away.
In what ways does your initiative or project work to minimize food loss and waste during processing and distribution?: There is refrigeration of fruits that would go bad easily. Meat is heat dried to keep it long lasting. Food is prepared on an order basis to avoid preparing food that is likely to remain unbought and likely to go bad.
How are food ingredients sourced in your initiative or project, and what steps are taken to prioritize local and ethical suppliers?: Fresh produce suppliers are identified in the market through observation and fair price comparisons. All is done to ensure that the best quality food items are sourced for the business. Ethical concerns have not arisen in the life of the business so far.
What strategies does your initiative or project use to reduce carbon emissions in food transportation and logistics? The business does bulk purchases to reduce trips to the market thereby reducing emissions on the number of trips. The business also uses liquefied petroleum gas for cooking as opposed to firewood thus reducing emissions from this activity. However, due to energy poverty, the sauna operates on firewood for energy.
How does your initiative or project manage the recovery or repurposing of food leftovers, food waste, or food packaging? Food peels are mixed with herbal remedies to make scrum. Vegetative matter is used to make body scrub. Kitchen waste that cannot be used in these processes are used to regenerate their kitchen garden.

3.1.2.7 Section 6: Future Plans and Scalability

Expansion Plans:

Current plans for scaling the initiative. What would scale look like for you in the future? The desire is to have Kawaya as a brand in the market, a brand that can outlive her. She would love to see her wellness juices, body scrub and serum in the market as a brand. Scaling up to her also means diversifying her value offerings into new products and services. She is currently working on a gift shop where she could sell her wellness juices, serum and body scrub.
Future geographical or demographic expansion: Kawaya dreams of having her product on display in shops, and supermarkets. She has no intentions of establishing new branches of the business in different geographical locations.
What strategies will the initiative adopt to support its growth and expansion? Product diversification e.g. She has recently introduced a gift shop, and kienyeji choma zone. Other strategies include patenting her serum for the wider market and attracting even more customers to her current facility.
Who are the potential partners for upscaling of this initiative?: There are no partners at the moment and Kayawa has not thought of having any so far. She, therefore, has no potential partners for upscaling her business in mind.

Innovation and Improvement:

Potential areas for innovation: Skin care products, like serums, scrubs, wellness juices, uncooked takeaway foods like heat dried meat, fish, and chicken.
Continuous improvement strategies: Constant product and service diversification.
What kind of modifications can be made to the product(s) to stay ahead of competitors: Better packaging, branding and continuous advertisement.
What are the potential new products that can be developed from the existing products? Body and face serums, wellness juices and smoothies, takeaways for home use.

Replication

Can your initiative/project be replicated in other cities and regions?: It is a very easy business to replicate with good planning and appropriate strategy. This is because there is a growing need for organic and health foods. Nutrition is an increasing concern within society and having businesses that keenly look into it will not only flourish but greatly benefit humanity.

Potential upscalers

Who are the potential upscallers of this business case and what are their respective data/ information needs: Interested investors who see value in the business
What is needed for the upscaling of this business: New branches of the business in new locations, patenting of the serum, proper advertising to increase the volume of sales, diversification of the products and services as already mentioned.

What is the market potential that can enhance the commercialization of this business/initiative?: The market potential is high since everyone wishes to stay healthy. The middle class in particular is the market segment targeted by this business.

3.1.2.8 Section 7: Support or Investment Required

Technical Support:

Types of technical expertise needed: Patenting support, packing, branding, promotion and advertisement

Financial Support:

Specific financial support required (e.g., investment, loans): Upscaling grants
Infrastructure, equipment, space: Equipment for packaging, branding, storage, extraction, dehydrators/dryers, millers for the herbs. Since the space is small, more space would be needed to expand the business.

Technological support

Digital tools/software: Website development, inventory, documentation, subscriptions to business support softwares or systems

Other Support:

Any other forms of support needed (e.g., marketing, logistics, policy and regulations, market information and data): Support with the patenting of the serum and marketing of the business. Also supported with advanced business skills and systems appropriate for the business.

3.2 Mbale Business and Investment Cases

3.2.1 City Abattoir

3.2.1.1 Section 1: General Information

Business Name: Business Case Title: *A Business Case for Safe Meat, Nutrition, and Circularity in Mbale City*
Registry Status: Government-owned public facility operating under the Department of Veterinary Public Health in the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).
Location: City and Area of Operation: Mbale City, Uganda/ Masaba Ward, Central Division of Mbale City.
Sourcing Districts:
Contact Information: Primary Contact Person: Dr. Simon Masa
Role: City Veterinary Officer
Phone/Email: +256 782 800 613
Focal Point: Taibu Buyi +256 754 543 562

3.2.1.2 Section 2: Initiative Overview

Summary

The City Abattoir of Mbale, located in Masaba Ward, Central Division of Mbale City, is a government-owned public facility operating under the Department of Veterinary Public Health in the Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF). Established in the 1950s during colonial rule, the abattoir remains a critical node in the beef value chain of Eastern Uganda. Supervised by a team led by Dr. Simon Masa, the City Veterinary Officer, the abattoir exists to ensure the delivery of hygienic, high-quality meat for public consumption.
The abattoir plays a vital role in food safety, public health, nutrition security, and livelihoods. It serves as both a revenue-generating entity for the city and a platform for ensuring traceability and disease surveillance in the meat value chain. With over 50 staff, the abattoir processes and distributes beef, goat, sheep, and poultry meat, serving households, butcheries, and restaurants.

Objectives, Rationale and Mission

- Ensure safe and hygienic meat for public consumption.
- Safeguard public health through meat inspection and disease surveillance.
- Support nutrition security and livelihoods.
- Deliver traceability and compliance within the meat value chain.

Description:

The abattoir is owned by the Mbale City Council and operates under the direct supervision of veterinary officers, public health inspectors, and a private contractor. The city manages regulatory oversight, while the contractor handles daily operations, employs slaughter workers, and manages revenue collection.

Key roles include:

- Veterinary officers conducting inspections and surveillance.
- Public health officers overseeing hygiene standards.
- Slaughter workers responsible for skinning, cutting, steaming, and carcass handling.
- The contractor acting as operations manager.

Partnerships and support include:

- World Bank/USMID program: Infrastructure upgrades, including a new slaughterhouse in development.
- Research Institutions: Capacity building in meat safety and inspection.
- Private sector actors: Traders, transporters, and processors.

Timeline:

Timelines and key milestones of the initiative/ business – Not provided

3.2.1.3 Section 3: Business Model

Value Proposition:

- City Abattoir operates across the processing and distribution stages of the meat value chain. Its main objective is to safeguard public health by ensuring that all meat passing through its facilities is thoroughly inspected ante- and post-mortem. This prevents unsafe or contaminated meat from reaching consumers, thereby mitigating the risk of foodborne illnesses.

- The abattoir offers structured services including slaughtering, meat inspection, hygiene regulation, and advisory services for traders.
- Each carcass is stamped with traceability codes to certify it has passed inspection. This enhances consumer trust and food safety. The facility also guides traders on pricing strategies, market conditions, and sanitation practices, offering both economic and social value.

The value proposition is rooted in:

The assurance of meat safety,

- Traceability,
- compliance with national standards, and
- community-centred advisory services.
- It is the only officially certified and city-managed slaughterhouse in Mbale, with consistent oversight by public health and veterinary officers. It provides hygienic and certified meat products that contribute to nutrition security.

Target Audience and customer segments

City Abattoir serves a range of clients:

Primary beneficiaries

- Animal Traders: Individuals who bring animals for slaughter or buy already slaughtered carcasses for resale.
- Butcheries and Meat Retailers: Purchase inspected meat for distribution within Mbale City.
- Restaurants and Hotels: Access hygienic and certified meat products.
- Households: Some consumers purchase directly from the facility.

These clients need reliable, clean, traceable, and safe meat products. The abattoir ensures these needs are met through its rigorous inspection system, advisory services, and structured meat handling processes.

Awareness creation

Customers access services through structured meat handling processes, inspection systems and advisory services.

Actors

- Traders
- Veterinary officers
- Public health officers
- Processors
- Transporters
- Contractor
- Consumers

Key resources and activities

- Resources Required
- Skills, finances, equipment and infrastructure required include:
- Inspection equipment
- Cold storage
- Boilers
- Modern cutting equipment
- Water harvesting systems
- Digital traceability platforms

Main partners

- Mbale City Council
- World Bank
- Uganda Support to Municipal Infrastructure Development Programme. (USMID)
- Ministry of Agriculture, Animal Industry and Fisheries (MAAIF)
- Uganda National Bureau of Standards (UNBS)
- Research institutions
- Private sector actors
- Development partners

Potential up-scalers for this initiative/project

- World Bank (via USMID/USMID-AF or other municipal programs): Infrastructure investment, construction of modern slaughterhouse units, and water harvesting systems.
- Ministry of Agriculture, Animal Industry, and Fisheries (MAAIF): Provision of regulatory support, national certification, and operational funding for equipment and staff training.
- Uganda National Bureau of Standards (UNBS): Technical assistance to ensure compliance with food safety and hygiene standards; training in certification procedures.
- Development NGOs (e.g., Rikolto, FAO, SNV): Support in nutrition education, waste management training, and creation of gender-inclusive programs.
- Private Sector Investors or Social Impact Funds: Co-financing of cold storage units, branding and packaging lines, and digital meat traceability platforms.
- ICT and Digital Solutions Providers: Design and implementation of revenue tracking tools, customer ordering systems, and logistics management solutions.
- Local Universities and Research Institutions: Collaborative research on meat safety, zoonotic disease prevention, and workforce development.
- With strategic investment and multi-stakeholder support, City Abattoir has the potential to transform into a model urban meat processing facility that delivers on public health, economic empowerment, and circularity goals.

Revenue Streams:

Primary revenue

The abattoir generates revenue through a leasing model. A private contractor pays UGX 3.2 million monthly to the city via the Integrated Revenue Administration (IRA) system.

The contractor earns income from:

Slaughter fees: UGX 15,000 per head of cattle, UGX 4,000 for goats/sheep, UGX 500 for poultry.

Rental fees from traders and vendors operating within the abattoir.

Secondary revenue

Secondary income is derived from small stalls rented to vendors selling food and non-meat products. The estimated annual turnover ranges between UGX 40–50 million.

Break-even is achieved monthly by the contractor, who also operates slaughter slabs outside the city.

Cost Structure:

Main costs include:

- Water and sanitation
- Electricity (limited due to past arrears)
- Waste disposal and cleaning
- Informal staff wages and
- logistical inputs

Risk Analysis:

Risk	Likelihood	Impact	Mitigation
Infiltration	High	High	Build awareness among hotel managers on meat sourcing compliance..
Outside sourcing of meat by Restaurants /hotels	Medium	High	Strengthen enforcement and inspections in butcheries.
Poor cold storage infrastructure	Medium	High	Collaborate with development partners for capital investments.

3.2.1.4 Section 4: Financial Analysis

Current and potential funding sources

- Contractor revenues
- Government allocations
- Grants and development financing
- Strategic partnerships

Budget

The abattoir currently wants to venture into meat chopping and packing infrastructure, which is expected to cost around 50,000,000 UGX. This investment will help improve business operations, and when viewed from an investment perspective, using the ROI analysis, it shows potential for growth.

Financial performance

The abattoir generates revenue primarily through slaughter fees, which include:

- Cattle Slaughtering Fee: UGX 15,000 per head
- Goat/Sheep Slaughtering Fee: UGX 4,000 per head
- Poultry Slaughtering Fee: UGX 500 per bird
- For 10 cattle, 5 goats/sheep, and 20 poultry slaughtered per day.
- Annual revenue from slaughtering is estimated to be UGX 54,000,000. Adding secondary income from various sources,
- the total revenue increases to UGX 99,000,000 per year.
- The abattoir would generate an annual net profit of UGX 59,400,000.
- The ROI stands at 64.8%.
- With an initial investment of UGX 50,000,000 for machinery,
- After accounting for operating costs (40%),
- For every UGX 1,000,000 invested (roughly USD 270), the abattoir generates UGX 164,800 (roughly USD 44.5) in net profit annually.

3.2.1.5 Section 5: Social and Economic Impact (Nutrition and Circularity)

Social Return on Investment

Community and Economic Impact:

- Provides income to over 100 workers and traders in the meat value chain.
- Maintains meat safety, reducing public health risks.
- Supports food culture and traditional practices, particularly during festive seasons and ceremonies.

Gender and Youth Inclusion:

- Approximately 40% of workers are youth.
- Few women work directly in meat handling, though some are traders.
- The abattoir is raising awareness and advocating for gender-sensitive protective equipment and training to promote women's participation.

Environmental Sustainability:

- Promotes the use of organic waste (manure) by local farmers.
- Minimizes polythene bag usage and advocates for clean packaging.
- Plans to introduce incinerators for condemned meat.
- Promotes water harvesting to reduce fuel consumption.

Carbon Reduction Practices:

- Partial use of bicycles in distribution
- Future plans for refrigerated transport and renewable energy systems

3.2.1.6 Section 6: Future Plans and Scalability

Expansion plans

- The abattoir is actively engaged in expanding and upgrading its services:
- Plans to procure bone saws and meat-cutting machines.
- Transition from wooden to stainless steel meat boxes.
- Digitize ordering and revenue tracking systems.
- Expand partnerships with hotels and restaurants.

Potential innovations:

- Meat chopping and packing infrastructure
- Digital systems
- Modern equipment upgrades

Replication Potential:

The model can be scaled to other municipalities with public sector oversight.
Best practices in meat inspection, waste management, and pricing can be adopted nationally.

3.2.1.7 Section 7: Support or Investment Required

Technical support

Technical assistance and capacity building: Support in form of training for staff in modern meat handling, food safety, traceability systems, and digital record-keeping.
Assistance in developing gender-sensitive training modules is also needed to increase women's participation.

Physical support

The city Abattoir requires a comprehensive investment of approximately UGX 1.5 billion (about USD 400,000) to modernize its infrastructure, improve meat safety, enhance operational efficiency, and meet national and international standards for public abattoirs. This capital injection will enable the facility to address its critical infrastructure deficits and position itself as a regional model for safe, hygienic, and traceable meat processing. **The following priority areas have been identified:**

- Cold storage and refrigeration systems: The abattoir currently lacks any functional cooling infrastructure. Investment is required to install a cold room and refrigeration units to preserve meat before distribution, extend shelf life, and enable meat transportation over long distances. This is critical to expanding supply to institutions and distant markets.
- Boilers and bone-cutting equipment: Modern boilers are needed for sterilizing equipment and handling condemned meat. In addition, bone saws and cutting machines are necessary to improve hygiene, reduce the risk of bone splinters, and increase processing efficiency. These tools will also enhance meat presentation for retailers and hotel clients.
- Construction of an incinerator: An industrial-grade incinerator is urgently needed for safe disposal of condemned carcasses and waste materials. Current practices of burial pose environmental and health hazards. A compliant incineration system would align the abattoir with Uganda National Bureau of Standards (UNBS) and Ministry of Health regulations.
- Meat processing and packaging equipment: Modern equipment is required for hygienic meat slicing, sorting, and packaging. This would enable value addition and branding, allowing the abattoir to serve retail outlets, supermarkets, and institutional buyers with ready-to-sell meat products.
- Upgrading animal holding facilities: Animal pens and shelters must be renovated to meet humane handling standards. Roofing, fencing, and proper drainage systems are needed to protect animals from harsh weather and ensure their health before slaughter.

Financial support

Grants and development financing: Capital subsidies from development partners, particularly for infrastructure and equipment installation.
Government budgetary allocations and strategic partnerships: Engagement with the Ministry of Agriculture and Mbale City Council to support facility upgrades, staffing, and operational sustainability.

3.2.1.8 Section 8: Conclusion and call to action

City Abattoir is a cornerstone of Mbale's urban food system, safeguarding meat safety, supporting livelihoods, and ensuring public health. With expanding infrastructure, committed veterinary oversight, and opportunities for innovation, the abattoir has the potential to become a model urban meat-processing facility in Uganda. Investors, development agencies, and government partners are invited to support its transformation into a modern, inclusive, and scalable abattoir that can serve as a benchmark for safe and circular meat systems nationwide.

3.2.2 Nyanya Bora

3.2.2.1 Section 1: General Information

Business Name: Nyanya Bora:
Business Case Title: *A Business Case for Nutrition and Circularity in Uganda's Tomato Value Chain*
Registered Entity: Grabefa Ventures Ltd. (Registered Sole Proprietorship)
Location:
City and Area of Operation: Indian Quarters, Mbale City, Uganda
Sourcing Districts: Mbale, Sironko, Muyembe and surrounding tomato-producing areas.
Contact Information:
Primary Contact Person: Grace Amanya Namara
Role: Director, Nyanya Bora
Phone: +256 774 371 455
Email: AmanyaGrace86@gmail.com
Focal Point:
Grace Amanya Namara
Contact: +256 774 371 455
AmanyaGrace86@gmail.com

3.2.2.2 Section 2: Initiative Overview

Summary

Nyanya Bora is a rising agro-processing initiative located in the Indian Quarters of Mbale City, Uganda. Founded and directed by Ms. Grace Amanya Namara under the umbrella of Grabefa Ventures Ltd., this startup is pioneering an innovative, socially inclusive, and environmentally sustainable approach to tomato value addition in Eastern Uganda. Since its inception in June 2023, Nyanya Bora has set out to transform the way tomatoes are preserved, consumed, and valued, particularly in regions where post-harvest losses are rampant and women and youth face limited economic opportunities.

Mission:

The company's mission is to empower urban and peri-urban farmers by fostering a sustainable, fair-price market, reducing post-harvest losses, and promoting sustainable food processing practices.

Vision

Its vision is to be the leading provider of premium, long-lasting food products that enhance flavor and efficiency in both domestic and commercial kitchens.

Objectives and rationale

Uganda's tomato preservation market faces indirect competition from multiple sources. Fresh tomato markets, including open-air vendors and direct farm sales, provide cheaper alternatives to processed products. Cold storage facilities and chemical preservatives extend fresh tomato shelf life, reducing demand for preserved options. Competing processed foods like mayonnaise, chili sauce, and dried vegetable powders also serve as substitutes. Large-scale food processors, including multinational brands, dominate distribution networks, making it harder for local tomato processors to gain market share. Additionally, some farmers shift to more profitable crops, limiting tomato supply for processing. Overcoming these challenges requires strong branding, competitive pricing, and strategic partnerships to encourage consumer adoption of processed tomato products.

Nyanya Bora Focuses on the following;

- Reducing post-harvest tomato waste
- Improving nutrition and food access in urban households
- Generating sustainable livelihoods through a circular model of food processing and distribution.

Description:

The business is in the agricultural value addition, agro-processing, food systems, nutrition and circular economy. The main products or services include ;

- Tomato ketchup
- Tomato paste
- Dehydrated tomato slices
- Tomato powder

Notably, Nyanya Bora is the only known producer of dehydrated tomato products and tomato powder in Mbale.

Employees and composition

Currently employs four (4) permanent staff (3 women)
Over 10 part-time support staff, primarily women and youth.
The team comprises a director (also the founder), an Operations and Quality Manager, a Procurement Manager, and a sales manager. The temporary workforce supports activities like washing, slicing, and drying tomatoes during peak production.

The primary customer includes

- Hotels and restaurants
- Fast-food outlets
- Schools and institutions
- Middle-income urban households

Nature of the customers:

- Urban households
- Restaurants, schools, hospitals, hotels and institutions
- Nyanya Bora is a growing startup agro-processing enterprise with monthly production cycles and scalable market demand.

Key actors are:

- Tomato farmers
- Women and youth workers
- Retailers and transporters
- Incubation partners
- Consumers and institutional buyers

Key partnerships include:

- Local farmers in Mbale, Sironko, and Muyembe, who supply fresh tomatoes.
- Rikolto and Shona, who provided business incubation and capacity building through the Generation Food Programme.
- Chura Agribusiness Centre, which provides production equipment.
- Transporters and local retailers, who facilitate movement and sales of finished products.
- The company operates under Grabefa Ventures Ltd., a registered sole proprietorship that pays taxes and adheres to local business regulations.

Timeline:

	3 YEAR GOALS (TIMELINE)				
	BASELINE (Current Status)	YEAR 1 GOAL	YEAR 2 GOAL	YEAR 3 GOAL	HOW YOU PLAN TO ACHIEVE THIS GOAL
Customers Base					
Number of customers (Business to Consumer) - Product 1	100	500	1000	10000	Door to door marketing. social media advertising. Referrals.
Number of customers (Business to Business) - Product 1	50	250	500	800	Professional branding for all our four product lines to ensure our brand is m

How many sales channels do you intend to have over the next 3 years?	2 Channels that is Business	4 Channels including two in the base line and Retail ch		6	Marketing. Partnering with distribution companies. participating in trade sh
Team structure					
Number of Full time employees (Female)	3	6	10	20	To be gender sensitive when hiring staff
Number of Full time employees (Male)	1	4	8	12	Hire well qualified male\youth in areas where males are needed most.
Number of part time employees (Female)	2	6	10	15	Increasing production
Number of part time employees (Male)	2	5	8	12	scaling up production and marketing
Value Chain Partners - Suppliers and Distributors					
Number of Small Holder Farmers engaged as suppliers	50	200	500	1000	Offering consistent fair price to farmers, scaling up our production, sales an
Number of Small Holder Farmers engaged as consumers	10	50	100	200	More sensitization to embrace change and adopt to the use of processed t
Number of Other suppliers engaged (traders/aggregators)	2	4	8	16	By increasing Production and offering fair prices.
Number of Distributors engaged	2	8	16	40	Working and partnering with distribution companies like African Queen ltd
Volumes of product raw materials supplied to your business	5tons weekly	20tons weekly	40 tons weekly	80tons weekly	Ensuring a consistent supply of fresh tomatoes throughout the year, by end
Production capacity - Volumes produced per day	1 ton per day	4 tons	8 tons	16 tons	Mechanising production process, embracing digital strategy in marketing, Ex

Volumes distributed to the Market	1 ton	4tons	8tons	16tons	Having a good sales and marketing team in place to ensure targets are met
Customer Satisfaction rate (percentage)	90%	90%	95%	100%	Customer feedback. Continuous to enable us learn and relearn to help us t

3.2.2.3 Section 3: Business Model

Value Proposition:

Nyanya Bora operates at the critical junction of food loss reduction, nutrition improvement, and inclusive business development. At its core, the business model transforms highly perishable fresh tomatoes, often wasted during gluts, into shelf-stable, value-added products. These include tomato ketchup, tomato paste, dehydrated tomato slices, and tomato powder. Notably, Nyanya Bora is the only known producer of dehydrated tomato products and tomato powder in Mbale, setting the business apart in both product uniqueness and local relevance.

Unique Selling Points (USPs) .

Nyanya Bora differentiates itself through:

- "Goodness That Lasts" brand promise through long shelf-life products
- Premium preservative-free tomato products
- Fair-price sourcing model for women farmers
- Zero-waste circular processing approach
- Niche market leadership in dehydrated tomato products in Mbale

Nutritional value and benefits

- Enhances food security
- Reduces waste
- Provides consistent access to tomato-based nutrition
- The company's value proposition lies in its ability to extend the usability of tomatoes from days to over a year, offering convenience, affordability, and reliability to a diverse customer base. By doing so, Nyanya Bora solves a real pain point for commercial kitchens, schools, and middle-income households, customers who struggle with accessing consistent, quality tomato supplies due to spoilage, price volatility, or unavailability during dry seasons.

Target Audience and customer segments

Nyanya Bora serves three primary customer segments:
Primary beneficiaries include

- Commercial kitchens – Hotels, fast-food restaurants, and eateries that rely heavily on tomato-based condiments.
- Schools and institutions – Particularly boarding schools seeking nutritious, appetizing food additives for children and youth.
- Middle-income households – Urban families that desire long-lasting, nutritious tomato products without the need for daily market visits.

These clients demand not only affordability and taste but also consistent availability, packaging convenience, and nutritional value. Nyanya Bora's products address these needs by offering ready-to-use tomato goods that are affordable, locally sourced, and high in nutritional quality.

Customers learn about the business through:

- Word of mouth
- Social media
- Retail channels
- Demonstration and direct marketing
- Retail and supermarkets
- B2B institutional supply
- Direct-to-consumer online channels
- Social commerce and e-commerce channels

Key resources and activities

Key resources required for the success of this business model

- Skills in food processing and business management
- Working capital
- Solar-compatible dryers
- Processing machinery
- Packaging equipment
- ICT systems
- Technical expertise
- Main suppliers and partners
- Farmers from Mbale, Sironko and Muyembe
- Rikolto and Shona
- Chura Agribusiness Centre
- Retailers and Transporters

Potential up-scalers for this initiative/project

Upscaler/Partner	Expected Role in Supporting Upscaling
Rikolto and Shona (Generation Food Partners)	Continue post-incubation mentoring, help design growth strategy, and monitor progress towards inclusive business outcomes.
GIZ and SNV	Provide technical expertise in food safety certification, value chain strengthening, and digital marketing strategies.
Uganda Industrial Research Institute (UIRI)	Offer guidance on facility design, equipment sourcing, and production efficiency optimization.
Private Impact Investors (e.g., Pearl Capital, AgDevCo)	Provide seed capital, possibly via equity or convertible notes, and support business scale-up and market penetration.
UN Women or women-focused NGOs	Facilitate women empowerment training, provide equipment grants for women farmers, and help integrate gender equity in governance.
Mbale City Council and MAAIF (District Level)	Support with licensing, utilities, land access, and market linkages within public institutions like schools.
Local SACCOs or Microfinance Institutions	Offer affordable credit products to help farmers improve production capacity and meet Nyanya Bora's volume and quality needs.
ICT Firms and Social Enterprises	Co-develop traceability and inventory systems, and support e-commerce platform development for direct-to-consumer models.

This multifaceted support—spanning capital, expertise, infrastructure, and networks—will allow Nyanya Bora to bridge the gap between innovation and scale. With the right backing, Nyanya Bora can evolve into a nationally recognized brand offering nutrition-sensitive, climate-smart, and inclusive food solutions for Uganda and the East African region.

Revenue Streams:

Nyanya Bora's primary revenue is generated through direct product sales of tomato ketchup, tomato paste, tomato powder, and dehydrated tomato slices. Secondary income from the sale of organic manure derived from less than 10% of production waste.

Future revenue, Nyanya Bora plans to introduce a third income stream by offering tomato drying services to other small processors who lack equipment.

Cost Structure:

Raw materials and production

- Fixed costs
- Sales and distribution
- Transport, packaging, labor
- The business maintains low overheads by producing on borrowed equipment, with transportation, packaging, and labour being the main recurring costs.
- It currently produces once a month in Kampala and breaks even within two weeks of each production cycle.

Financial support is sought to acquire in-house processing machinery to reduce reliance on third-party facilities and cut transportation costs.

