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PLANNING FOR RESILIENCE IN EAST AFRICA THROUGH POLICY, ADAPTATION, RESEARCH, AND ECONOMIC DEVELOPMENT (PREPARED) PROJECT

Mara-Serengeti Rapid Partnership Appraisal Report

July 2015

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The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS AND ABBREVIATIONS

App	Application
BSA	Biologically Significant Area
BUWASA	Bukoba Urban Water Supply and Sanitation Authority
CIESIN	Center for International Earth Science Information Network
CSR	Corporate Social Responsibility
EAC	East Africa Community
FEWS NET	Famine Early Warning System Network
HWC	Human Wildlife Conflict
ICPAC	Climate Prediction and Application Center
ICT	Information and Communications Technology
IGAD	Intergovernmental Authority on Development
Ltd	Limited
LVBC	Lake Victoria Basin Commission
MNRT	Republic of Tanzania Ministry of Natural Resources and Tourism
MRB	Mara River Basin
MUWASSA	Musoma Urban Water and Sewerage Authority
MWAUWASA	Mwanza Urban Water Supply and Sanitation Authority
NRW	Non-Revenue Water
PPP	Public-Private Partnership
PREPARED	Planning for Resilience in East Africa through Policy, Adaptation, Research, and Economic Development
RCMRD	Regional Centre of Monitoring for Regional Development
RPA	Rapid Partnership Appraisal
SECOM	Sectoral Council of Ministers
SEMS	Sustainable Environment Management Systems
SSG	SSG Advisors
STEP	Sustainable Transparent Effective Partnerships
TANAPA	Tanzania National Parks
USAID	United States Agency for International Development
USGS	United States Geological Survey
WASH	Water Supply, Sanitation and Hygiene
WILD	Wildlife Information Landscape Data
WMA	Wildlife Management Area

EXECUTIVE SUMMARY

In May and June 2015, SSG conducted a Rapid Partnership Appraisal (RPA) in the Mara-Serengeti trans-boundary Biologically Significant Area (BSA). The purpose of the RPA was to identify high-value PPP opportunities across the three Project components – climate change adaption, biodiversity conservation, and Water Supply and Sanitation (WASH) – that could provide additional resources to support the achievement of PREPARED’s required results, and contribute to the sustainable development of the landscape. In addition, SSG designed the RPA as a capacity building opportunity for the Lake Victoria Basin Commission’s (LVBC), East African Community (EAC), and key intuitions for Partner States to gain “on-the-ground, hands-on” experience in identifying partnership opportunities, interviewing potential private sector partners, and finding synergies that are mutually beneficial between partners. The RPA served as field training, and participants left with the tools and know-how to identify robust partnership opportunities in their respective countries and institutions.

The RPA was designed to analyze the interests, challenges, and issues facing the private sector and other potential partners in the Mara-Serengeti. While the appraisal did not restrict the types of businesses and sectors examined, SSG Advisors strongly considered PREPARED and the EAC and LVBC priority focus areas in determining the most likely businesses and private-sector institutions that could be interested in partnerships.

Immediately following the fieldwork partnership identification, SSG organized a two-day workshop where participants *prioritized* each potential partnership according to the perceived value to the Project and EAC/LVBC partners. The transaction costs involved in developing each partnership was also considered. As a result of this workshop, PREPARED and EAC/LVBC jointly determined a shortlist of five (5) high value public-private partnership opportunities for development. (See Table I below.)

Table I. Mara-Serengeti Partnership Opportunities

	Partnership Opportunity	Description
1.	Non-Revenue Water Financing for Municipalities	Developing a financing product for municipalities that will enable them to adopt components of the Non-Revenue Water Partnership piloted in Jinja, Uganda.
2.	Community Sourcing for Hotels	Connecting communities in the buffer zones to conservation and ecosystem management goals in the Serengeti region, such as in horticulture, livestock, bee keeping, and laundry.
3.	Climate Applications for Farmers	Developing applications for farmers to improve their efficiency in managing agriculture value chains, including extension services.
4.	Expanding Anti-Poaching Information and Communications Technology (ICT) Tools for the Tanzanian Government	Developing ICT tools to further the Tanzania National Anti-Poaching Strategy.
5.	Resource Efficiency and Wastewater Management	Outsourcing water utilities’ wastewater treatment plant management.

Of these five partnership opportunities, the PREPARED Project and EAC/LVBC prioritized three opportunities to pursue: Non-Revenue Water Financing, Community Sourcing for Hotels, and Climate Applications for Farmers. The EAC/LVBC and PREPARED team members prioritized the three high-

Executive Summary

scoring opportunities according to the likelihood that they would contribute to core business issues including growth and addressing business bottlenecks, while simultaneously contributing to Mara-Serengeti management objectives (see Section 4).

The partnership opportunities presented in this report range across all three PREPARED Project components. Each addresses fundamental objectives of the project. Each opportunity represents a chance for PREPARED, EAC/LVBC, United States Agency for International Development (USAID), and key project stakeholders to leverage private sector resources towards improving sustainable development and management concerns in the Mara-Serengeti landscape. By tapping the knowledge, expertise, technology, and/or networks of the private sector, the PREPARED Project and its EAC/LVBC partners can achieve greater effectiveness, scale, efficiency, sustainability/replication of successful models, and systemic change.

A detailed description of each opportunity, including potential partners, business interests, etc., can be found in Section 3 of this report. Section 4 details how and why the partnership opportunities were prioritized based on factors such as predicted additional value to the project's primary goals and objectives, value for the private sector, and risks and costs expected to initiate each partnership. Finally, Section 5 highlights a number of critical next steps for the Mara-Serengeti partnership-building process.

I. OVERVIEW

BACKGROUND

The Planning for Resilience in East Africa through Policy, Adaptation, Research and Economic Development (PREPARED) Program is a medium-term (five-year), multi-organization, comprehensive program aimed at mainstreaming integrated, multi-sectoral, evidence-based, climate-resilient development planning and program implementation into the East African Community (EAC) and its Partner States' development agendas. The PREPARED Project, the largest component of the PREPARED Program, aims to *strengthen the resiliency and sustainability of East African economies, trans-boundary freshwater ecosystems, and communities*. The PREPARED Project has three integrated objectives:

1. Climate change adaptation technical capacity, policy leadership, and action readiness of regional institutions improved;
2. Resilient and sustainable management of biologically significant trans-boundary freshwater ecosystems in the East African Community (EAC) region strengthened; and
3. Resilient and sustainable water supply, sanitation, and wastewater treatment services in the Lake Victoria Basin enhanced.

A cross-cutting objective, which supports the three technical components listed above, is public private partnerships (PPP) or strategic partnerships. USAID defines strategic partnerships as agreements between the Agency and/or its implementing partners and at least one private sector actor that define and address a development problem by combining resources and sharing risks in pursuit of common objectives. Strategic partnerships can multiply development impact by unlocking the strengths of multiple stakeholders and harnessing their comparative advantages, such as convening power, local relationships, regional networks, policy influence, credibility, funding, technical expertise and services, access to supply chains and markets, technology, intellectual support, and marketing.

The PREPARED Project has contracted SSG Advisors (SSG) to lead the development and implementation of PPPs. SSG also focuses on developing the capacity of the EAC, LVBC stakeholder partners and PREPARED Project technical staff to select, build, and manage partnerships.

OBJECTIVES AND METHODOLOGY

The RPA of the Mara-Serengeti landscape, a Biologically Significant Area (BSA) of the Project, was a key activity in the Year 3 work plan. The RPA had two aims:

1. To identify actionable public-private partnership opportunities designed to contribute to management issues in the Mara-Serengeti; and
2. To build the capacity of the LVBC to identify robust partnership opportunities in the future.

SSG leveraged its proprietary Sustainable Transparent Effective Partnership (STEP) framework in designing the RPA methodology. STEP focuses on partnership building as an integrated process for creating shared value for partners. In order to identify the highest value partnerships for PREPARED, STEP provided tools to isolate specific partner interests and resources around which collaboration could develop. In particular, the RPA methodology determined partnership potential by highlighting core concerns around four specific value sets for each company or institution approached:

Overview

- Jobs – What does the partner want to get done?
- Pains – What risks and frustrations does the partner face?
- Gains – What does the partner want?
- Assets – What does the partner bring to the table?

In developing partner profiles based on ‘jobs,’ ‘pains,’ ‘gains,’ and ‘assets,’ the STEP framework assures that the exploration of collaborative efforts is rooted in core interests. For the Mara-Serengeti RPA, SSG tailored the process to the PREPARED Project context with the following phases:

- Define** – The SSG team clarified the goals of the RPA in consultation with the PREPARED Project and LVBC, and outlined the path forward, including team composition, responsibilities, and timeline.
- Train** – Before undertaking this RPA, SSG delivered two PPP training workshops for the LVBC and EAC. The first May 19-20, 2014, in Machakos, Kenya, and the second December 15-16, 2014, in Entebbe, Uganda. These training workshops established a deeper and more cohesive understanding of private sector engagement, shared value and the partnership building process.
- Brainstorm** – The team conducted desk research and contacted existing networks to explore possible partners, interests, and shared value, and generate initial partnership concepts prior to the RPA field work. SSG identified a number of industry and business sectors that were likely to have direct or indirect overlap with project goals and objectives. These ranged from tourism industry to agriculture. SSG then singled out leading companies and associations in each sector, based on market share, growth rates, etc.
- Plan** – The team arranged fieldwork logistics, including setting the interview schedule and developing a data collection system, which centered on standardizing the type of qualitative data to be collected by teams through a set of forms and questions designed to pinpoint and effectively collect interest and challenge profiles for each institution interviewed (See Annex F for interview results represented through the Company Profile tool).
- Test** – The team conducted interviews with private companies (as well as key civil society and government stakeholders as relevant) in order to test assumptions and collect new insights about private sector interests, challenges, and opportunities for collaboration rooted in shared value. Partner State representatives participated in these interviews as observers, in order to see the RPA methodology in action. SSG fielded three teams – Kenya, Eastern Tanzania, and Western Tanzania – to conduct private sector interviews over the course of two weeks in late May.
- Refine** – Based on interviews, the team revisited possible partners, interests, and shared value to generate high-value partnership concepts for the PREPARED Project. SSG worked closely with the PREPARED Project and the EAC/LVBC in order to ground all partnership opportunities in the realities of both project and EAC/LVBC objectives and of the Mara-Serengeti as a BSA, including the potential for further funding and resourcing from PREPARED. Moreover, selection of partnership opportunities clearly reflected the needs and priorities of the project’s key stakeholders such as the Ministry of Natural Resources and Tourism (MNRT) in Tanzania, and the Ministry of the Environment in Kenya. The strategic partnerships presented in

this report draw on the added value and resources of the private sector (including technology, skills, and expertise).

As a general rule, the SSG team approached the process of generating partnership concepts purposefully, using the following framework:

- *Collaborative → joint ownership* – The RPA team utilized group brainstorming sessions in order to pool knowledge, garner diverse perspectives to tackle complex challenges facing the Mara-Serengeti, and foster ownership of the partnership not only by the PREPARED Project but also by EAC Partner State stakeholders. Critically, PREPARED Project senior technical leadership were actively involved during brainstorming in order to ensure alignment with project priorities and buy-in for future resource allocation.
- *Rooted in fieldwork findings → shared value creation* – The centerpiece of the RPA was the fieldwork process, ground-truthing assumptions about the private sector in order to ensure that partnership concepts were in the core interests of all possible partners, thereby creating shared value.
- *Practical → feasibility* – The RPA team remained attuned to the practical realities of the PREPARED Project, as well as the private sector, in order to ensure that the opportunities identified were truly actionable. For the project, the most pressing realities included a lack of available grant funding as well as a short timeline of two remaining project years.

MARA-SERENGETI CONTEXT

The Mara-Serengeti ecosystem in Kenya and Tanzania is unique for its biodiversity and size. It encompassed the Tanzanian Serengeti National Park and the Maasai Mara Game Reserve, both of which provide critical sanctuary for the greatest number of plains game in Africa, including two million wildebeest, half a million Thomson's gazelle, and a quarter of a million zebra. Each year, the ecosystem hosts the largest mammal migration in the world, with vast numbers of wildebeest and zebra crossing the Mara River from Tanzania to Kenya in search of relief from the dry season to the south. The landscape also provides an important hub for the conservation economies of both countries, with several hundred thousand visitors crossing park borders each year.¹

Despite the ongoing importance to both countries' economies and the protected status, the Serengeti and larger Mara River Basin face acute challenges related to human development. In Tanzania, population growth, overgrazing, and game poaching have weakened the environmental integrity of critical neighboring buffer zones designed to protect the park.² In Kenya, overdevelopment of the tourism sector has led to a spike in lodges, camps, and tour operators – with less than a third of them legal, and bed numbers tripling between 2003 and 2013.³ While recent insecurity has slowed the unchecked growth of tourism, the specter of tourism expansion persists in the Mara National Reserve. The health of the Mara-Serengeti landscape depends on improvements of management issues that address human encroachments and development pressures. Just as the private sector has contributed to management

¹ Serengeti National Park, https://en.wikipedia.org/wiki/Serengeti_National_Park.

² The Mara Count, <http://www.maasaimaracount.org/mara-ecosystem.html>.

