

Accelerated Growth for
Micro, Small and Medium-Sized
Enterprises in Zambia (AGS) Programme

Bwando Farm Limited

Business Case Study



Ministry of Commerce, Trade
and Industry of Zambia



Ministry for Foreign
Affairs of Finland



ABOUT AGS

The Accelerated Growth for MSMEs (AGS) in Zambia Programme is a private sector development initiative funded by the Ministry for Foreign Affairs of Finland and implemented with the Zambian Ministry for Commerce Industry and Trade.

AGS supports Zambian MSMEs to accelerate, grow, and access new markets through various services.



LEARN

AGS LEARN trainings offer a comprehensive curriculum on managerial and technical business skills following the ILO developed Start, Improve and Expand Your Business Methodology.

Read more about AGS services at www.agsprogramme.org.





BWANDO FARM LIMITED EXPANDS PRODUCTION, INTRODUCES NEW PRODUCTS, AND SECURES NEW PARTNERS

April 2021, Bwando Farm Limited took part in AGS LEARN Training, which aims to develop the technical and managerial skills of MSME business leaders in Zambia. Bwando's Director Conrad Bwalya explains how the company has been able to transform the learnings into real results and new business opportunities.

Bwando Farm Limited, a Lusaka based agribusiness, specialises in feed and pork production, and offers farmer training and extension services. The business started its operations in 2015 and was officially registered in 2016.

The business entered the market with prototypes of two products, feed meal and pork carcass. The quality of these products increased demand and attracted more customers including Zambeef and small holder farmers.

The nutritional value of Bwando's feed meal has been proven by laboratory tests, further increasing customer retention and demand. The demand for Bwando Farm products has continued to grow, necessitating the expansion of their production capacities.



Our customers appreciated the leanness of our pork as we sold more of the meat than fat. Also, our pigs are well managed - no sores, no diseases and worm free – this excited our customers,” **explains Bwalya.**



BWANDO FARM NEEDED NEW SKILLS AND FUNDING TO SUPPORT THEIR GROWTH

Lack of funding has hampered the growth of Bwando Farm. Their new business ideas could not be implemented without additional funding. This also prevented the business from adding key competences to their human resource and accessing technology and innovation services. These challenges led Bwando Farm to seek for support from the AGS Programme.



THE AGS TRAINING HELPED THE BUSINESS TO INCREASE THEIR EFFICIENCY

Through the AGS training, Bwando learned how to develop a business growth plan and it gave the business exposure as they learned of sources of equity financing in Zambia such as Hivos. They were enlightened on the requirements of the market and came to appreciate specific skills that they needed to be efficient in their operations. The programme helped the business understand financial management, idea generation, growth plan development, legislation and statutory requirements and overall business management.



“Initially, we would ask relatives to help with certain roles, but the training helped us to understand the required competencies and the importance of Human Resource even for small businesses. We learned about structuring and compliance. This helped us improve our performance, **says Bwalya.**”



Bwalya adds that the training helped them realize that some areas of the business needed to be dropped as they were an extra burden and cost and would put the business in serious challenges in the long run.

Bwando Farm now has a well-documented business structure and understands the financial aspects of the business including budgeting, spending and decision making.



AFTER IMPLEMENTING LESSONS FROM THE LEARN TRAINING BWANDO'S REVENUE HAS GROWN BY 15%

Since the training, Bwando Farm's revenue has grown by 15% and the business continues to do very well since the AGS training. As part of its growth plan, the business has opened a farmer training centre and a crop section. They have also managed to add lodges and hotels as their customers. Through the growth of the business, they have increased their number of full-time staff from 4 to 17.

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The training was also an opportunity to create valuable networks and business synergies. I established a relationship with Rent to Own, who have supplied us with irrigation materials on hire purchase... We have also partnered with Vermerovice Sro (VVS), a traditional Czech manufacturer of mineral additives and premixes for farm animals and pets," **explains Bwalya.**



BWANDO PROMOTES SUSTAINABLE AGRICULTURE AND GIVES BACK TO THE COMMUNITY

Surrounded by trees, Bwando Farms promotes conservation agriculture and sustainable use of land. The business also supports a local clinic's health programmes, helps with outreach activities, and uses some of its facilities for programmes such as climate awareness programmes. As a solution-oriented business, Bwando trades with the locals and has made feed locally available.

While the business is an equal employer, they have designed a model with a deliberate intention to employ 80% of women and youth.



The youth bring a lot of energy and are very dynamic, explorative, and innovative.”



Bwando Farm Limited plans to continue growing and providing opportunities for the locals. They wish to be a very competitive local business.

“

We would like to be a locally grown enterprise and become a household name. We also hope to be more mechanized, acquire new competencies, add value to our products and improve our human resource,” **says Bwalya.**

He urges Zambian business owners to be patient and resilient.

“It is not only the result that matters but also the process. AGS helped us appreciate the process. Small businesses need to learn to document every level of their business.

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AGS

BUILDING BUSINESSES
AND PARTNERSHIPS

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