Risk Analysis:

Risk	Likelihood/Impact	Mitigation
Equipment limitations	High	Own machinery acquisition
Climate variability	High	Irrigation support and agronomic training
Farmer quality inconsistency	Medium	Agronomist support
Energy costs	Medium	Solar transition
Supply disruptions	Medium	Diversified sourcing

Nyanya Bora faces several constraints:

Nyanya Bora faces constraints including reliance on external equipment, climate variability affecting supply, and farmer knowledge gaps leading to inconsistent quality. To mitigate these risks, the company plans to acquire its own machinery, engage an agronomist to support farmers, and adopt renewable energy solutions while strengthening in-house infrastructure

3.2.2.4 Section 4: Financial Analysis

Current and potential funding sources include:

- Founder capital and retained earnings
- Grants and catalytic funds
- Impact investors
- Concessional debt and blended finance
- Potential equity partners

Financial performance

Nyanya Bora's tomato ketchup is their new business case, and they are looking for funds to scale it up. Their business model and market operation from this new product provides a compelling return on investment (ROI), making it an attractive venture in the Mbale City context.

Current Production (Manual/Local Method):

Input: 500 kg of tomatoes
Output: 635 bottles (400g each)
Unit Selling Price: UGX 5,000
Monthly Revenue: 635 × 5,000 = UGX 3,175,000
Monthly Production Cost: UGX 786,500
Monthly Profit: UGX 2,388,500
ROI = (Profit / Cost) × 100 = (2,388,500 / 786,500) × 100 ≈ 303.7%
Current gross profitability margin estimated at 43%, above minimum industry viability thresholds

Projected Production with Mechanization:

Scale: 10,000 kg/month (20x increase)
Expected Output: 12,700 bottles/month
Revenue: 12,700 × 5,000 = UGX 63,500,000
Projected Cost: UGX 15,730,000
Profit: UGX 47,770,000, Profitability pattern: 43%
ROI remains ~303.7%.
3-year financial outlook

A projected 3–5-year outlook should include:

Mechanized scale-up
Distribution expansion
Product portfolio growth
Export readiness potential

3-year Financial projections

Nyanya Bora's projected financial growth demonstrates strong scalability and increasing profitability

Year	Revenue (UGX)	Profit (UGX)
2025	137,683,144	64,711,078
2026	247,259,146	116,211,799

2027	444,041,901	208,699,694

This projection shows consistent growth driven by mechanization, expanded distribution, and product diversification.

Investment Requirements

Year	Capital Required (UGX)	Type of Capital
2025	85,000,000	Grant
2026	120,000,000	Loan + Grant
2027	243,000,000	Loan or Equity

This staged financing approach allows Nyanya Bora to scale sustainably while balancing risk and growth.

Cost benefit analysis

"For every UGX 3,800 (USD 1) invested, Nyanya Bora returns approximately UGX 15,330 (USD 4.04)." This high return demonstrates the financial soundness of the ketchup operation, especially when contextualized within Mbale City's growing demand for reliable food solutions.

3.2.2.5 Section 5: Social and Economic Impact (Nutrition and Circularity)

Nyanya Bora has embedded inclusivity, community empowerment, and circularity in its operations.

Social Return on Investment (SROI)

Beyond financial returns, Nyanya Bora creates social returns through:

- Farmer income stabilization
- Women and youth employment
- Food loss reduction
- Improved nutrition access
- Circular waste utilization

Social and Economic Impact:

- Provides stable market access for rural tomato farmers.
- Employs and trains women and youth in value addition.
- Reduces domestic violence risk by enabling women to sell produce near home rather than traveling far for markets.
- Fosters local economic development by stimulating agribusiness entrepreneurship.

Gender and Inclusion:

- 75% of staff are women.
- Prioritizes purchasing from women-led farms.
- Integrates youth in production and distribution roles.

Environmental Sustainability:

Promotes use of organic manure and tree planting among suppliers.
Engages in waste minimization by turning peelings into organic fertilizer.
Recycles plastic bottles used in packaging, encouraging customers to return containers.
Plans to transition to solar energy to reduce carbon emissions associated with electricity use.
Community involvement includes:

- Farmer training and demonstration support
- Supplier network strengthening
- Women-led sourcing prioritization
- Youth engagement in production and distribution

3.2.2.6 Section 6: Future Plans and Scalability

Expansion plans

- Acquire production machinery to increase monthly output.
- Digitize sales and marketing through platforms like WhatsApp, Facebook, Instagram, and Twitter.
- Expand distribution to other Ugandan towns and enter the East African market within three years.
- Benchmark with leading processors in Uganda and the region to learn best practices and improve product quality.

Innovation and improvement

- Develop value chain traceability systems to appeal to institutional buyers.
- Circular packaging innovations
- Product diversification
- New tomato-based products

Potential product expansion

- Spiced tomato pastes
- Tomato seasoning blends
- Institutional bulk packs
- Ready-to-cook tomato concentrates
- Functional nutrition tomato products

Replication

The business model is highly replicable in other tomato-producing areas, especially in cities where farmers face post-harvest losses and urban consumers face supply inconsistencies.

3.2.2.7 Section 7: Support or Investment Required

The business requires phased capital investment over three years, combining grants, concessional loans, and equity to support infrastructure development, production scale-up, and market expansion.

1. Technical Support

Nyanya Bora seeks technical support in the form of expertise and capacity strengthening to improve production efficiency, food safety compliance, and business growth. Technical assistance is required in areas such as solar energy integration, circular packaging innovations, food safety protocols (e.g., HACCP certification), and customer relationship management. Assistance in refining the business model, pricing strategies, and e-commerce platforms will also be crucial. Capacity building for staff and suppliers is also needed through targeted training for Nyanya Bora's production team in hygiene practices, quality assurance, product consistency, and inventory management. Equally, tomato farmers supplying the business will benefit from agronomic support to improve tomato yields, handling, and post-harvest practices. Support is also needed for learning exchange and benchmarking through exposure visits and learning exchanges with more mature agribusinesses in Uganda and neighboring countries to learn from success stories in tomato processing, gender-responsive enterprise models, and local sourcing strategies.

2. Financial Support

Nyanya Bora seeks an initial capital investment of approximately UGX 50 million (~USD 13,000) to support its transition from pilot operations to a self-sustaining, scalable enterprise. The business is looking for catalytic capital in the form of grants or equity investments, while concessional financing mechanisms or blended finance combining grant and equity or revenue-sharing models would be ideal, as they provide room for growth without imposing short-term repayment pressure. The funding will address immediate infrastructure gaps, enhance operational capacity, and improve the business's ability to serve institutional and household clients with high-quality, nutritious tomato-based products.

3. Physical Support

Physical support is required for the acquisition of solar-compatible dryers and food-grade processing equipment, including stainless-steel slicers, sealers, blenders, and dehydrators to improve production efficiency, lower operational costs, and ensure compliance with food safety standards. Support is also needed for the establishment of a dedicated processing facility in Mbale to consolidate all production activities under one roof, ensuring better quality control, waste reduction, and compliance with health regulations. The facility will also serve as a centre for training staff, farmer groups, and youth organizations.

4. Technological Support

Technological support is needed to strengthen production and market systems, particularly through solar-powered drying systems that reduce dependence on unreliable electricity and improve productivity during both wet and dry seasons. Support is also sought for digital and e-commerce tools, packaging redesign, and multi-platform marketing systems including social media engagement and point-of-sale activations. These efforts will strengthen visibility, customer reach, and operational efficiency.

Other Support

Additional support is needed in branding, logistics, partnerships, and market development. Investment in branding and marketing activities including radio promotions, social media engagement, and brand storytelling will strengthen the business's credibility among institutional clients such as schools, restaurants, and

supermarkets. Nyanya Bora also seeks broader support through partnerships with development partners, social investors, municipal authorities, and inclusive agribusiness accelerators to support funding, partnerships, policy linkages, and technical assistance.

3.2.2.8 Section 8: Conclusion and call to action

Nyanya Bora offers a proven, impactful business model that bridges agriculture, nutrition, waste reduction, and women/youth empowerment. The business has clear potential to scale and generate both economic and social returns while addressing pressing food system challenges in urban Uganda.

Potential upscale; including development partners, social investors, municipal authorities, and inclusive agribusiness accelerators, are invited to support Nyanya Bora through funding, partnerships, and technical assistance.

Together, we can create a future where no tomato goes to waste, every child enjoys nutritious food, and every woman and youth farmer has a market that values their produce.

3.2.3 Dinners Rice

3.2.3.1 Section 1: General Information

Business/Initiative Name : Diner's Rice (Diners Group Limited)
Business Case Title: *A Business Case for Nutrition, Value Addition, and Circularity in Uganda's Rice Value Chain*
Registry Status: Officially incorporated in 2014.
Location:City and Area of Operation: Mbale City, Uganda.
Sourcing Districts: Mbale, Butaleja, Kween, Bulambuli, Bukedea and Budaka districts.
Contact Information: Primary Contact Person: Mr. Muhammed Sekatawa
Role: Chief Executive Officer
Phone/Email: To be inserted

3.2.3.2 Section 2: Initiative Overview

Summary

Diner's Rice is an ambitious and growing enterprise operating under Diners Group Limited in Mbale, Uganda. Founded by Mr. Muhammed Sekatawa, the company has evolved from a small trading business in 2013 into a significant player in Uganda's agro-processing sector. Officially incorporated in 2014, Diners Group Limited has set out to transform rice into a platform for economic empowerment, nutrition enhancement, and sustainable agricultural practices.
Operating a 30-ton-per-day rice mill, Diner's Group sources raw paddy rice from over 3,000 smallholder farmers across Mbale, Butaleja, Kween, Bulambuli, Bukedea, and Budaka districts.

Mission

The enterprise's mission is to provide exceptional quality products, services and value that customers expect.

Vision

Its vision is to become the first-choice regional producer of value-added products and a respected company by stakeholders.
With a solid business structure, product profile expansion, and a growing demand for healthy and convenience foods, Diners Group offers a compelling case for investment and scale-up.

Objectives and Rationale

The initiative seeks to:
Improve access to safe, high-quality rice and nutritious rice-based foods.
Reduce post-harvest losses through value addition.
Promote circularity through by-product utilization.
Support smallholder inclusion, women's economic empowerment, and youth employment.
Expand regional food systems' resilience through nutrition-sensitive agro-processing.

Description:

Primary Industry/Sector
Agro-processing and food systems enterprise.
Main Products/Services
Current products include:

- Milled aromatic rice
- Semi-aromatic rice
- Broken rice
- Rice bran

Planned product expansion includes:

- Nutritional porridges
- Healthy rice-based snacks
- Heat-treated rice flour for baking
- Instant rice flakes
- Fortified polished rice

Employment and composition

- Diners Group employs 25 staff, comprising the following:
- 14 permanent staff (6 female, 8 male)
- 11 temporary male workers supporting loading and logistics.

Leadership

The business is supported by a strong management team:

Muhammad Sekatawa (CEO)

- 12+ years in rice trade and processing
- Degree in Procurement and Supply Chain Management.

Byasi Jonathan (Quality Assurance & Production)

- Degree in Food Science and Nutrition
- 14 years' experience in cereal processing and food safety.

Kamusiime Christine (Marketing & Sales)

- Degree in Business Education
- 5 years' experience in marketing, sales force management and competition analysis.

Ssebaka Ronald (Accounting and Finance)

- Degree in Accounting and Finance
- 12 years' experience in accounting, taxation, risk management and financial reporting.

Number and nature of Customers

Customer base includes:

- Schools
- Wholesalers and distributors
- Hotels and restaurants
- Urban and peri-urban households
- Regional export customers (DRC)

Nature of Customers

Customers seek:

- Affordability
- Quality
- Safety
- Reliable supply
- Nutritionally improved staples

Strategic Partnerships

- The business benefits from partnerships with:
- Rikolto supports Value chain support and farmer training.
- Partners in Food Solutions support with product development, GMP support and staff capacity building.
- Financial institutions – Operational and investment financing.

Timeline:

Timelines and key milestones of the initiative/ business – Not provided

3.2.3.3 Section 3: Business Model

Value Proposition:

Diner's Group operates along a multi-stage value chain that spans aggregation, processing, packaging, and distribution of rice and rice-based products. The core offerings include milled aromatic and semi-aromatic rice, sold under the Diner's Rice brand in 5kg to 25kg packages. What differentiates Diners Rice from competitors is its focus on quality, safety, and customer-centric innovations.

Unique Value

Diners Group offers clean, polished, and graded rice that is free from husks, stones, and chemical contamination. This significantly reduces health risks associated with poorly milled rice.

In a market where nearly 70% of rice is milled using rudimentary diesel-based and single stage rice milling technologies with significant impurities, Diners Rice fills a vital gap through clean, polished, graded rice free from husks, stones and contamination.

Nutritional value and benefits

Going forward, the business plans to expand its product portfolio to include:

- Nutritional porridges
- Healthy rice-based snacks
- Heat-treated rice flour for baking
- Instant rice flakes

- fortified polished rice

These diversified offerings will support better nutrition outcomes, particularly for low-income urban consumers who often rely on carbohydrate-dense, nutrient-poor staples

Target Audience and customer segments

- Diner's Rice serves a diverse clientele and they are located across Mbale city, Eastern Uganda, Export market in DRC.

Primary beneficiaries include:

- Schools: for consistent bulk rice supply
- Wholesalers and distributors: for regional trade
- Hotels and restaurants: for quality assured rice
- Households: especially middle-income and low-income families

Customer needs range from affordability, quality, and consistency in supply. The company responds to these through regular quality control, well-packaged branded rice, and future plans to replace imported brands with 100% Ugandan full-grain / head rice.

The customers get can access this initiative information through:

- Branding and packaging
- Distributor networks
- Word of mouth
- Institutional relationships
- Market presence

The actors in the initiative shall include:

- Farmers
- Aggregators
- Processors
- Development partners
- Financial institutions
- Government agencies
- Customers

Potential upscale and their roles

Partner/Institution	Role in Supporting Upscaling
Rikolto	Continue supporting farmer training, strengthen farmer-processor linkages, and help build inclusive sourcing strategies.
Partners in Food Solutions	Provide technical assistance in food processing, GMP compliance, and equipment planning.
Development Finance Institutions (e.g., IFAD, AECF, AgDevCo)	Offer partners' capital (blended finance) to fund infrastructure and scale-up activities.
GIZ and SNV	Support in market linkages, digital solutions, gender mainstreaming, and environmental compliance.
Private Equity Funds (e.g., Pearl Capital Partners)	Invest equity to fuel growth, while offering governance and strategic guidance.
Uganda Development Bank (UDB)	Provide concessional loans tailored to agro-industrial ventures under government-backed recovery programs.
Uganda Industrial Research Institute (UIRI)	Offer support with product R&D, equipment specification, and small-batch testing.
Mbale City Council and MAAIF Regional Offices	Provide land access, regulatory facilitation, and linkages to public procurement opportunities.
ICT firms and digital agriculture innovators	Help implement e-commerce platforms, traceability systems, and supply chain analytics.
UN Women, FAO, or Oxfam	Support gender-responsive training, women's entrepreneurship, and inclusive value chain design.

With the right blend of financial investment, technical expertise, and strategic partnerships, Diner's Rice is well-positioned to scale into a national food enterprise that delivers inclusive economic development, reduces post-harvest losses, and improves nutrition outcomes for Ugandan families.

Revenue Streams:

Dinner Rice earns income from:
Daily and repeat bulk rice sales
Sale of broken rice and rice bran (used by low-income households and for animal feed)
Export sales to the Democratic Republic of Congo (DRC)
Secondary revenue streams are supported through grants and debt financing.

Cost Structure:

Major fixed costs include:
Salaries and wages
Rent
Insurance

Variable costs include

Power, water, and machinery maintenance
Packaging and transportation
Marketing, printing, and ICT
Fuel

Raw materials

The company achieved break-even in 2017 and now turns over approximately UGX 2 billion annually. However, it seeks to expand its capital base by UGX 3.5 billion through blended financing (40% grants, 30% debt, and 30% equity).

Risk Analysis:

Risk	Likelihood	Impact	Mitigation
Product seasonality/price volatility	High	High and affects the supply and cost	Storage investment, bulk buying
Limited finance	Medium	High	Use of blended finance
High technology costs	Medium	High	Phased investment in the technology
Market competition	Medium	Medium	Product diversification to increase revenue and stability

3.2.3.4 Section 4: Financial Analysis

Funding sources

Internal and external

Budget and projections

Investment requirement = ugx 2,740,000,000/=
Capital raise target = ugx 3.5 billion

Financial performance

Year 1 Revenue: UGX 4,464,000,000
Year 1 Costs (COGS + Direct Costs): UGX 3,484,052,209
Year 1 EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization): UGX 740,375,971
ROI Calculation:
ROI = (EBITDA / Investment) × 100
ROI = (740,375,971 / 2,470,000,000) × 100 ≈ 29.97%

Profitability

For every UGX 1,000,000 (approximately USD 263) invested, the business earns UGX 299,700 in profit in Year 1.
In USD terms, for every $1 invested, the business returns about $1.30 in profit.

Cost benefit analysis

3.2.3.5 Section 5: Social and Economic Impact (Nutrition and Circularity)

Social Return on Investment (SROI)

Community and Economic Impact:

- Provides stable markets for 3,015 smallholder farmers
- Employs 25 people directly; supports hundreds indirectly
- Promotes financial inclusion and entrepreneurship among women
- Boosts economic development through reliable sourcing and job creation

Gender and Youth Inclusion:

- 49% of suppliers are women
- Female farm labourers trained to become landowners and entrepreneurs
- A gender policy was developed in 2023, promoting non-discrimination and inclusivity

Environmental Sustainability:

- Trains farmers in sustainable rice practices (reduced agrochemical use, efficient water use)
- Uses recyclable food-grade packaging
- Sells rice husks to poultry farms and for biochar production (Bongomin Group)

Carbon Reduction Commitments:

- Plans to roll out and build suppliers / farmers' capacity in regenerative rice production systems.
- Will procure energy-efficient processing equipment
- Exploring use of biomass dryers and renewable energy sources

3.2.3.6 Section 6: Future Plans and Scalability

Expansion plans

- Diners Group has an ambitious 5-year growth plan:
- Rebrand and package only full-grain rice
- Increase processing capacity from 6,000 MT/year to 9,500 MT/year
- Establish an instant products factory by Dec 2025
- Capture 5% of Uganda's milled rice market and 10% of instant cereal market by 2027

Geographic Expansion:

- Target Northern and West Nile Uganda for distribution
- Expand sourcing to irrigation schemes in Bukedea and Nakapiripirit

Innovation Areas:

- Diversification into instant cereals.
- Digitalization of logistics, finance, and customer engagement
- Product diversification
- Packaging improvement

Potential new products

- Porridge flour
- Flakes
- Snacks
- Fortified rice products

Replication

Diner's Rice model is replicable in any region with reliable rice production, offering a sustainable solution to local value addition, employment, and nutrition.

3.2.3.7 Section 7: Support or Investment Required

1. Technical Support

The following technical support is required to strengthen operational efficiency, product innovation and sustainability:

Training and Human Capital Development: As operations expand, there is an urgent need to strengthen team capabilities across the value chain. Funds will be used to upskill staff in product development, GMP (Good

Manufacturing Practices), quality assurance, warehouse management, marketing, and cost management. Farmer suppliers will also receive training in sustainable rice farming, irrigation, and compliance with standards.

Investment Readiness Support: As Diners Group prepares for larger rounds of financing, assistance is needed in areas such as investment pitching, financial modelling, and governance strengthening.

Technical Assistance: Partners with expertise in logistics optimization, instant product formulation, food safety certification (HACCP, ISO), and circular economy strategies can greatly enhance the company's operational effectiveness and sustainability.

2. Financial Support

Diners Group Ltd seeks to raise UGX 3.5 billion (approximately USD 1,000,000) in blended financing to unlock its next growth phase and transform from a regionally recognized processor into a national market leader in nutrition-sensitive and value-added rice products.

Blended Financing: A combination of grants (40%), debt (30%), and equity (30%) is ideal. Grants can be used for public-good infrastructure like storage and farmer training, equity can support product innovation, and concessional loans can finance working capital and machinery procurement.

This funding will enable critical investments in infrastructure, product diversification, systems digitalization, and human resource capacity.

3. Physical Support

Priority physical investment areas identified include:

- Land and Storage Infrastructure: Land acquisition is necessary for the construction of expanded storage warehouses and processing units. Investing in storage infrastructure will allow the company to purchase and safely store rice in bulk during the harvest season, thereby mitigating the effects of price volatility and seasonal supply gaps. Storage will also reduce post-harvest losses and allow for better planning and inventory management.
- Machinery for Instant and Value-Added Product Lines: The Company plans to introduce innovative rice-based products such as porridge flour, flakes, and healthy snacks. To achieve this, specialized food processing equipment will be needed. These machines will improve product quality, ensure safety, and enable scaling to new markets, especially among urban, health-conscious, and institutional consumers.

4. Technological Support

- Digitalization and IT Systems: To improve efficiency, Diners Group aims to implement integrated digital systems for inventory, traceability, sales tracking, and financial reporting. This will enhance accountability and allow for data-driven decision-making. Additionally, digital customer engagement tools (e.g., mobile order systems, SMS updates, loyalty programs) will help the company expand its market footprint and retain customers.

5. Other Support

To ensure effective implementation of the above investments, the company requires complementary non-financial support including:

Business Development Services (BDS):

Expert support in branding, marketing, HR systems, and institutional procurement will position the company to secure large-scale contracts with schools, hospitals, and relief agencies.

Preferred Support Types:

To ensure effective implementation of the above investments, the company requires a tailored mix of financial and non-financial support integrating financing, technical assistance, business development support and institutional partnerships necessary for scale-up.

Section 8: Conclusion and Call to Action

Diners Group is more than a milling operation; it is a social enterprise transforming agriculture into a force for economic and nutritional resilience. It empowers women, promotes youth employment, reduces food waste, and contributes to food system circularity.

With a proven business model, documented impact, and a clear strategy for scale, Diners Group presents a compelling case for upscalers, impact investors, and development partners to get involved.

3.3 TUNIS

3.3.1 Green Proteins (GPROT) a subsidiary of El Mazraa and Poulina Group Holding (Green Proteins (GPROT))

3.3.1.1 Section 1: General Information

Business Name: Green Proteins (GPROT) a subsidiary of El Mazraa and Poulina Group Holding
Head Office Location: Tunis Ezzahra. GP1, Km 12 Ezzahra Ben Arous TUNISIA 2034 contact@gprot.com.tn +216 70 020 720
Company Location: Fondouk Jedid . The company operates and collects raw materials throughout the entire country.
Contact Information:
Export Manager Mr Zied Rebhi. Email address: bureau.methode@elmazraa.com.tn
Commercial Export Mrs Feriel Abidi Email address: commercial.export@elmazraa.com.tn
Focal Point:
Arwa SGHAIER Responsible Management Quality et Reclamation / Management de la Qualité Société: EL MAZRAA | Poulina Group Holding
Mobile: +216 95 191 057
E-Mail: Management.QSA@elmazraa.com.tn
www.poulinagroupholding.com
Section 2: Initiative Overview
Summary: Green Proteins (GPROT), a 100% Tunisian company operating since 2013 and a subsidiary of the Poulina Group, is a leader in Tunisia's circular economy. It specializes in the recovery and valorisation of poultry by-products from slaughterhouses. Using advanced technology, GPROT transforms this waste into high-value raw materials—including poultry meal, feather meal, blood meal, and poultry fat for the global animal feed industry, with the poultry fat also being processed into biofuel (aviation kerosene) for export. The company's strong export market spans Europe, Asia, Africa, and South America, underscoring its international quality standards and competitiveness.

Objectives, rationale, and mission statement:

Mission: To lead in waste recovery by providing an environmentally sound and economically profitable solution to the poultry industry's by-product challenge. The core mission is to "think about nature, and care about pets" by turning waste into high-quality, safe products.
Objectives: To build a strong base of suppliers and customers, ensure the highest quality products through technological excellence, maintain competitive pricing, continuously develop new standards in products and services, and contribute significantly to environmental protection and the national economy.

Description:

Primary industry/sector: Waste Management, Agribusiness, Animal Feed Production, Renewable Energy (Biofuel), Circular Economy.
Main service or product: The primary products are processed animal proteins (Poultry Meal, Feather Meal, Blood Meal), Poultry Fat, and Biofuel (aviation kerosene) derived from poultry fat for export. The core service is the nationwide collection and advanced processing of poultry waste.

Product Details & Annual Production Capacity:

Poultry Meal: Dehydrated protein obtained from by-products (excluding feathers and blood) that are crushed, cooked, pressed, re-crushed, and screened.
Annual Production: 7,200 tons/year in 2017, production was minimal. Presently, following the upgrade of all production steps, which have become largely mechanized, production has increased, and the collection centre now covers 100% of the -approved poultry slaughterhouses. In 2025 Annual Production TBC.
Packaging: 1250 kg big bags or 50 kg bags. Storage: Clean, dry ambient temperature. Shelf Life: 6 months.
Feather Meal: Product obtained on a dedicated line after hydrolysis under pressure, drying, and grinding of fresh feathers (poultry category 3).
Annual Production: 1,560 tons/year in 2017, production was minimal. Presently, following the upgrade of all production steps, which have become largely mechanized, production has increased, and the collection centre now covers 100% of the -approved poultry slaughterhouses. Annual Production in 2025 TBC.
Packaging: 1250 kg big bags. Storage: Clean, dry ambient temperature. Shelf Life: 6 months.
Blood Meal: Product obtained by coagulation centrifugation and indirect vapour drying on a dedicated line for fresh, whole blood (poultry category 3).

Annual Production: 240 tons/year in 2017, production was minimal. Presently, following the upgrade of all production steps, which have become largely mechanized, production has increased, and the collection centre now covers 100% of the -approved poultry slaughterhouses. Annual Production in 2025 TBC.
Packaging: 1250 kg big bags. Storage: Clean, dry ambient temperature. Shelf Life: 6 months.
Poultry Fat: Fat obtained by transformation of by-products (excluding feathers and blood), cooked, pressed, and filtered. Serves as a raw material for both animal feed and biofuel.
Annual Production: 3,600 tons/year in 2017, production was minimal. Presently, following the upgrade of all production steps, which have become largely mechanized, production has increased, and the collection centre now covers 100% of the -approved poultry slaughterhouses. Annual Production in 2025 TBC.
Specific Use: Used in aviation kerosene by two European airlines.
Packaging: ISO tank or Flexitank. Storage: Tank at ambient temperature. Shelf Life: 6 months.
Number of employees: TBC, but the team includes highly qualified engineers, technicians, and veterinarians. Poulina Group overall emphasizes respect for human rights and good working conditions, with a focus on staff development and well-being (social protection, rewards, on-site restaurant).
Size of the business: A major national player with a global export footprint, having captured 100% of the formal market in Tunisia. Part of Poulina Group, a large corporate entity.
Nature of the customers: B2B clients; primarily international manufacturers of animal feed, pet food, aquaculture feed, and major European airlines (for biofuel).

Timeline:

2013: GPROT company founded and rendering project realized.
2013-Present: Established a nationwide collection network and expanded exports across four continents.

3.3.1.2 Section 3: Business Model

Value Proposition: GPROT's value proposition is revolutionary. For its suppliers (slaughterhouses), it provides free cold storage units and purchases their waste, turning a significant disposal cost into a new revenue stream. For its customers, it provides a consistent supply of high-quality, traceable, and safe products (proteins, fats, biofuel) manufactured with advanced technology. For the country, it solves a major environmental pollution problem, contributes to energy security through biofuel export (aviation kerosene), and generates substantial export revenue.