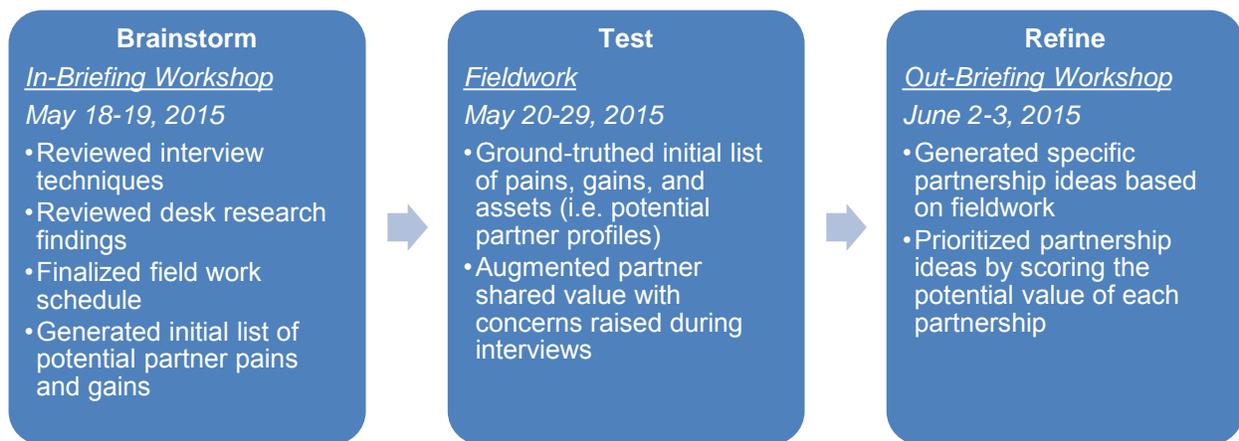
³ Jessica Hatcher, 2013, "The Maasai Mara: 'It Will Not Be Long Before It's Gone,'" *The Guardian*, August 23, <http://www.theguardian.com/travel/2013/aug/23/masai-mara-tourism-politics>.

concerns (e.g. the rapid growth in the number of lodges in the Maasai Mara Natural Reserve), the private sector must also be part of the management solution.

2. PRIVATE SECTOR LANDSCAPE

RPA PROCESS & IMPLEMENTATION

In all, SSG divided the RPA fieldwork process into three key phases in order to generate partnership concepts based on shared value, matching private sector interests with PREPARED Project and EAC Partner State concerns.



The RPA was conducted by 5 participants from the EAC partner states of Kenya, Tanzania, Uganda, and Rwanda,⁴ along with 7 representatives of the PREPARED project. Due to the size and complexity of the Mara-Serengeti landscape and the timeframe to conduct the rapid appraisal, the participants were divided into three (3) teams. Each team was tasked with identifying strategic, high-value partnership opportunities in their specific geographic areas. The Teams are defined in Table 2 below:

Table 2. Fieldwork Team Composition

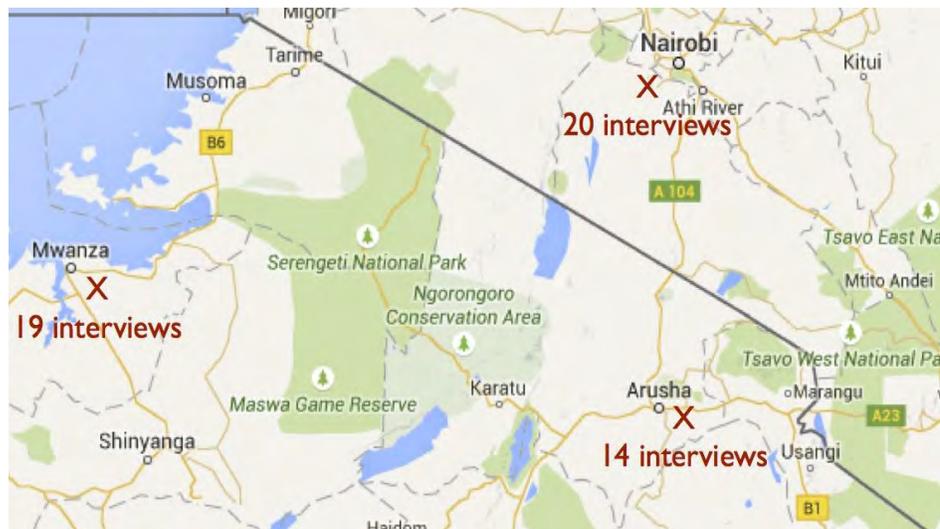
Region	PREPARED Project Team Members	EAC Partner State Team Members
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⁴ Due to political instability in Burundi, the RPA did not include Burundian representation.

Kenya⁵	<ul style="list-style-type: none"> • Steve Schmida, SSG Managing Director • Kenedy Achola, Local Coordinator • Charles Kimani, PREPARED Project ICT Specialist 	<ul style="list-style-type: none"> • Wilson Busienei, Principal Research Officer, National Environmental Management Authority • Kenneth Magomu, Regional Integration Officer, Ministry of East African Community, Uganda
Eastern Tanzania⁶	<ul style="list-style-type: none"> • Tom Buck, SSG Director • Josephine Kishapoi, Local Coordinator 	<ul style="list-style-type: none"> • John Kaaya, Principal Game Officer, Ministry of Natural Resource and Tourism, Tanzania • Fred Nzasaba, LVBC Desk Officer, Ministry of East African Community Affairs
Western Tanzania⁷	<ul style="list-style-type: none"> • Polycarp Ngoje, PREPARED Project Partnership Specialist • Stanley Matowo, Local Coordinator 	<ul style="list-style-type: none"> • Diana Kimbute, Hydrologist, Ministry of Water and Irrigation, Tanzania

The three teams canvassed companies and firms representing a wide range of business sectors to analyze the interests, challenges, and issues that intersect with PREPARED and the EAC’s goals and activities. The overall objective of the fieldwork component was to identify potential opportunities ripe for collaboration and partnership between PREPARED/EAC and the private sector.

In total the RPA team interviewed 56 companies, business associations, and other potential resource partners representing priority business sectors. The figure to the right illustrates the breakdown of interviews by RPA team: 23 institutions in Kenya, 14 in Eastern Tanzania, and 19 in Western Tanzania. The goal of the interviews was to confirm each company’s operational concerns (called ‘Jobs’), business interests aspirations (or ‘Gains’), and commercial or operational challenges (‘Pains’). In addition, interviews explored corporate social responsibility (CSR) programs and existing partnerships that might overlap with PREPARED/EAC goals and activities.



⁵ The Kenya team focused on engaging Mara-related companies in Maasai Mara National Reserve, the broader Narok County, and Nairobi.

⁶ The Eastern Tanzania team interviewed Serengeti-related companies in Arusha, Ikorongo and Grumeti Game Reserves, and Serengeti National Park.

⁷ The Western Tanzania team interviewed companies in Mwanza, Musoma, Mukendo, Tarime, Bukoba, and Geita.

Each team primarily focused on different industry sectors based on the economic realities of the regions. In Kenya, agriculture and agribusiness played a central role in the economy of Narok County, with commercial agriculture directly bordering conserved areas. In Tanzania, the tourism sector has long played a driving role for the nature-based economy of the Serengeti National Park. West of the park, Mwanza and the Mara River delta zone has a more diverse economy with the food and beverage, fishing, and mining sectors all playing important roles. The table below summarizes the organizations interviewed by sector and region.

Table 3. Organizations Interviewed by Sector and Region

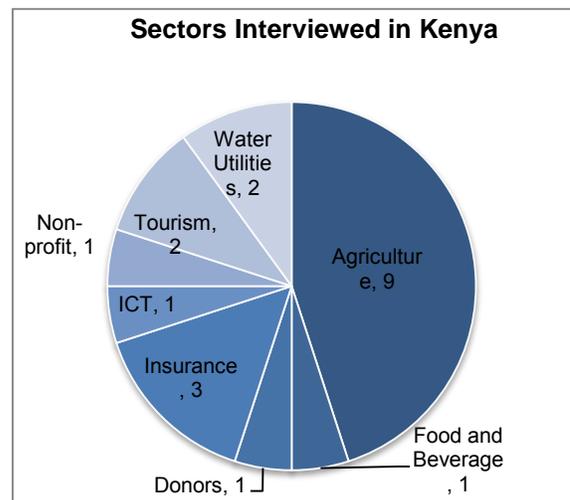
Sector	Kenya	Eastern Tanzania	Western Tanzania
Agriculture	East Africa Farmers Federation, East Africa Grain Council, GALVmed, John Deere, Mara Beef, Mara Farming Ltd, MEA Fertilizers, Olerai Ltd, Songori Ltd.	–	Kuku Poa Ltd.
Food and Beverage	Sot Dairy	–	Mara Milk Ltd., Maji Asilia/NK Bottlers Ltd., Kagera Sugar Ltd., Tanganyika Instant Coffee Ltd., Serengeti Breweries, Nyanza Bottling, SBC Tanzania Ltd.
Finance	Chase Bank, Equity Bank, Jubilee Holdings	–	CRDB Bank
Fishing	–	–	Prime Catch Experts Ltd., Musoma Fish Processors Ltd., Vic Fisheries Ltd., Nileperch Fisheries Ltd.
Government	Mau Mara Serengeti Sustainable Water Initiative	GIZ, Ministry of Natural Resources and Tourism Selous Project	Mara Regional Secretariat, Beach Management Unit #141 SWEYA Mwanza
Insurance	APA Insurance, Britam, Jubilee Insurance	–	–
ICT	Safaricom	Vodacom, Balton Tanzania	–
Mining	–	–	Association of Small Scale Miners, Anglo Gold Ashanti Ltd.
Nonprofit	TechnoServe Kenya	Friedkin Conservation Fund, Big Life Foundation, TechnoServe Tanzania	–
Textile	–	–	Musoma Textile Mills Ltd.

Sector	Kenya	Eastern Tanzania	Western Tanzania
Tourism	Enoonkishu Conservancy, Olonana Sanctuary	Asilia Lodges, Leopard Tours, Thomson Safari, Nomads Safari, Sky Safari, Singita Grumeti and Reserve, Tanzania Association of Tour Operators	–
Water Utilities	Bomet Water Supply, Mara River Trans-Boundary Water Users Forum	–	Musoma Urban Water and Sewerage

Interviews with the private sector in all three regions identified a broad range of business challenges and interests that related to PREPARED Project goals and activities. Many of these ‘gains’ (interests) and ‘pains’ (challenges) are well known and expected, such as the ramifications of park entry fee policies on the tourism industry. Others are less obvious, such as the interest of the financial sector in developing investment products for water utilities. The sections that follow provide an overview of identified business challenges and interests by region according to the three fieldwork teams. See Annex E for fieldwork schedule and Annex F for full interview reports.

KENYA FINDINGS

The Kenya team focused on three major sectors of the Kenyan economy: tourism, agribusiness, and financial services. Tourism and agriculture play essential roles in the economy of the Mara region and represents the bulk of private sector activity. Kenya’s dynamic financial services sector is also critically important to many sectors of the economy, and is populated by firms that are considered leaders in financial services across not just Kenya, but also East Africa. Lastly, as the figure to the right illustrates, the team met with organizations in the water sector, recognizing its centrality to PREPARED Project priorities as well as its importance to both the tourism and agribusiness sectors.



Business Pains

Interviews with tour operators and hoteliers revealed a high degree of concern with low bookings. Many of those interviewed stated that 2015 seasonal bookings were off by 30 percent or more from expected reservation numbers. Most interviewed felt that reduction in bookings was clearly linked to recent terrorist events – mostly in coastal Kenya and Nairobi – both hundreds of kilometers away. Given the high fixed costs associated with tourism, many operators were struggling to maintain payrolls while others had begun laying off staff.

Interviewees also expressed a high level of concern regarding the increasing encroachment of human activity – primarily in the form of animal husbandry – in the Maasai Mara. Companies expressed deep

concern about pressures from over-grazing, growing human wildlife conflict (HWC), and contract farming practices on the flora and fauna of the region, all of which make the Mara less attractive for international tourism.

For the financial services sector, the strong competition and rapid growth of products and services aimed at limited urban and middle class market segments is a significant concern. These market segments are extremely competitive, putting pressure on margins and forcing companies to identify new market segments to develop.

Business Gains

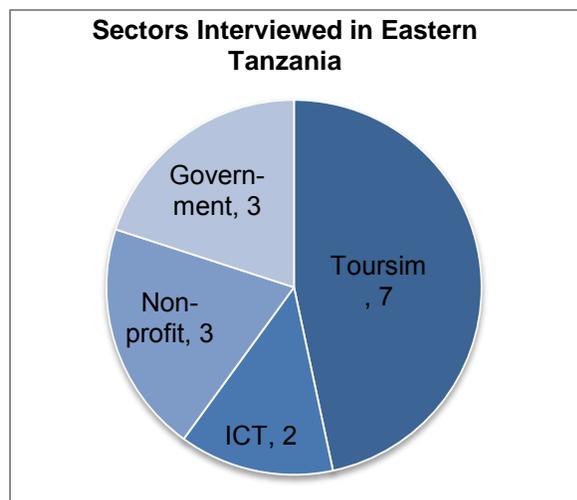
Both the tourism and agribusiness sectors saw significant opportunities for their companies and the local economy through the development of sustainable agricultural and grazing practices. Several tour operators were already experimenting on a small scale with sustainable local sourcing initiatives to encourage responsible practices and initial results appeared promising. For example, the Fairmont Mara Safari Club has begun sourcing beef locally through The Mara Beef Company.

Agribusinesses similarly see an opportunity to expand their markets – both within the Mara and beyond – through marketing products that are derived from improved, sustainable agricultural and grazing practices, as consumers increasingly are willing to pay a price premium for food products that are responsibly and locally sourced. Mara Beef’s business model focuses on incorporating a wildlife-livestock integrated approach as a key marketing element, particularly focused on increasing commercial livestock opportunities for the local Maasai communities as a key corporate goal.

Virtually all of the financial service companies as well as Safaricom (an information and communications technology (ICT) company, but also a financial services company), expressed a very high degree of interest in developing products and services for the smallholder farmer market in East Africa. Crop insurance, weather index insurance, and livestock insurance were all seen as having tremendous potential for future growth.

EASTERN TANZANIA FINDINGS

As the figure below shows, the Eastern Tanzania team focused on tourism due to its overwhelming importance to the regional economy, as well as the critical role it plays in conservation in and around the Serengeti National Park and other protected areas. The city of Arusha serves as a central hub for the country’s tourism economy. The team conducted many of its meetings there, but also traveled to the Serengeti region and to Dar es Salaam for key interviews with both the private and public sectors.