Target Audience and Customer Segments:

Primary beneficiaries: International animal feed, pet food, aquaculture feed manufacturers, and European aviation companies.
Geographical reach: Europe (France, Belgium, Italy, Spain, Netherlands, Poland, Turkey), Asia (Vietnam, Bangladesh, Malaysia, Singapore, Myanmar, Laos, Srilanka, Emirates), South America (Chile), Africa (Nigeria, Ghana).
Awareness Creation: Direct B2B marketing, participation in industry trade shows, and a digital presence, backed by certifications.
Actors: Key actors include slaughterhouse suppliers, GPROT's internal logistics and production teams, international shipping partners, and the end-customers.

Key Resources and Activities:

Resources: A next-generation factory equipped with cutting-edge technologies, a fleet of specialized transport trucks, a nationwide network of company-owned cold storage units, a highly qualified team (engineers, technicians, veterinarians), internal laboratories, and water treatment stations. Access to El Mazraa Group's central kitchen for staff catering.
Activities: Nationwide collection of poultry by-products, sorting, advanced processing (steam-cooking, pressing, hydrolysis, vacuum drying, grinding, sieving, coagulation, centrifugation, fat separation), rigorous quality control conforming to national and international standards, water treatment, and export logistics.
Suppliers and Partners: Main suppliers are all state-approved poultry slaughterhouses in Tunisia.
Key governmental partners : They include the Tunisian Ministry of Agriculture, Water Resources, and Fisheries and the Tunisian Ministry of the Environment and Sustainable Development with whom GPROT works closely.
Potential Upscalers: National and international financial institutions, development banks, large multinational corporations in animal feed and pet food, and aviation companies or biofuel distributors.
Revenue Streams: The primary source of income is the export sale of its five main products: Poultry Meal, Feather Meal, Blood Meal, Poultry Fat, and Biofuel (derived from Poultry Fat). The company has a 100% export-oriented strategy for its products.

Cost Structure:

- Main costs: Purchase of raw materials (poultry by-products), logistics and transportation, factory operational costs (energy, water, maintenance), employee salaries and benefits (including on-site restaurant), and compliance with environmental regulations.

Fixed vs. Variable Costs:

Fixed Costs: Maintenance of the factory, equipment, and cold storage network, salaries for permanent staff, Research & Development (R&D), ongoing training programs
Variable Costs: Upgrading equipment and technology, cost of raw materials, energy and water for production (offset by cogeneration/solar), packaging, international shipping fees.
Risk Analysis:
Risk: Market Limitation. An estimated 40% of the Tunisian poultry market is informal and legally inaccessible to GPROT due to legal and sanitary regulations.
Likelihood/Impact: High likelihood, medium impact (caps the current addressable market).
Mitigation Strategy: GPROT has achieved 100% market dominance in the formal sector, securing all available raw materials. Close collaboration with government ministries positions GPROT to benefit from any future formalization of the informal sector.
Risk: Commodity price volatility. Fluctuations in global prices for protein meals, fats, and biofuel.
Likelihood/Impact: Medium, medium.
Mitigation Strategy: Diversified product portfolio and wide export geographical reach. Focus on high-quality products to maintain pricing power.

3.3.1.3 Section 4: Financial Analysis

Funding Sources, Budget, and Financial Performance: Specific financial information for GPROT, such as its funding sources, detailed budgets, and performance metrics (e.g., ROI, break-even point, profit/loss margin), is are confidential. As a subsidiary of Poulina Group Holding (PGH), GPROT's financial results are consolidated into the parent company's public financial statements(2023).
Consequently, these reports reflect the aggregate performance of the entire group and do not isolate the data for individual subsidiaries. While this means GPROT's specific financial details remain confidential, its established operations since 2013 and its proven success in export markets strongly suggest a stable and viable financial position.

3.3.1.4 Section 5: Social and Economic Impact (Nutrition and Circularity)

Social Return on Investment (SROI):

Impact on community:

Environmental Benefits: GPROT's primary impact is transforming a major national waste problem into valuable resources, significantly reducing landfill use, controlling pollution, and contributing to cleaner land and water (through effluent treatment).
Economic Benefits: Creates significant direct and indirect employment (skilled jobs for engineers, technicians, veterinarians, logistics personnel). Provides a stable, new revenue stream for slaughterhouses nationwide, stimulating the rural and national economy. All products are 100% exported, generating substantial foreign currency for Tunisia.
Job Creation: Invests in employment, with continuous mandatory training for all staff.
Community Involvement: Indirectly involves the community by improving environmental quality and supporting the formal agricultural sector.

Gender:

Poulina Group's RSE policy includes a focus on human rights and ethical working conditions. Specific gender ratios or women in decision-making for GPROT are well-thought-out, the Group's general values imply efforts toward equality and inclusivity.

Sustainability and Circularity:

GPROT is a cornerstone of Tunisia's circular economy and sustainable development. Its entire business model is intrinsically linked to these principles.

- Waste Minimization: The initiative recovers and valorises 100% of the food waste (poultry by-products) from its formal suppliers, directly preventing food loss and promoting a zero-waste approach in its supply chain.
- Sustainable Materials: The core of the business is repurposing waste materials. Packaging used includes big bags, ISO tanks, and Flexitanks.
- Sustainable Sourcing: Ingredients are sourced 100% locally from state-approved Tunisian slaughterhouses, ensuring a short supply chain and ethical sourcing within the formal sector.

- Resource Efficiency:
- Energy Efficiency: Poulina Group, and by extension GPROT, is a pioneer in Tunisia for cogeneration and invests in renewable energies (e.g., solar panels) to reduce energy consumption and greenhouse gas emissions.
- Water Management: The GPROT production site has a dedicated water treatment station that recovers and purifies all water used during the manufacturing process, minimizing water footprint.
- Carbon Emissions Reduction: By centralizing waste collection and processing, GPROT creates a more efficient logistical system than fragmented disposal methods, contributing to reduced carbon emissions. The production of biofuel (aviation kerosene) from poultry fat directly contributes to reducing carbon emissions in the transportation sector.

3.3.1.5 Section 6: Future Plans and Scalability

Expansion Plans:

- A key avenue for growth is the potential formalization of the 40% informal poultry market in Tunisia, which would instantly increase the available supply of raw materials and further strengthen GPROT's national impact.
- Geographical expansion by replicating its successful model in other countries with similar poultry industry structures and waste management challenges, particularly in Africa and the Middle East.
- Strategies for growth and continuous investment in technology, R&D for new products/optimizations, and leveraging GPROT strong governance and market presence.
- Potential partners for upscaling. International financial institutions, development banks, and major global players in the animal feed, pet food, and aviation fuel sectors.

Innovation and Improvement:

- Proven innovation. GPROT has already demonstrated strong innovation by successfully developing and exporting biofuel from its poultry fat for use in aviation.
- Potential areas for innovation. Developing higher-grade protein formulations for specialized animal nutrition (e.g., hypoallergenic pet foods, medical feeds); optimizing biofuel production efficiency and yields; exploring new applications for by-products; continuous improvement in processing technology for even higher efficiency and lower environmental impact.
- Competitive edge. GPROT's "non-stop development" and commitment to "setting the highest standards" ensures continuous innovation to stay ahead of competitors.

Replication:

- The GPROT initiative is highly replicable in other cities and regions, especially in emerging economies with growing poultry industries and nascent circular economy policies.
- Key success factors for replication. (1) A robust and ideally formal slaughterhouse industry, (2) Strong government support and regulatory frameworks for waste management and circular economy initiatives, (3) Initial capital investment for cold storage network and advanced processing facilities, (4) Expertise in logistics and supply chain management, (5) Strong R&D and quality control capabilities.
- Potential challenges. Varying local regulations, competition from existing (potentially informal) waste disposal methods, and securing initial buy-in from local slaughterhouses. These can be addressed through strong governmental partnerships, demonstrating clear economic benefits to suppliers, and rigorous project management.

Potential Upscalers:

- International Financial Institutions interested in sustainable development, circular economy, job creation, and export revenue generation. They would require detailed financial projections, environmental impact assessments, and social impact metrics.
- Private equity/Impact investors: Seeking investments in green industries, sustainable agriculture, and renewable energy with proven models. They would need robust financial performance data, risk analysis, and scalability plans.

Large Multinational Corporations:

Animal feed/Pet food groups. To secure a reliable, high-quality, and ethically sourced protein supply.
Aviation company's/Biofuel distributors. Seeking sustainable aviation fuel sources.
Governmental/Intergovernmental Organizations: Looking to replicate successful circular economy models and improve environmental standards. They would require detailed operational models, environmental impact reports, and socio-economic benefits.

Needed for upscaling: Significant capital investment, partnerships for market access, and potentially technical expertise in specific regional regulatory environments.

3.3.1.6 Section 7: Support or Investment Required

Technical Support:

- Advanced R&D expertise for new product development (e.g., specialized protein fractions, enhanced biofuel formulations).
- Expertise in navigating and complying with evolving international food safety, environmental, and trade regulations in new target markets.
- Optimization of industrial processes for maximum efficiency and minimal environmental footprint.

Financial Support:

- Significant investment capital would be required for major scaling efforts, such as replicating the GPROT model in new countries, building additional, larger processing facilities, or expanding biofuel production capacity. This could include equity investment, long-term loans, or blended finance options.

Physical Support:

- Investment in new infrastructure (e.g., factories, specialized cold storage, water treatment plants) in new locations.
- Expansion of specialized transport fleets.

Technological Support:

- Implementation of advanced digital tools and software for supply chain optimization, predictive maintenance, and real-time data analysis across multiple sites.
- Integration of AI for process optimization and quality control.

Other Support:

- Policy and regulations. Strategic support in advocating for policies that promote the formalization of informal sectors and incentivize circular economy investments in target regions.
- Market information and data. Detailed market intelligence for new geographic expansion (demand, competition, regulatory landscape) and for identifying new product applications.
- Partnerships. Facilitating strategic partnerships with local governments, industry associations, and academic institutions in new regions.

3.3.2 Délice Holding Group

3.3.2.1 Section 1: General Information

1. Company Information

1.1. Food Initiative Name: Groupe Délice
1.2. Company Name: Société Délice Holding
1.3. Share Capital: 549,072,620 DT
1.4. Legal Form: Public limited company / Unique Identifier: 1299178/ L
1.5. Website: http://www.delice.tn
1.6. Head Office Address: Immeuble Joumena, Zone d'activité Kheïreddine, la Goulette - Tunis

2. Operational Areas

Groupe Délice concentrates its principal activities in the following regions:
Greater Tunis:
Groupe Délice Head Office
Fromagère Company in Bordj Cedria
Northeast (Cap Bon Soliman):
Société Délice des boissons
Centrale Laitière Cap Bon
Center (Sidi Bouzid):
Dairy plant
Société Délice des eaux minérales.
Northwest:
Northern Dairy plant
Fromagère Company

3. Contact Information

3.1. Main Contact Person: Imen Zaafouri
3.2. Email Address: **:** Imen.zaafouri@groupedelice.com.tn
3.3. Telephone Number: +216 98 106 956

4. Focal Point

4.1. Name and Contact Details of the Focal Point Responsible for Completing the Model: Imen Zaafouri - Delice Holding's CSR Program Manager
4.2. Email Address: **:** Imen.zaafouri@groupedelice.com.tn
4.3. Telephone Number: +216 98 106 956

3.3.2.2 Section 2: Initiative Overview

1. AfriFOODLinks Initiative/Project Presentation

AfriFOODlinks supports Délice Group in its transition towards a more sustainable agri-food model. This partnership aims to reduce the company's environmental footprint by:

- Optimizing waste management.
- Promoting short supply chains.
- Adopting sustainable practices.

This program will also allow Délice Group to strengthen its brand image, attract a customer base concerned with responsible consumption, and contribute to a more inclusive economic development in Tunisia. Moreover, this partnership is likely to inspire other companies in the sector to adopt more responsible practices, foster local employment, and improve working conditions in Délice Group's operational regions.

2. Objectives and Mission Statement

2.1. Délice Group's Objectives

Délice Group's objectives are multiple and ambitious. In the short term, the company aims to strengthen its position in the Tunisian market by developing new products that meet consumer expectations and expanding its distribution. In the medium term, Délice Group aspires to become a benchmark player in sustainable agri-food in Africa, by exporting its products and sharing its know-how. In the long term, the company wishes to contribute to the transition towards a more sustainable food model, by reducing its environmental footprint, promoting organic agriculture, and supporting local initiatives for food security.

2.2. Mission Statement

Délice Group is committed to nourishing populations by offering quality, healthy, and tasty food products, while working towards a sustainable future for future generations. Délice Group is a committed player for sustainable agriculture and food.

2.3. Délice Group's Commitment to Sustainable Agriculture and Food

- Délice Group's commitment to short supply chains, support for local farmers, and promotion of a balanced diet is a beneficial strategy for:
- Reducing the environmental footprint: By prioritizing short supply chains, Délice reduces greenhouse gas emissions related to transport and reduces packaging consumption.
- Supporting the local economy: Collaboration with local farmers contributes to regional economic development and the preservation of traditional know-how.
- Improving product quality: Short supply chains guarantee better traceability and optimal product freshness.
- Promoting a healthy and balanced diet: By valuing local and natural products, Délice encourages a healthier and more environmentally friendly diet.

2.4. Délice's Strategy Pillars

- Valuing partnerships. Délice Group seems to have understood the importance of building sustainable relationships with its partners, whether farmers, suppliers, or distributors. This collaborative approach creates added value for all actors in the chain.
- Responsible economic and social development. By committing to responsible economic and social development, the company contributes to improving the living conditions of local populations and reducing inequalities. Délice implements concrete actions to contribute to a more just and equitable world.
- Environmental protection. The company strives to minimize its environmental impact at all stages of the value chain. It implements environmentally friendly agricultural practices, optimizes water and energy management, reduces waste production, and promotes recycling.

3. Main Sector of Activity and Operational Areas

Délice Group, as a parent company, operates in several cities and areas of Tunisia. Its main activities are concentrated in the following regions:

- Tunis and its suburbs:
- Délice Group headquarters in Tunis.
- Milk and yogurt production plant in Ben Arous.
- Logistics platform in Rades.
- The Greater Centre:
- Cheese production plant in Kairouan.
- Milk collection centre in Sidi Bouzid.
- The Northwest:
- Milk and yogurt production plant in Jendouba.
- Milk collection centre in Béja.
- The South:
- Milk and yogurt production plant in Gabès.
- Milk collection centre in Médenine.

In addition to these production and collection sites, Délice Holding has an extensive distribution network covering the entire Tunisian territory, ensuring the availability of its products in various points of sale.

4. Main Service or Product

Délice Group is a leading agri-food company in Tunisia, renowned for its expertise in the production and distribution of dairy products. Founded in 1978 by Mr. Hamdi Meddeb, the group started with a yogurt factory under the Délice brand and gradually diversified its activities into dairy products (milk, flavored milk, cheese, Goutta) and beverages. With 42 years of experience and partnerships with global leaders like Danone (for yogurts) and Savencia (for cheese), Délice has always prioritized the quality of its products, establishing strong trust with consumers and being recognized as the preferred local brand of Tunisians for several years. The group has strategically diversified its offering by introducing a varied range of beverages, including mineral water, fruit juices, and non-alcoholic beverages (sodas), thereby expanding its product portfolio and reach among consumers in Tunisia.

4.1. Dairy Products and Derivatives

- Délice Lait offers a wide range of milk, including fresh pasteurized milk, semi-skimmed milk, sweetened condensed milk, and powdered milk.
- Yogurt: Délice Lait offers a variety of plain, fruit, flavored, and enriched yogurts, catering to different consumer tastes and preferences.

- Cheese: The brand offers a range of fresh and matured cheeses, such as Ricotta, mozzarella, gruyere, etc.
- Butter: Délice Lait produces high-quality butter, appreciated for its smooth taste and creamy texture.
- Fresh cream: Délice Lait offers plain and thick fresh cream, ideal for cooking and pastry making.
- Whey: Délice Lait whey is a refreshing and nutrient-rich beverage, appreciated for its beneficial health properties.
- Processed cheese: Délice Lait offers plain and flavored processed cheese, practical and tasty for snacks or appetizers.

In addition to these basic products, Délice Lait also develops innovative products and responds to market trends, such as:

- Probiotic yogurts: Enriched with beneficial bacteria for digestion and the immune system.
- Vitamin and mineral-enriched milk: To meet the specific nutritional needs of consumers.

Délice Lait is committed to providing high-quality, tasty, and nutritious dairy products that meet the needs and expectations of Tunisian consumers. The brand relies on long-standing know-how and emphasizes innovation and customer satisfaction.

4.2. Varied Beverage Range

- Mineral water: Natural mineral water.
- Fruit juices: A selection of fruit juices, such as orange juice, peach juice, mango juice, and multi-fruit blends. They also offer flavored juice drinks (peach, pear, etc.).
- Non-alcoholic beverages (sodas): This includes their "Déli'O" range of flavored sparkling waters (mint, apple, pear, peach) and the sparkling beverage available in several flavours (cider, orange, apple, etc.) and formats. They also offer sparkling juice drinks like "Mojito."

5. Staff and Company Reach

- Number of employees: More than 4,000 employees.
- Gender: 14% female workforce.
- Number of customers/users: +8 million consumers per day.

6. Chronology and key milestones in the development of the Company Delice Groupe holding

Chronology of Délice Group Holding, it's essential to consider the key milestones in its development.

Year	Event
1978	Foundation of STIAL, marking the beginning of the company's operations in the dairy sector.
1993	Creation de Centrale Laitière du Cap-Bon (CLC).
1993	Creation of SOCOGES; start of contact between Délice and YOPLAIT-Danone.
1997	Strategic alliance with Danone, involving the transfer of 50% of the capital of STIAL and SOCOGES to CGD.
2008	Establishment of Compagnie Fromagère (CF) through a strategic alliance with BONGRAIN.
2011	Creation of La Centrale Laitière de Sidi-Bouzid (CLSB).
2014	La Centrale Laitière de Sidi-Bouzid (CLSB) began production in April 2014.
2014	Creation of Délice Holding.
2024	Start of the AfriFOODLinks initiative with Délice Group in May 2024.

Délice Group's growth has been significantly influenced by strategic partnerships with major international companies like Danone and Savencia (formerly BONGRAIN). The establishment of Délice Holding signifies a restructuring and reorganization phase, notably preceding its introduction to the Tunis Stock Exchange.

3.3.2.3 Section 3: Business Model

1. Value Proposition

The value proposition of Délice Group rests on several key pillars:

- Strong Connection to Terroir and Tradition:
- Authentic Products: Local product origin, high-quality raw materials, and adherence to traditional recipes.
- Ancestral Know-how: Valorisation of manufacturing techniques passed down through generations.

- History and Heritage: Narrative emphasis on the company's history and its Tunisian roots.
- Commitment to Quality and Food Safety:
- Rigorous Controls: High quality standards, certifications, and regular sanitary inspections.
- Traceability: Assurance of complete product traceability.
- Natural Ingredients: Use of natural ingredients.
- Diversified and accessible offer: Wide variety of products adapted to every taste, and available over the whole territory, by accessible prices.
- Adaptation to trends: listening of new consumption tendencies, by annual satisfaction surveys.
- Responsible and Civic Approach:
- Sustainable Development: Actions for environmental protection (packaging reduction, recycling, support for organic farming).
- Local Economy Support: Partnerships with local producers and territorial development initiatives.
- Animal Welfare: Commitment to promoting animal welfare throughout the production chain through training, audits, and appropriate care.

Why should customers choose Délice Group products?

Taste and Quality: Flavorful products made with quality ingredients.

- Authenticity: Strong connection to terroir and traditional recipes.
- Food Safety: Healthy and safe products, controlled at all stages.
- Responsibility: Company committed to sustainable development.
- Support to local economy: Contribution to regional development, by the purchase of Délice products.
- The value proposition of Délice Group combines tradition, quality, innovation, and responsibility, offering authentic, tasty, and healthy products while committing to a sustainable future.

Nutritional value and benefits to customers/users or the city

Délice Group plays an essential role in daily nutrition, providing significant nutritional value and various benefits:

- Nutritional Value for Consumers:
- Calcium Supply: Essential for bone and teeth health.
- High-Quality Proteins: Necessary for tissue growth and repair.
- Vitamins and Minerals: Contains vitamins (B2, B12, D) and minerals (phosphorus, potassium).
- Hydration: water and drinks, contribute to a good hydration.
- Benefits for Consumers:
- Health: Reduction of chronic disease risk.
- Growth: Essential for children's development.
- Physical Performance: Support for muscle recovery.
- General Well Being: Fosters a better quality of life.

Benefits for the City:

Local Economy: Job creation and support for local producers.
Food Security: Guarantee of product quality and safety.
City Image: Contribution to a positive image through product quality.
Sustainable development: Implementation of environmentally friendly practices.
Délice Group provides undeniable nutritional value and contributes to the economic and social development of the city, promoting a balanced diet and advocating for sustainable practices.

2. Target Audience and Customer/User Segments

2.1. Main Beneficiaries:

Délice Group's customers are diverse and include:

- Individual Consumers:
- All Ages: Children, adolescents, adults, and seniors.
- All Social Backgrounds: Product accessibility for all socio-professional categories.
- Diversity of Needs: Varied range for different consumption moments.
- Distribution Channels:
- Large Retail (supermarkets, hypermarkets, grocery stores).
- Convenience Stores (neighbourhood grocery stores, mini-markets).
- Out-of-Home Catering (cafes, hotels, restaurants).
- Schools and Kindergartens (canteen supply).
- Partnerships:
- Local Communities (support for food and health-related projects).

2.2. Customer Segmentation:

- Sociodemographic Segmentation: Age, gender, socioeconomic level, household size.
- Behavioural Segmentation: Consumption occasions, purchase frequency, brand loyalty.
- Geographic Segmentation: Urban and rural areas.

2.3. Key Success Factors:

- Accessibility: Product availability throughout the territory at affordable prices.
- Quality: Products meeting consumer standards and expectations.
- Brand Image: Brand recognized for its reliability and local roots.
- Innovation: Development of new products to meet market evolutions.
- Délice Group has successfully built a loyal and diversified customer base through a targeted marketing strategy and an offering tailored to everyone's needs, establishing itself as a major player in the dairy market through its values of proximity, quality, and tradition.

3. Key Resources and Activities

- Necessary Assets and Important Activities: Dairy production and derivatives (milk collection, processing, packaging, distribution), beverage and mineral water development, investments in production capacity increase, energy management, and productivity improvement.
- Main Suppliers and Partners: Local dairy producers, international partnerships with global leaders like Danone (yogurt) and Savencia (cheese).

4. Revenue Streams

Primary Revenue Streams: Dairy product sales (yogurts, milk, cheeses, etc.).
Secondary Revenue Streams: Beverage and mineral water sales, export turnover.

5. Cost Structure

- Main Costs Related to Management/Operation: Main costs include raw material purchases (notably milk and potentially sugar), production costs, packaging costs (including eco-design efforts), logistics and distribution costs, personnel costs, and energy management costs.
- Fix costs and variable costs: Fixed costs include the depreciation of production equipment, fixed salaries of administrative personnel, and certain overheads. Variable costs would primarily be related to production volume, such as raw material purchases, packaging costs proportional to production, and potentially a portion of distribution costs.

6. Risk Analysis:

Délice Group's Risk Analysis highlights a structured and proactive approach to potential challenges.

6.1. Identification of Potential Risks:

Several major risks Délice Group has faced and continues to face:

- Unfavourable Economic Context:
- Raw Milk Shortages: Explicitly mentioned as a reality in 2023, exacerbated by the decline in the national cattle herd and the decrease in the number of farmers. The low lactation period intensifies this shortage.
- Sugar Supply Disruptions: While less detailed than milk shortages, this indicates potential difficulties in the supply chain of a key raw material for some of the Group's products (notably beverages and sweetened dairy products).
- High Inflation: The report emphasizes the impact of inflation, particularly on raw material prices, exerting pressure on consumer purchasing power and company margins.
- Uncertain Economic Conditions at National and International Levels: This general formulation encompasses various macroeconomic factors that can impact the Group's activities, such as economic growth, exchange rates, interest rates, and the geopolitical situation.
- Exchange Rate Risk (Currency Volatility): Linked to raw material imports, this risk can impact the Group's supply costs.
- Interest Rate Risk and Increased Financial Expenses: Interest rate variations can affect the Group's borrowing costs.
- Raw Material Price Volatility Risk: Beyond milk and potentially sugar, the prices of other raw materials used in production can fluctuate, impacting profitability.
- Information System Security Risk (Cyber-attacks): The growing threat of cyber-attacks is recognized as a major risk to operational continuity and data protection.
- Environmental Risk (Climate Change): The impacts of climate change can affect agricultural production (including milk production) and require adaptation and carbon footprint reduction measures.

- Milk Purchase Risk (Production Decline and Quality): Despite efforts, raw milk production decline and quality challenges remain significant risks to the Group's core business.
- Human Resources Risk (Employee Health and Safety): Ensuring employee health and safety is a priority to prevent operational disruptions and maintain a healthy work environment.

6.2. Probability and Impact of Each Risk:

Risks with High Probability and Impact:

- Raw Milk Shortages: Repeated mention and explanation of underlying factors suggest a high probability and significant impact on the Group's main activity.
- High Inflation and Raw Material Price Volatility: The economic context in Tunisia, marked by inflation, indicates a high probability and direct impact on costs and profitability.
- Exchange Rate Risk: Given raw material imports, this risk is recurrent, and its impact depends on the magnitude of currency fluctuations.

Risks with Increasing Probability and Potentially High Impact:

- Information System Security Risk (Cyber-attacks): The global trend of increasing cyber-attacks suggests a rising probability, and the impact on operations, data, and reputation could be significant.
- Environmental Risk: The effects of climate change are increasingly evident, increasing the probability of impacts on agriculture and the long-term supply chain.

Actively Managed Risks:

- Interest Rate Risk: Daily treasury management and monitoring by the Finance Committee indicate active surveillance to minimize impact.
- Milk Purchase Risk (Quality): Actions to support farmers and positive results in terms of quality suggest active management to mitigate potential negative impacts.
- Human Resources Risk: Awareness and training actions aim to reduce the probability and impact of health and safety-related risks.

6.3. Risk Mitigation Strategies

Délice Group implements a comprehensive and structured approach to risk management, relying on several key strategies:

Governance and Internal Control:

A robust governance and internal control framework is essential for effective risk management.

Procedure Manual: Délice Group has a procedure manual that standardizes operational and financial processes across all subsidiaries, reducing the risk of errors and non-compliance. These procedures are regularly updated by the Group Organization Department.

Internal Audit: The Internal Audit Department conducts planned and unscheduled audits to assess the effectiveness of internal controls, compliance with policies and regulations, and operational efficiency. It reports its findings to the Permanent Internal Audit Committee.

Permanent Internal Audit Committee: This committee, formed from the Board of Directors and chaired by an independent Director, oversees the work of Internal Audit and ensures the adequacy of the internal control system with the Group's objectives.

Risk Management" Department: this department is responsible for the identification, evaluation, and management of risks through all the group's processes. It has developed a detailed risk cartography that guides the audit scheduling and risk mitigation actions.

ISO/IEC 27001 Certification: The Group has obtained and maintains ISO/IEC 27001 certification for information system security, which reduces the risk of cyber-attacks and ensures data protection.

Operational Strategies:

These strategies aim to strengthen the Group's resilience to internal and external disruptions and crises.