Business Pains

Interviews with Tanzanian government stakeholders including the Director General of Tanzania National Parks (TANAPA) shed light on the pressures felt by the government in managing Serengeti National park’s large buffer zones. Leading tourism companies shared similar concerns or ‘pains’ – ranging from overgrazing and poaching to lack of community benefits from tourism – affecting the health of their businesses. Many companies pointed to the importance of

integrating communities more effectively into the tourism economy, and were convinced that in so doing, they would relieve various pressures on the protected areas and risks to their businesses. Operationally, tourism companies in the Serengeti emphasized that supply chain management and costs were an ongoing problem. Many camps and hotels had to ship their food and other supplies from Arusha over long distances on rough roads, leading to exorbitant costs and wastage.

Business Gains

In discussing the pains associated with inefficient supply chains, lodging and tour companies also emphasized their aspirations to increase sourcing from local communities (near the Serengeti National Park) in order to lower costs and loss while improving efficiencies. In addition, agribusiness companies and conservation organizations viewed the Western corridor, located outside the park near Mugumu, as having high potential for increased agricultural market expansion, given the ready market inside the park.

Tourism companies also hoped to strengthen buffer zone areas surrounding the park, not just to increase conservation potential, but also to create or expand tourist destinations, which could include both wildlife and cultural tourism hotspots. As a general rule, tourism-related companies (especially lodges and safaris) stressed that most of their aspirational objectives were tied to strengthening their relationship with the government, namely TANAPA for inside the park, and MNRT in destinations outside the park. Strong government relations were the primary pathway for assuring that their interests influenced management policy decisions that could have positive impacts or negative consequences. For example, the government's recent enforcement of a single entry fee – each tourist pays an entry fee each time they enter a park or conservation area – meant that more tourists would stay inside parks rather than exit if they intended to visit for more than a single day. In general, market expansion was high on the list of company interests, whether by tapping new markets such as Southeast Asia, or finding ways to increase strong markets in the off-season (e.g., Scandinavians visiting in the northern winter, Serengeti non-migration months).

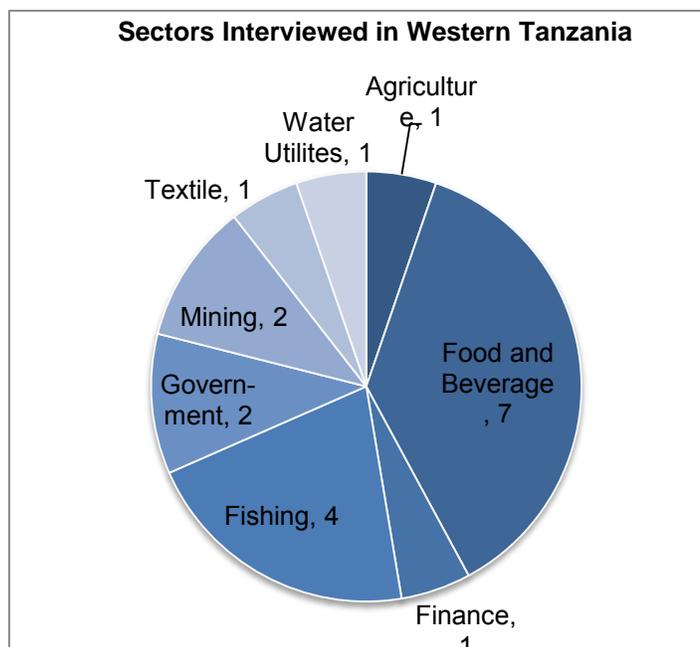
WESTERN TANZANIA FINDINGS

The Western Tanzania economy is dominated by the city of Mwanza, which itself is a major industrial city in the country. In exploring partnership opportunities, the RPA's Western Tanzania team canvassed the interests of major companies and businesses in all primary sectors for the region, including food and beverage, and fishing and mining, as the figure to the right illustrates.

Business Pains

The businesses based in Mwanza and Western Serengeti in Tanzania highlighted a number of challenges, including:

1. Excessive taxation by the government in the form of licenses;
2. Overregulation in sectors such as mining;
3. Unreliable and expensive electricity supplies; and



4. A total lack of best practice sharing by the industry players.

Business Gains

Most of the businesses interviewed in Western Tanzania are keen on policy harmonization to improve the business environment, especially through a reduction in the number of business licenses and associated requirements. They are interested in working with the Government of Tanzania to share best practices with other industry players. They would also like to work with development partners and government to respond to and address environmental challenges, including water management concerns. A number of interviewed companies have participated in resource efficiency best practices promoted by the EAC and LVBC.

3. KEY PARTNERSHIP OPPORTUNITIES

The SSG team developed five actionable partnership opportunities under the three PREPARED Project objectives. The table below summarizes these concepts, their development value, and possible partners interviewed.

Table 4. Partnership Opportunity Summaries

	Partnership Concept	Development Value	Possible Partners Interviewed
1.	<p>Non-Revenue Water Financing for Municipalities Develop a financing product for municipalities that will enable them to adopt components of the Non-Revenue Water Partnership piloted in Jinja, Uganda.</p>	<p>WASH Improved access to water.</p>	<ul style="list-style-type: none"> • ITRON • Equity Bank • Chase Bank • Ministry of Water • MUWASSA • BUWASA • MWAUWASA
2.	<p>Climate Applications for Farmers Develop applications for farmers to improve their efficiency in managing agriculture value chains, including extension services.</p>	<p>Climate Change Resiliency Improved sustainability of agricultural practices.</p>	<ul style="list-style-type: none"> • Vodafone • TechnoServe • TMA

	Partnership Concept	Development Value	Possible Partners Interviewed
3.	Community Sourcing for Hotels Connect communities in the buffer zones to conservation and ecosystem management goals in the Serengeti region, such as in horticulture, livestock, bee keeping, and laundry.	Climate Change Resiliency Improved ecosystem management.	<ul style="list-style-type: none"> • Asilia • Thomson • Nomad • Grumeti Singita • Elawana • Friedkin • Leopard Tours • TATO • Balton • Vodacom
4.	Expanding Anti-Poaching ICT Tools for Tanzanian Government Develop ICT tools to further the Tanzania National Anti-Poaching Strategy.	Biodiversity Conservation Improved government capacity to implement National Anti-Poaching Strategy.	<ul style="list-style-type: none"> • Vodacom • MNRT • TANAPA • GIZ
5.	Resource Efficiency and Wastewater Management Outsource water utilities' wastewater treatment plant management.	WASH Improved water quality in the Mara River.	<ul style="list-style-type: none"> • MWAUWASA • Musoma Fish Processors • Nyanza Bottling Company Ltd. • Nile Perch Fisheries Ltd. • Vicfish Ltd. • Serengeti Breweries Ltd.

The remainder of this section elaborates on the five partnership opportunities summarized above. See Annex A for the corresponding partnership opportunity profiles that, for each partnership, delineate possible partners and their associated jobs, pains, gains, and assets.

Non-Revenue Water Financing Partnership

Partnership Purpose. This partnership would develop a financing product for municipalities that will enable them to adopt the components of the current Non-Revenue Water (NRW) Partnership. Piloted in Jinja, Uganda, the NRW Partnership brings PREPARED together with Itron, a major international water technology company, and the Uganda National Water and Sewerage Corporation (NWSC) utility. The partnership is designed to improve service delivery and customer engagement while also reducing non-revenue water – i.e., the water that is processed and supplied by a water utility provider, but is then

lost due to leaks, theft, or metering errors. Itron supports NWSC by providing management and technical tools to help the utility access real-time information about water leaks, illegal water consumption, and metering errors, streamline its management systems, and upgrade its infrastructure. By introducing a financing product, the partnership would enable other municipalities to afford the upfront costs of the NRW model by financing it on the cash flows generated from reduced water loss. In addressing this bottleneck, the partnership would allow the NRW model to scale across East Africa with financing from private capital. The financing model would further USAID's investments in the NRW partnership model by replicating the Jinja pilot in the Mara River Basin and elsewhere in East Africa, funded primarily through private sector financing institutions. See Annex A for partner jobs, pains, gains, and assets broken down by partner.

Partnership Activities. Building on the current success of the NRW pilot, the partners would focus on identifying one or more municipalities in the East Africa region to work with to develop the financing product. Specific activities would include:

1. Developing a case study based on Jinja data to date;
2. Identifying and classifying commercial financing best practices in East Africa including the USAID SUWASA project financing models;
3. Working with banks operating throughout East Africa, such as the Kenya Commercial Bank and/or Equity Bank, to develop a financial model and use case based on the Jinja case study;
4. Working with all partners to identify at least one and possibly more municipalities in the EAC as sites for testing out the financing model;
5. Deploying the NRW model with financing; and
6. Assisting Equity Bank to develop a pathway to securitization with a focus on institutional investors and insurance companies in the region.

Partnership Value. While the Jinja NRW pilot is showing promising results, for the partnership model to have broader impact, it will require adoption by a larger number of municipalities – something the PREPARED Project cannot support. If the development of the financial product were successful, it would enable scaling by allowing municipalities to finance the upfront costs of the NRW model with the cash flows accrued from a substantial reduction in NRW – creating a powerful incentive for municipalities to adopt the model. If successful, the partnership would dramatically reduce the vulnerability of these municipalities to climate change by enabling the more efficient use of existing water resources. Commercial Banks engaged during the RPA – including Equity Bank and Kenya Commercial Bank – indicated very high interest.

Risks. Possible risks of this partnership would include water companies' ability to access financing through borrowing and their capacity to maintain the equipment and technology. It would also be imperative that the right municipalities were selected to demonstrate the financing model. Other possible risks include the cost of ITRON's technology and time for uptake, as well financial institutions' perceived risks in financing public water infrastructure projects, and the PREPARED Project's limited time remaining (two years).

Climate Applications for Farmers Partnership

Partnership Purpose.

The purpose of this partnership is to support the development of value-added applications aimed at improving productivity for farmers and the entire agri-business value chain, while building their capacity to mitigate and adapt to climate change pressures. Leveraging on availability of accurate, timely, and location-based weather and climate data, the partnership will allow various players within the agri-business value chain to come up with relevant applications and products targeting the farmer and/or

Key Partnership Opportunities

enhance existing products and services with enriched climate and weather data for greater impact and relevance. These may include:

- Capacity building and educative content such as weather and season prediction services, advice on when to till, plant, weed, when and what pesticides to use, when to harvest, etc.
- Advice on what crops to plant in specific areas based on weather and climate patterns.
- Health advice for both livestock and humans based on weather and climate patterns.
- Value-added products such index-based insurance for crop and livestock, input loans, context-based extension services, etc.
- Links to markets and informational services on market factors such as pricing and availability, which are all affected and can be predicted based on prevailing weather conditions and data.

To achieve one or more of these applications, PREPARED will facilitate and broker a partnership network bringing together the weather data producers, primarily national meteorological services, with other stakeholders that work with and offer services to farmers such as farmer groups and Sacco's, NGOs, government agencies, agricultural research institutions, financial institutions, agri-business input vendors and processors, etc.

Leveraging on the on-going PREPARED work on weather data platforms and tools (GeoCLIM, vulnerability index maps, etc.), the project will engage meteorological services to adopt a partnership approach with the private sector and introduce processes and policy frameworks that streamline sharing and availability of accurate, timely and context-sensitive data to private sector businesses and institutions. For their part, the private sector will contribute their expertise and resources, such as advanced technology, analytics and business modelling expertise, capital and financing solutions for infrastructure and farmer services, brand recognition and trust among target end user groups such as farmers, distribution channels, and capacity to scale across the region.

Partnership Activities.

Specific activities to achieve the partnership include:

1. Engaging the national meteorological services to adopt GeoCLIM as the standard weather and climate data management platform, and to agree on a set of protocols for updating, data ownership, sharing and managing subscriptions to the platform.
2. Introducing the GeoCLIM initiative to the private sector to demonstrate its potential to address their most pressing needs and requirements around availability of accurate and timely weather data. This will include meetings and presentations with both individual companies and facilitation of industry forums with partners such as KEPSA and East African Farmers Federation.
3. Working with the private sector and Met services, develop a commercially sustainable subscription model that ensures optimum value for each of the data producers and processors, and provides the quality and service level management frameworks that are critical for private sector buy-in.
4. Identifying a set of high-impact high-value farmer applications with a subset of partners (e.g. Connected Farmer Alliance), and support development and scale-up of these across the region.

Partnership Value.

By defining and demonstrating shared value for each of the participating institutions and addressing issues of quality, service levels, and processes, the partnership will provide the incentive for all to tap into the available weather and climate data, and develop scalable applications and products that can directly impact farmers at a grassroots level across the region.

Doing this will in turn lead to the adoption of sustainable and climate-friendly farming practices driven by the availability of advisory services and information delivered directly to farmers via both mobile phones

and on-the-ground demonstrations. The availability of correct and relevant value-added products backed by accurate data and resources such as loans, insurance, appropriate farm inputs, and market information, will lead to more productive and profitable farming operations that will in turn enable farmers to increase production per hectare and hence reduce pressure on land and the environment.

Ultimately, the goal of private sector investment in agriculture programs is to encourage more small-scale farmers to engage in commercially sustainable agriculture, which in turn makes them attractive for commercial products such as loans, insurance, farm machinery, etc. By assisting them in addressing the significant risk contributions associated with the unavailability of reliable weather and climate change data, GeoCLIM will become a very attractive partnership proposition for the private sector players.

Risks.

Some obvious risks for the partnership include:

- Failure of Meteorological services to take up and adopt a common platform such as GeoCLIM, their capacity to digitize old data while continuously updating current data, and their adoption of sustainable private sector partnership and data subscription models.
- Limited acceptance by the private sector due to unsuccessful past experiences and negative perceptions in working with the national meteorological institutions.
- Competition and reluctance to share information between some of the targeted high-value partners who may want to implement separate initiatives rather than complement each other for scale.

Community Sourcing for Hotels Partnership

Partnership Purpose. The Community Sourcing Partnership aims to integrate local populations into the Mara-Serengeti ecosystem management by developing food and service value chains between tourist lodges, camps, and safaris, and communities based in the buffer zones around the Mara National Reserve in Kenya and Serengeti National Park in Tanzania. Successful local sourcing of food and services for the tourism sector would provide sustainable livelihood and commercial enterprise opportunities for communities that to date have benefited inadequately from the regional tourism economy. During discussions with a wide range of tourism-related companies and stakeholders in both countries, many companies acknowledged the need to bring surrounding communities into the economy of the park in viable ways, encouraging shifts from ‘use and abuse’ towards sustainable integration into tourism value chains, especially in a way that would relieve business pressures. Lodges and tour operators face the continual need of having to ship much of their food and other products over vast distances, sometimes by plane but often over rough road, which leads to spoilage and high transportation costs. These businesses were eager to create supply chains with horticulture and livestock farmers in buffer communities closer to their operations. They were also keen to procure services such as laundering and car repair from local communities as much as possible.

Partnership Activities. The partnership would identify and pilot the integration of Mara River Basin buffer zone communities into the broader management goals of the landscape through the development of agricultural and service delivery supply chains for hotels and/or lodges in both Kenya and Tanzania. Through its existing partnership with the Mara-Serengeti Hotelier Forum, the PREPARED Project would identify at least one lodging company in Kenya and Tanzania interested in piloting the model of community supply chain development. Other partners would include agricultural organizations such as the Tanzania Horticultural Association and agribusinesses such as Balton that would provide needed technical support. The Honey Guide Foundation also indicated strong interest in providing additional organizational support to the partnership. Possible focuses include horticulture, livestock (beef and poultry), apiary (bee keeping), and services such as laundry.

Partnership Value. Businesses would benefit substantially by decreasing supply chain costs (food) for hotels and increasing markets for agribusinesses (e.g., Balton). At the same time, the partnership would link communities more directly to value chains through the provision of agricultural goods and services. Relevant Kenyan and Tanzanian authorities – both national and local – would demonstrate the involvement of local communities in the conservation economy of the park, increasing their benefits as a result of the tourism industry. The PREPARED Project would address the double goals of demonstrated improved management for the trans-boundary BSA while also contributing to the development of the Trans-Boundary Hotelier Forum, which the project targets as a legacy institution.

Risks. Busome and Tarime are known agricultural districts, but others such as Serengeti district may not be ideal for agriculture; these may be more oriented to livestock and/or agro-forestry. In addition, agribusiness (Balton) would need funding and some financing to participate. Moreover, community agriculture is very much subsistence-based and oriented towards domestic consumption in terms of types of products. Western-style horticulture produce aimed at tourism is rare to non-existent. Farmers would need a great deal of capacity building to improve qualities and quantities. Furthermore, the PREPARED Project has only two years remaining, so scale and size of investment must be realistic.

Expanding the Wildlife Information Landscape Data (WILD) Tools to Tanzania Partnership

Partnership Purpose. The Anti-Poaching ICT Tools Partnership would aim to build on the momentum of the WILD development that the PREPARED Project is piloting with Big Life Foundation and Honey Guide Foundation in the Amboseli-West Kilimanjaro landscape. WILD provides a data collection and management tool to community-based conservation organizations focused on anti-poaching and human-wildlife conflicts. A second pilot for WILD is under development in the Kenyan Mara side of the trans-boundary landscape. Building from initial discussions in Tanzania with both public actors such as the MNRT and private partners such as Vodafone, there is ample opportunity to expand use of this technology to critical actors on the Tanzanian side of the border. Most importantly, these ICT tools and partners would integrate into the Tanzanian National Anti-Poaching Strategy, developed and overseen by the MNRT. See Annex A for partner jobs, pains, gains, and assets broken down by partner.

Partnership Activities. Under this partnership, the PREPARED Project would collaborate with both the MNRT and TANAPA to integrate WILD into the existing National Anti-Poaching Strategy goals for the Serengeti landscape, including critical buffer zone areas such as wildlife management areas (WMAs), wildlife reserves, and other unprotected locales. Vodafone would offer a range of hardware (including tablets and phones) to key local actors on the ground, while the PREPARED Project would provide access to the application itself as a way for responsible agencies to organize and collect the data. In addition to poaching concerns, the app would assist rangers and other responsible local actors in collecting data on issues ranging from over-grazing to the east of the park in Loliando to direct human-wildlife conflict in broader surrounding issues. Given its intensive work embedded with Tanzanian county authorities, GIZ would assist in developing buy-in at the local government level.

Partnership Value. For Vodafone, the partnership would achieve two interests. First, the company could use the partnership as a showcase for its 3G and 4G product and service rollout to demonstrate the power of smartphones to address common challenges. In addition, the partnership would demonstrate the company's ongoing investments in conservation as part of its CSR strategy. For the PREPARED Project, the partnership would provide an important avenue to expand the Anti-Poaching Partnership into new areas and with new partners beyond the pilot phase.

Risks. Anti-poaching as a topic is very sensitive within the Tanzanian government, and despite the initial interest shown with both the MNRT and TANAPA, careful bridge-building would need to occur in order to guarantee that the partnership fits successfully into the National Anti-Poaching Strategy. The Anti-Poaching Partnership to this point has targeted the conservation organization community. This partnership scaling would represent an expansion into the government sphere. In addition, it is unclear at this point if or how much Vodafone would contribute. Furthermore, the PREPARED Project would need approach and engage additional potential partners, including Frankfurt Zoo through GIZ.

Resource Efficiency and Wastewater Management Partnership

Partnership Purpose. Mwanza is the second largest city in Tanzania, with approximately 1.2 million urban inhabitants. The city's economy is dominated by over 100 small- to large-scale manufacturing and processing industrial and agricultural activities, predominantly in food and beverage (fish processing, breweries, soft drink factories, bakeries, cotton seed oil industries etc.). Most of these industries interviewed indicated that they lack adequate industrial wastewater treatment facilities. This is due to inadequate investment in capacity-building, and research and development in wastewater treatment technology. The most common wastewater treatment technologies are Stabilization Ponds and Constructed Wetlands (WSP and CW), which were introduced in the late 1960s. However, these technologies have proved to be ineffective because of high operation and maintenance costs, design and configuration mistakes. This partnership is looking into how the water utility company can apply the Non-Revenue Water partnership model developed by the PREPARED Project to assist industries to efficiently manage their wastewater treatment facilities. See Annex A for partner jobs, pains, gains, and assets broken down by partner.

Partnership Description. The private sector players in Mwanza, Tanzania, are keen to work with the water utilities to outsource their wastewater treatment plant management to reduce overhead costs. The water utility company would contribute its expertise while the private sector would provide financial contributions and best practice sharing. Mwanza Urban Water Supply and Sanitation Authority (MWAUWASA) is currently working with different development partners like the Lake Victoria Water and Sanitation (LVWATSAN) initiatives, the European Investment Bank (EIB), and the Agence Française de Développement (AFD) to expand the wastewater treatment coverage. This will improve sanitation services across the city.

Partnership Value. This partnership would be game changer in terms of how the private sector could partner with water utilities to improve sanitation and manage wastewater through partnerships. The private sector players will adequately reduce their overhead costs of managing their wastewater.

Risks. Possible risks for this partnership include the following factors: wastewater treatment technology is capital intensive, so marshalling for more resources may take longer than the limited project period remaining; the PREPARED Project currently has limited available grants and budget to support the activities; access to land for wastewater treatment plant construction may be difficult to find; the water utility company will have to adequately expand its human resource capacity, which will have a multiplier effect on its overhead; and the bureaucratic nature of government will delay the implementation and approval of the partnership.

4. PARTNERSHIP PRIORITIZATION

By matching private sector interests with the objectives, activities, and interests of both the Project and the EAC/LVBC, the RPA team was able to distill a number of potentially high value public-private partnership options for the Mara-Serengeti landscape. In all, five opportunities are presented in the body of this report. Given the relatively affordable amount of necessary resources needed, each opportunity

has been recognized by the RPA team (including EAC Partner State participants) and PREPARED Project technical teams as having potential value for the Project. The RPA team developed these opportunity concepts during phase three of the RPA, the out-briefing workshop held at the conclusion of the fieldwork. The workshop participants used SSG’s prioritization methodology to determine a specific valuation score for each partnership.

PRIORITIZATION PROCESS

For the PREPARED Project and the EAC, the value of public-private partnerships lies in their ability to achieve results that are above and beyond a traditional donor or government investment by itself. Accordingly, before engaging in a new partnership, PREPARED must give careful consideration to whether a partnership is the best process for achieving a desired result – i.e., assess how a partnership will add value to both PREPARED and EAC Partner State objectives, in this case related to Mara-Serengeti landscape goals for each. As a rule, partnerships are time-intensive to both build and manage successfully. Therefore, engaging in critical analysis at the outset enables the PREPARED Project to make better partnership decisions, saving time and money in the long run. During the out-briefing workshop, the three fieldwork teams joined together to present their partnership concepts and prioritize which to pursue actively. RPA prioritization involved scoring based on the following decision factors:

1. *Development Value* – The teams considered scalability, effectiveness, efficiency, sustainability, and systemic change as added value that each partnership could contribute to the PREPARED Project and/or the EAC;
2. *Business Value* – In terms of the business perspective, teams assessed if each partnership would address bottlenecks, lead to market growth, and/or improve the company’s image; and
3. *Risks and Transaction Costs* – Teams also assessed actual feasibility for the PREPARED Project and partners, ranging from reputational and operational risks to staff intensity and time horizon for each partnership idea. Is the partnership feasible for the private partners? Most importantly, the team scored opportunities based on the expected human and other resources needed for the partnership to be successfully implemented.

For *Development and Business Value*, priority factors were tallied as 3 points for a High value, 2 for Medium, and 1 for Low. For *Risks and Transaction Costs*, factors were rated as 3 points for Low potential risk/cost, 2 for Medium, and 1 for High. The aggregated totals of the scores resulted in grouping partnership opportunities into two buckets – those the PREPARED Project chose for implementation and those that the project determined would not be optimal given the realities of the second half of the project’s lifespan. Instead, the RPA team encouraged the EAC Partner States and LVBC to adopt these concepts for their own implementation. Please see Annex D for the full partnership scorecard used at the out-briefing workshop.

PRIORITIZATION OUTCOMES

The table below summarizes scoring outcomes for the participatory prioritization exercise held at the out-briefing workshop. To summarize, the PREPARED Project prioritized three partnership opportunities to pursue: Non-Revenue Water Financing, Climate Applications for Farmers, and Community Sourcing for Hotels.

Table 5. Prioritization Scores

Partnership Concept	Development Value	Business Value	Risks and Transaction Costs	Aggregate Score
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Non-Revenue Water Financing	31	31	29	91
Climate Applications for Farmers	31	29	26	86
Community Sourcing for Hotels	26	28	30	84
Expanding Anti-Poaching ICT Tools	*	23	18	41
Resource Efficiency and Wastewater Management	*	*	28	28

* A number of out-briefing workshop participants did not complete scoring for the Anti-Poaching and Resource Efficiency opportunities. As a result, scores could not be aggregated properly and were omitted.

The section that follows concludes the report by outlining action items to realize the partnership opportunities prioritized by the PREPARED Project, as well as recommendations for the EAC Partner States.

5. NEXT STEPS

WAY FORWARD FOR PREPARED PROJECT

The Rapid Partnership Appraisal identified five partnership opportunities detailed in section 3 and summarized below:

1. *Non-Revenue Water Financing for Municipalities* – developing a financing product for municipalities that will enable them to adopt components of the Non-Revenue Water Partnership piloted in Jinja, Uganda;
2. *Climate Applications for Farmers* – developing applications for farmers to improve their efficiency in managing agriculture value chains, including extension services;
3. *Community Sourcing for Hotels* – connecting communities in the buffer zones to conservation and ecosystem management goals in the Serengeti region, such as in horticulture, livestock, bee keeping, and laundry;
4. *Expanding Anti-Poaching ICT Tools for Tanzanian Government* – developing ICT tools to further the Tanzania National Anti-Poaching Strategy; and
5. *Resource Efficiency and Wastewater Management* – outsourcing water utilities' wastewater treatment plant management.

Of these partnership opportunities, the PREPARED Project chose three priorities to pursue: Non-Revenue Water Financing, Climate Applications for Farmers, and Community Sourcing for Hotels. As the next overall phase of partnership development, the SSG partnership team will initiate formal engagement of the approved partnerships. The PREPARED Project will initiate formal negotiations with potential partners concerning resource contributions and proposed activities. The table and subsections that follow summarize next steps in each partnership's development. For each partnership, see Annex B for full partnership action plans developed at the out-briefing workshop.

Table 6. Champions and Immediate Action Items for Prioritized Partnerships

Partnership	Field-Based Lead	Home Office Lead	Immediate Action Items
Financing Non-Revenue Water	Polycarp Ngoje	Steve Schmida	<ul style="list-style-type: none"> • Follow-up on the approval of WASH sites in Tanzania to implement NRW activities in Tanzania WASH sites • Explore financing opportunity with Kenya Commercial Bank/Equity Bank for NRW in EAC to secure sustainability of NRW • Hold workshop with WASH stakeholders to discuss NRW Strategy in Mwanza
Climate Apps for Farmers	Charles Kimani	Thomas Buck	<ul style="list-style-type: none"> • Convene Private Sector Forum on GeoCLIM in order to introduce climate information tools and products • Identify use cases and partners in order to select and prioritize real-time climate information for the Private Sector Forum • Develop concept notes that document use case requirements in order to agree on scope, timeline, resources and indicators
Community Sourcing for Hotels	Polycarp Ngoje	Brett Johnson	<ul style="list-style-type: none"> • Assess industry needs and current situation for sourcing products and services in local communities • Identify agribusiness or resource partners for communities in order to design program

Financing Non-Revenue Water

During PREPARED Project Year 4, the project will engage with key potential Financing NRW partnership stakeholders – including the Sector Council of Ministers (SECOM) and financial partners including the Kenya Commercial Bank and Equity Bank – in order to confirm (1) the exact location, scale, and local partners for the NRW model expansion in Tanzania; and (2) the type of financial product modeling possible to structure financing for the expansion. As a key element, SSG will work with partners to develop a business plan and financing model for the expansion. PREPARED will use the business plan to negotiate and finalize the exact bank-led financing model. By the end of the Year 4, PREPARED will have developed a strategy for implementation of the partnership.