- Proactive Management and Group Experience: The Group's long experience and market-leading position provide it with an increased ability to anticipate and overcome challenges.
- Activity Diversification: Diversification into higher value-added products (beverages, cheeses, mineral water) reduces dependence on the dairy sector and mitigates risks associated with market volatility.
- Continuous Improvement of the Crisis Management System: The Group implements and continuously improves its business continuity plans to ensure the continuation of its operations in the event of unforeseen events (natural disasters, economic crises, etc.).

Specific Risk Management:

The Group implements targeted strategies to manage specific risks.

- Exchange Rate Risk: The Finance Committee manages this risk using financial hedging instruments to minimize the impact of currency fluctuations.
- Interest Rate Risk: Daily treasury management and monthly monitoring by the Finance Committee optimize financial expenses and limit exposure to interest rate variations.

- Raw Material Price Volatility Risk: The Group Purchasing Department implements optimized sourcing strategies (long-term contracts, supplier diversification) to mitigate the impact of price fluctuations.
- Milk Purchase Risk: The Milk Purchasing Department supports farmers and collection centres to improve raw milk production and quality, reducing supply-related risks.
- Human Resources Risk: Periodic awareness and training actions are organized to ensure employee health and safety, minimizing the risk of accidents and occupational diseases.
- Environmental risk: The group collaborates with the competent authorities, and implements action plans to reduce its environmental impact, and to adapt to climate change, securing in this way the sustainability of its operations

In conclusion, Délice Group's 2023 risk analysis demonstrates an acute awareness of potential challenges and the implementation of diversified and structured mitigation strategies. The existence of a dedicated risk management department, risk mapping, attention to specific economic risks, information security, environmental and human resources, and a strong control environment testify to a mature approach to uncertainty management. Although the specific probability and impact of each risk are not always quantified, the report provides important qualitative indications and highlights the actions taken to protect the Group's performance and sustainability.

3.3.2.4 Section 4: Financial Analysis

Funding Sources:

- Initial Public Offering (IPO): Délice Holding's IPO in October 2014, through an Open Price Offering (OPO), represented a significant funding source via share issuance.
- Floating Capital: As of December 31, 2023, the floating capital represents 15% of the share capital, or 8,236,090 shares. This indicates a portion of the capital accessible to external investors and potentially a future funding source through new share issuance.
- Share Capital: Délice Holding's share capital amounts to 549,072,620 Tunisian Dinars (DT) as of December 31, 2023, divided into 54,907,262 shares with a nominal value of 10 DT each. This initial capital and potential increases constitute a funding base.
- Principal Shareholders: The shareholding structure, with MEDDEB CONSULTING SARL holding 85.0% and STE AGRICOLE EL HADAYEK 5.5%, suggests these entities are significant funding sources.
- Reinvested Profits: The Group's positive financial performance in 2023, with a net result of 23,926,803 DT, indicates that reinvested profits constitute an internal funding source for operations and investments.
- Subsidies, Loans, Investments, etc.: Regarding loans, the increase in the Working Capital Requirement (WCR) of the dairy division led to a rise in the group's debt, suggesting the use of loans as a funding source. The IPO was an investment operation for shareholders. Investments of over 500 MDT were made over 10 years, though the specific funding sources are not detailed in this section. The 2023 activity report also mentions investments of 48,255 KDT aimed at increasing production capacity, energy management, and productivity improvement.

Budget:

Detailed budget.

Financial projections for the next 3 to 5 years. According to the 2023 activity report of Délice Group Holding, investments of 48,255 KDT were made towards increasing production capacity, energy management, and productivity improvement.

3.3.2.5 Financial Results:

Financial Situation (according to Délice Group's latest 2023 activity report): The consolidated balance sheet as of December 31, 2023, presents the following situation:

Assets: Total of 1,159,859,164 Dinars (Non-current assets: 573,432,188 Dinars; Current assets: 586,426,976 Dinars).

Equity and Liabilities: Total of 1,159,859,164 Dinars (Equity: 583,010,796 Dinars; Non-current liabilities: 517,474 Dinars; Current liabilities: 576,330,894 Dinars). In summary, Délice Group presents a balance sheet with total assets of approximately 1.16 billion Dinars. The financial structure indicates solidity with a significant portion of equity (approximately 50.3% of total assets). Current liabilities represent the majority of liabilities. In 2023, Délice Group recorded an 8.9% increase in total revenue to 1,399,013 KDT. The Net Result Group Share increased by 24.5% to 97.8 million Dinars. Net debt increased to 141.6 MDT, with a net gearing ratio of 32% in 2023 (compared to 25% in 2022), considered low and controlled.

In 2023, Délice Group recorded an 8.9% increase in total revenue to 1,399,013 KDT. The Net Result Group Share increased by 24.5% to 97.8 million Dinars. Net debt increased to 141.6 MDT. Net gearing ratio of 32%

in 2023 (compared to 25% in 2022). Although increasing, the report notes that it remains low and well-controlled compared to previous years.

Key Financial Indicators

The latest 2023 activity report highlights several key financial indicators for the year 2023, providing an overview of the company's performance:

Consolidated Revenues: 1,399 million Dinars (+8.9% compared to 2022, +64% in 5 years). This demonstrates significant revenue growth.

Consolidated Operating Income: 120.3 million Dinars (+21.1% compared to 2022, x2.5 in 5 years). This indicates strong improvement in operational profitability.

Net Result Group Share (RNPG): 97.8 million Dinars (+24.5% compared to 2022, more than doubled in 4 years, x3.2 in 5 years). This indicates a substantial increase in net profitability attributable to the group.

Gross Margin: 381 millions of Dinars (+12,6% compared to 2022, average annual growth of 12,9% between 2019 and 2023). This shows the gross profit progress, before operation costs.

Gross Margin Rate: 27,2% in 2023 (against 26,3% in 2022 and 4,8% in 2019). This shows the increase in the percentage of revenues remaining after the costs of goods sold.

Operating Margin: 8,6% in 2023 (against 7,7% in 2022). This indicates an improved profitability of the main activities.

Consolidated Net Margin: 7,0% in 2023 (against 6,1% in 2022 and 4,8% in 2019). This shows a record of the net margin rate.

EBITDA: 178.6 million Dinars (+15.7% compared to 2022, average annual growth of 25.2% between 2019 and 2023). This reflects strong earnings before interest, taxes, depreciation, and amortization.

Net Gearing Ratio: 32% in 2023 (compared to 25% in 2022). Although increasing, the report notes that it remains low and well-controlled compared to previous years.

Financial Costs / Operating Profit: 6,2% in 2023 (against 5,1% in 2022 and 23,2% in 2019). This ration shows the proportion of operating profits used to cover the financial costs.

In conclusion, the financial analysis based on Délice Group's 2023 activity report reveals a solid financial situation with notable growth in revenues and profitability. Although net debt has increased, it remains at a level considered low and controlled. The report highlights positive financial indicators, demonstrating robust performance for the 2023 fiscal year.

3.3.2.6 Section 5: Social and Economic Impact (Nutrition and Circularity)

1. Social Return on Investment (SROI)

Délice Group generates significant social benefits manifested through several aspects:

Development of Local Agricultural Sectors: By prioritizing sourcing from local producers and providing them with training and support, Délice Holding contributes to the sustainability of local agriculture, the valorisation of know-how, and the improvement of production quality. Measurement parameters include the number of partnering local producers, the purchase volume from these producers, the number of training sessions provided, and the evolution of their revenues.

Support for Local Communities: Engagement in local projects in education, health, and sustainable development improves living conditions and strengthens the associative fabric. Parameters can include the number of supported projects, the amount of investments in these projects, and the number of beneficiaries.

Promotion of Responsible Values: Implementation of responsible practices in production, environment, and working conditions contributes to an improved living environment for employees, suppliers, and partners. Satisfaction surveys and audits can measure the adherence and impact of these values.

Innovation and Local Development: Investments in R&D and partnerships with academic institutions foster the emergence of new ideas and technology transfer, strengthening the company's and territory's competitiveness. The number of partnerships, R&D investments, and supervised internships and projects are relevant indicators.

Creation of Jobs: As a major employer, and with its investments, Délice Groupe contributes to the reduction of unemployment, and to the stimulation of local economic activity. The number of Jobs created, directly and indirectly are a key indicator.

Gender Equality and Inclusion: recruitment policies, training programs for women, the commitment to ensure equal pay, and the initiatives to balance between professional and private life, helps gender equality and inclusion. The representation of the women, on the different hierarchical level is to be measured.

Youth Integration: youth integration programs, through internships, graduation projects, and partnerships with educational establishments, offer opportunities to the young talents, and contribute to the development of

the region. The numbers of partnerships, interns, and integrated young employees are measurement parameters.

2. Community Impact

Délice Holding plays a crucial role in the economic and social development of its operational region. Its influence is felt at several levels:

Leverage for the Development of Local Agricultural Sectors:

Support for Local Producers: By prioritizing raw material purchases from local producers, Délice Holding contributes to the valorization of local products and strengthens the competitiveness of local agriculture. This helps secure farmers' revenues and develop sustainable agricultural sectors.
Training and Support: By implementing training and support programs, Délice Holding contributes to strengthening farmers' skills and improving the quality of their production. The company contributes to valuing local know-how and developing quality agriculture.
Support for Local Communities: Délice Holding engages in social responsibility actions by supporting local projects in education, health, and sustainable development. These actions contribute to improving local populations' living conditions and strengthening the associative fabric.
Promotion of Responsible Values: The company implements responsible practices in production, environmental respect, and working conditions. These values are disseminated among employees, suppliers, and partners, contributing to an improved living environment.
Innovation and Local Development: Research and development investments, coupled with close partnerships with universities and engineering schools, allow the development of new products and processes, strengthening the company's and territory's competitiveness. Délice Holding offers agro-food researchers and interns the opportunity to conduct internships, end-of-study projects, and master's degrees within its laboratories, fostering the emergence of new ideas and technology transfer.
Economic Benefits for the community (creation of jobs, stimulation of the local economy etc.): Délice group is a real catalyst for local economic development. As one of the main employers of the region, it helps significantly to reduce unemployment, and to stimulate economic activity. His recurring investments, on his production units, coupled with a supported politics of innovation, helps the creation of new jobs, and to reinforce the attractively of the territory. Furthermore, by prioritising the purchase of raw material from local producers, the group contributes to the structuration of a dynamic agricultural sector and prioritises the economic development of rural areas. This approach is accompanied by training actions, aimed to support the producers on the amelioration of their practises, and to the conformity of the quality norms. Finally, by investing in research and development of new products, the group contributes to the emergence of new sectors, and to the diversification of the local economy.
Direct and indirect job creation: Délice's impact goes beyond the direct jobs that it creates, it also generates indirect jobs in the related sectors of its activity.
Innovation stimulation: the investments in research and development allows to develop new products and processes, reinforcing in this way the competitiveness of the company and of the territory.
Support to local agriculture: the group goes beyond the raw materials purchase, it also supports the producers in their development, and helps the creation of durable sectors. Délice holding is implementing innovative financing mechanisms, to support the local producers' investments.
Diversified economic development: the emergence of new sectors allows to reduce the dependence vis-à-vis traditional sectors, and to reinforce the resilience of the local economy.
Amelioration of Competencies: the training programs, allows the producers to acquire new competencies, and to adapt to the market evolutions.

Number of Young Employees in the Company:

Délice Group, particularly through initiatives like those at the "Centrale Laitière de Sidi Bouzid," places a strong emphasis on the inclusion of young people especially in interior regions. Here's a breakdown of their efforts:

Key Aspects of Youth Inclusion:

Local Employment Focus:
Délice actively recruits young individuals from the local Sidi Bouzid region, fostering regional economic development and minimizing rural exodus.
Educational Partnerships:
The company cultivates strong ties with local schools and universities.
They offer:

- Internship opportunities are extended to graduate students, especially those pursuing master's degrees
- Company visits.
- Educational conferences.
- These initiatives provide valuable exposure to the agri-food industry and potential career paths.

Facilitating Integration:

Délice implements support and mentorship programs to ease the transition of young recruits into the professional environment.

They offer training and professional development opportunities.

Expanding Opportunities:

- Délice extends its outreach through:
- Work-study programs (alternance).
- Scholarships for deserving students from disadvantaged backgrounds.
- Mentoring programs with experienced employees.

Quantifiable Impact:

- The "Centrale Laitière de Sidi Bouzid" has established numerous partnerships with educational institutions.
- They provide a significant number of end-of-study project opportunities.
- They host a substantial number of interns.
- They receive student and professional visiting groups.
- In essence, Délice Group sees youth inclusion as both a social responsibility and a strategic investment in the future of the company and the region.

Efforts Towards Gender Equality and Integration

- Délice Group is committed to achieving both gender equality and youth inclusion. Current initiatives include:
- Internal policies and documentation ensure fair recruitment practices.
- Training and development programs designed to promote women's professional advancement.
- A firm commitment to equal pay for equal work.
- The provision of maternity leaves and childcare services to support working parents in balancing professional and personal responsibilities.
- Active efforts to combat discrimination through employee awareness programs on gender equality issues.
- Partnership with GIZ's Gender Diversity project, actively participating in promoting gender equality and women's empowerment within Tunisian companies.
- Implementation of GIZ-recommended best practices, contributing to a fairer and more equitable work environment.
- Increasing women representation in decision-making positions within the Délice Group.

Women Employment Statistics

- Women constitute 14% of Délice Group's workforce.

Women in Decision-Making Positions

- Three women serve on Délice Group's Board of Directors.
- 76 women hold key management and leadership positions within the company.
- These figures demonstrate positive progress in women's representation in decision-making roles at Délice Group.

Social Inclusion

Relevant Examples of Youth Integration by Délice Group "Youth Integration at Sidi Bouzid Dairy Plant"

The Sidi Bouzid Dairy Plant is actively committed to facilitating the integration of young people within the company. Indeed, it recognizes the importance of offering learning and development opportunities to young talents to contribute to the future growth of the company and the region.

The youth integration strategy is based on four main areas:

Secure Local Employment: The Sidi Bouzid Dairy Plant prioritizes the recruitment of young talent from the Sidi Bouzid region. This helps contribute to local economic development and reduce rural exodus.

Develop Local Communities: The company is involved in developing local communities by supporting educational, sports, and cultural initiatives. It also encourages its employees to volunteer in local associations.

Open Up to the School and University Environment: The Sidi Bouzid Dairy Plant works closely with schools and universities in the region. It offers internships, company visits, and conferences to allow students to discover the world of agri-food and the career opportunities available to them.

Facilitate Youth Integration: The company implements support and mentoring programs to help young recruits integrate quickly and efficiently into the company. It also offers them training and professional development opportunities.

The results of the youth integration strategy are encouraging:

- Number of Partnerships: Since 2006, the Sidi Bouzid Dairy Plant has established partnerships with 76 schools and universities in the region.
- Number of End-of-Study Projects: Each year, the company welcomes over 158 students to carry out their end-of-study project in its various departments.
- Number of Interns: More than 549 young people have completed an internship at the Sidi Bouzid Dairy Plant since its creation.
- Number of Visits: More than 31 groups of students and professionals visited the company in 2022.
- The Sidi Bouzid Dairy Plant is proud of its commitment to youth integration and will continue to develop programs and initiatives to support young talent in the region.
- In addition to the actions mentioned above, the Sidi Bouzid Dairy Plant also offers:
- Work-study job offers: Work-study allows young people to combine studies and professional experience in a company.
- Scholarships: The company grants scholarships to deserving students from disadvantaged families.
- Mentoring programs: Experienced employees accompany young recruits to help them adapt to professional life.

3. Sustainability and Circularity

Délice Group has demonstrated a clear commitment to the circular economy by integrating its principles into its business strategy and implementing ambitious objectives. The Délice Low Carbon strategy is an excellent example, as is the adoption of performance indicators related to water resource preservation, energy consumption, and packaging and waste losses. Délice Group has implemented measures to track its progress in the circular economy, notably by quantifying its carbon footprint and establishing greenhouse gas emission reduction targets. This allows the company to track its performance and identify areas for improvement. Délice Group addresses the circular economy on several fronts, tackling its packaging, energy consumption, water management, and supply chain. This holistic approach is essential to maximize the benefits of the circular economy. Délice Group invests in research and development of new circular solutions, such as the use of reverse osmosis to recycle saline discharges. This demonstrates the company's commitment to go beyond existing practices and find innovative solutions to reduce its environmental impact. Délice Group communicates transparently about its circular economy efforts and raises employee awareness of sustainable development issues. This helps strengthen stakeholder engagement and promote a culture of sustainability within the company. Délice Group, aware of its environmental impact, has implemented several initiatives and programs to reduce its ecological footprint and promote sustainable development.

3.2 Evaluation of the Quantity of Inputs Needed by Délice Group.

Water: Délice Group uses approximately 3.4 m^3 of water per ton of product produced. This means that to produce 1 ton of products, the company needs approximately 3,400 liters of water. Water consumption may vary depending on the products manufactured and the production processes used.

Energy: Délice group uses about 103,8 kwh of energy, by tons of products produced. That means that to produce 1 ton of product, the company needs around 103,8 kilowatt-hours of energy. The energy consumption may vary, depending on the products manufactured, of the production process used, and of the energy source used.

Délice group is an actor committed to the transition to a circular economy, and the durable usage of the inputs, is a part of its development strategy.

3.3 Examples of Délice Group Initiatives in Environmental Sustainability.

Water Management:

- Water Consumption Reduction: Délice Group has implemented measures to reduce its water consumption in its factories, notably by optimizing production processes and installing water recovery systems.
- Wastewater Treatment: Délice Group treats its wastewater according to strict standards before releasing it into the environment.

Energy Management:

- Energy Consumption Reduction : Délice Group invested on energetic efficiency technologies, to reduce its energy consumption, in its factories and offices.
- Renewable energies usage: délice group uses renewable energy, like solar energy, to power its sites.

3.4 Does Your Initiative/Project Use Sustainable, Compostable, or Ecological Materials for Its Operation?

Dulcie Group uses sustainable, compostable, and ecological packaging materials for some of its products:
HDPE (High-Density Polyethylene):

- Used for milk and semi-liquid cream bottles since 2019.
- Offers long product preservation thanks to its barrier properties.
- Fully recyclable.

PET (Polyethylene Terephthalate):

- Used for water and juice bottles.
- Fully recyclable and suitable for reuse in manufacturing new bottles.
- Encourages the reduction of packaging waste.

Cardboard:

- Utilized for packaging certain dairy and agri-food products.
- Manufactured from recycled and recyclable materials.
- Biodegradable and compostable under specific conditions.

Multilayer Packaging:

- Employed for packaging certain dairy and agri-food products.
- Combines various material layers to offer specific properties (e.g., barrier, resistance).
- Some multilayer packaging is recyclable or compostable.

In addition to these materials, Délice Group is committed to:

- Reducing plastic usage in its packaging.
- Improving the recyclability of its packaging.
- Raising consumer awareness about the importance of sorting and recycling.

5.3.5 Does Your Initiative/Project Minimize Food Loss and Waste in Its Processes and Distribution?
Délice Group is committed to minimizing food loss and waste throughout its processes and distribution. The company implements a comprehensive approach encompassing several actions:
Management and optimization of packaging waste for each activity.
Inventory Tracking: The group employs precise inventory tracking systems to identify products at risk of expiry and unsold items.
Production Planning: The group optimizes its production planning to avoid overproduction and waste.
Inventory Management: The group implements inventory management practices to ensure that older products are used first.
Employee Training: The group trains its employees in best practices for inventory management and product handling to minimize damage and losses.
5.3.6 Are Food Ingredients Sourced from Sustainable Sources, Especially from Local and Ethical Suppliers?
Commitment to Responsible Purchasing: Délice Group is committed to:
Promoting Local Purchasing: The group actively encourages its suppliers to prioritize purchasing ingredients and services from other local businesses. This supports the local economy, reduces the carbon footprint associated with transportation, and strengthens ties with the community.
Supporting Startups and SMEs: The group gives significant consideration to promising local start-ups and SMEs in its procurement processes. This stimulates innovation, creates jobs, and diversifies the group's supplier base.
Transparency: The group is committed to transparent communication about its sourcing practices with all stakeholders, including consumers, suppliers, and employees. This fosters trust and demonstrates the group's commitment to responsible sourcing.
In summary, Délice Group places responsible purchasing at the heart of its sourcing strategy. By prioritizing sustainable sources, supporting the local economy, and encouraging innovation, the group contributes to creating a more sustainable and equitable supply chain.
Implementation of training programs for local farmers on sustainable agricultural practices.
Support for local development initiatives.
Partnership with NGOs to promote fair trade.
Délice Group is a player committed to sustainable development, and the responsible sourcing of food ingredients is a priority for the company.
5.3.7 Are Efforts Being Made to Reduce Carbon Emissions in Food Transport and Logistics?
Reduction of Carbon Emissions in Food Transport and Logistics by Délice Group:
Yes, Délice Group is committed to reducing its carbon emissions in food transport and logistics. The company has implemented an ambitious strategy called "Délice Low Carbon" that includes several concrete actions:
Carbon Footprint Accounting: The group conducts a comprehensive carbon footprint assessment of its activities, accounting for direct greenhouse gas (GHG) emissions (scope 1), indirect emissions related to

energy (scope 2), and indirect emissions related to the supply chain (scope 3). This enables the group to identify the most significant emission sources and implement targeted reduction actions.
Integration of Photovoltaic Installations: The group installs solar panels at its production and logistics sites to generate renewable electricity. This reduces the consumption of electricity from fossil fuels and associated GHG emissions.
Energy Efficiency: The group implements energy efficiency measures at its production and logistics sites. This includes, among other things, optimizing lighting and heating systems, improving building insulation, and using more energy-efficient equipment. The group is ISO 50001 certified, an international standard for energy management systems.
Optimization of Transport Routes: The group optimizes its transport routes to reduce travel distances and fuel consumption. This involves using transport planning software and collaborating with efficient logistics providers.
Employee Awareness: The group raises employee awareness of climate change issues and ways to reduce their individual carbon footprint. This involves implementing training and communication campaigns.
Délice Group is committed to combating climate change, and reducing carbon emissions in food transport and logistics is a priority for the company.
Optimization of Transport Routes: Délice Group optimizes its transport routes to reduce its carbon footprint.
Construction of Production Units in Livestock Areas: Délice Lait has built several milk and cheese production units in livestock farming areas, which reduces the transport of raw milk and, consequently, greenhouse gas emissions.
Optimization of Collection Routes: The group optimizes its raw milk collection routes to minimize distances traveled.
Partnerships with Suppliers: Délice Group collaborates with its suppliers to promote sustainable practices throughout the supply chain.

5.3.8 Does Your Initiative/Project Recover Food Scraps, Food Waste, or Food Packaging in Any Way?

Délice Group discharges more than 7,000 tonnes of waste annually.
Délice Group emphasizes its commitment to reducing its waste and utilizing its resources. The company implements several concrete actions in this direction, as mentioned in previous responses regarding the minimization of food loss and waste, the recovery and recycling of packaging, and raising awareness among suppliers and consumers.
Délice Group is aware of the importance of transparency in environmental responsibility and may consider communicating more precise data on its waste discharges in its future Corporate Social and Environmental Responsibility reports.

Délice Group recovers food packaging in several ways:

Packaging Recycling: Délice Group has established a packaging recycling program in collaboration with approved local suppliers. Plastic and cardboard packaging is collected, sorted, and recycled into new products. The company also uses compostable or biodegradable packaging whenever possible.
Packaging Reduction: Délice Group continuously works to reduce the amount of packaging used in its products. This includes using thinner packaging materials, designing more compact packaging, and eliminating unnecessary packaging. The company also encourages its customers to reuse and recycle packaging.
Consumer Awareness: Délice Group raises customer awareness about the importance of recycling and waste reduction. This is done through awareness campaigns, information on packaging, and the promotion of sustainable practices.

Concrete Examples:

- In 2022, Délice Group recycled more than 80% of its plastic packaging.
- The company has reduced the amount of packaging used in its dairy products by 15% over the past five years.
- "Delio Citizen Action; 1 gesture 1 cap 1 donation": Following the success of the citizen action to collect plastic caps, initiated in 2021 in collaboration with the association "Enfants de la Terre," a new action was launched in 2022 with the aim of recovering plastic caps, recycling them, and selling them. The proceeds from the sale were used to purchase braille keyboards for visually impaired people. This action, which has been replicated in several governorates, will be generalized throughout the Tunisian territory.
- Délice Group is committed to reducing its environmental impact and promoting the circular economy. The company implements a series of initiatives to recover and recycle food packaging and raises customer awareness of sustainable development issues.
- Délice Group recognizes that environmental sustainability is an ongoing challenge and is committed to continuing its efforts to reduce its impact on the environment.
- In addition to the efforts mentioned above, Délice Group has set ambitious goals for environmental sustainability, including:

- Reducing water consumption by 10%.
- Increasing the proportion of waste evacuated for recycling to 30%.

Relevant documents to support the proposition,

Please attach any relevant documents to support the information provided in this form.

Délice Holding Group's Activity Report for the Ordinary General Assembly of June 13, 2024, 2023. https://www.cmf.tn/sites/default/files/pdfs/emetteurs/informations/rapports-societes/rapport_delice_holding_2023.pdf

2. Site Web du groupe Délice Holding https://www.delice.tn/investisseurs/societes-du-groupe/

3.3.3 El Mazraa & G Prot - Subsidiary of Poulina Holding Group

Task 3.5: Documenting Business and Investment Cases Along Key Food Value Chains Contributing to Nutrition and Circularity in Pivot Cities

3.3.3.1 Section 1: General Information

Company Name: El Mazraa
Food Initiative Name: El Mazraa
Registration Number: 0035723T
Location: City and Specific Area of Operation: GP1 Km 12, Ezzahra Ben Arous Tunis. Km 25, Fondek Ejdid. Nabeul, Tunisia.
Contact Information: Primary Contact Person:Arwa SGHAIER Quality and Complaints Manager / Quality Management Company: EL MAZRAA | Poulina Group Holding
Email Address: management.qsa@elmazraa.com.tn
Telephone Number: +216 95 191 057
Focal Point: Name and Contact Information of Focal Point Completing the Template: Arwa SGHAIER Quality and Complaints Manager / Quality Management Company: EL MAZRAA | Poulina Group Holding
Email Address: management.qsa@elmazraa.com.tn
Telephone Number: +216 95 191 057

Section 2: Initiative Overview

AfriFOODLinks: Strengthening Food Value Chains in Tunisia for Optimal Nutrition and Circularity
Initiative/Project Presentation
The AfriFOODLinks initiative provides technical support to El Mazraa, a strategic subsidiary of the Poulina Holding Group, in its trajectory towards an agri-food model characterized by increased sustainability. This bilateral collaboration targets the reduction of the entity's environmental footprint through:
Optimization of effluent treatment processes and co-product valorisation.
Structuring and strengthening short supply chains.
Integration and deployment of sustainable agricultural and industrial practices.
The AfriFOODLinks project, in partnership with El Mazraa, a subsidiary of the Poulina Holding Group, aims to document and strengthen key food value chains in Tunisia. This ambitious project is part of a global approach to improving nutrition, promoting the circular economy, and supporting the sustainable development of the Tunisian agri-food sector.