Community Sourcing for Hotels

The initial phase of the Community Sourcing partnership will focus on an assessment to identify specific hotelier, agribusiness, community, and resource partners for the partnership. The PREPARED Project will strive to pilot the partnership on each side of the border with a different set of partners, rooting partnership development in the Mara-Serengeti Hotelier's Forum in line with its own strategy. Outcomes for the year will include a pilot assessment (focusing on identifying 2 pilot sites and necessary partners) and a concept note outlining the implementation strategy for each pilot.

Next Steps

Climate Applications for Farmers

PREPARED will root this partnership in promoting private sector-based ‘use cases’ for the GeoCLIM tool. In PREPARED Year 4, PREPARED will collaborate with the Kenya Private Sector Alliance (KEPSA) – and sister private sector associations in other EAC countries – to organize at least one private sector forum designed to introduce GeoCLIM and identify market-based climate information cases focused on farming and agriculture. From the initial private sector forum, SSG will develop at least one concept note outlining scope, timeline, resources, and details for the partnership.

RECOMMENDATIONS FOR LVBC/EAC

The directive of the 11th SECOM for the Lake Victoria Basin is for the LVBC Secretariat to develop a consolidated investment plan. In accordance with this directive, the Partner State champions who participated in this Mara-Serengeti Rapid Partnership Appraisal will lead their RPA exercises in their respective countries per the action plans they developed in Annex C.

The exercises will be supported by the LVBC with technical support from the PREPARED Project. The LVBC Secretariat, in collaboration with the PREPARED Project, will organize a regional consolidation and prioritization workshop to prepare consolidated investment plans for the five Partner States. The PREPARED Project will then work with the Commission to set up a Stakeholder Engagement Forum to promote investment opportunities contained in the consolidated investment plans.

ANNEX A. PARTNERSHIP OPPORTUNITY PROFILES

PARTNERSHIP PROFILE: FINANCING NON-REVENUE WATER

Partner	Jobs	Pains	Gains	Assets
ITRON	Provide real-time information regarding water leaks, illegal water consumption and metering errors	<ul style="list-style-type: none"> Market entry challenges 	<ul style="list-style-type: none"> Expanded market for their technology Access to financing options 	<ul style="list-style-type: none"> Technology Management and technical tools
Ministries of Water	Clean, safe water as a basic need and right for all to citizens	<ul style="list-style-type: none"> Capacity limitations Funding limitations 	<ul style="list-style-type: none"> Improved service delivery 	<ul style="list-style-type: none"> Policy and regulatory environment
Kenya Commercial Bank	Provide tailor-made financial services and capital investment for public and private utility companies, PPP projects	<ul style="list-style-type: none"> Lack of capital investment Lack of assets for collateral Lack of tailor-made loans with adequate tenor for Water Service Provider network expansion Weak balance sheets, as water utilities does not own most of the infrastructure 	<ul style="list-style-type: none"> Expand new product portfolio (new loan products) Build on Development Credit Authority guarantee Target Multiple Water Service Providers to uptake the product Increase new partners and stakeholders (e.g. ITRON) 	<ul style="list-style-type: none"> Has long-term relationship with a number of development partners including USAID in several projects in the region The Bank has a USAID Development Credit Authority guarantee Leading East African bank in asset base (over US\$3 billion) Has branch network in all five Partner States in East Africa
Equity Bank	Provide modern and inclusive financial services and access to economic opportunity	<ul style="list-style-type: none"> Limited access to public sector markets due to corruption and political controversy 	<ul style="list-style-type: none"> Increased access to public sector market Introduction of new financing models Bolster portfolio diversity 	<ul style="list-style-type: none"> Ability to provide consolidating services for piloting and modeling (bank, insurance, MNO, and NGO) Large customer base includes small-scale farmers and business owners Regional (EAC) presence
Chase Bank	Provide financing options to customers and businesses, with a focus on SMEs	<ul style="list-style-type: none"> High opportunity cost with regards to lack of public water sector engagement 	<ul style="list-style-type: none"> Large opportunity for growth and market access Access to water data that will help inform future financing decisions 	<ul style="list-style-type: none"> Ability to scale and finance NRW programs
Water Supply and Sanitation Organizations (MUWASSA, BUWASA, MWAUWASA)	Provide water delivery and treatment services	<ul style="list-style-type: none"> High water treatment costs due to high levels of pollution High non-revenue water Lack of investment partners and access to capital to cope with demand Limited capacity to solve complex problems 	<ul style="list-style-type: none"> Access to financing and investment partners Assistance in capacity building and technical expertise Development in monitoring efforts Access to improved technology 	<ul style="list-style-type: none"> Water infrastructure Access to consumers Knowledge of water infrastructure challenges
PREPARED Project	Scaling of initiatives aimed at curbing NRW rates	<ul style="list-style-type: none"> Lack of funding to build scaling model 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Technical assistance Access to partnership organizations

PARTNERSHIP PROFILE: CLIMATE APPLICATIONS FOR FARMERS

Partner	Jobs	Pains	Gains	Assets
Musoma Textile (MeTL Group)	Textile production	<ul style="list-style-type: none"> • Low harvesting due to changing weather patterns (unpredictable rain patterns) • Shift from cash crop (cotton) to food crops • Import of second hand clothes, thus low demand for the products • Changing consumption patterns, e.g., preference for synthetic clothes • High electricity costs due to fluctuations, thus use of generators • Over regulation of the cotton industry in Tanzania • High taxation from inputs to finished products 	<ul style="list-style-type: none"> • Research and development for improved seed varieties that can cope with changing climate conditions (unpredictable rain patterns) • Sharing of international agricultural best practice (conservation agriculture) • Cotton farming input supply • Partnership with farmers (contract farming) • Crop insurance for medium- to large-scale farmers 	<ul style="list-style-type: none"> • Over one million acres of land to set up cotton demonstration farms • Linkages with suppliers (cotton farmers)
Vicfish Limited	Fish processing	<ul style="list-style-type: none"> • Decline of fishery resources, especially Nile perch in Lake Victoria, evidenced by the decline in its total catches (company processing capacity has decreased by 93% in past 10 years, from average processing capacity of 30 to 2 tons per day) • Low hygiene and poor fish safety and quality assurance systems due to lake pollution • High cost of electricity and rampant power rationing thus high cost of production • Illegal and over fishing in the lake (use of illegal nets) • Poor sense of ownership by all the resource users, resulting in tragedy of commons 	<ul style="list-style-type: none"> • Monitoring and control of fishing activities in Lake Victoria • Increased fish stock in the lake • Innovative approaches to biodiversity conservation, especially illegal fishing • Scientific studies understanding of threats to Lake Victoria aquatic biodiversity • Economic valuation of aquatic biodiversity in Lake Victoria • Linkage and dialogue among policy makers, fishers, and processors for the purpose of responsible fishing • Technical support on biodiversity conservation in Lake Victoria 	<ul style="list-style-type: none"> • Members of the established industry association, Tanzania Industrial Fish Processors Association⁸ • Strong network with the fishermen through the Beach Management Units • Wide capital base • Convening power being industry leader and largest fish exporter in Tanzania • Strong corporate social responsibility, extension and community economics activities especially aquaculture fish pond project aimed at reducing pressure in the lake • Familiar with international development partnerships, e.g., eco labeling project with GIZ
Kuku Poa Limited	Chicken processing	<ul style="list-style-type: none"> • Lack of parent stock for broiler chicken (has to import from Europe) 	<ul style="list-style-type: none"> • Wide market coverage, controlling 60% of Tanzania market 	<ul style="list-style-type: none"> • Wealth of experience in food processing from the Bahari Bounty Group

⁸ See www.tifpa.org.

Annex A. Partnership Opportunity Profiles

Partner	Jobs	Pains	Gains	Assets
		<ul style="list-style-type: none"> • Undeveloped poultry market in Tanzania, e.g., lack of regulation and legislations • High cost of raw materials for chicken feed • Limited supply of chicken feed nutrients • Unpredictable rain patters affecting chicken feed raw material production (soya and corn) • Unregistered chicken vaccines in Tanzania, hampering availability and usage • Long and bureaucratic process of importing parent stock 	<ul style="list-style-type: none"> • Largest producer of chicken in Tanzania (producing 6,000 birds per day) • Regional market access • Constant supply of raw materials • Entering into contract farming with local suppliers 	<ul style="list-style-type: none"> • Established industry association, supporting the growth of Tanzanian Poultry Association • Product (Halal) certification, meeting production criteria for food consumption under Islamic law • Quality management system based on Good Manufacturing/Handling Practices, especially in dealing with live animals • Only farm with traceable chicken parent stock and breeding plant in Tanzania
CRDB Bank Limited	Financial services	<ul style="list-style-type: none"> • Market competition (there are 27 banks in Mwanza) • Deposits (people tend to hold cash in hand) • High inflation • Nonperforming of cotton industry affect deposits • People do not have collateral to obtain loans 	<ul style="list-style-type: none"> • Plan to open branches in every district • Supporting diversification to other economic activities (aquaculture, horticulture) • Agency banking • Mobile branches • Collaboration with government agencies • SIM banking • China/India desk • Internet banking 	<ul style="list-style-type: none"> • X
Serengeti Breweries Limited	Brewery/ bottling services	<ul style="list-style-type: none"> • Unreliable water supply from Mwanza Urban Water Supply and Sanitation Authority • High waste water treatment costs, running to about one billion per year • No government-designated waste water treatment and landfill for solid waste disposal • Inadequate supply of raw materials (barley and sorghum) from the local market- farmers. Rely on import from Kenya • High taxation and high number of licenses and compliance • High power fluctuations causing rampant outages, with average of 36 hours of outages per week • High water bills, averaging 40 million Tanzanian shillings per month 	<ul style="list-style-type: none"> • Keen to have adequate supply of raw materials (barley, sorghum, and water), which are in short supply at the moment • Commands a 25% market share in Tanzania and is keen to increase it significantly 	<ul style="list-style-type: none"> • X

PARTNERSHIP PROFILE: COMMUNITY SOURCING FOR HOTELS

Partner	Jobs	Pains	Gains	Assets
Hotels lodges/ camps/tour companies Leopard Tours, TATO, Asilia, Thomson, Nomad, Grumeti Singita, Elawana, Friedkin	Providing quality guest services to tourists seeking a rare and unique experience with nature	<ul style="list-style-type: none"> • Expensive food and services (Arusha-based) • Community complaints (especially buffer zone businesses) 	<ul style="list-style-type: none"> • Lower cost for food or other services • Better relations with communities • Corporate social responsibility stories 	<ul style="list-style-type: none"> • Purchasing power • Markets for community agriculture and services
Agribusiness/ ICT Balton, Vodacom	Expanding agribusiness services to grow the commercial agricultural sector from pure subsistence	<ul style="list-style-type: none"> • Lack of business in area • Lack of developed markets • Lack of commercial agriculture 	<ul style="list-style-type: none"> • New clients and markets 	<ul style="list-style-type: none"> • Expertise and markets from Balton • Funding from Vodacom • Access to network of agribusinesses
Communities Villages in buffer zones, especially west of Serengeti	Improving quality of life and economic security	<ul style="list-style-type: none"> • Agriculture not well developed • Communities not benefiting enough from conservation 	<ul style="list-style-type: none"> • Increased income from conservation 	<ul style="list-style-type: none"> • Farmers and producer associations willing to participate • Community entrepreneurs (for services)
Government National and local level actors, e.g., Tanzanian MNRT, TANAPA, Kenya Narok country government	Providing public goods and implementation of relevant strategy documents	<ul style="list-style-type: none"> • Protected areas threatened by human-wildlife conflict, poaching, over development, and overgrazing 	<ul style="list-style-type: none"> • Reduced poaching • Increased conservation awareness • Better welfare in buffer zone communities 	<ul style="list-style-type: none"> • Funding for communities (Ministry – Tanzania Wildlife Protection Fund, TANAPA – Community-Based Conservation) • Marketing of initiative to communities and country • Existing relationships with communities
PREPARED Project	Demonstrate approach to improved BSA management	<ul style="list-style-type: none"> • Lack of permanent presence in the Serengeti landscape, short timespan of project 	<ul style="list-style-type: none"> • Improved Serengeti-Mara management • Increased sustainability of management through private sector involvement • Hoteliers Association active through partnership 	<ul style="list-style-type: none"> • Possible funding • Convening power with government agencies and USAID

PARTNERSHIP PROFILE: EXPANDING ICT TOOLS FOR ANTI-POACHING

Partner	Jobs	Pains	Gains	Assets
Vodafone	Demonstrating and selling smartphone products and services	<ul style="list-style-type: none"> • Cost of smartphones limits market expansion 	<ul style="list-style-type: none"> • Demonstration of technology • New markets 	<ul style="list-style-type: none"> • Phones and technology • Corporate social responsibility funding • Vodafone has also given Ministry a toll-free number
MNRT/ TANAPA	Successful implementation of the National Anti-Poaching Strategy, reduction in poaching, human wildlife conflict	<ul style="list-style-type: none"> • Large recent increase in poaching and human wildlife conflict rates 	<ul style="list-style-type: none"> • Power and effectiveness of ICT and phones in combatting poaching (e.g. tracking poachers, collecting information about poacher behavior) • Usefulness for the Tanzania National Anti-Poaching Strategy 	<ul style="list-style-type: none"> • Anti-poaching operations • Access to scouts and rangers • Access to WMAs and other locations • Funding • National Anti-Poaching Strategy
GIZ	As part of the GIZ country investment strategy, improved governance at the country government level, funding of Frankfurt Zoo for Serengeti conservation	<ul style="list-style-type: none"> • Limited budget and ability to scale local county governance investments 	<ul style="list-style-type: none"> • Scaling and harmonizing efforts 	<ul style="list-style-type: none"> • Working with district government and critical local government partners • Frankfurt Zoo as grantee
PREPARED Project	Scaling of existing Anti-Poaching Partnership, demonstrated approach to improved BSA management	<ul style="list-style-type: none"> • Lack of permanent presence in the Serengeti landscape • Short time span of project 	<ul style="list-style-type: none"> • Expanding Anti-Poaching Partnership • Strong user focus • Possible sustainable model 	<ul style="list-style-type: none"> • Anti-Poaching Partnership application • Existing investment

PARTNERSHIP PROFILE: RESOURCE EFFICIENCY AND WASTEWATER MANAGEMENT

Partner	Jobs	Pains	Gains	Assets
Mwanza Urban Water and Sewerage Authority (MWAUWASA)	Supply safe and clean water and sewerage services in Mwanza urban district in Tanzania (products include treated piped water supply, water and wastewater treatment and distribution)	<ul style="list-style-type: none"> • High water treatment costs due to inferior water quality as a result of lake water pollution • Low water and wastewater coverage networks due to hilly and morphology of serviced areas • Big debts, especially from public institutions, which has accumulated debt of 1.16 billion Tanzanian shillings • High power costs due to pumping to elevated areas in Mwanza City • Lack of capital and investment muscles to cope with customer demand and city expansion • Vandalism of existing network • Low coverage of sanitation infrastructures, only 3,400 households connected out of more than 6,400 	<ul style="list-style-type: none"> • Increased sewerage coverage • Resource leverage in increasing sewerage coverage • Reduced lake pollution • Documentation of best practices • Improved service delivery • Project sustainability • Access to new technology 	<ul style="list-style-type: none"> • Technology • Policy lobbying • Projects designs and implementation • Skilled staff in wastewater treatment • Convening power in wastewater treatment, hygiene and sanitation • Equipment contributions • Large network and working relationship with other development partners, such as the European Investment Bank (EIB), Agence Française de Développement (AFD), which have interest in wastewater treatment
Vicfish Limited	Processes and exports white fish (frozen and chilled Nile Perch) to Europe	<ul style="list-style-type: none"> • High cost of wastewater plant treatment and maintenance • Low hygiene and poor fish safety and quality assurance systems due to lake pollution • Lack of government wastewater treatment plant • Poor sense of ownership and responsibility by all resource users, resulting in tragedy of commons 	<ul style="list-style-type: none"> • Reduced cost of wastewater treatment • Resource efficiency in waste treatment and maintenance • Increased fish quality due to reduced pollution • Innovative approaches to tackling wastewater treatment • Technology leverage and best practice borrowing • Linkage and dialogue on wastewater treatment by the fish processors 	<ul style="list-style-type: none"> • Financial contribution • Members of the established industry association, Tanzania Industrial Fish Processors Association • Wide capital base • Familiar with international development partnerships (Naturland/GIZ Nile Perch Labeling Project, 2007-2008)
Nyanza Bottling Company Limited	Bottling and distribution of Coca-Cola products in the Lake Zone of Tanzania, comprising Mwanza, Shinyanga, Mara, Kagera,	<ul style="list-style-type: none"> • No government-designated wastewater treatment plant or landfill for solid waste disposal • Unreliable water supply from Mwanza Urban Water Supply and Sanitation Authority • High wastewater treatment costs (1.5 billion Tanzanian shillings per year) 	<ul style="list-style-type: none"> • Best practice sharing in resource efficiency and waste treatment, e.g., Agro-Waste Boiler that uses bio-wastes • Reduced cost of wastewater treatment • Innovative approaches to tackling wastewater treatment 	<ul style="list-style-type: none"> • Financial contribution • Standardization of best practice in waste treatment and resource efficiency • Financial and ideological commitment to corporate social responsibility activities.

Annex A. Partnership Opportunity Profiles

Partner	Jobs	Pains	Gains	Assets
	Tabora and Kigoma regions	<ul style="list-style-type: none"> Poor water quality during rainy seasons, causing escalating treatment chemical costs 		
Serengeti Breweries Limited	Brewing, manufacturing, marketing and selling drinks made of malt, hops and barley and sorghum in Mwanza	<ul style="list-style-type: none"> High wastewater treatment costs, running 1 billion Tanzanian shillings per year Unreliable water supply from Mwanza Urban Water Supply and Sanitation Authority No government-designated wastewater treatment or landfill for solid waste disposal High water bills, averaging 40 million Tanzanian shillings per month 	<ul style="list-style-type: none"> Reduced cost of wastewater treatment and management Adequate supply of clean affordable water due to recycling Innovative approaches to tackling wastewater treatment 	<ul style="list-style-type: none"> Modern wastewater treatment facilities Resource contribution Sharing best practice with smaller manufacturer Financial and ideological commitment to resource efficiency and conservation
Nile Perch Fisheries Limited	Processing and export of white fish (frozen and chilled Nile Perch) to Europe	<ul style="list-style-type: none"> Changing lake ecosystem, with increased nutrient inputs due to pollution as a result of discharge of wastewater into the lake, leading to eutrophication which have negative impact on the Nile Perch High cost of wastewater plant treatment and maintenance Low hygiene and poor fish safety and quality assurance systems due to lake pollution Lack of government wastewater treatment plant Unreliable water supply from Mwanza Urban Water Supply and Sanitation Authority 	<ul style="list-style-type: none"> Reduced cost of wastewater treatment Resource efficiency in waste treatment and maintenance Increased fish quality due to reduced pollution Innovative approaches to tackling wastewater treatment Technology leverage and best practice borrowing Linkage and dialogue on wastewater treatment by the fish processors 	<ul style="list-style-type: none"> Sharing of best practice (company certified for ISO22000:2005 for Food Safety System standard as well as BRC Global Standard for Food Safety Issue and clean energy and resource efficiency; recycling 90% of its wastewater, only 10% released to environment) Has a model wastewater treatment plant on site Financial and ideological commitment to resource efficiency and conservation

ANNEX B. PARTNERSHIP OPPORTUNITY ACTION PLANS

ACTION PLAN: FINANCING NON-REVENUE WATER

Champions: Polycarp Ngoje and Steve Schmida

Action	Key Tasks	Who	When	Resources
1. Follow-up on the Approval of WASH sites in Tanzania to implement NRW activities in Tanzania WASH sites	Find out when Sectoral Council of Ministers (SECOM) meeting will take place	PREPARED Institutional Liaison Specialist (ILS)	Jun. 20, 2015	• Meetings
	Ensure that PREPARED WASH sites for Tanzania are in the SECOM Agenda	PREPARED Institutional Liaison Specialist (ILS)	1 month before SECOM meeting	
	Explore possibility of implementing NRW activities in Tanzania before SECOM meeting	PREPARED Institutional Liaison Specialist (ILS)	1 month before SECOM meeting	
	Follow-up with Ministry of East Africa Community of Tanzania for country approval of the WASH sites	PREPARED Institutional Liaison Specialist (ILS)	Jun. 12, 2015	
2. Develop and Disseminate NRW Success Story To Share and Promote the success of the NRW model	Write NRW success story	PREPARED CS and WTA	By Jun. 20, 2015	• Meetings, logistical costs and printing costs
	Seek USAID/EA approval on the success story	DCOP	By Jun. 30, 2015	
	Identify champions in government and private institutions to ensure uptake of success story	CS, PS and WTA	Jul. 20, 2015	
	Present the NRW model success story model at Institutional Management meetings	Champions and PREPARED	Continuous	
	Present the NRW success model at the WASH stakeholders Strategy meeting	PREPARED Project (NWSC Jinja team)	During Stakeholder Mwanza Strategy meeting	
	Print the success story	CS	Continuous	
3. Explore with Equity Bank Financing Opportunity for NRW in EAC To secure sustainability of NRW	Compile information from NWSC Jinja-Iganga to include NRW levels, internal costs of interventions and recovered monies by NRW interventions	SSG / WTA	Jun. 20, 2015	• Consultants and meetings
	Hold a meeting with Equity bank and Itron to confirm participation interests & lending requirements including finalization of utilities selection	PREPARED	Jun. 30, 2015	
	Develop a business plan and financing model	SSG	By Jul. 30, 2015	
	Present the business plan and financing model to Equity Bank	SSG	By Aug. 30, 2015	
	Negotiate and finalize the NRW financing model	PREPARED and SSG	By Sep. 2015	
4. Hold a meeting/workshop with WASH stakeholder to discuss NRW Strategy in	Identify additional partners for the Mwanza NRW/WASH strategy activities	PREPARED PS	Jun. 12, 2015	• Meetings and logistical costs
	Consolidate list of stakeholders	PREPARED PS	Jun. 19, 2015	

Annex B. Partnership Opportunity Action Plans

Action	Key Tasks	Who	When	Resources
Mwanza to consolidate Stakeholders' inputs for Mwanza NRW/WASH Strategy	Invite stakeholders in the meeting	PREPARED PS	After country approval	
	Hold and facilitate stakeholders meeting	PREPARED PS	2 weeks after workshop	
	Write up workshop report	PREPARED PS	1 week after workshop	
5. Develop/adapt Mwanza NRW/WASH strategy to develop Mwanza NRW/WASH strategy	Review consolidated Stakeholder inputs	PREPARED WTA	1 week after stakeholder workshop	<ul style="list-style-type: none"> • Meetings and logistical costs
	Draft the Mwanza NRW/WASH Strategy	PREPARED WTA	Jul. 2015	
	Hold meeting with Mwanza Urban Water Supply and Sanitation Authority (MWAUWASA) & Partners to commit resources to the strategy activities	PREPARED WTA	Aug. 2015	
	Implement the Strategy	PREPARED WTA	2015-2017	

ACTION PLAN: CLIMATE APPLICATIONS FOR FARMERS

Champions: Charles Kimani and Steve Schmida

Action	Key Tasks	Who	When	Resources
1. Convene Private Sector Forum on GeoCLIM in order to introduce climate information tools and products to the private sector.	Develop private sector information pack on GeoCLIM and agenda for forum	PREPARED (CSPS, CCS), FEWSNET, ICPAC	Sep. 2015	<ul style="list-style-type: none"> • PREPARED staff • Private Sector Association • Kenya Meteorological Services
	Agree with host private sector association on Agenda, dates, etc.	SSG Charles, Polycarp	Oct. 2015	
	Map stakeholders partners, partners, participants, and resource persons	SSG, Private Sector Host Association	Oct. 2015	
	Send invitations	Private Sector Association	Oct. 2015	
	Hold the forum	Kenya Meteorological Services, Kenya Private Sector Alliance	Oct. 2015	
2. Identify use cases and partners in order to select and prioritize real-time climate information for the Private Sector Forum.	Analyze outputs of Private Sector forum	PS, CCA, SSG	2 weeks after Forum	<ul style="list-style-type: none"> • PREPARED staff time
	Select use cases and respective partners	SSG, CCA	Oct. 2015	
	Verify with partners	CCA	Mid-Dec. 2015	
3. Develop concept notes that document use case requirements in order to agree on scope, timeline, resources and indicators.	Draft concept note	PS, CCS	Early Jan 2016	<ul style="list-style-type: none"> • PREPARED • SSG
	Review with partners	PS, CCS	Mid-Jan. 2016	
	Finalize the concept paper	PS, CCS	Late Jan. 2016	
4. Develop implementation plan and monitoring framework in order to agree with partners on a clear roadmap for implementation.	Draft implementation plan	SSG and Partners	Late Jan. 2016	<ul style="list-style-type: none"> • SSG • PS
	Draft monitoring framework	PREPARED, M&ES	Early Feb. 2016	
	Agree with partners and finalize	PREPARED, M&ES	Early Feb. 2016	
5. Implement use cases and monitor in order to demonstrate and roll out use cases.	Depends on the plan	SSG, PREPARED partners	Mid-Feb. 2016	<ul style="list-style-type: none"> • SSG • PREPARED partners
	Execute the implementation plan	CCA, PREPARED partners	Late Feb. 2016	

ACTION PLAN: LOCAL SOURCING FOR HOTELS

Champions: Polycarp Ngoje and Brett Johnson

Action	Key Tasks	Who	When	Resources
1. Assess industry needs for sourcing products and services in local communities (e.g., products, quality, timing)	Develop SOW	SSG / PREPARED	Aug. 2015	• SSG / PREPARED
	Choose consultants	SSG / PREPARED	Sep. 2015	
	Conduct assessment	SSG / PREPARED	Nov. 2015	
	Identify key industry needs and gaps	SSG / PREPARED	Dec. 2015	
	Confirm lead hotels (potential)	SSG / PREPARED	Dec. 2015	
2. Assess current situation for sourcing from communities (including community potential) in order to map current and potential community sourcing	Develop SOW	SSG / PREPARED	Aug. 2015	• SSG / PREPARED
	Choose consultants	SSG / PREPARED	Sep. 2015	
	Conduct assessment (identify community needs)	SSG / PREPARED	Nov. 2015	
	Identify current community supplies/commodities	SSG / PREPARED	Dec. 2015	
	Identify gaps (what communities do not have)	SSG / PREPARED	Dec. 2015	
3. Identify agribusiness or resource partners for communities in order to design program and ensure it is ready for implementation	Establish business case for local sourcing for communities and hotels (business plan)	PREPARED / Hoteliers Forum	Feb. 2016	• PREPARED / Hoteliers Forum
	Forum to design community outreach initiative	PREPARED / Hoteliers Forum	Feb. 2016	
	Confirm pilots with communities	PREPARED / Hoteliers Forum	Mar. 2016	
	Secure hotel commitment for pilots	PREPARED / Hoteliers Forum	May 2016	
	Secure funding to actualize program	PREPARED / Hoteliers Forum	Jun. 2016	
4. Identify resources partners	Building in two earlier assessments and RPA, map agribusiness or resource partner support	SSG / PREPARED	Jan. 2016	• SSG / PREPARED
	For high priority partners, identify specific resource partners	SSG / PREPARED	Feb, 2016	
	Secure agreements and funding with key resource partners to support community sourcing development	SSG / PREPARED	Mar. 2016	
5. Strengthen the Transboundary Forum to advocate for sourcing from communities	Legalize Forum in Kenya and Tanzania	SSG / PREPARED	Oct. 2015	• PREPARED / Hotel Forum
	Design action plan to strengthen membership	PREPARED / Hoteliers Forum	Jul. 2015	
	Confirm buy-in of sourcing initiative among Forum members	PREPARED / Hoteliers Forum	Dec. 2015	
6. Assist the Transboundary Forum to design local sourcing program	Develop local sourcing arrangements	PREPARED / Hoteliers Forum	Feb. 2016	• SSG / PREPARED