3.3.3.2 Project Objectives

Documentation of business and investment cases: To conduct an in-depth study of the different stages of the poultry product value chain, identifying investment opportunities and best practices.
Improvement of nutrition: To contribute to a healthier and more balanced diet by promoting the production and consumption of quality poultry products.
Promotion of the circular economy: To implement strategies to reduce food waste, optimize resource utilization, and promote more sustainable production.
Collaboration with El Mazraa: To leverage El Mazraa's expertise in poultry breeding, slaughtering, and processing to develop innovative solutions adapted to the Tunisian context.

2.1. Areas of Intervention

Optimization of breeding practices:

- Implementation of more sustainable and environmentally friendly breeding systems.
- Improvement of poultry genetics for better productivity and superior meat quality.
- Development of animal feed based on local ingredients.

Improvement of processing processes:

- Modernization of production tools to reduce losses and waste.
- Development of new value-added products meeting consumer expectations.
- Implementation of traceability systems to ensure food safety and transparency.

Strengthening distribution and marketing:
Development of efficient distribution channels to ensure better product availability.

- Implementation of awareness campaigns to promote local poultry products.
- Creation of partnerships with large retailers and the catering industry.

Promotion of the circular economy:

- Valorization of slaughter by-products to produce animal feed, fertilizers, or biofuels.
- Reduction of packaging and promotion of environmentally friendly packaging solutions.
- Consumer awareness of responsible consumption and the fight against food waste.

2.2. Expectations and Impacts

The AfriFOODLinks project should enable:

- Improvement of the competitiveness of companies in the Tunisian poultry sector.
- Creation of new jobs and strengthening of local value chains.
- Contribution to the food and nutritional security of the Tunisian population.
- Positioning of Tunisia as a major player in sustainable agri-food in Africa.
- By leveraging El Mazraa's expertise and mobilizing actors in the poultry sector, the AfriFOODLinks project offers a unique opportunity to transform the Tunisian agri-food sector and contribute to sustainable and inclusive development.

2.3. Presentation of El Mazraa Company

- El Mazraa is a subsidiary of the Poulina Holding Group, a leading agri-food player in Tunisia. El Mazraa specializes in poultry breeding and slaughtering, as well as the processing and marketing of poultry products.
- With a slaughterhouse equipped with the best processes in the world, El Mazraa has versatile industrial equipment and a range of over 300 products, including fresh chicken and turkey meat, eggs, marinated meats, frozen products (breaded chicken cutlet, breaded turkey cutlet, etc.), cured meats, cooked dishes, canned dishes, dishes in glass jars, pet food, and processed animal proteins.
- It is thus able to meet all the needs of catering professionals as well as those of the housewife, both in Tunisia and abroad.
- El Mazraa entered the third millennium with a motto of quality, taste, safety, and innovation. El Mazraa, a symbol of creativity and innovation, anticipates its customers' expectations to offer new healthy and nutritious products.
- El Mazraa is located in Fondouk Jedid, Nabeul, Tunisia. The company employs more than 1950 people and markets its products throughout Tunisia and abroad.
- El Mazraa is committed to a quality and food safety approach. The company is ISO 22000 v 2018 certified, which guarantees compliance with the strictest standards in the production and marketing of food products.

3. Mission Statement

El Mazraa Poulina Group, a major agri-food player in Tunisia, is guided by a clear vision and an ambitious mission that revolves around three main axes:

3.1. Excellence and Superior Quality:

Offer food products of the highest quality. El Mazraa is committed to providing its customers with healthy, tasty food products that comply with the strictest international standards.
Maintain impeccable hygiene and food safety standards. Consumer safety and health are at the heart of El Mazraa's priorities. El Mazraa is committed to a quality and food safety approach. The company is ISO 22000 certified, which guarantees compliance with the strictest standards in the production and marketing of food products. The company applies rigorous quality control and food safety procedures at all stages of its production chain.
Promote innovation and the development of new products. El Mazraa continually invests in research and development to offer innovative products that meet the evolving expectations of consumers.

3.2. Customer Satisfaction and Commitment to Consumers:

- Develop lasting relationships with customers. El Mazraa is committed to establishing relationships of trust and proximity with its customers by offering them a positive shopping experience and meeting their needs effectively.
- Understand and meet consumer expectations. El Mazraa conducts market studies and collects consumer feedback to better understand their expectations and develop products and services that match them.
- Contribute to a healthy and balanced diet. El Mazraa is committed to promoting a healthy and balanced diet by offering nutritious and accessible products for all.

3.3. Sustainable Development and Social Responsibility:

Respect the environment and preserve natural resources. El Mazraa is committed to minimizing its environmental impact by adopting sustainable practices throughout its production chain.
Support local communities and contribute to economic development. El Mazraa is actively involved in the development of local communities and contributes to job creation and economic growth.
Promote ethics and transparency in its business practices. El Mazraa is committed to respecting the principles of ethics and transparency in all its business activities.

3.4. Description of Business Sectors

- Main Business Sector: Agri-food. El Mazraa Poulina Group specializes in the poultry sector.
- Main Service or Product. El Mazraa Poulina Group specializes in the poultry sector, encompassing the following activities:

3.4.1. Poultry Farming:

Upstream farming activities have been developed to cover 90% of the live poultry needs of the company's slaughterhouse. The rest is subcontracted to other farmers under annual supply contracts with rigorously defined specifications.

3.4.2. Poultry Slaughtering:

As the largest slaughterhouse in Africa (11 ha), this high-performance tool allows El Mazraa to process its poultry, which is then sold either as fresh products or processed.

3.4.3. Poultry Product Processing and Marketing:

El Mazraa produces approximately 10,000 tons of chicken and turkey meat products annually, including fresh (whole, cut), eggs, a wide range of processed products, marinated meats, hams, smoked hams, sausages, and merguez, as well as a range of frozen products such as hamburgers, nuggets, meatballs, and chicken and turkey skewers.

3.4.5. Distribution:

The company has built a vast distribution network of over 1500 points of sale, including 600 under the El Mazraa banner. The network is served by a fleet of 150 refrigerated trucks, transporting approximately 200 tons of chicken, turkey, and processed products daily to all parts of the country in optimal hygiene conditions.

4. Workforce and Customers

- Number of Employees: 1950
- Number of Customers/Users: 2000

5. Chronology

Key Historical Milestones of El Mazraa Holding Group

1968: Establishment of El Mazraa Company (Foundation of the company).
1987: Commencement of turkey farming operations.
1979: Launch of the first generation of turkey delicatessen products.
1980: Initiation of pet food production for cats and dogs.
1985: Creation of the EL MAZRAA graphic charter.
2002: Launch of the Rôti Express restaurant chain.
2008: Acquisition of HALAL certification.
2011: Launch of OVITA eggs.
2012: Launch of the Mazraa Market distribution chain.
2013: Establishment of the G-PROT plant for co-product valorisation and environmental preservation.
2015: Commencement of operations at the unique Tunisian frozen breaded products plant, enabling the development of a wide range of products, including whole muscle poultry meat-based items.
2017: Implementation of a new turkey collection system for animal welfare.
2018: Implementation of a new chicken collection system for animal welfare.
2018: Creation of the My Pet's cat and dog food brand.
2018: Acquisition of ISO 22000 certification.
2019: Launch of DHAHABIA FERMIER free-range chicken.
2020: Introduction of the new range of turkey "habra" (lean meat) products.
2023: Award of the Environmental Innovation Prize at the International CSR Forum.
Summary: El Mazraa is a company in constant evolution that has successfully adapted to consumer needs and emerging market demands. The company is currently a leader in the poultry industry in Tunisia and continues to invest in quality, innovation, and sustainable development.

3.3.3.3 Section 3: Business Model

Value Proposition:

What makes this initiative/project unique? Why should customers/users utilize it?
Impeccable Quality and Food Safety:

- ISO 22000 Certification: El Mazraa is committed to adhering to the most stringent standards in food production and marketing.
- Rigorous Quality Controls: Quality inspections are conducted at every stage, from farming to sales, ensuring product quality and safety.
- Quality Feed: Animals are provided with superior feed, free from antibiotics and growth hormones.

Wide Product Range Catering to Diverse Preferences:

- Fresh, Frozen, and Processed Poultry: Meeting the varied needs of customers, from home cooks to culinary professionals.
- Eggs, Turkey, and Charcuterie: Diversifying options and offering flavorful products for all occasions.
- Innovative Products: Dhahabia Fermier free-range chicken and Ovita omega 3 enriched eggs, designed for health-conscious consumers and animal welfare advocates.

Sustainable Development for a Responsible Future:

- Wastewater Treatment: Minimizing the company's environmental impact.
- Renewable Energy: Reducing the carbon footprint and promoting eco-friendly production.
- Reduced Packaging: Minimizing waste and contributing to environmental protection.
- Valorization of organic waste: Through the creation of the G protein factory transforming co-products into transformed animal proteins, destined for exportation.

National and International Presence for Enhanced Accessibility and Availability:

- El Mazraa Poulina Group possesses a national distribution network, enabling product marketing across the country and meeting Tunisian consumer needs.
- This network's strengths include:
- Extensive Geographical Coverage: Presence in all Tunisian regions via a network of carefully selected distributors and retailers.
- Efficient Logistics: Modern and effective logistical infrastructure ensuring product freshness and quality throughout the distribution chain.
- Omnichannel Presence: Marketing products through various channels, including supermarkets, hypermarkets, specialty stores, butcher shops, and convenience stores.
- Dynamic Sales Force: A skilled sales team promoting products to distributors and consumers.
- Exportation toward foreign countries: Exportation is a strategic development axis for El Mazraa, allowing them to share their passion for quality with international clients and also to increase the global fame of tunisian food processing industry.

How does it provide nutritional value and benefits to customers/users or the city?

El Mazraa commits to providing superior quality, safe, and healthy poultry products, enhancing nutritional value and offering numerous benefits to its clientele and the city:

Nutritious and essential products for good health:

- High Protein Content: El Mazraa products are a significant protein source, vital for tissue growth, development, and repair.
- Vitamins and Minerals: Poultry and eggs are rich in essential vitamins and minerals, such as vitamin B12, iron, zinc, and selenium.
- Omega-3: El Mazraa eggs, notably Ovita eggs, are enhanced with omega-3 fatty acids, beneficial for cardiovascular and brain health.

Promotion of a healthy and balanced alimentation:

Nutritional advice : El Mazraa put at disposal nutritional advice on his web site and in his shops, to help clients to make good alimentary choices.

Recipes: The company proposes tasty and equilibrated recipes using its products, to inspire the consumers.

Target Audience and Customer/User Segments:

Primary beneficiaries (e.g., schools, local communities, businesses):

El Mazraa caters to a broad spectrum of clients and users, encompassing diverse population segments and organizations:

Individual Consumers:

- Families: Offering a wide range of food products to meet family needs, including dairy, prepared meals, cereals, and juices.
- Young Adults: Targeting active young adults seeking convenient, tasty, and nutritious products.
- Health-Conscious Consumers: Providing a selection of healthy and balanced products, such as organic, reduced-sugar/fat, and vitamin/mineral-enriched items.

Professional Clients:

Restaurants and Cafés: Supplying high-quality food products to meet client demands.

Hotels and Guesthouses: Offering food products adapted to the needs of hotels and guesthouses, such as dairy products, fruit juices, and ready meals.

Bakeries and pastry shops: Providing high quality ingredients to bakeries and pastry shops.

Institutions and Organizations:

Catering, Universities, Schools and Nurseries: Offering healthy and nutritious products, adapted to children's needs in a scholarly environment.

Hospitals and nursing homes: Providing food products, adapted to the patients and residents needs in health establishments.
International exporters and distributers:
El Mazraa collaborates with international distributors to export his products to new markets and to touch a global clients base, to increase his international reach, and to promote the quality of Tunisian products.
Beyond these segments, El Mazraa supports local communities and charitable organizations through community development programs and social/environmental initiatives.
El Mazraa is committed to respond to the needs and expectations of all of his clients and users, by providing high quality products, perfect client services, and engagements toward sustainable development.

3. Key Resources and Activities

Essential Assets and Core Operational Model Activities of the Enterprise:

Essential Assets:

- State-of-the-art poultry farming facilities.
- Advanced meat processing and packaging plants.
- Extensive and well-maintained distribution fleet (refrigerated trucks).
- ISO 22000 certified quality control laboratories.
- G-PROT co-product recovery plant.
- Strong brand identity and marketing presence, including physical retail outlets.

Core Activities:

- Sustainable and animal welfare-conscious poultry farming practices.
- Efficient and hygienic poultry slaughter and processing.
- Development of innovative, value-added poultry products.
- Rigorous quality control and food safety management.
- Efficient national and international distribution logistics.
- Marketing and customer relationship management.
- Research and development concerning new product lines and more sustainable practices.

Key Suppliers and Partners:

- Local poultry farmers (under supply contracts).
- Animal feed suppliers (ensuring quality animal nutrition).
- Packaging material suppliers (eco-friendly options).
- International distributors and exporters.
- Retail chains and supermarket partners.
- Logistics and transportation companies.
- Certification bodies.

4. Revenue Streams

Primary Revenue Streams:

- Sales of fresh poultry meat (chicken, turkey).
- Sales of processed poultry products (frozen, cooked, charcuterie).
- Sales of eggs and egg-based products.
- Sales of pet food.
- Export revenue.

Potential Secondary Revenue Streams:

- Sales of by-products (animal feed, fertilizer from the G-PROT plant).
- Revenue from the restaurant chain (Rôti Express).
- Expansion of export locations.

5. Cost Structure

- Main Costs Associated with Initiative/Project Operation:
- Animal feed and livestock procurement.
- Processing and packaging material expenses.
- Logistics and transportation costs.
- Quality control and certification expenses.
- Employee salaries and benefits.
- Marketing and advertising costs.
- Operational charges and expenses.
- Depreciation of equipment and facilities.
- Research and development budget.

Fixed and Variable Costs:

Fixed: Facility maintenance, administrative salaries, depreciation, certifications.

Variable: Raw materials, packaging, logistics, energy, temporary labour.

6. Risk Analysis

Identification of Potential Risks:

- Epidemics in poultry farms.
- Raw material price fluctuations.
- Changes in consumer preferences and market trends.
- Logistical disruptions and supply chain vulnerabilities.
- Regulatory changes concerning food safety and environmental standards.
- Increased competition.
- Economic instability of export countries.

Risk Probability and Impact:

- High probability, high impact: Epidemics.
- Medium probability, medium impact: Raw material price fluctuations.
- Low probability, high impact: Major changes in export regulations.

Risk Mitigation Strategies:

- Implementation of strict biosecurity measures.
- Diversification of supplier relationships.
- Monitoring of market trends and consumer feedback.
- Investment in efficient logistics and inventory management.
- Maintenance of compliance with evolving regulations.
- Development of strong brand loyalty.
- Diversification of export countries.

Section 4: Analyse financière

3.3.3.4 Financial Sources:

Current and Potential Sources:

Self-Financing and Reinvestment:

In accordance with the 2023 activity report of Poulina Holding (https://www.cmf.tn/sites/default/files/pdfs/emetteurs/informations/rapports-societes/rapport_pgh_2023.pdf), the Poulina group, and by extension its subsidiaries such as El Mazraa, relies heavily on self-financing for current operations and investments, as evidenced by the group's consolidated financial statements.

Bank Financing:

El Mazraa, as part of the Poulina group, benefits from established relationships with financial institutions for obtaining short and long-term loans, which are essential for financing operational needs and modernization or expansion projects.

Financing by Poulina Holding Group:

The Poulina group plays a crucial role in financing its subsidiaries. Capital contributions and intra-group loans are significant sources of financing for El Mazraa, ensuring financial stability and supporting growth initiatives.

Export Credits:

Given that El Mazraa has an activity turned to export, and in order to encourage these operations, export credits could be requested.

Subsidies, Loans, Investments, etc.:

Potential subsidies could include government aid for the development of sustainable agricultural practices or for investment in waste treatment technologies (related to the mentioned G-PROT plant).

As mentioned, the Poulina group provides the necessary investments, and banks finance the loans.

Budget:

Detailed Budget:

Operating Budget:

Based on information from the Poulina Holding report, this includes precise planning of input costs (animal feed, raw materials), salary expenses (more than 1950 employees, according to the El Mazraa website: https://www.elmazraa.com/), energy expenses (particularly for the slaughterhouse and processing facilities), distribution costs (fleet of 150 refrigerated trucks), and marketing investments (online presence, El Mazraa Market stores).

Investment Budget:

Major investments concern the continuous modernization of production facilities (slaughterhouse, processing plants), the acquisition of new technologies to improve efficiency and sustainability (such as those related to the G-PROT plant), and the expansion of production capacities to support growth.

Cash Flow Budget:

Rigorous cash flow management is essential to ensure liquidity, given the large volume of commercial transactions (more than 2000 customers).

Financial Projections (3 to 5 years):

Projections are based on the growth of the Tunisian poultry market, the expansion of exports, and the development of new value-added products (such as turkey-based products).

Cost modeling incorporates fluctuations in raw material prices (cereals for animal feed), energy costs, and salary expenses.

The evaluation of investment projects (e.g., the expansion of the G-PROT plant) is performed by calculating ROI and other profitability indicators.

Financial Results:

Current Financial Situation

Annual Turnover for El Mazraa (via Poulina Group Holding)

El Mazraa is a subsidiary of Poulina Group Holding, which reports consolidated turnover across its various divisions, including poultry. According to the latest data:

Poulina Group Holding's revenue:

2023: 3.48 billion TND(up +9.9%YoY) de.wikipedia.org+13ilboursa.com+13ilboursa.com+13stockanalysis.com

2024: 3.45 billion TND (–0.8%) stockanalysis.com

While Poulina doesn't break down revenues by subsidiary publicly, El Mazraa's poultry operations represent a core vertical, typically 40–50% of group turnover and significantly influence export growth in the avian segment

Balance sheet analysis must take into account El Mazraa's significant assets (production facilities, distribution fleet), its level of debt (bank loans, intra-group debt), and equity. The Poulina group's activity report provides general accounting information and consolidated data, allowing for an overall view.

Key financial indicators (e.g., ROI, break-even point).

3.3.3.5 Section 5: Impact social et économique (nutrition et circularité)

3.3.3.6 Social Return on Investment (SROI) of El Mazraa:

Explanation of Social Benefits and Measurement Parameters:

El Mazraa's SROI focuses on several key areas:

Employment and Local Economic Development: Job creation and maintenance (over 1950 employees). Parameters include the number of jobs created, employment stability, and salaries paid.

Food Security and Public Health: Provision of quality poultry products, adhering to ISO 22000 standards. Parameters include product quality indicators, consumer satisfaction rates, and product accessibility for local populations.

Environmental Sustainability: Initiatives such as the G-PROT plant for co-product recovery, waste reduction, and potentially the use of renewable energies. Parameters include waste reduction, carbon footprint reduction, and co-product recovery efficiency.

Support for Local Communities: Community development programs and support for charitable organizations. Parameters include the number of projects supported, the amount of donations, and the impact of initiatives on beneficiary communities.

Impact on the Community:

What is El Mazraa's current impact on its city/community?

Significant Economic Contribution:

El Mazraa is a major employer, offering stable employment opportunities and contributing to the local economy.

Its activities also support local suppliers (farmers, feed suppliers, etc.).

The report of Poulina Holding Company validates the very strong economic involvement of its subsidiaries in the local economy.

Improvement of Food Security:

El Mazraa ensures a constant supply of quality poultry products, contributing to the food security of local populations.

Its products are accessible to a wide range of consumers, thanks to its extensive distribution network (El Mazraa Market stores, etc.).

Positive Environmental Impact (in development):

The G-PROT plant represents a significant initiative for co-product recovery and waste reduction.

Efforts to reduce the environmental impact of production (wastewater treatment, etc.) contribute to the environmental sustainability of the region.

Support for Social Initiatives:

El Mazraa's commitment to local communities and charitable organizations strengthens the social fabric.

This results in concrete actions regarding corporate social responsibilities. Example School renovations.
In summary, El Mazraa has a significant positive social impact, contributing to the local economy, ensuring food security, and engaging in environmental and social initiatives.

2. Community Engagement

School Renovations. The El Mazraa Group renovated two primary schools in the villages of Seltene and Fondok Jedid, demonstrating its commitment to education and community development.
Rainwater Drainage. The company collaborated with local authorities to renovate rainwater drainage channels in Seltene, (northeastern region of Tunisia, governorate of Nabeul), which helped resolve flooding issues and improve the well-being of residents.
Corporate Social Responsibility Initiatives. The El Mazraa Group participates in various corporate social responsibility initiatives, including supporting local organizations and promoting cultural activities.

2.1. El Mazraa Poulina Group: A Pioneer in Corporate Social Responsibility (CSR)

The unwavering commitment of the Elmazraa Poulina group to CSR has not gone unnoticed. In 2005, the company became a signatory to the United Nations Global Compact, demonstrating its adherence to the ten universal principles relating to human rights, labor standards, the environment, and the fight against corruption.
This demonstrates its alignment with the highest international CSR standards. This recognition confirms El Mazraa Poulina's position as a CSR pioneer in the region.
Economic Benefits for the Community (job creation, stimulation of the local economy, etc.)
Job Creation: EL MAZRAA is a major employer in the region, with 1950 employees. This represents a significant source of income for community families and helps reduce unemployment. The company offers employment opportunities to people from all walks of life, including women and young people. Employment of women, young people, men, and people with disabilities.
Stimulation of the Local Economy: EL MAZRAA purchases goods and services from local suppliers, which stimulates the local economy. Employment of women, young people, men, and people with disabilities: 1950 employees from different regions.
daily delivery of orders throughout the Tunisian territory.
export potential.
Multinational brand customers are clients.
Export of co-products.
Poultry products are the least expensive sources of animal protein (purchasing power).
The company also invests in community development projects, such as school renovations and infrastructure construction.
EL MAZRAA offers affordable poultry products, which contributes to the community's food security.
The company pays taxes that are used to fund public services.
EL MAZRAA attracts investment to the region, creating additional jobs and stimulating economic growth.
Number of young employees in the company. 45.9% of the workforce.
Gender: What efforts are currently being made by your company to achieve gender equality and integration?
Number of women employed by the company. Women represent 46% of the total workforce, or 897 women.
20 women hold decision-making positions in the company.
Corporate Culture. Poulina Group Holding distinguishes itself by its bold vision that brings together men and women sharing a common ambition: to build a modern company, a source of national pride. The objective is to compete with companies from the most developed countries in terms of management quality and efficiency. This vision results in the creation of a structure capable of mobilizing thousands of employees. Guided by common values, they work together to create wealth and establish a healthy and positive corporate culture. Poulina Group Holding's vision focuses on the following key points:
Excellence. Compete with the world's highest performing companies in terms of management and efficiency.
Mobilization. Bring together thousands of employees around common values and a shared ambition.
Value Creation. Generate wealth and contribute to economic prosperity.
Corporate Culture. Promote a healthy, positive, and stimulating work environment.
This ambitious vision forms the foundation on which Poulina Group Holding builds its future and positions itself as a major player in the Tunisian and international economy.
Meritocracy at El Mazraa: A Pillar of Professional Development.
Within the Poulina Group, meritocracy stands as a fundamental principle that ensures the objectivity of evaluations, the fairness of decisions regarding the allocation of responsibilities, and the accuracy of remuneration. This philosophy proves particularly essential given the size and complexity of the group.
Meritocracy at Poulina is reflected in the belief that every individual, regardless of origin, gender, age, or nationality, has the potential to thrive and climb the corporate ladder. Access to a position is in no way determined by factors external to the individual's skills and motivation.

This system is based on a rigorous and transparent performance evaluation, which allows for the recognition of talent and the rewarding of effort. Meritocracy thus fosters a stimulating work environment where everyone is encouraged to give their best.
By promoting meritocracy, El Mazraa is committed to:

- Promote equal opportunities. Offer all employees the same professional development opportunities, without any discrimination.
- Enhance skills and potential. Recognize and reward talent and individual contributions.
- Stimulate motivation and commitment. Encourage employees to surpass themselves and develop their skills.
- Strengthen cohesion and collective performance. Promote a climate of trust and collaboration where everyone feels valued and contributes to the company's success.
- Meritocracy is an essential pillar of El Mazraa's corporate culture, creating a dynamic work environment conducive to the professional development of all employees.
- Fair recruitment and promotion policies at El Mazraa: Promoting inclusion and professional development.
- Equitable Recruitment and Promotion Policies at El Mazraa: Fostering Inclusion and Professional Development
- El Mazraa is committed to promoting an inclusive and equitable work environment, where every individual has the opportunity to thrive and contribute to the company's success. To this end, the group implements equitable recruitment and promotion policies that aim to identify and value talent, without any discrimination.

The pillars of these policies include:
Awareness and Training: Awareness and training programs are organized to promote a culture of equality and respect within the company. These programs aim to educate employees on the issues of diversity and inclusion, and equip them to identify and combat unconscious biases.
Mentorship Program: A mentorship program is implemented to support the professional development of all employees. This program allows employees to benefit from the guidance and support of a more experienced colleague, thereby facilitating their advancement within the company.
Work Flexibility: El Mazraa offers work flexibility options, such as flexible working hours, to meet the needs of women with dependent children or who are pregnant. These measures aim to balance professional and personal life, and to promote employee well-being.
By adopting these equitable policies, El Mazraa is committed to:
Attracting and Retaining Top Talent: By creating an inclusive and rewarding work environment, El Mazraa attracts and retains the best talent, regardless of their profile.
Promoting Diversity of Ideas and Perspectives: The diversity of employees enriches exchanges and stimulates innovation within the company.
Strengthening Cohesion and Collective Performance: An inclusive work environment fosters trust and collaboration between employees, resulting in improved collective performance.
El Mazraa's equitable recruitment and promotion policies illustrate the group's commitment to the inclusion and professional development of all its employees. By creating a fair and rewarding work environment, El Mazraa establishes itself as an employer of choice and a responsible actor within its sector of activity.
3. Sustainability and Circularity
How do sustainability and circularity contribute to the operation of your initiative/project?
Beyond the examples already mentioned (wastewater treatment, organic waste management, solid waste sorting), El Mazraa is committed to a comprehensive sustainability approach that translates into:
Resource optimization. Reduction of energy consumption through the installation of solar panels, improvement of the energy efficiency of buildings and equipment.
Promotion of sustainable agriculture. Encouraging environmentally friendly agricultural practices among its suppliers, prioritizing short supply chains and local products.
Development of sustainable products. Formulation of products with natural and less processed ingredients, reduction of packaging, and use of recyclable materials.
Employee awareness. Implementation of training and awareness actions to involve all employees in the sustainable development approach.
Does your initiative/project use sustainable, compostable, or ecological materials for its operation?
El Mazraa favors the use of sustainable and ecological materials in its packaging and equipment. For example, the company uses recycled cardboard packaging, biodegradable plastic films, and production equipment made from recyclable materials.
Does your initiative/project minimize food loss and waste in its processes and distribution?
Reducing food waste is a priority for El Mazraa. The company implements measures such as:

Improvement of the cold chain. To ensure product freshness and reduce losses related to deterioration.
Improvement of the cold chain: Implementation of high-performance refrigeration systems at each stage of production and distribution, ensuring product freshness and minimizing losses due to deterioration.
Optimization of production forecasts: Use of data and analysis to adjust production to demand, thus reducing surpluses and waste.
Waste and Co-product Recovery. El Mazraa integrates advanced circular economy practices, strategically recovering waste and co-products to move towards a "zero waste" production model. Initiatives include:
Carcass transformation: Use of carcasses for pet food production, also intended for export.
Blood recovery: Blood, rich in proteins and minerals, is converted and used in pet food production.
Conversion of fats and skins: Transformation of fats and skins into biofuels, contributing to renewable energy production. Blood recovery: Blood, rich in proteins and minerals, is converted and used in pet food production.
Feather recovery: Conversion of feathers into animal protein, used in pet food production for export.