ANNEX C. PARTNER STATE ACTION PLANS

KENYA ACTION PLAN

Champions: Wilson Busienei, Ministry of Environment Water and Natural Resources (+254 722232034, wilson.busienei@gmail.com)
Laban Mburu, Kenya Investment Authority (+254 721514326 mburu@investmentkenya.com)

Task	Outcome	Jul	Aug	Sep	Oct	Nov	Dec
Defining							
1. Agree on Starting Point	Partnership Scoping Brief	Jul. 20					
2. Agree on How to Proceed (<i>Roles and Responsibilities, Coordination, Resources, Timeframe, Budget</i>)	Rapid Partnership Appraisal Scope of Work		Aug. 5				
3. Rapid Partnership Appraisal in Yala-Nzoia wetlands	Champions with Hands-On Experience in Rapid Partnership Appraisal			Sep. 1-4			
Brainstorming							
4. Partner Mapping (<i>Fisheries/ Aquaculture, Agriculture Value Addition, Capacity Building, Water</i>)	Partner Maps			Sep. 18-19			
5. Interest-Influence Matrix	List of Top Potential Partners				Oct. 4		
6. Partner Profiles (<i>Pains, Gains, Jobs, Assets</i>)	Partner Profiles				Oct. 14		
7. Value Maps	Partner Value Maps				Oct. 29		
8. Partnership Canvases (<i>Value Proposition, Activities, Roles, Impact, Constraints</i>)	Partnership Canvases					Nov. 7	
Testing							
9. Plan Interviews	Interview Logistics Set					Nov. 12	
10. Plan Interview Meetings	Question Guide					Nov. 22	
11. Conduct Interviews	Interview Notes/Report					Nov. 25-29, Dec. 2-5	
Refining							
12. Refine Partner Profiles, Value Maps, and Partnership Canvases	Rapid Partnership Appraisal Report						Dec. 11-25

RWANDA ACTION PLAN

Champions: Celestin Mwambutsa, Water and Sanitation Corporation (WASAC) (+250 788638762, cmwambutsa@wasac.rw)
 Daniel Fred Nzasabimana, Ministry of EAC Affairs (+250 788301735, fnzasabimana@mineac.gov.rw, frednzasaba@gmail.com)

Task	Outcome	Jul	Aug	Sep	Oct	Nov
Defining						
1. Agree on Starting Point	Partnership Scoping Brief	Jul. 19-30				
2. Agree on How to Proceed (<i>Roles and Responsibilities, Coordination, Resources, Timeframe, Budget</i>)	Rapid Partnership Appraisal Scope of Work		Aug. 16-27			
3. Actual Rapid Partnership Appraisal in Nyungwe National Park	Interviews with Tea Factories, Hotels, Lodges, Coffee Agriculture Cooperatives, and NGOs Operating in the Region			Sep. 2-13		
Brainstorming						
4. Partner Mapping (<i>Tourism, Agriculture Value Addition, Energy, Capacity Building, Water</i>)	Partner Maps		Aug. 6-10			
5. Interest-Influence Matrix	List of Top Potential Partners		Aug. 27-30			
6. Partner Profiles (<i>Pains, Gains, Jobs, Assets</i>)	Partner Profiles				Oct. 4-8	
7. Value Maps	Partner Value Maps				Oct. 18-20	
8. Partnership Canvases (<i>Value Proposition, Activities, Roles, Impact, Constraints</i>)	Partnership Canvases				Oct. 25-30	
Testing						
9. Plan Interviews	Interview Logistics Set					Nov. 1-2
10. Plan Interview Meetings	Question Guide					Nov. 4-6
11. Conduct Interviews	Interview Notes/Report					Nov. 15-20
Refining						
12. Refine Partner Profiles, Value Maps, and Partnership Canvases	Rapid Partnership Appraisal Report					Nov. 22-26

TANZANIA ACTION PLAN

Champions: Pamela Temu, Ministry of Water and Irrigation (+255 784913014, vanpatt2002@yahoo.co.uk)
 John Kaya, Ministry of Natural Resource and Tourism (+255 785700100, kaayaje12@gmail.com)
 Diana Kimbute, Ministry of Water and Irrigation (+255 786752925, dkimbute@gmail.com)

Task	Outcome	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Defining								
1. Agree on Starting Point	Partnership Scoping Brief	Jul. 5-10						
2. Agree on How to Proceed (<i>Roles and Responsibilities, Coordination, Resources, Timeframe, Budget</i>)	Rapid Partnership Appraisal Scope of Work	Jul. 20-25						
3. Hands-On Mini Rapid Partnership Appraisal in Mara and Mwanza	Hands-On Experience in Rapid Partnership Appraisal		Aug, 15-20					
Brainstorming								
4. Partner Mapping (<i>Tourism, Fisheries/ Aquaculture, ICT, Lake/Marine Transport, Agriculture Value Addition, Energy, Capacity Building, Water</i>)	Partner Map, Mara and Mwanza region, Fisheries/Aquaculture, Water, Agriculture Value addition, Capacity Building	Jul. 1-30						
5. Interest-Influence Matrix	List of Top Potential Partners		Aug. 15-30					
6. Partner Profiles (<i>Pains, Gains, Jobs, Assets</i>)	Partner Profiles			Sep. 1-15				
7. Value Maps	Partner Value Maps			Sep. 18-30				
8. Partnership Canvases (<i>Value Proposition, Activities, Roles, Impact, Constraints</i>)	Partnership Canvases				Oct. 2-10			
Testing								
9. Plan Interviews	Interview Logistics Set						Dec. 3-15	
10. Plan Interview Meetings	Question Guide							Jan. 5
11. Conduct Interviews	Interview Notes/Report							Jan. 10-20
Refining								
12. Refine Partner Profiles, Value Maps, and Partnership Canvases	Rapid Partnership Appraisal Report							Jan. 22-30

UGANDA ACTION PLAN

Champions: Edward Sebina, Ministry of East African Community (+256 772490805)
 Kenneth Magomu, Ministry of East African Community (+256 752786698)
 Ronald Nyakana, Ministry of Water and Environment (+256 772439115)

Task	Outcome	Jul	Aug	Sep	Oct	Nov
Defining						
1. Agree on Starting Point	Partnership Scoping Brief	Jul. 15-17				
2. Agree on How to Proceed (<i>Roles and Responsibilities, Coordination, Resources, Timeframe, Budget</i>)	Rapid Partnership Appraisal Scope of Work	Jul. 22-24				
3. Rapid Partnership Appraisal around key sites (Nabugabo Lake, Mt. Elgon conservation areas)	Rapid Partnership Appraisal		Aug. 3-14			
Brainstorming						
4. Partner Mapping (<i>Tourism, Fisheries/ Aquaculture, Agriculture Value Addition, Capacity Building, Water</i>)	Partner Maps		Aug. 17-18			
5. Interest-Influence Matrix	List of Top Potential Partners		Aug. 20-21			
6. Partner Profiles (<i>Pains, Gains, Jobs, Assets</i>)	Partner Profiles		Aug. 20-21			
7. Value Maps	Partner Value Maps		Aug. 24-25			
8. Partnership Canvases (<i>Value Proposition, Activities, Roles, Impact, Constraints</i>)	Partnership Canvases		Aug. 25-27			
Testing						
9. Plan Interviews	Interview Logistics Set				Oct. 1-2	
10. Plan Interview Meetings	Question Guide				Oct. 12-13	
11. Conduct Interviews	Interview Notes/Report				Oct. 15-22	
Refining						
12. Refine Partner Profiles, Value Maps, and Partnership Canvases	Rapid Partnership Appraisal Report				Oct. 29-Nov. 5	

ANNEX D. PRIORITIZATION SCORECARD

	Factor	Notes	Low	Medium	High
Development Value	Increased Scale	Increase number of beneficiaries	National	Regional or sector-specific	Local in one community
	Improved Effectiveness	Improve quality of development results	Affect isolated dimension of challenge	Address two dimensions of challenge	Address multidimensional nature of challenge
	Improved Efficiency	Increase development value for each donor dollar spent	Small multiplier	Create development synergies at community level	Create development synergies at national or sector level
	Increased Sustainability/ Replication	Increase likelihood that development impact extends beyond donor-funded project	One-off (or one-time only)	Easily replicable by development/government partners	Attract significant private investment
	Systemic Change	Address roots of development challenge	Target immediate beneficiaries only	Change practices at local or firm level	Change practices at national, industry, or sector level
Business Value	Business Challenge	Address business bottleneck	Approach challenge superficially; doesn't address challenge	Tackle a significant component of bottleneck	Set in motion elimination of bottleneck
	New Market/ Investment	Make possible new market entry or new investment	Reach small new community	Reach new region	Reach new country
	Image	Improve company reputation (less important)	Little awareness raising	Uneven awareness raising	Large-scale awareness raising
Risks & Trans. Costs	Risk	Minimize developmental & reputational risk	Companies in controversial industry or engaged in controversial practices	Companies have mixed reputation	Companies not involved in controversial/risky operations or practices
	Staff Intensity	Do not overburden development staff	May require dedicated staff or new hires	Must adjust current staff's job descriptions	Can rely on staff performing their current duties or institutional partners
	Time Horizon	Have timeline that matches expectations	Out of sync with programming cycle & business cycle	Fits somewhat with programming cycle & business cycle	Fits well with programming cycle & business cycle

ANNEX E. INTERVIEW SCHEDULES

KENYA INTERVIEW SCHEDULE

Date	City	Organization	Interviewee(s)	Contact Information
Tues., May 19	Nairobi	Safaricom Limited	Benjamin Makai, Senior Manager – Social Innovation	0722 00 3272 BMakai@Safaricom.co.ke
Wed., May 20	Nairobi	Eastern Africa Grain Council	Gerald Makau, Executive Director	254 733 444 055 gmasila@eagc.org
		John Deere	Silingi Innocent, Team Lead	254 725 796 999 SilingiInnocent@JohnDeere.com
		GALVmed	Abdallah Twahir, Director of Market Dev.	254 (0) 77 2157 782 Abdalla.twahir@galvmed.org
Thurs., May 21	Nairobi	APA Insurance	Erastus Ndege, Agronomist	254 (0) 20 286 2000 Erastus.ndege@apainsurance.org
		Britam	Charles Muyodi, General Manager	254 20 2833000 cmuyodi@britam.co.ke
		Chase Bank	Sam Ndonga, Head of Agribusiness Banking	254 703 074 565 sndonga@chasebank.co.ke
Fri., May 22	Narok	Fairmont Mara Safari Club	Geoffrey Ouma, Manager	254 717 969610 Geoffrey.ouma@fairmont.com
		Equity Bank	Allan Waititu, Director of Special Projects	255 658 636 650 Linda@baltontz.com
Sat., May 23	Narok	Mara Farming	Joseph Washika, Manager Hugo Wood, Director	07 225 703111 hugo@olerai.co.ke
		Songoroi Limited	Robert Kirui, Samoei Leonard	073 393 4673; 070 580 6695
		Mara Beef	Tarquin Wood, Director	0733 887 110 tarquin@marabeef.com
Mon., May 25	Narok	Olerai Limited	Alistair Wood, Hugo Wood, Director	072 848 4659 alanbill@olerai.co.ke
		Mara River Trans-boundary Water Users Forum	Joseph Kones, Vice Chairman	072 256 2262 josephkonesbise@gmail.com
		Sot Dairies	Victor Kirui, Manager	072 217 9088 sotdairy@gmail.com
		MaMaSe Project	Ingrid Deloof, Project Coordinator	254 706 539 710

Annex E. Interview Schedules

Date	City	Organization	Interviewee(s)	Contact Information
				i.delooof@unesco@ihe.org
Tues., May 26	Narok	Mara Serena Hotel	6. Paul Chaulo, General Manager	254 050 22253 mara@serena.co.ke
		Jubilee Insurance	7. Evans Rabongo, Agronomist 8. Francis Ngari, Agribusiness Manager	255 26 20902 ramesan@metl.net
		Olonana Sanctuary	9. Mr. Shadrack, Manager	254 020 6950 / 002
		Enoonkishu Conservancy	10. Lippa Wood, General Manager	0728 484 665 lippa@naretoi.com
Wed., May 27	Bomet	Bomet Water Supply	11. Sigi Langat	072 340 4156 kisigilang@gmail.com
		MEA Limited	12. Daniel Ndegwa, Sales Director	254-20-8560103 mea-ruraka@mea.co.ke
Thurs., May 28	Kikuyu	East Africa Farmers Federation	13. Stephen Muchiri, CEO	254 20 4451691 smuchiri@eaffu.org
Fri., May 29	Nairobi	TechnoServe Kenya	14. John Logan, Country Director	254 20 3754333 jlogan@tns.org