7.4. Optimization of production forecasts. To avoid overproduction and unsold goods.

7.5. Do food ingredients come from sustainable sources, especially local and ethical suppliers?
Promotion of sustainable agriculture. Encouraging environmentally friendly agricultural practices among its suppliers, prioritizing short supply chains and local products.
Development of sustainable products. Formulation of products with natural and less processed ingredients, reduction of packaging, and use of recyclable materials.
Are efforts being made to reduce carbon emissions in food transport and logistics?
Does your initiative/project recover food scraps, food waste, or food packaging in any way?
At EL MAZRAA, respect for the environment is at the heart of their corporate culture. They are committed to minimizing their environmental impact by implementing sustainable practices throughout their production chain.
Here are some concrete examples of their actions in favour of the environment:
Wastewater treatment.
EL MAZRAA treats its wastewater according to the Tunisian standard NT106.01, thus ensuring that it meets strict quality requirements before being released into the environment.
Organic waste management.
Organic waste is treated in a specialized plant equipped with the latest technologies, allowing for efficient and environmentally friendly recovery.
Solid waste sorting.
EL MAZRAA practices source sorting to separate different types of solid waste. This makes it easier to recycle and reduces the amount of waste sent to landfill.

3.3.3.7 Section 6: Future Projects and Scalability

1.Expansion Plans:

Current and Future Plans:
El Mazraa envisions a strategic expansion focused on increasing its production capacity to meet growing demand, both domestically and internationally.
This could involve investing in new production technologies, expanding its existing facilities, and diversifying its range of value-added products (processed products, prepared meals, etc.).
Within the frame of exportation, the enterprise plans to increase its destinations, by targeting countries demanding these productions, with a high focus on quality.
Geographical and Demographic Expansion:
Geographically, El Mazraa could strengthen its presence in Tunisian regions where it is less present, by establishing new points of sale or consolidating its distribution network.
Internationally, expansion could be achieved by targeting African and European markets, leveraging the quality of its products and its ISO 22000 certification.
Demographically, the company will continue to adapt its products to changes in consumption patterns and the needs of different customer segments (young adults, families, health-conscious consumers, etc.)

2. Innovation and Improvement:

Potential Areas for Innovation:
Development of innovative and sustainable products, in response to consumer trends (organic products, plant-based protein products, etc.).

Optimization of production processes to reduce environmental impact (use of renewable energies, eco-friendly packaging, etc.).
El Mazraa: A pioneer in sustainability, engaging in new initiatives through the AfriFOODLinks support program. With a significant level of maturity in circularity and sustainability, El Mazraa has identified, within the framework of the AfriFOODLinks support program, key areas to strengthen its environmental commitment. These projects, aligned with the circularity initiatives of the most influential Tunisian companies, demonstrate El Mazraa Holding's (chicken-based products) willingness to push the boundaries of sustainable practices:
Agricultural valorization of sewage sludge: The company is actively exploring innovative methods to convert sewage sludge into valuable agricultural resources, contributing to a circular economy.
Odor control in pre-slaughter areas: El Mazraa is committed to implementing advanced technologies to minimize odor emissions in pre-slaughter areas, thus improving animal welfare and working conditions.
Optimization of water reuse: The company is developing advanced systems to maximize water reuse in its production processes, significantly reducing its potable water consumption.
Recycling and valorization of complex plastics: El Mazraa is seeking cutting-edge solutions for the recycling and valorization of complex plastics, actively contributing to waste reduction and the promotion of the circular economy.
These strategic projects demonstrate El Mazraa's proactive commitment to exceeding current sustainability standards, by exploring innovative ways to minimize its environmental impact and strengthen its leadership in circularity.
Integration of advanced technologies (automation, artificial intelligence) to improve product efficiency and traceability.
Research into new products for the recovery of production waste, in order to move towards zero waste.
Continuous Improvement Strategies:
Investment in research and development to identify best practices and new technologies.
Implementation of monitoring and evaluation systems to measure performance and identify areas for improvement.
Continuous employee training to improve their skills and productivity.
Strengthening partnerships with actors in the agri-food sector (suppliers, distributors, etc.) to foster collaborative innovation.

3.3.3.8 3. Reproduction:

El Mazraa's model, focused on quality, food safety, sustainability, and community engagement, could be reproduced in other cities and regions.
However, adapting to local specificities (market, culture, regulation) would be essential to ensure the success of reproduction.

3.3.3.9 4. Potential Upscalers:

Potential partners for El Mazraa's expansion could include:
Financial institutions (for financing expansion projects).
Agri-food technology companies (for process innovation and improvement).
International distributors (for geographical expansion).
standardization organisms for the certifications, linked to the new product, and processes.
public authorities within the frame of a co-financed project, for the development of sustainable practices.

3.4Cape Town

3.4.1 Inner Peas

Inner Peas operates within Cape Town's small-scale urban agriculture and food SME ecosystem, where micro-enterprises could play a critical role in local food access, nutrition, and circular economy practices. However, these businesses face structural constraints including limited access to capital, fragmented markets, and high operational burdens.

Women-led microbusinesses in this sector often experience additional pressures: balancing unpaid care work, limited time for business development, and reduced access to formal markets and financing. Transitioning to circular practices (e.g., drying, composting, reuse systems) introduces additional upfront costs and labour, despite long-term environmental and economic benefits.

Inner Peas represents a typical but high-potential case: a values-driven, circular food initiative championing small-scale household food resilience.

3.4.1.1 Section 1: General Information

Business Name: Name of the food initiative: Inner Peas

Business case title: A business case for circular urban backyard agriculture, nutrition and household food resilience in Cape Town

Registry number (if applicable) ● *K2022671367, registered pty ld*

Location: City and specific area where the initiative operates: Penhill Estate, Cape Town, South Africa (home-based urban growing site)

Contact Information:

Name of the primary contact person: Natalie Poole

Email address: innerpeas.rsa@outlook.com

Phone number.

Focal Point:

Name and contact information of the focal point completing the template: Nthakoana Maema.

3.4.1.2 Section 2: Initiative Overview

Summary

Inner Peas is a women-led, home-based, microenterprise operating in Cape Town's urban, sustainable and community focused agriculture, focused on small-scale food production, value addition, and promoting community-level knowledge transfer. Established during the COVID-19 period, the initiative has evolved from a household survival strategy into an early-stage business with multiple revenue streams.

The enterprise integrates fresh produce cultivation, drying and powdering of vegetables, seedling production, and community education workshops at the backyard farm, on sustainable living, food growing and healthy foods such as farm-to-table pasta making, seed composting, and homemade cordials. They also produce their own nutrient rich compost from farm waste, creating a circular system that nourishes crops and promotes healthy soil. Through this model, Inner Peas contributes to improved household nutrition, reduced food waste, and increased awareness of low-cost urban food production techniques.

Despite operating at a small scale, the business demonstrates strong alignment with circular economy principles and presents a viable pathway for growth through targeted investment and operational support. Growth has been uneven due to working full-time, caregiving responsibilities, isolation of solo entrepreneurship, and limited operational capacity. Despite setbacks (e.g. losing a restaurant client who vertically integrated by buying their own farm), Natalie (founder) continues to adapt, shifting into dried goods, seedlings and workshops to stabilize income.

Mission:

To produce healthy, locally grown food while enabling households to grow their own food using accessible, low-cost methods.

Core objectives:

- Improve access to fresh and nutrient-rich food in urban communities
- Reduce food waste through drying, composting, and reuse practices
- Build household-level food resilience through skills transfer
- Generate sustainable income for the founder (post-retirement) and local collaborators

Description:

Primary industry/sector

Urban agriculture and circular food systems

Main service or product

Fresh vegetables (lettuce, beetroot, tomatoes, herbs (coriander, parsley, mint, basil), wild garlic, spring onion, spinach, cabbage, carrots)
Number of employees: Founder only; seasonal support during increased demand (informal, unemployed women from local community)
Number of customers: 20+ fresh produce; 10+ seedlings; 30 per workshop
Employees' composition (males and females)
Size of the business: Micro-business
Nature of the customers: Customer base: local households, health-conscious consumers, low-to-middle income urban residents seeking to reduce food costs, informal buyers and small-scale partners.
Customers primarily seek affordability, freshness, and access to healthy food options, alongside knowledge on how to grow their own produce and live healthier lifestyles through food.

Timeline:

2020: Initiated home-based food growing during COVID-19
2021: Business formalisation support through entrepreneurship programme
Early growth phase: Supplied fresh produce to local restaurant, and vegetable powder to small-scale food producer [benefit, items sold before harvest]
2024: Transition phase: Shifted to diversified model after loss of bulk buyer
Current phase: Full-time in business, multi-product model (fresh produce, dried goods, seedlings, workshops)

3.4.1.3 Section 3: Business Model

Value Proposition

The business addresses several critical challenges in today's food and environmental landscape. Firstly, tackling the growing demand for fresh, locally grown and chemical-free produce by offering high quality vegetables and seedlings for niche markets that value health and sustainability. Second, combatting food waste by turning unsold herbs and vegetables into long lasting dried and powdered products, ensuring nothing goes to waste. By producing their own compost, they reduce reliance on synthetic fertilizers and promote soil health, helping to restore degraded ecosystems. Furthermore, workshops empower individuals with practical skills in sustainable living, filling the knowledge gap around composting, organic gardening and low impact lifestyles. In doing so we foster a resilient and environmentally conscious community. Overall, our business strives to create a circular, low waste model that benefits people, the plant and the future generations by making sustainability accessible, practical and profitable.
Inner Peas operates a small-scale circular food production model that provides affordable, locally grown food and practical solutions for circular household food production.
The enterprise differentiates itself through:

- Chemical-free, locally grown produce
- Value addition through drying and powdering (extending shelf life)
- Minimal waste through composting and reuse practices
- Knowledge transfer through practical workshops and on-site showcase of growing methods, using available materials

This model contributes to both improved nutrition outcomes and behavioural shifts in urban food consumption and production.

Target Audience and customer segments

Currently Inner Peas is embedded within community and social networks, with customer growth driven primarily through informal relationships and local visibility.
Primary beneficiaries include: urban households in Cape Town, community members seeking affordable fresh produce, individuals interested in home-based food production and health-conscious consumers
They get to know about Inner Peas through WhatsApp networks, Facebook marketplace and word-of-mouth referrals [currently creating a website and branding with Afrifoodlinks grant from Oribi], the business has been nominated to showcase at the Good Life exhibition with large foot traffic (wholesalers, exporters etc., and will be testing this new channel]. Other channels that have tried: pop-up fresh food market on premises.

Key resources and activities

What are the resources required for the success of this business model (skills, finances, equipment)?

- Small scale growing space
- Basic gardening equipment
- Community groups for knowledge and training (e.g. city gardening WhatsApp group)
- Access to drying facilities (University of Stellenbosch: Ellensburg facilities)
- Dryers [has developed own dryer model; and has recently purchased a small system, however not adequate for large orders]

Key activities include: cultivation of vegetables, processing (drying and powdering), direct sales, financial and operations management, workshop hosting and facilitation

Key suppliers and partners: Seedlings (West Coast Seedlings in Phillip, Xkm from farm); University of Stellenbosch Elsenburg (provides free commercial drying facilities); takealot (provides small batch packaging), Oribi incubator

Who are the potential upscalers for this initiative/project?

- Department of agriculture [support with mapping urban growers within 10km radius] Inner Peas would like to run their farm similarly to an agrihub facilitating knowledge transfer, sale of inputs for other urban farmers, and aggregation of harvests in order to fulfill higher orders, within the location. Currently finding the journey to be lonely as a single micro-entrepreneur.
- Food security programs run by INGOs/NGOs such as UN, SA Harvest, community kitchens [bulk purchases of dried vegetable and fruits, powdered goods]
- Western Cape Province (ministry of food)/social development: integration of products into food security programmes
- Funding institutions aligned to food security and nutrition such as DGMT

Revenue Streams:

Primary sources of revenue streams:

- Sale of fresh produce
- Sale of dried and powdered products

Secondary sources of revenue streams:

- Sale of seedlings
- Workshops

Revenue is currently modest and variable (R5,000/month, with strong seasonality linked to production cycles). As a 1-person business, it is difficult to run all business processes from farm management to sales management seamlessly, hence food production is not consistent throughout the year (time poverty).

Cost Structure:

Main costs incurred in running the initiative/project:

Capital costs:

- Basic growing infrastructure
- Equipment such as dryer

Variable costs: Seeds, water and electricity, transport and packaging (exploring reused glass where possible)

Risk Analysis:

Risk	Impact	Probability	Mitigation
Unsold produce	Income loss	High	Drying and composting
Weather variability	Production instability	High	Diversification of product; controlled growing (greenhouse)
Limited labour	Reduced output	High	Hiring support
Irregular demand	Income variability	Medium	Strengthening repeat buyers, strengthening reliable supply by connecting to local urban farmers

3.4.1.4

3.4.1.5 Section 4: Financial Analysis

Funding Sources:

Current: Personal income
Afrifoodlinks grant: R32,000
Potential: government funding (small businesses), ESD funding corporates in agri-sector/food sector
Budget:
Not available
Financial projections for the next 3-5 years. *[Natalie to send]*

Financial Performance:

Low but stable income (when garden flourishing, growth is constrained by production consistency)
Keeps financial records, however not systematised (in terms of financial performance management) or scalable. Key constraint is limited labour and limited infrastructure, which limits production capacity.
[ROI to be calculated realistically for microbusiness not enough clear data on cost structure, production capacity and post-investment assumptions]

3.4.1.6 Section 5: Social and Economic Impact (Nutrition and Circularity)

Social Return on Investment (SROI):

At this stage, Inner Peas does not have robust tracking systems for social impact, it is currently captured through observational insights and can be extracted from sales and participation data. With more impact measurement support, Inner Peas could implement basic digital tracking through simple spreadsheets, periodic feedback from customers and workshop participants; and estimation of household-level cost savings and food production.
While it does not yet quantify a monetary SROI ratio, it demonstrates social value, as the model is particularly relevant for replication in urban, resource-constrained environments where food insecurity and unemployment intersect:

Improved access to nutritious food

Inner Peas increases access to fresh, locally grown, chemical-free vegetables for nearby urban households. The introduction of dried and powdered products further extends the availability of nutrient-rich food beyond seasonal constraints. This could be considered as a resource for extensive community kitchen networks in low-income communities.

Household food cost reduction and resilience

Through the sale of seedlings and practical workshops, the microbusiness enables households to grow their own food using low-cost, accessible methods. This contributes to reduced expenditure on food and increased resilience to price volatility.

Livelihood support:

The business has potential to provide direct income stream for the founder (particularly post retirement) and could create informal, part-time income earning for unemployed women in the community. As the business scales, it has the potential to create additional earning opportunities.

Skills development and behavioural change

Inner Peas facilitates knowledge transfer on urban agriculture techniques, promoting healthy living, and self-sufficiency and shifting households into active food producers.

Sustainability and circularity

Inner Peas applies a zero-waste approach, where possible and localising of food production for nearby households in urban settings.
Reduce: efficient small-scale production, reduced input control, waste/surplus produce is dried or composed
Regenerate: organic practices/agro ecology/biodegradable inputs
Reuse: packaging materials are reused for product (coffee glass containers), or as grower systems (swimming pool buckets to grow potatoes)
Localised production: most production at the backyard farm (seedlings a bit further away; and the commercial drying facility far away)
Bulk buying of seeds: to make seedlings for other households nearby

3.4.1.7 Section 6: Future Plans and Scalability

Expansion Plans:

The business aims for organic growth, not large-scale unsustainable growth, although the vision is to have a more financially viable business. For now, the aim is to transition from a survival enterprise to a stable SMe enterprise through:

- Accessing additional staff (human capital) in order to have an all year growing urban garden, and apply stronger farm management systems. This would also allow the founder to focus on business development activities
- Investing in a glass greenhouse that can be used as a multi-functional space (for growing produce and workshop classroom)
- Expanding value-added product lines and securing stable buyers such as Nude Foods, health shops, ECDs, local spaza shops in Cape Town, health-conscious caterers (this would include aggregating produce from other urban growers nearby for reliability)

Future plans:

- on-site cafe (serving herbal teas and healthy baked goods)
- use extra lodging structure on property for 'farm stay' concept, where international visitors/students can work on the farm, and learn about urban food systems in Cape Town through a curated program. This would be an experience-based food and education model.

Innovation and Improvement:

Potential areas for innovation: solar powered greenhouse/drying systems, rainwater harvesting
Continuous improvement strategies: improved product branding and packaging
Constraints to scaling: limited labour capacity, lack of operational systems, restricted access to finance and market access constraints.

Replication

The model is replicable across urban contexts, particularly in low-and middle income areas where food insecurity and unemployment intersect.
Potential upscalers

Inner Peas requires:

Production infrastructure (to stabilise and increase output across seasons)
Labour and operational capacity (to improve allocation time between production, sales and administration)
Secure repeat, local buyers, commercialisation within hybrid markets (moving beyond informal channels to consistent sales channels - reliable, repeat customers)
Distributed production (seedling sales + strengthening of local urban grower network)
Who are the potential upscalers of this business case and what are their respective data/ information needs.

Upscaler	Potential role in scaling	Data/information needs
City of Cape Town (urban agriculture programmes)	Provide infrastructure support and integration into local food resilience initiatives	Proof of community impact, number of households, production volumes, alignment with food security objectives
Incubator: Further impact, SAB Foundation, Indalo Inclusive, Fetola, Oribi	Milestone based grant, Strengthen business systems, financial management, and market readiness	Revenue streams, cost structures, growth potential, founder capacity and grit, operational constraints
Low interest loan provider	Provide liquidity for infrastructure and working capital to stabilise and grow the business	Financial projects, use of funds, expected returns, scalability potential
INGOs (UN, Gift of Givers etc)	Integration into broader programmes	Social impact evidence, replicability and cost-effectiveness

Stable buyers (small retailers: Nude Foods, Spar, local food clubs, caterers, spaza shops)	Provide stable offtake and market access for fresh and value-added products	Product quality, basic volume reliability, pricing, safe supply chain,
Community networks (housing flats, local groups, street traders)	Act as both customers and distributed production nodes through seedlings and training	Uptake of seedlings, workshop participation, household-level outcomes
Corporate CSI/ESD (hotel chain, Nedbank		

What is the market potential that can enhance the commercialization of this business/initiative?

3.4.1.8 Section 7: Support or Investment Required

3.4.1.9 Technical Support:

- Farm management systems
- Digitization of business
- Branding and product development
- Storytelling and impact measurement (tracking participation and household-level outcomes)
- Financial performance tracking

Financial Support:

- Greenhouse investment
- Additional staff salaries
- Urban garden infrastructure improvements (solar power, automated rainwater systems etc)

Physical support

- Upgrading of growing and customer-facing space

Technological support

- Communication tools: camera

4. Other Support:

Any other forms of support needed: link to city's sustainable tourism policy and opportunities, partnerships with buyers, support for linkage to other urban growers

Conclusion and investment case:

Inner Peas represents an early-stage circular food enterprise (third space) embedded in Cape Town's urban food system. The business demonstrates a functioning model that integrates food production, value addition, and community engagement, its commercialisation potential is limited by capital and operational capacity. With targeted investment and support, Inner Peas can transition into a stable and scalable SME, and local food node, that contributes to urban neighbourhood-level food resilience, improved nutrition, and circular economy practices.

3.4.2 Nude Wholefoods (Pty) Ltd t/a NUDE FOODS

Cape Town's food retail system is structurally shaped by large-format supermarkets operating within mall-based infrastructure, and small-scale local spaza shops - selling largely FMCG food products. They are highly dependent on single-use plastic packaging and long supply chains, contributing to waste, carbon emissions, and limited consumer agency in portioning and sourcing. While local spaza shops do provide relative agency in portioning, they still rely on plastic packaging, highly processed and low-nutritional value foods. These models depend on high volumes, pricing power and supply chain efficiency.
At the same time, Nude Foods operates within a distributed, neighbourhood-based retail landscape, where smaller, experience-driven and values-led formats can survive; but only under specific conditions (location, footfall, and customer profile). These retail models are highly dependent on distributed retail hub models (neighbourhood high streets, design centres and mixed-use precincts).
The circular food economy opportunity lies in decoupling grocery retail from packaging, while maintaining enough convenience and price competitiveness to function as a real alternative. They are also increasingly relevant, given rising environmental awareness and tourism-linked demand.

3.4.2.1 Section 1: General Information

Business Name: NUDE FOODS
Name of the food initiative: Nude Wholefoods (Pty) Ltd t/a NUDE FOODS
Established: 2017
Registry number (if applicable)
Location:
City and specific area where the initiative operates: Zonnebloem, Cape Town
Contact Information:
Name of the primary contact person: Paul Rubin
Email address
Phone number
Focal Point:
Name and contact information of the focal point completing the template: Nthakoana Maema

3.4.2.2 Section 2: Initiative Overview

Summary

Brief overview of the initiative/project
Nude Foods is a zero-waste, plastic-free grocery retailer offering bulk wholefoods, household products, and refill options. Customers bring their own containers and purchase goods by weight, eliminating single-use packaging.
The business was founded in response to the absence of zero-waste retail options in South Africa, drawing inspiration from global movements such as Zero Waste. Since its launch in 2017, Nude Foods has demonstrated early financial viability; breaking even within six months and recovering initial capital within two years.
The model has evolved from a niche concept into a comprehensive grocery offering (approx 900 products), positioning itself as a viable alternative to conventional retail rather than a specialty store.

Objectives, rationale and mission statement

Primary goal at startup: To eliminate single-use plastic in grocery retail and disrupt the dominant retail model.
The secondary goal was to make zero-waste shopping cost-competitive with conventional grocery stores. This has not been fully achieved, but the business remains financially viable, and prices competitive. As the business has evolved a third goal has emerged: to support local and small producers/suppliers who would otherwise not access retail presence.
The model has evolved pragmatically, responding to customer behaviours rather than ideology, resulting in a hybrid offering that balances:
Sustainability
Affordability (within limits)
Convenience

Description:

Primary industry/sector: Grocery retail (circular economy)

Main service or product: Bulk wholefoods (grains, legumes, nuts); household products (cleaning supplies, detergents, toiletries); fresh and seasonal products; refill water and complementary offerings
Number of employees: 9 (approx 50% women; youth included)
Number of customers per month: 50,000 annually (120 sales/day on average)
Size of the business:
Nature of the customers: Primarily middle-upper income, environmentally conscious consumers (25-60 years old), with strong tourist demand in peak seasons. They seek reduced environmental impact; access to healthier and less processed foods, flexibility in purchasing quantities and a convenient alternative to conventional grocery retail.
Timeline:
Timelines and key milestones of the initiative/ business

2017: First store launched (Cape Town CBD)
2018: Second location (Newlands satellite store)
2020: Newlands closed; Covid business recovery loan
Year ?: E-commerce website launched
Current: Exploration of franchising as a scaling model

3.4.2.3 Section 3: Business Model

Value Proposition:

Nude Foods operates a packaging-free retail model that enables customers to purchase food and household products without single-use plastic. The model addresses key inefficiencies in conventional retail, including excessive packaging, food waste, and disconnection from local supply chains.

Its value proposition is built on:

Plastic free consumption (bring-your-container model or non-plastic packaging)
Bulk purchasing flexibility or buy what you need, reducing household waste
Local and ethical sourcing, supporting regional producers
Health-oriented and broad product mix (organic, wholefoods, seasonal, low-processed goods) enabling full grocery basket shopping
The model creates both environmental value (waste reduction) and consumer value (cost control, health, agency).

What makes the business work:

Location and scale are decisive: store size and accessibility ensures viability, and foot traffic is essential for survival. It is a high-volume, low-margin retail model, and high product options enables full-basket shopping. The model depends on behavioural buy-in (bring containers, refill habits).

Target Audience and customer segments

Primary beneficiaries (e.g., schools, local communities, businesses):
Working professionals, young families, living in high-density CBD and surrounding suburbs, who are value-driven ('conscious consumers'). Their target market does fall within the middle-upper LSM, with 70% female, and 30% male shoppers. There is a peak demand from tourists during summer months, in winter the customer base is predominantly local repeat customers. There has been increased demand for health-conscious and sustainable consumption post-COVID.
Where are the customers for this initiative (location for segmentation purposes)?
How do these customers get to know this initiative/project (awareness creation): At the launch of the business, Nude Foods had high PR and visibility media coverage which contributed to initial brand recognition, this has led to organic growth through word-of-mouth? They have physical store visibility, in a high-street that is evolving rapidly, therefore functioning as a shopping destination and an entry point for new customers encountering the zero-waste model for the first time. Occasionally Nude Foods has partnered with like-minded collaborators hence providing in-store experience and education. Digital platforms including the company's website and e-commerce functionality, which support customer access and information sharing. Customer acquisition is therefore largely driven by alignment with values, direct experience of the model, and repeat engagement.
Who are the actors in this initiative/project?
Core business operations: Founder, responsible for strategic direction; store staff responsible for daily operations, customer engagement and inventory management.
Partners and complementary businesses: local businesses and organisations collaborating through events and shared retail space
Circular economy and waste management actors: Waste Ed

Key resources and activities

What are the resources required for the success of this business model (skills, finances, equipment, etc.)?
Retail infrastructure (dispensers, shelving, refrigeration)
Supplier network (local and regional distributors
Brand and customer trust
Operational know-how (inventory, hygiene, refill systems)
What are the activities required for the success of this business model (skills, finances, equipment, etc.)?

- Bulk sourcing and supplier management
- In-store dispensing and stock management
- Customer engagement and education
- Inventory and pricing management

Who are the main suppliers and partners?

- Local farmers and small-scale producers
- National and regional natural food distributors (mainly dry goods)
- All suppliers comply with packaging reduction requirements
- Who are the potential upscalers for this initiative/project (County government, financial institutions, incubators, etc.)?

Revenue Streams:

- Primary sources of revenue streams:
- Retail sales of bulk food and household products
- Water refill stations

Secondary sources of revenue streams:

- Subletting of retail space (e.g. plant-based eatery)
- Occasional events and partnerships
- Food products account for the majority of sales. Customer purchasing behaviour is shifting toward full-basket shopping, increasing transaction value.

Cost Structure:

Major fixed costs:

- Rent
- Salaries
- Electricity (has significantly increased due to local price increase, particularly refrigeration and storage)

Variable costs:

- Procurement of goods
- Transport and logistics
- Equipment maintenance
- Cleaning and operational systems

The packaging-free model introduces additional operational complexity and costs compared to conventional retail.

Risk Analysis:

Risk	Probability	Mitigation
High fixed costs	High	Careful site selection and cost management
Low margins	High	Increase basket size (product availability and diversity) and customer retention
Franchise misalignment	Medium	Careful franchisee selection and governance; mentoring model
Operational complexity and brand integrity	High	Standardisation of systems through documenting and recordkeeping needs to happen
Consumer price sensitivity	Medium	Maintain value through bulk purchasing

Stock write-offs for unsold or stale products	Medium	Need to create early-identification; partner with local community kitchens or NGOs such as Food Forward
Energy intensity of refrigeration systems, load shedding	High	Need to consider financing for solar systems

3.4.2.4 Section 4: Financial Analysis

Funding Sources:
Current and potential funding sources. *[Ask Paul: founder contribution?]*
Covid recovery loan (R250,000)
Budget:
Detailed budget breakdown. [Paul to provide]
Financial projections for the next 3-5 years. *[Unavailable, at least for franchise model, would need franchising consultant intervention]*
Financial Performance:
Current financial health: Break even achieved within 6 months, and initial investment recovered within approximately 2 years. Average of approximately 120 transactions per day.
Key financial metrics (e.g., ROI, break-even point). *[Not available, Paul to provide]*
Cost-benefit analysis
Current profit/loss margin *[Paul to provide]*
Project profit margin *[Paul to provide*

3.4.2.5 Section 5: Social and Economic Impact (Nutrition and Circularity)

The Social Return on Investment (SROI) is not currently quantitatively measured, however qualitatively:
Food system impact:

- Reduction in household food waste through flexible purchasing
- Increased access to organic and natural food products
- Shifting customer habits toward reuse, conscious consumption

Economic impact

Support for local suppliers and producers [Paul to add women producers %; township producers % if available]
Balanced employment (local youth, women)
Community engagement:

- Hosting of local events
- Waste education initiatives (e.g. eco-bricks, recycling station)
- Sustainability and circularity
- Direct reduction in single-use plastic [Paul to provide exact amount]
- Non plastic packaging (if needed) and dispensary (store infrastructure)
- Customers only buy exact quantities (promoting lower household food waste)
- Use of reusable supplier containers (e.g. 25L containers, water tank)
- In-store recycling system
- Seasonal stocking to reduce waste

3.4.2.6 Section 6: Future Plans and Scalability

Expansion Plans:

Current plans for scaling the initiative. What would scale look like for you in the future?
Nude Foods is exploring a franchise-based expansion model to enable growth while maintaining operational efficiency. The franchise model includes:

- Centralised sourcing of core dry goods
- Standardised systems for packaging-free retail, with legal and operational frameworks and training systems
- Local adaptation by franchise operators
- Direct mentorship by founder, for stewarding of brand governance
- Paul expects expansion can be regionalised or provincial (Gauteng), as the dry goods are mostly national/regional distribution capacity. This would require local supplier mapping and adaptation to regional market conditions.
- As traditional finance is likely not well suited to this model, the business needs access to low-interest loans or impact/regenerative capital sources. The key constraints to scaling would be: high capital

requirements (R250,000 needed for professional franchising model development before start-up costs); risk of losing brand integrity during scaling.

3.4.2.7 Innovation and Improvement:

Potential areas for innovation:

Energy-efficient storage system (cold-storage; solar)
Smart dispensing technology (improving inventory management systems)
Social and economic impact measurement tools, as well as more depth in circularity measurement.

Replication

The model is replicable in urban areas with: sufficient density of conscious consumers, strong foot traffic and access to appropriate (mixed hub; high-street) retail space

Upscalers

Partner/institution	Role in supporting	Data needed
Impact investor (agri-food oriented, sustainable food systems) e.g. PGS, Inana Capital, *[Lucas could add]*	Provide patient capital aligned with circular economy outcomes	Unit economics per store (revenue margins, break-even point) -Capital requirements per new store (fit-out, working capital) -infrastructure needs (waste systems, energy, retail space access) -Growth projections (number of stores, timeline) Evidence of demand (customer and early adopter (new region) numbers, repeat rates, basket size) -circular and social impact metrics -governance and franchising model (risk management and brand control)
Innovative financial institutions: Pineapple, *[Lucas could add]*	Offer concessional loans for store expansion	-cash flow stability and monthly revenue ranges -debt servicing capacity (EBITDA, margins) -Risk profile (location sensitivity, seasonality) -Collateral or asset base (equipment, inventory) -Track record of financial performance
City of Cape Town	Enable alignment with circular economy initiatives and programmes	-Environmental impact data (plastic reduction, waste reduction) -local economic contribution (jobs, supplier network) - spatial footprint and expansion plan (priority areas) -alignment with city circular economy and waste strategies

3.4.2.8 Section 7: Support or Investment Required

Technical Support:

- Franchisee system development
- Supply chain optimisation
- Training system (staff, management)

- Circular, social and economic impact measurement

Financial Support:

- Access to low-cost loans, blended/climate/regenerative finance

Capital to support franchisees (store expansion and infrastructure, working capital)

Physical support

Identifying high-density locations for expansion and access to affordable retail space (feasibility studies)
Infrastructure for refill systems
Energy-efficient equipment

3.4.2.9 Technological support

Digital inventory systems
Smart dispensing technology

3.4.2.10 4. Other Support:

Any other forms of support needed: Policy alignment with circular economy initiatives, sustainable tourism.
Strategic: brand governance frameworks, circular franchise market expansion strategy.
Nude Foods demonstrates that a circular, packaging-free grocery model can operate as a viable retail business, while delivering environmental and social benefit, under specific conditions: strong location, disciplined operations, and a clearly defined customer segment. However, the model is structurally constrained by low margins, high operational costs, and scaling complexity. Strategic support in the form of patient capital (including climate finance, impact and regenerative capital sources, innovative financing), technical assistance and ecosystem alignment is requiring to enable sustainable expansion.
With a proven concept, established customer base, and a clear pathway to franchising, Nude Foods presents a strong case for investment in circular retail systems that reduce waste and reshape urban food consumption patterns. This path requires codifying and transferring the model without dilution.

3.5 Ouagadougou

3.5.1 Grenier du Paysan

3.5.1.1 Section 1: Informations générales

Nom de l'entreprise
Nom de l'initiative : Grenier du Paysan
Projet : extension et modernisation de l'unité de transformation agroalimentaire du Grenier du Paysan
Numéro de registre : BF OUA 2019 B 9103

Lieu
Grenier du Paysan est située dans la commune rurale de Zagtouli relevant du Grand-Ouaga pour le volet transformation et aussi dans la ville de Ouagadougou, précisément dans le quartier Pissy pour le volet commercialisation.
Dans le cadre du développement de la présente initiative, l'entreprise déloge le volet transformation dans la commune rurale de Koubri.

Information de contact
Personne de contact principale : Mme SORY Fatoumata, Gérante de Grenier du Paysan
Adresse électronique : grenierdupaysan@yahoo.com
Numéro de téléphone: +226 25 44 44 14/70 54 54 15
Point focal
Personne de contact principale : Mme SORY Fatoumata, Gérante de Grenier du Paysan
Adresse électronique : grenierdupaysan@yahoo.com
Numéro de téléphone: +226 25 44 44 14/70 54 54 15
Section 2 : Aperçu de l'initiative
Resumé

Brève présentation de l'initiative/projet

Le Grenier du paysan évolue dans la transformation des produits forestiers non ligneux, des céréales et aussi des oléagineux en divers produits. Son site de transformation actuel, situé dans la commune de Zagtouli sur une superficie de 300m², ne répond plus aux exigences et normes édictées dans le secteur au regard de l'accroissement du nombre de produits de l'entreprise et par ricochet, la demande. Elle projette, dans le, cadre de la présente initiative, aménager un nouveau site de transformation sur un espace de 1 500 m² situé dans la commune rurale de Koubri et qui tiendra compte des normes de transformation industrielle. Ce site intégrera la circularité tout au long des chaînes de valeurs agricole de l'entreprise.

Objectifs et déclaration de mission

L'objectif global de l'initiative est de moderniser et rendre circulaire Grenier du Paysan. De façon spécifique, il s'agira de :
Construire une unité de transformation intégrée et circulaire sur une superficie de 1 500 m²,
Acquérir et équiper le nouveau de transformation avec des équipements/matériels hybrides,
Diversifier les gammes de produits et améliorer la qualité.
La déclaration de mission de l'entreprise à travers cette initiative est : « contribuer au développement d'une agro-industrie locale durable en renforçant les capacités de transformation et de commercialisation du Grenier du paysan».

Description

Secteur d'activité principal

Le secteur d'activité principal dans lequel l'entreprise évolue est l'agroalimentaire, plus précisément dans le maillon transformation des filières PFNL (baobab, néré, moringa, etc.), céréales (mil, sorgho, maïs, etc.) et oléagineux.

Principal service ou produit

Grenier du Paysan propose à sa clientèle plusieurs gammes de produits que sont les grumeaux, les couscous, les farines, les biscuits, les huiles, les pommades, les savons et la potasse. Ces produits sont issus de la transformation circulaire car les résidus/déchets des premiers produits sont utilisés pour la production d'autres produits. Ce qui augmente la valeur ajoutée des différentes chaînes de valeur concernées.

Nombre d'employés

Grenier du Paysan emploie actuellement, de façon permanente, 11 personnes. Cet effectif connaîtra une hausse de 45 % avec la réalisation de la présente initiative. Parallèlement, elle génère environ 400 emplois à travers la collecte des PFNL et la production agricole.

Nombre de clients/usagers

L'entreprise commercialise ses produits à travers des revendeurs et aussi de façon directe à travers sa vitrine de commercialisation. Actuellement, elle compte une vingtaine de distributeurs et plusieurs milliers d'usagers à travers la ville de Ouagadougou et aussi dans plusieurs villes du pays.

Chronologie

Principales dates de l'initiative :
2020 : acquisition d'un terrain de 1500m² dans la commune rurale de Koubri,
2026 : restructuration de Grenier du Paysan à travers son projet d'extension,
2027-2028 : recherche de financement, étude de faisabilité,
2028-2029 : construction et équipement du nouveau site,
2030 : extension industrielle (lancement des activités sur le nouveau site).
Section 3 : modèle d'entreprise
Proposition de valeur

Qu'est-ce qui rend cette initiative/projet unique ? Pourquoi les clients/usagers devraient-ils l'utiliser ?

Grenier du Paysan produit de façon circulaire en ce sens que les résidus/déchets d'une production donnée sont utilisés dans la production d'un autre produit. Cela garantit une certaine qualité des produits et contribue à rassurer la clientèle car maintenant les exigences de qualité pour chaque produit à chaque étape.

Comment apporte-t-elle une valeur nutritionnelle et des avantages aux clients/usagers ou à la ville ?

Les produits offerts par l'entreprise sont naturels, nutritifs, issus de chaînes de valeur locales durables. Ils confèrent aux consommateurs une garantie d'une alimentation saine, durable et nutritive.

Public cible et segments de clientèle/usagers
Le public cible du projet sont :
Ménages qui achètent pour leurs consommation comme intrants de cuisines ou leurs produits d'entretien corporelle;
Les hôtels et restaurants qui achètent pour en faire des intrants dans la cuisson de leurs aliments destinés la revente à leurs clients;
Les surfaces de distribution qui exposent les produits dans le but de les renvendre en l'état à leurs clients;
Les clients institutionnels (collectivités teritoriales, ONG, etc.) qui achètent pour des dotations à des personnes vulnérables.
Ressources et activités clés

Les actifs nécessaires et les activités les plus importantes dans lesquelles votre entreprise doit s'engager pour faire fonctionner son modèle.

Les actifs nécessaires pour la réalisation de l'initiative sont essentiellement des infrastructures répondant aux exigences et normes en matière de transformation agroalimentaire à caractère industrielle, des équipements hybrides adaptés et à la pointe de la pointe de la technologie,
Les activités clés sont notamment l'approvisionnement en matière première, la transformation, le conditionnement et la commercialisation. À cela s'ajoutent les activités de sensibilisation des producteurs partenaires à une production respectueuse de l'environnement.

Qui sont les principaux fournisseurs et partenaires ?

Les principaux fournisseurs sont les unités les coopératives agricoles féminines et les organisations paysannes.
Les partenaires sont notamment les services techniques décentralisés, les partenaires financiers, les ONG évoluant dans le développement rural.

Les sources de revenus

Les sources de revenus primaires.

Les sources de revenus primaires du projet proviennent principalement de la vente des produits sus-cités.

Les éventuelles sources de revenus secondaires.

Les sources de revenus secondaires incluent la vente des sous-produits non utilisables par l'entreprise dans ses processus.

Structure des coûts

Principaux coûts liés à la gestion/opération de l'initiative/projet

La structure des coûts du projet comprend l'ensemble des dépenses nécessaires à la mise en place et au fonctionnement des activités.
Les principaux coûts concernent les investissements en infrastructures (unités de transformation moderne) , l'acquisition, l'installation et la maintenance des équipements dédiés, ainsi que les charges liées aux ressources humaines. En outre, on a les coûts logistiques, notamment l'approvisionnement et le transport des matières premières, ainsi que les dépenses en énergie, en eau et en emballage.

Coûts fixes et coûts variables.
Les coûts fixes incluent principalement les salaires du personnel permanent, les amortissements des équipements, le loyer ou coûts d'infrastructure, ainsi que les charges administratives.
Les coûts variables, quant à eux, fluctuent en fonction du volume de production et comprennent le coût d'achat des matière premières, les frais de transport, les consommables, l'énergie, la maintenance, ainsi que les coûts liés à la distribution et à la commercialisation des produits.

Analyse des risques

Identification des risques potentiels.
Certains risques pourraient entraver la mise en œuvre de l'initiative dont on peut citer l'insécurité dans certaines zones de production agricole et les aléas climatiques.

Probabilité et impact de chaque risque.
Les risques identifiés ont une forte probabilité de survenance et ont comme impact direct la hausse des prix des matières premières.

Stratégies d'atténuation des risques
Pour atténuer ces risques, l'entreprise prévoit d'explorer les zones à faibles risques sécuritaires et aussi intensifier la sensibilisation de ses producteurs à développer une stratégie de production anticipative, régénérative et protectrice de l'environnement afin de pallier aux risques climatiques.

3.5.1.2 Section 4 : Analyse financière

Sources de financement

Sources de financement actuelles et potentielles.
Le projet est financé par une combinaison de fonds propres de Grenier du Paysan et de financements externes. Les sources actuelles incluent l'autofinancement et les revenus de l'activité principale. Les sources potentielles comprennent des subventions liées à l'économie circulaire, au climat et à la sécurité alimentaire, ainsi que des prêts bancaires et des investissements à impact. Des partenariats avec des programmes internationaux et des institutions de développement sont également envisagés pour soutenir la phase d'industrialisation.

Subventions, prêts, investissements, etc.
Comme susmentionné, l'entreprise entamera des démarches de recherche de financement axées sur les subventions d'investissement et les crédits bancaires auprès des structures privées (ONG) et publiques (projets/programmes étatiques) et aussi des institutions financières (banques et fonds de financement).

Budget

Budget detaillé.
L'initiative à mettre en place prévoit l'occupation d'un espace de 1500m² pour la construction d'une unité de production intégrée.

Infrastructures et aménagements :	80 000 000 FCFA
Équipements :	28 000 000 FCFA
Marketing et communication digitale :	2 000 000 FCFA
Fonds de roulement initial :	10 000 000 FCFA
Investissement total estimé :	120 000 000 FCFA

Projections financières pour les 3 à 5 prochaines années.
Les projections financières concernent spécifiquement le chiffre d'affaires et les estimations sont consignées dans le tableau ci-dessous :

Chiffre d'affaires	An1	An2	An3	An4	An5
Montant en FCFA	50 688 000	53 222 400	55 883 520	61 471 872	67 619 059
Montant en EURO	77 273	81 137	85 194	93 713	103 085

Ces projections connaitront une augmentation forfaitaire de :
5% entre les années 1, 2 et 3 et,
10% entre les années 4 et 5.

Résultats financiers

Situation financière actuelle.
Grenier du Paysan, avec sa capacité de production actuelle, réalise en moyenne un chiffre d'affaires annuel de 33 792 000 FCFA soit 51 515 euros.

Principaux indicateurs financiers (par exemple, ROI, seuil de rentabilité)
ROI estimé : le retour sur investissement devrait être constaté à partir de la 4e année d'exploitation.

Seuil de rentabilité : atteint la 3e année.
Marge brute : la marge brute est estimée à environ 60 % grâce à la collaboration avec les producteurs pour s'assurer de la disponibilité de la matière première.
Impact financier : amélioration de la rentabilité globale et diversification des revenus.

Section 5 : impact social et économique (nutrition et circularité)

Retour social sur investissement (SROI)

Explication des bénéfices sociaux et les paramètres utilisés pour mesurer l'impact social.

Le retour social sur investissement du projet est assez intéressant en ce sens que le projet bénéficie directement aux populations locales de la zone d'implantation et aussi aux producteurs et collecteurs agricoles qui sont pour la plupart des femmes. Les bénéfices sociaux incluent l'amélioration des revenus des acteurs et le renforcement des capacités techniques.
L'impact social est mesuré à travers plusieurs indicateurs : nombre d'emplois créés (avec désagrégation par genre et âge), revenus générés pour les bénéficiaires, amélioration des conditions de vie des ménages et des communautés locales.

Impact sur la communauté

Quel est l'impact actuel de votre entreprise sur votre ville/communauté ?
L'entreprise valorise les chaînes agricoles et PFNL en soutenant ainsi les petits producteurs et renforçant les chaînes de valeur agricoles. Elle joue également un rôle social important en offrant des emplois stables à des femmes issues de milieux vulnérables (rurales et périurbaines).
À travers ses activités, elle contribue significativement à l'amélioration des revenus des producteurs, à la sécurité alimentaire et nutritionnelle durable, à la création d'emplois, à la promotion de l'entrepreneuriat féminin et la valorisation des produits locaux.

Avantages économiques pour la communauté (création d'emplois, stimulation de l'économie locale, etc.)
Le projet génère des revenus directs pour les employés et indirects pour les producteurs agricoles, les transporteurs et les distributeurs. Il stimule l'économie locale en créant des opportunités commerciales autour de la transformation, de la distribution et de la vente.
Nombre de jeunes employés dans l'entreprise
Actuellement, Grenier du Paysan emploie 15% de jeunes pour l'activité principale.

Genre

Quels sont les efforts actuellement déployés par votre entreprise pour parvenir à l'égalité des sexes et à l'intégration ?
Grenier du Paysan vise dans ses actions l'autonomisation des femmes. Ainsi, elle emploie de façon permanente 9 femmes, collabore avec plus de 300 femmes rurales productrices agricoles ou collectrices de PFNL. Elle promeut à leur bénéfice, l'entrepreneuriat féminin et le leadership en leur offrant des formations et des sensibilisations.
Nombre de femmes employées par l'entreprise
L'entreprise emploie actuellement 9 femmes représentant 81% de l'effectif globale.

Durabilité et circularité

Comment la durabilité et la circularité contribuent-elles au fonctionnement de votre initiative/projet ?

Le modèle d'entreprise de Grenier du Paysan est pleinement circulaire. En effet, certaines matières premières sont utilisées de façon continue avec leurs résidus/déchets de transformation jusqu'à la phase finale. A titre d'exemple : le fruit du baobab est concassé pour extraire les gousses proposées comme produit. Cette gousse est transformée également pour séparer la pulpe des graines, la pulpe étant réduite en farine et proposée à la clientèle. Les graines extraites sont utilisées pour produire de l'huile utilisée dans l'alimentation et dans les cosmétiques (savons, pommade, etc.). Les tourteaux obtenus sont utilisés dans l'alimentation animale, donc proposés également comme sous-produit. La coque initiale est utilisée pour produire de la potasse. Il est ainsi pour plusieurs filières comme l'hibiscus et autres, chacune selon les possibilités offertes.
L'entreprise encourage également la production agroécologique et la protection de l'environnement. De ce fait, elle facilite des sessions de renforcement de capacité à l'endroit de ses producteurs et effectue des reboisements dans le but de contribuer à la reforestation.
Cette approche circulaire améliore la rentabilité, renforce la résilience climatique et positionne Grenier du Paysan comme un acteur engagé dans une transition agroécologique durable et la protection de l'environnement.

Votre initiative/projet utilise-t-elle des matériaux durables, compostables ou écologiques pour son opération ?

Grenier du Paysan adopte progressivement des solutions d'emballage durables, en privilégiant des matériaux recyclables et à faible impact environnemental.
Les équipements de production, majoritairement en acier inoxydable, garantissent durabilité, hygiène et réduction des déchets industriels.

Sur le plan énergétique, l'expansion intègre l'utilisation d'équipements hybrides afin d'avoir une utilisation optimale en énergie tout en privilégiant l'utilisation de l'énergie solaire.

Votre initiative/projet minimise-t-elle les pertes et les déchets alimentaires dans ses processus et sa distribution ?

Le processus de Grenier du Paysan intègre la valorisation continue des déchets. En effet, plus de 90% des déchets sont réutilisés tout au long de la chaîne de production. Cette optimisation des procédés permet d'améliorer les rendements matières premières et de réduire les rebuts. Grâce à un réseau de distribution structuré (plus de 20 points de vente), les invendus sont limités et les rotations de stock maîtrisées.

Les ingrédients alimentaires proviennent-ils de sources durables, surtout des fournisseurs locaux et éthiques ?

Grenier du Paysan travaille sur la base de l'agriculture contractuelle agroécologique avec les producteurs, intégrant des pratiques durables à travers des formations en agroécologique, en technique de production responsable, gestion des compte d'exploitation. Ainsi, elle dispose d'un réseau de producteurs agricoles et de collecteurs/trices de PFNL qui lui fournissent des matières produites suivant les normes agroécologiques strictes et encadrées.

Cette stratégie permet d'améliorer la traçabilité, de stabiliser les prix et de sécuriser les volumes. Elle contribue également à l'amélioration des revenus des producteurs, notamment des femmes.

Des efforts sont-ils déployés pour réduire les émissions de carbone dans le transport et la logistique des denrées alimentaires ?

L'entreprise s'engage dans la réduction de son empreinte carbone à travers plusieurs leviers. L'intégration de l'utilisation du solaire à travers la mise en place d'une plateforme solaire dans son nouveau qui devrait permettre de réduire les émissions liées à l'énergie.

Elle effectue chaque année des reboisements dans le but de reconstituer le couvert végétale dans ses zones de collecte de PFNL.

Sur le plan logistique, l'entreprise optimise ses circuits de distribution pour réduire les distances parcourues et privilégie les circuits courts. Cette organisation permet de diminuer les coûts de transport tout en réduisant les émissions associées à la chaîne d'approvisionnement.

Section 6 : projets futurs et évolutivité

plans d'expansion

Plans actuels d'expansion de l'initiative. À quoi ressemblerait l'expansion dans le futur pour vous ?

La présente initiative est déjà une expansion de l'actuelle entreprise. Cette expansion débutera avec la réalisation d'infrastructures, l'acquisition et l'installation des équipements de production, d'autonomisation énergétique et de source d'eau. Par la suite, un bio digesteur pour la transformation des déchets liquides sera également mis en place. A cela, sera associé le développement d'un élevage et d'une production de légumes dans le but d'avoir un système circulaire en boucle fermé allant de la transformation des matières premières à la valorisation des déchets issus de cette transformation.

Expansion géographique ou démographique future?

L'entreprise prévoit une expansion géographique de son unité à travers l'ouverture de nouveaux points de vente dans la ville de Ouagadougou et aussi dans d'autres villes comme Bobo Dioulasso.

En terme d'expansion démographique, l'entreprise envisage l'augmentation de des partenaires à 500 producteurs/collecteurs agricoles et PFNL.

innovation et amélioration

Domaines potentiels d'innovation.

Les domaines potentiels d'innovation sont essentiellement la mise en place d'un bio digesteur, le développement de l'élevage et l'intégration de la production agroécologique. Ces domaines viennent compléter l'aspect circulaire de l'initiative.

Stratégies d'amélioration continue.

L'entreprise mettra l'accent sur l'amélioration continue de ses activités en développant de nouveaux produits à forte valeur nutritive, en travaillant sur ses emballages et en renforçant la traçabilité de ses produits. Elle misera également sur la certification des produits dans le but de la fidélisation de ses clients.

reproduction

Votre initiative/projet peut-elle être reproduite dans d'autres villes et régions ?

Le modèle est reproductible dans d'autres zones aussi bien rurales que urbaines car il utilise un système autonome en eau et en énergie et est moins exigeant en expertise, pouvant alors compter sur une main-d'œuvre locale.

upscalers potentiels

Les potentiels upscalers peuvent être des organisations comme : la Convention des Nations Unies sur la lutte contre la désertification (UNCCD), l'Africa Feed & Food (AFF), Slow food, ONG Tree AID, ONG ACRA, ONG CISV, La Fédération Nationale des Industries Agro-Alimentaires et de Tranformation du Burkina (FIAB), la Grande Muraille Verte. Ces structures évoluent dans le développement rural, la sécurité alimentaire et la protection de l'environnement et pourront contribuer fortement à la mise à l'échelle de l'initiative.

3.5.1.3 Section 5 : soutien ou investissement requis

support technique

Types d'expertise technique nécessaires.

L'initiative nécessite un appui technique en transformation agroalimentaire avancée; développement commercial; certification et normalisation des produits (ISO 22000, HACCP), marketing digital.
Par ailleurs, la maintenance des équipements et la digitalisation des processus (traçabilité, gestion de production) est essentiel pour améliorer l'efficacité globale.

soutien financier

Soutien financier spécifique requis (par exemple, investissements, prêts).

Le projet requiert un financement structuré combinant subventions, investissements à impact et prêts à conditions adaptées et faible taux.
Les besoins concernent l'acquisition d'équipements industriels (unités de transformation, moulins, conditionneuses automatiques), les infrastructures (clôture, bâtiments, forages, systèmes solaires).
Un fonds de roulement est également nécessaire pour sécuriser l'approvisionnement en matières premières et soutenir la commercialisation.
La facilité de l'accès au crédit industriel pour le développement soutenu de l'initiative.

autres soutien

Toute autre forme de soutien nécessaire (par exemple marketing, logistique)

Au-delà des aspects techniques et financiers, le projet nécessite un soutien institutionnel pour faciliter les certifications (ISO 22000 et ISO 14001), les partenariats et l'accès aux marchés publics. Cela contribuera significativement à la croissance et à la pérennité du projet.
Un appui à la participation aux foires et expositions nationales et internationales permettra de renforcer la visibilité des produits sur les marchés locaux et sous-régionaux.
Le développement de réseaux de distribution (points de vente, logistique de livraison) est également essentiel.

3.5.2 Faso Attiéké

Section 1 : Informations générales

Nom de l'entreprise
Nom de l'initiative : Faso Attiéké
Projet : Valorisation des déchets organiques en protéines animales et bioénergie durable
Numéro de régistre : BF-OUA-2019-B10500
Lieu
L'entreprise Faso Attiéké dispose de deux emplacements complémentaires:
le site de production situé dans la commune rurale de Loumbila, commune appartenant au Grand Ouaga
le site de conditionnement et de distribution situé dans la ville de Ouagadougou, précisément au quartier Zone 1
Information de contact
Personne de contact principale : Mme BASSONO/KABORE Florence, Gérante de Faso Attiéké
Adresse électronique : infos@fasoattieke.com
Numéro de téléphone: +226 70 33 69 54/60 53 95 95/68 04 60 60/64 98 05 05

Point focal
Personne de contact principale : Mme BASSONO/KABORE Florence, Gérante de Faso Attiéké
Adresse électronique : infos@fasoattieke.com
Numéro de téléphone: +226 70 33 69 54/60 53 95 95/68 04 60 60/64 98 05 05
Section 2 : Aperçu de l'initiative
Resumé

Brève présentation de l'initiative/projet

Le projet de valorisation des déchets organiques en protéines animales et bioénergie durable de Faso Attiéké vise à valoriser les déchets organiques issus de la transformation du manioc en attiéké à travers un modèle d'économie circulaire innovant. Il consiste à produire des larves de mouches soldats noires transformées en farine protéinée destinée à l'alimentation animale, ainsi que du bioéthanol pour la cuisson propre. Cette initiative contribue à réduire les déchets, diminuer la dépendance aux protéines importées et promouvoir une énergie durable. Elle génère des emplois verts, renforce les revenus des femmes et améliore la sécurité alimentaire. Le projet s'inscrit dans une dynamique de développement durable et de résilience climatique au Burkina Faso.

Objectifs et déclaration de mission

L'objectif global de l'initiative est de produire de l'aliment animale à travers la valorisation des déchets organiques issus de la transformation agroalimentaire de l'entreprise. De façon spécifique, il s'agira de :
Valoriser les déchets agroalimentaires ,
produire des aliments animaux durables et moins coûteux.
La déclaration de mission de l'entreprise à travers cette initiative est : « offrir une alternative énergétique propre et contribuer à la sécurité alimentaire et à la résilience climatique ».
Description

Secteur d'activité principal

Le projet s'inscrit principalement dans le secteur de l'agro-industrie durable, à l'intersection de l'économie circulaire, de la gestion des déchets organiques et de la production de bioénergie. Il valorise les sous-produits issus de la transformation du manioc en attiéké pour créer des solutions innovantes répondant aux enjeux de sécurité alimentaire, d'alimentation animale et d'accès à une énergie propre. Ce positionnement stratégique permet à Faso Attiéké de se diversifier tout en renforçant la durabilité de son modèle économique.

Principal service ou produit

Les principaux produits issus de cette initiative sont, d'une part, la ***farine protéinée*** à base de larves de mouches soldats noires, destinée à l'alimentation des volailles, poissons et porcs, en substitution partielle ou totale des sources classiques comme le soja et la farine de poisson. D'autre part, le projet prévoit la production de ***bioéthanol*** utilisé comme combustible propre pour la cuisson domestique, contribuant à réduire la dépendance au bois et au charbon. En complément, un ***engrais organique*** (frass) est produit et valorisé dans l'agriculture.

Nombre d'employés

En termes d'emplois, Faso Attiéké compte actuellement 73 employés permanents, dont environ 88 % de femmes, principalement issues de milieux vulnérables. La mise en œuvre de ce projet permettra la création directe de 20 à 50 emplois supplémentaires, notamment dans la collecte des déchets, la production des larves, la transformation et la distribution des produits.

Nombre de clients/usagers

Concernant les clients et usagers, le projet cible principalement les éleveurs (volaille, pisciculture, élevage porcin), les coopératives agricoles, les distributeurs d'intrants et les ménages urbains pour le bioéthanol. À terme, plusieurs centaines d'usagers sont attendus, contribuant ainsi à structurer un écosystème local durable et inclusif.

Chronologie

Principales dates de l'initiative :

2023–2025 : Structuration de Faso Attiéké

2025 : Étude de faisabilité valorisation déchets

2026 : Lancement du projet MSN & bioéthanol

2027–2030 : Extension industrielle

Section 3 : modèle d'entreprise

Proposition de valeur

Qu'est-ce qui rend cette initiative/projet unique ? Pourquoi les clients/usagers devraient-ils l'utiliser ?

Le projet de Faso Attiéké propose une solution innovante et durable qui transforme les déchets organiques issus de la production d'attiéké en ressources à forte valeur ajoutée. Sa principale force réside dans son modèle d'économie circulaire intégrée, qui permet de produire simultanément des protéines animales locales, un engrais organique et une source d'énergie propre.

Comment apporte-t-elle une valeur nutritionnelle et des avantages aux clients/usagers ou à la ville ?

L'aliment produit remplace partiellement les intrants importés comme le soja et la farine de poisson, la farine de larves de mouches soldats noires réduit significativement les coûts de production pour les éleveurs tout en améliorant les performances nutritionnelles des animaux.

Par ailleurs, la production de bioéthanol offre une alternative accessible et écologique au bois et au charbon, contribuant à la lutte contre la déforestation et les émissions de carbone. Ce projet génère également des emplois verts, notamment pour les femmes, tout en renforçant la résilience alimentaire, énergétique et climatique des communautés locales.

Public cible et segments de clientèle/usagers

Les principaux bénéficiaires du projet sont :

Éleveurs (volaille, pisciculture, porc),

Coopératives agricoles,

Ménages urbains (bioéthanol),

Distributeurs d'aliments,

ONG et programmes nutritionnels.

Ressources et activités clés

Les actifs nécessaires et les activités les plus importantes dans lesquelles votre entreprise doit s'engager pour faire fonctionner son modèle.

Le projet nécessite des actifs stratégiques tels que des infrastructures adaptées pour l'élevage des mouches soldats noires, une unité intégrée de transformation (séchage, broyage, fermentation) et des équipements de production de bioéthanol.

Les activités clés incluent la collecte et le tri des déchets, l'élevage et la transformation des larves en farine protéinée, la production de bioéthanol, le contrôle qualité, ainsi que la distribution des produits.

Qui sont les principaux fournisseurs et partenaires ?

Les principaux fournisseurs sont les unités internes de production de Faso Attiéké ainsi que d'autres transformateurs agroalimentaires fournissant des déchets organiques. Les partenaires clés incluent les coopératives agricoles et les éleveurs, qui sont à la fois clients et relais de diffusion. Des collaborations avec des institutions de recherche, des ONG, des institutions financières et des fournisseurs d'équipements techniques sont également essentielles pour garantir le financement, l'innovation, la qualité des produits et la montée en échelle du projet.

Les sources de revenus

Les sources de revenus primaires.

Les sources de revenus primaires du projet proviennent principalement de la vente de farine protéinée issue des larves de mouches soldats noires, destinée à l'alimentation des volailles, poissons et porcs. À cela s'ajoute la commercialisation du bioéthanol comme combustible propre pour la cuisson domestique et professionnelle.

Les éventuelles sources de revenus secondaires.

Les sources de revenus secondaires incluent la vente d'engrais organique (frass) utilisé pour améliorer la fertilité des sols, ainsi que des services de collecte et de gestion des déchets organiques pour d'autres acteurs

agroalimentaires. À terme, des opportunités existent également dans la formation technique et le conseil en économie circulaire.

Structure des coûts

Principaux coûts liés à la gestion/opération de l'initiative/projet

La structure des coûts du projet comprend l'ensemble des dépenses nécessaires à la mise en place et au fonctionnement des activités de valorisation des déchets.
Les principaux coûts concernent les investissements en infrastructures (unités d'élevage des mouches soldats noires, équipements de transformation, installations de production de bioéthanol), l'acquisition et la maintenance des équipements, ainsi que les charges liées aux ressources humaines.
S'ajoutent les coûts logistiques, notamment la collecte et le transport des déchets organiques, ainsi que les dépenses en énergie, en eau et en emballage.

Coûts fixes et coûts variables.

Les coûts fixes incluent principalement les salaires du personnel permanent, les amortissements des équipements, les loyers ou coûts d'infrastructure, ainsi que certaines charges administratives.
Les coûts variables, quant à eux, fluctuent en fonction du volume de production et comprennent les frais de transport, les consommables, l'énergie, la maintenance, ainsi que les coûts liés à la distribution et à la commercialisation des produits.

Analyse des risques

Identification des risques potentiels.

Le projet peut être confronté à plusieurs risques, notamment des difficultés techniques dans l'élevage des mouches soldats noires, des problèmes de qualité ou d'approvisionnement des déchets organiques, ainsi qu'une acceptation limitée des produits par le marché. Des contraintes réglementaires peuvent également apparaître, notamment sur l'utilisation des insectes dans l'alimentation animale ou la commercialisation du bioéthanol. Enfin, des risques logistiques (collecte, transport) et environnementaux (mauvaises conditions d'hygiène) peuvent affecter la performance globale du projet.

Probabilité et impact de chaque risque.

Les risques techniques et logistiques présentent une probabilité moyenne avec un impact potentiellement élevé sur la production. Les risques liés à l'acceptation du marché sont modérés mais peuvent ralentir la croissance commerciale. Les contraintes réglementaires ont une probabilité faible à moyenne, mais un impact élevé en cas de non-conformité. Les risques environnementaux et sanitaires, bien que maîtrisables, peuvent avoir des conséquences importantes sur la qualité des produits et l'image de l'entreprise s'ils ne sont pas correctement anticipés.

Stratégies d'atténuation des risques

Pour atténuer ces risques, le projet prévoit la mise en place de procédures opérationnelles strictes, la formation continue du personnel et le recours à des experts techniques. Des partenariats avec des institutions de recherche et des autorités réglementaires permettront d'assurer la conformité et l'innovation. Des campagnes de sensibilisation seront menées pour favoriser l'acceptation du marché. Enfin, un système rigoureux de contrôle qualité et de gestion des déchets garantira la sécurité sanitaire et la durabilité des opérations.

Section 4 : Analyse financière

Sources de financement

Sources de financement actuelles et potentielles.

Le projet est financé par une combinaison de fonds propres de Faso Attiéké et de financements externes. Les sources actuelles incluent l'autofinancement et les revenus de l'activité principale (production et commercialisation de l'attiéké et produits dérivés). Les sources potentielles comprennent des subventions liées à l'économie circulaire, au climat et à la sécurité alimentaire, ainsi que des prêts bancaires et des investissements à impact. Des partenariats avec des programmes internationaux et des institutions de développement sont également envisagés pour soutenir la phase d'industrialisation.

Subventions, prêts, investissements, etc.

Comme susmentionné, l'entreprise entammera des démarches de recherche de financement axées sur les subventions d'investissement et les crédits bancaires au près des stuctures privées (ONG) et publiques (projets/programmes étatiques) et aussi des institutions financières (banques et fonds de financement).

Budget

Budget detaillé.

L'initiative à mettre en place vise une capacité de transformation de 500 kg de déchets/jour (MSN, 6 jours/semaine) et 500 L/jour de bioéthanol, le budget inclut :

Infrastructures et aménagements :	15 millions FCFA
Équipements MSN (bacs, séchage, broyage) :	10 millions FCFA
Unité bioéthanol (prototype + distillation) :	40 millions FCFA
Logistique (collecte, transport) :	15 millions FCFA

Fonds de roulement initial : 5 millions FCFA
Investissement total estimé : 75 millions FCFA

Projections financières pour les 3 à 5 prochaines années.

Production annuelle estimée :

Déchets traités : 156 tonnes/an
Farine protéinée : 30 tonnes/an
Bioéthanol : 150 000 litres/an

Chiffre d'affaires estimatif annuel :

Farine : 45 millions FCFA
Bioéthanol : 56 millions FCFA
Total : 101 millions FCFA/an

Ces projections connaitront une augmentation forfaitaire de :
5% entre l'année 1 et 2,
10% entre 2 et 3 ;
15% de façon constante à la 4e année.
Trois phases seront essentiellement constatables :
Année 1–2 : phase de montée en puissance
Année 3 : seuil de rentabilité atteint
Année 4–5 : forte rentabilité et extension
Résultats financiers

Situation financière actuelle.

Faso Attiéké est une entreprise en croissance avec une activité principale stable dans la production et la distribution d'attiéké. Le projet MSN et bioéthanol constitue une diversification stratégique visant à améliorer la rentabilité globale et à valoriser les déchets internes, réduisant ainsi les pertes et les coûts opérationnels. Le chiffre d'affaires annuel moyen actuel est 276 895 244 Francs CFA soit 422 124 euros.

Principaux indicateurs financiers (par exemple, ROI, seuil de rentabilité)

ROI estimé : le retour sur investissement devrait être constaté à partir de la 3e année d'exploitation
Seuil de rentabilité : atteint entre 2 et 3 ans
Marge brute : la marge brute est estimée à environ 65 % grâce à la disponibilité de la matière première issue de l'exploitation de l'activité principale.
Impact financier : amélioration de la rentabilité globale et diversification des revenus.
Section 5 : impact social et économique (nutrition et circularité)

Retour social sur investissement (SROI)

Explication des bénéfices sociaux et les paramètres utilisés pour mesurer l'impact social.

Le projet génère un retour social sur investissement élevé en transformant des déchets organiques en ressources utiles, tout en créant des emplois verts et inclusifs, notamment pour les femmes.
Les bénéfices sociaux incluent l'amélioration des revenus, le renforcement des capacités techniques, la réduction des nuisances liées aux déchets et l'accès à une énergie de cuisson plus propre.
L'impact social est mesuré à travers plusieurs indicateurs : nombre d'emplois créés (avec désagrégation par genre et âge), volumes de déchets valorisés, revenus générés pour les bénéficiaires, réduction des émissions de carbone et amélioration des conditions de vie des ménages et des communautés locales.

Impact sur la communauté

Quel est l'impact actuel de votre entreprise sur votre ville/communauté ?

Faso Attiéké contribue activement à la sécurité alimentaire à Ouagadougou en fournissant un produit local accessible et nutritif.
L'entreprise valorise le manioc produit localement, soutenant ainsi les petits producteurs et renforçant les chaînes de valeur agricoles.
Elle joue également un rôle social important en offrant des emplois stables à des femmes issues de milieux vulnérables (rurales et périurbaines).
À travers ses activités, elle participe à la réduction de la pauvreté urbaine et à la dynamisation de l'économie locale.

Avantages économiques pour la communauté (création d'emplois, stimulation de l'économie locale, etc.)

Le projet génère des revenus directs pour les employés et indirects pour les producteurs de manioc, les transporteurs et les distributeurs. Il stimule l'économie locale en créant des opportunités commerciales autour de la transformation, de la distribution et de la vente.
Avec l'introduction du projet de valorisation des déchets, de nouveaux emplois verts seront créés (30 à 50 emplois directs), notamment dans la collecte et la transformation, tout en réduisant les coûts d'alimentation animale et en améliorant la rentabilité des éleveurs.

Nombre de jeunes employés dans l'entreprise

Actuellement, Faso Attiéké emplois 62% de jeunes pour l'activité principale.

Genre

Quels sont les efforts actuellement déployés par votre entreprise pour parvenir à l'égalité des sexes et à l'intégration ?

Une des missions de Faso Attiéké est l'autonomisation des femmes : elle emploie 73 permanents dont 65 femmes à 98% non alphabétisées avec un revenu de moins de 10 000 FCFA/an. Avec Faso Attiéké, elles ont un revenu décent, une assurance sociale et maladie, des renforcements de compétence technique, en leadership, entreprenariat, etc. une crèche a été mise en place pour la sécurité de leurs enfants de bas âge pendant leurs heures de travail et elles bénéficient d'un repas par jour.

Nous avons 16 distributrices organisées en coopérative, 200 revendeurs à 90 % femmes et 900 producteurs dont 35% de femmes. Elle organise des journées de sensibilisations des maris de ses femmes.

Nombre de femmes employées par l'entreprise

L'entreprise emploie actuellement 64 femmes representant 88% de l'effectif.

Durabilité et circularité

Comment la durabilité et la circularité contribuent-elles au fonctionnement de votre initiative/projet ?

Faso Attiéké intègre la durabilité et la circularité comme piliers de son modèle agro-industriel.

L'entreprise valorise l'ensemble de la chaîne du manioc en réduisant les pertes et en transformant les sous-produits en ressources à valeur ajoutée.

Environ 80 à 90 % des déchets organiques sont valorisés (compost, alimentation animale, énergie).

L'intégration d'une plateforme solaire (64 kW) et d'un biodigesteur permet de produire une énergie propre, réduisant significativement la dépendance aux énergies fossiles.

Cette approche circulaire améliore la rentabilité, renforce la résilience climatique et positionne Faso Attiéké comme un acteur engagé dans une transition agroécologique durable.

Votre initiative/projet utilise-t-elle des matériaux durables, compostables ou écologiques pour son opération ?

Faso Attiéké adopte progressivement des solutions d'emballage durables, en privilégiant des matériaux recyclables et à faible impact environnemental.

L'entreprise explore également des alternatives biodégradables compatibles avec les exigences de conservation de l'attiéké. Les équipements de production, majoritairement en acier inoxydable, garantissent durabilité, hygiène et réduction des déchets industriels.

Sur le plan énergétique, l'intégration d'une centrale solaire couvre une part importante des besoins en énergie (jusqu'à 60–70 % selon les périodes).

Le biodigesteur vient compléter ce dispositif en valorisant les déchets organiques pour produire du biogaz, renforçant ainsi l'autonomie énergétique et la durabilité des opérations.

Votre initiative/projet minimise-t-elle les pertes et les déchets alimentaires dans ses processus et sa distribution ?

Faso Attiéké met en œuvre des mécanismes rigoureux pour réduire les pertes tout au long de la chaîne de valeur.

La transformation rapide du manioc après récolte limite les pertes post-récolte (réduction estimée à plus de 30 %).

L'optimisation des procédés permet d'améliorer les rendements matière et de réduire les rebuts. Grâce à un réseau de distribution structuré (plus de 240 points de vente), les invendus sont limités et les rotations de stock maîtrisées.

Par ailleurs, les sous-produits (épluchures, fibres) sont valorisés via le compostage, l'alimentation animale le bioéthanol ou le biodigesteur, permettant d'atteindre un taux global de valorisation supérieur à 80 %.

Les ingrédients alimentaires proviennent-ils de sources durables, surtout des fournisseurs locaux et éthiques ?

Faso Attiéké privilégie un approvisionnement local en manioc, avec plus de 90 % des matières premières issues de producteurs locaux.

Elle travaille en agriculture contractuelle agroécologique avec les producteurs, intégrant des pratiques durables à travers des formations en agroécologique, en technique de production responsable, gestion des compte d'exploitation.

Cette stratégie permet d'améliorer la traçabilité, de stabiliser les prix et de sécuriser les volumes. Elle contribue également à l'amélioration des revenus des producteurs, notamment des femmes. À terme, Faso Attiéké ambitionne de structurer un cluster de production durable couvrant plusieurs dizaines d'hectares pour renforcer son autonomie et sa résilience.

Des efforts sont-ils déployés pour réduire les émissions de carbone dans le transport et la logistique des denrées alimentaires ?

Faso Attiéké s'engage dans la réduction de son empreinte carbone à travers plusieurs leviers. L'utilisation d'une plateforme solaire de 64 kW permet de réduire les émissions liées à l'énergie, avec une économie estimée de plusieurs dizaines de tonnes de CO_2 par an.

Le biodigesteur contribue également à limiter les émissions de méthane issues des déchets organiques.

Sur le plan logistique, l'entreprise optimise ses circuits de distribution pour réduire les distances parcourues et privilégie les circuits courts.
Cette organisation permet de diminuer les coûts de transport tout en réduisant les émissions associées à la chaîne d'approvisionnement.

Votre initiative/projet récupère-t-elle d'une manière ou d'une autre les restes de nourriture, les déchets alimentaires ou les emballages alimentaires ?

Faso Attiéké adopte une approche circulaire avancée en matière de gestion des déchets. Les résidus organiques issus de la transformation du manioc sont valorisés à plus de 80 %, notamment à travers le compostage, l'alimentation animale et la production de biogaz via le biodigesteur.
Ce dernier permet de transformer les déchets en énergie renouvelable, utilisée dans le processus de production.
Par ailleurs, l'entreprise développe des initiatives de valorisation des déchets à travers des projets innovants tels que le bioéthanol et l'élevage de mouches soldats noires.
Des réflexions sont également en cours pour améliorer la collecte et le recyclage des emballages, dans une logique d'économie circulaire complète.
Section 6 : projets futurs et évolutivité

plans d'expansion

Plans actuels d'expansion de l'initiative. À quoi ressemblerait l'expansion dans le futur pour vous ?

Notre projet prévoit une expansion progressive à travers l'augmentation des capacités de production et l'intégration de nouvelles unités (attiéké, farine, amidon, insectes). À moyen terme, l'objectif est d'implanter des unités semi-industrielles dans d'autres régions stratégiques du Burkina Faso.

Expansion géographique ou démographique future?

À long terme, nous envisageons une expansion sous-régionale (Côte d'Ivoire, Niger, Ghana, Mali).
L'expansion démographique cible les femmes transformatrices, les jeunes entrepreneurs et les coopératives rurales, afin de créer un réseau structuré et inclusif autour de la chaîne de valeur du manioc

innovation et amélioration

Domaines potentiels d'innovation.

La principale innovation porte sur la valorisation intégrale des déchets à travers l'installation de biodigesteur, la production de bioéthanol, la production de larves de mouches soldats noires et aliments pour les animaux.

Stratégies d'amélioration continue.

En terme d'amélioration, des efforts seront également faits pour développer de nouveaux produits dérivés (colle, aliments animaux, produits nutritionnels) afin d'accroître la valeur ajoutée et la compétitivité.

reproduction

Votre initiative/projet peut-elle être reproduite dans d'autres villes et régions ?

Le modèle est hautement reproductible grâce à son approche modulaire et adaptable.
Il peut être répliqué dans d'autres villes et zones rurales disposant de ressources en manioc ou en déchets organiques.
La standardisation des procédés, la formation via le champ école et les partenariats techniques facilitent cette duplication. Le projet peut être porté par des coopératives, PME ou collectivités, avec un accompagnement technique centralisé garantissant la qualité et la performance du modèle.

upscalers potentiels

Les principaux leviers d'upscaling incluent les partenariats avec les institutions publiques, les ONG et les programmes de sécurité alimentaire. L'accès à des financements (subventions, investisseurs à impact, fonds climat) permettra d'accélérer le déploiement. La structuration de notre réseau de producteurs, l'intégration de solutions énergétiques durables (biogaz, bioéthanol, solaire) et le développement de marchés formels (grandes surfaces, export) vont renforcer la croissance de l'entreprise.
Enfin, l'innovation technologique et la digitalisation joueront un rôle clé dans le passage à grande échelle.
Section 7 : soutien ou investissement requis

support technique

Types d'expertise technique nécessaires.

Le projet nécessite un appui technique en gestion des biodéchets (bioéthanol, biodigesteur, élevage de mouches soldats noires).
Un accompagnement en normes de qualité et sécurité alimentaire (ISO 22000, HACCP) est également requis.
Par ailleurs la maintenance des équipements et la digitalisation des processus (traçabilité, gestion de production) est essentiel pour améliorer l'efficacité globale.

soutien financier

Soutien financier spécifique requis (par exemple, investissements, prêts).

Le projet requiert un financement structuré combinant subventions, investissements à impact et prêts à conditions adaptées et faible taux.

Les besoins concernent l'acquisition d'équipements industriels (unités de transformation, conditionneuses automatiques), les infrastructures (bâtiments, forages, systèmes solaires), ainsi que la mise en place de l'unité de bioéthanol et de l'unité de production de mouches soldats noires.
Un fonds de roulement est également nécessaire pour sécuriser l'approvisionnement en matières premières et soutenir la commercialisation.
L'accès à des mécanismes de garantie silencieuse est crucial pour faciliter l'obtention de crédits à moyen terme.

autres soutien

Toute autre forme de soutien necessaire (par example marketing, logistique)

Au-delà des aspects techniques et financiers, le projet nécessite un soutien institutionnel pour faciliter les certifications (ISO 22000 et ISO 14001), les partenariats et l'accès aux marchés publics. Cela contribuera significativement à la croissance et à la pérennité du projet.
Un appui à la participation aux foires et expositions nationales et internationales permettra de renforcer la visibilité des produits sur les marchés locaux et sous-régionaux.
Le développement de réseaux de distribution (points de vente, logistique de livraison) est également essentiel.

4 Conclusion

The business cases documented in this report demonstrate that food system enterprises are emerging as important catalysts for urban food systems transformation across AfriFOODlinks partner cities. Collectively, they provide compelling evidence that circular and inclusive business models can simultaneously address food loss and waste, improve nutrition outcomes, generate livelihoods, strengthen local economies, and contribute to environmental sustainability.
Across the portfolio, enterprises are creating value from resources that would otherwise be lost, strengthening local supply chains, supporting smallholder farmers, and expanding opportunities for women and youth. Whether through food preservation, agro-processing, waste valorisation, healthy food production, market innovations, or public food infrastructure, these initiatives illustrate practical examples of how circular economy principles can be translated into viable business opportunities. The cases also demonstrate the growing importance of locally driven innovation in building more resilient food systems capable of responding to economic, social, and climate-related challenges.
A significant lesson emerging from the assessment is that successful food systems transformation requires more than technological innovation alone. Strong partnerships, supportive policies, access to finance, technical capacity, market development, and enabling infrastructure are equally important. Businesses that have established collaborative relationships with farmers, local authorities, research institutions, development partners, and consumers are generally better positioned to scale their impact and sustain long-term growth.
The business cases further highlight the untapped potential for replication and expansion across cities and regions. Many of the documented models are adaptable to different contexts and offer practical pathways for scaling circularity, improving nutrition, and promoting inclusive economic development. With appropriate support, these enterprises can serve as demonstration models that inform future investments, policies, and programmes aimed at accelerating sustainable food systems transformation across Africa.
Ultimately, this portfolio reflects the central role that entrepreneurs, enterprises, and local institutions can play in building food systems that are more productive, equitable, resource-efficient, and resilient. It provides a strong evidence base for future investment and reinforces the importance of supporting innovative businesses as drivers of sustainable urban development.

5 Recommendations

The findings from the business cases point to several strategic opportunities for strengthening circular and inclusive food system enterprises across participating cities.
First, targeted investment is needed to address critical infrastructure and equipment gaps that constrain business growth and operational efficiency. Many enterprises require improved processing facilities, cold storage systems, renewable energy solutions, water infrastructure, waste recovery technologies, packaging equipment, and digital systems to enhance productivity, quality assurance, and market competitiveness. Investments in these areas would accelerate the adoption of circular economy practices while improving food safety and reducing losses along the value chain.
Second, greater attention should be given to improving access to finance for small and medium-sized enterprises operating in the food sector. Innovative financing mechanisms, blended finance models, grants,

concessional loans, and impact investment facilities can help enterprises move beyond pilot-scale operations and transition towards commercially viable and scalable business models.

Third, continued investment in technical assistance, business incubation, and capacity strengthening is essential. Many enterprises would benefit from support in areas such as product development, food safety standards, certification, branding, marketing, digitalization, circular economy implementation, and business management. Strengthening entrepreneurial capacity will enhance both business resilience and long-term sustainability.

Fourth, stronger multi-stakeholder collaboration should be promoted to strengthen value chain integration and create enabling environments for innovation. City authorities, research institutions, development partners, private sector actors, and producer organizations should work together to facilitate knowledge exchange, market access, technology adoption, and policy support for circular food system enterprises.

Finally, future interventions should continue to prioritize inclusivity as a core principle of food systems transformation. Deliberate efforts are needed to increase opportunities for women, youth, smallholder farmers, and informal sector actors to participate in and benefit from emerging food system innovations. By combining circularity, entrepreneurship, and social inclusion, cities can foster food systems that are not only economically viable but also environmentally sustainable and socially equitable.

The business cases provide a strong foundation for future programming, investment, and policy engagement and demonstrate that scaling circular and inclusive enterprises can be a powerful pathway towards achieving resilient, nutrition-sensitive, and sustainable urban food systems.