EASTERN TANZANIA INTERVIEW SCHEDULE

Date	City	Organization	Interviewee(s)	Contact Information
Wed., May 20	Arusha	Asilia Lodges, Arusha	Cai Tjeenk Willink, Group Operation Manager Joost Freijzer, Commercial Director	15. 255 736 500 515; 16. joost@asiliaafrica.com 17. cai@asiliaafrica.com
Thurs., May 21	Arusha	Leopard Tours	Andrew Kimolo, Marketing Consultant	18. +255 52 254 8441 19. leopardtours@leopardtours.co.tz
		Honeyguide Foundation	Damian Bell, Executive Director Jeremy Swanson Ole Kirimbai, Director of Conservation	20. 255(0)784 294 062 21. damian@biglife.org
Fri., May 22	Arusha	Thomson Safari	John Bearcroft, General Manager	22. 255 27 254-8551 23. gm@thomsonsafaris.co.tz
		Friedkin Conservation Fund	Clarence Msafiri, Liaison Manager	24. 255 689 197197 25. clarence.msafiri@tgts.com 26. msacla78@yahoo.com
		Nomads Safari	John Course, Managing Director	27. 255 784 208343 28. info@nomad-tanzania.com
		Sky Safari, Elewana	Vinay Sapra, Director of Sale, Elewana	29. 255 689 077 337 30. vinay.sapra@elewana.com
Sun., May 24	Serengeti	Singita Grumeti and Reserve, Serengeti Makundusi Complex	Alex Zambetakis, Logistics Director	31. +255 68 9006 922 32. AlexZ@grumeti.singita.com
Tues., May 26	Dar es Salaam	Tanzania Association of Tour Operators (TATO)	Sirili Ako, TATO Secretary	33. 255 754 535637 34. sirili@tatotz.org
		USAID	H. G. Peuse, Senior Public-Private Partnership Advisor	35. +255 789 788 103 36. gpeuse@usaid.gov

Annex E. Interview Schedules

Date	City	Organization	Interviewee(s)	Contact Information
Thurs., May 28	Dar es Salaam	Vodacom	Kevin Twissa, Head of Department, Brand and Communication	37. +255 754 712 030 38. ktwissa@vodacom.co.tz
		TechnoServe Tanzania	Drew Johnson, Program Manager, TechnoServe Tanzania	39. +255 685 178 387 40. djohnson@tns.org
		Balton Tanzania	Linda Byaba, Head of Business Development and Public Relation	41. +255 658 636 650 42. linda@baltontz.com

WESTERN TANZANIA INTERVIEW SCHEDULE

Date	City	Organization	Interviewee(s)	Contact Information
Wed., May 20	Musoma	Musoma Urban Water and Sewerage Authority	Gantala Hawai ju Said	255 282 622868 gants3075@gmail.com
	Mukendo	Mara Regional Secretariat	Mathavo Athuman, Assistant Regional Administrative Secretary	255 (0) 28262 2022; 255 (0) 756 41 66 293 mathayoathuman@hotmail.com
Thurs., May 21	Musoma	Musoma Textile Mills Limited	Ramesan, Kunnivor	255 262 0902 ramesan@metl.net
		Mara Milk Limited	Selina Manvinvi, General Manager	255 732 985652 selinamanvinvi@gmail.com
		Prime Catch Exports Limited	Pius Shikonekhe, Production Manager	255 282 640002/3 shikonekhe@gmail.com
		Musoma Fish Processors Limited	Sahain Kuzhuppily, Quality Assurance Manager	255 282 2022988/9 sahajan.murugan@tz.alphaafrica.com
Fri., May 22	Tarime	Association of Small Scale Miners	Nicolous Mgava, Secretary	255 752 485 497 nicolousmgaya@gmail.com
Mon., May 25	Bukoba	Vic Fisheries Limited	Satendra Nath Tiwari, Business Development Manager	255 28 255 1596 tiwari@baharibounty.com
		Tanganyika Instant Coffee Limited	Archard Ngemela, Quality Control Manager	255 (0) 2220352 ngemelaf@tanicacafe.com
		Kagera Sugar Limited	Nestory Rwechugura, Factory Manager	255 (0) 28 2222279 nestory@kagera-sugar.co.tz
Wed.,	Mwanza	Serengeti Breweries	Shekhar Makasare, Plant Manager	255 (0) 28 282570189

Annex E. Interview Schedules

Date	City	Organization	Interviewee(s)	Contact Information
May 27				shekhar.makasare@serengetibrew.com com
		Nyanza Bottling	Peter Simon, Environment Occupation Health and Safety	255 (0) 784 800 717 peter@nbcl.biz
		Nileperch Fisheries Limited	Rupesh Mohan, Quality Assurance and Production Manager	255 784 887 487 rupesh@nileperchfisheries.com
		SBC Tanzania Limited	Focus Rusato, Human Resources Manager	255-28-2502659 pepsi@sbctz.com
Thurs., May 28	Mwanza	Kuku Poa Limited	Satendra Nath Tiwari, Business Development Manager	tiwari@baharibounty.com
		CRDB Bank	Martin F. Rajab, Manager Business Development	255 28 2500053 Martin.Rajab@crdbbank.com
Fri., May 29	Geita	Anglo Gold Ashanti Limited	Manace Ndoroma, Manager-Community Affairs	255 282 160 100-515 mndoroma@anglogoldashanti.com
		Beach Management Unit (BMU), #141 SWEYA-Mwanza.	Fred John Kanuti	255 752 175 968

ANNEX F. COMPANY INTERVIEW SUMMARIES

KENYA COMPANY INTERVIEW SUMMARIES

Interview Summary: APA Insurance

	
Company Overview	
Sector:	Insurance
Location:	Kenya
Interview Overview	
Date:	May 21, 2015
Location:	Nairobi, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Formed in 2003 after Apollo Insurance Company and Pan Africa General Insurance merged. • APA has become the largest insurance firm in Kenya. • APA Insurance provided General Insurance risks including motor, liability, aviation, marine, agriculture, property, and micro-insurance. They also provide health insurance for corporation, individuals, and families.
Gains:	<ul style="list-style-type: none"> • Have explored weather index-based crop insurance products since 2009, including the following. • FSD funded-index based crop insurance. Installed weather stations at various locations and provided data alongside Kenya Met. Services. The project ended due to non-availability of weather stations in target areas. Revised methods and turned to satellite data that helped provide missing coverage, but failed to provide necessary historical data for developing pricing and indexing models • Collaborated with ILRI to provide index –based livestock insurance. Used satellite data to measure gaps in pasture coverage. The government has expressed interest in adoption and implementation. APA wishes to expand pilot program despite its expensive costs • Involved in Finance Innovation for Climate Change Fund (FICCF) funded by GTZ. The program encourages institutions to create proposals on concepts fro crop financing and partnerships. Winners receive see capital to setup and pilot concepts. (This could be a strong partnership opportunity for PREPARED- see Joab Osumba (0733259213))
Pains:	<ul style="list-style-type: none"> • Have not worked directly or developed any relations with the Kenya Met. Services. Their partners FSD and ILRI have handled this in the past. Interested develop a partnership relationship with KMS • There is no policy on access of weather data and information. They use free international datasets like ARC2, eMondis, etc. These are not certified by KMS, thus

Annex F. Company Interview Summaries

	<p>increases risk to insurer from legal challenge in the case of failure. Interested in integration and adoption of GeoCLIM into some of these international datasets and models for completeness.</p> <ul style="list-style-type: none"> • Adoption of the insurance products is a challenge. Training and education is required to give farmers confidence to buy the insurance products. Many of them adopt passive attitudes. • Quality management along the entire value chain (e.g. insurance agents/dealers, inputs vendors and retailers, etc.). Sometimes inaccurate information is given to customers, leading to misplaced expectations and loss of trust when the expectations are not met (they had such a case in Marsabit and had to conduct extensive community dialogues to recover) • Basis Risk: Increased, clarity of weather data grids (<5 SQ. KMs) will allow development of region-focused products. This has been a major challenge leading to failure of pilots in some areas as potential partnerships with financial institutions fail. They have been forced to setup a Basis Risk fund to mitigate some of these risks.
CSR:	<ul style="list-style-type: none"> • Run for Mau: An initiative to protect the Mau ecosystem which has suffered degradation over the last few years despite being a critical water tower for East Africa • “1000-trees-in-3-years” tree planting initiative with Daystar University • Sand dams building initiative in Kajiado, Machakos and Makueni • Education: APA Youth Initiative bursary scheme • Youth and Sports: Hockey and Soccer tournaments sponsorships
USAID Engagement:	None noted
Partnership Reflections	
Project Component:	Climate Data
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Strong experience in piloting weather index-based insurance products. Could provide valuable insight and experience in related initiatives
Project Overlap:	<ul style="list-style-type: none"> • Climate Change Adaptation Services
Drawbacks:	<ul style="list-style-type: none"> • None
Point of Contact	
Name:	<ul style="list-style-type: none"> • Erastus Ndege
Position:	<ul style="list-style-type: none"> • Agronomist
Phone:	+254 (0) 20 286 2000
Address:	Apollo Centre, Ring Road Parklands P.O. Box 30065-00100
Email:	<ul style="list-style-type: none"> • Erastus.ndege@apainsurance.org
Website:	www.apainsurance.org 43. http://www.vodacom.co.tz

Interview Summary: Bomet Water Supply

<h1>Bomet Water Supply</h1>	
Company Overview	
Sector:	Water and Sanitation
Location:	Bomet
Interview Overview	
Date:	May 27, 2015
Location:	Bomet, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Supply water to the population of Bomet County of 10,000 • Comprised of 150 employees • Largest water supply within Bomet County • County government structure brought about by the promulgation of the new constitution.
Gains:	<ul style="list-style-type: none"> • Business interests
Pains:	<ul style="list-style-type: none"> • Company is still in formative stages, lacking systems and processes • Experiences breakages and leakages in water distribution network • Levels of Non-Revenue water is high • Coverage still low at 20% • Scheme is running at 100% pumping resulting in high energy costs • Unpredictable weather patterns • Customers do not adhere to water payment schedules • High levels of siltation, especially during rainy seasons • Inability to provide wastewater treatment plant due to unsuitable soil conditions and lack of funding
CSR:	<ul style="list-style-type: none"> • Involved in riverine conservation • Granted kiosks to private operators • Provided close to 200 water tanks to strategic areas to improve access to clean water
USAID Engagement:	<ul style="list-style-type: none"> • Capacity building and training of the company staff in governance
Partnership Reflections	
Project Component:	Water and sanitation
Partnership Potential:	Low
Potential Partnership Assets:	<ul style="list-style-type: none"> • Low number of established connections indicate strong potential for company expansion • Distribution infrastructure already established • High investment capacity in wastewater treatment • Substantial source of water (Nyangores River)
Project Overlap:	<ul style="list-style-type: none"> • WASH, Water resources management (Biodiversity)
Drawbacks:	<ul style="list-style-type: none"> • Expensive treatment chemicals • Lack of capital for investments • Investment inhibited by low payments for water services charged • Need to overcome perception of water as social and not an economic good

Point of Contact	
Name:	Dr. Sigi Langat
Phone:	+254 723 404 156
Address:	P.O. Box 19-20400, Bomet, Kenya
Email:	kisigilang@gmail.com
Website:	www.researchgate.net/profile/araapsigi

Interview Summary: Britam

<h1>Britam</h1>	
Company Overview	
Sector:	Insurance
Location:	Nairobi, Kenya
Interview Overview	
Date:	May 21, 2015
Location:	Kenya, Uganda, Rwanda, South Sudan, Tanzania, Malawi, Mozambique
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Original focus on basic insurance, but has since expanded to focus on high-end insurance and asset management. • Own 10% of Equity Bank • Recently purchased Real Insurance giving them increased access to Tanzania, Malawi, Mozambique, and Kenya • General Insurance, which included medical insurance, is their largest line of business' • They are the biggest Asset management business in the country, especially in Unit Trusts
Gains:	<ul style="list-style-type: none"> • Specific focus on micro-insurance (part of the Britam innovation center) with plans to grow into stand-alone business • Recently ventured into agriculture insurance business, with an emphasis on a micro-insurance perspective • Interested to identifying partnerships that can assist in developing appropriate proposals • Correspondence with One-Acre Fund regarding the development of an index-based agricultural insurance product. Nothing yet confirmed
Pains:	<ul style="list-style-type: none"> • Agricultural insurance space is considered risky and few insurers are willing to go into it • Index-based insurance is a potential solution to risk, however data availability, quality and accuracy, need to be guaranteed • Convincing management could be a challenge but is easy to navigate once a credible business case and model is identified. They are willing to invest in risky innovations and partnerships as long as the model has good promise.
CSR:	<ul style="list-style-type: none"> • The Britam Foundation sponsors programs in conservation, skills, health, sports, water, education, disaster relief, arts, and economic empowerment.
USAID Engagement:	None

Partnership Reflections	
Project Component:	Climate data
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Strong cash book (most liquid insurance company) and are willing to invest in innovation and work through partnerships • Have an existing product innovation partnership with Safaricom, this might work well in a partnership model that requires an MNO and insurer to work together • Strong presence across East Africa • Links with Equity Bank could assist in a model that targets both insurance and financing products (insurer and bank)
Project Overlap:	<ul style="list-style-type: none"> • Climate Change Adaptation Services
Drawbacks:	<ul style="list-style-type: none"> • None – well established company in the E. Africa market
Point of Contact	
Name:	Charles Muyondi
Position:	General Manager, Micro-Insurance Business
Phone:	+254 20 2833000
Address:	Mara/Ragati Road Junction Upperhill, P.O. Box 30375-00100 Nairobi, Kenya
Email:	cmuyodi@britam.co.ke
Website:	http://www.britam.co.ke 44. http://www.vodacom.co.tz

Interview Summary: Chase Bank

<h1>Chase Bank</h1>	
Company Overview	
Sector:	Banking
Location:	Kenya
Interview Overview	
Date:	May 21, 2015
Location:	Nairobi, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Top ten bank in Kenya • Focus on SME business in Agriculture, Health, and Education • Emphasize importance of relationships when dealing with customers and businesses • Interested in building effective partnerships • Work closely with EAGC to provide warehouse financing and insurance

Gains:	<ul style="list-style-type: none"> • View a large opportunity for growth in agricultural lending, as they are currently less than 5% due to: (1) Perceived Risk: Must be addressed through training knowledge management; (2) Actual Risk: Climate-based risks that are exacerbated by lack of quality data; and (3) If risks can be addressed than premiums and interest rates can be driven down and agricultural finance opportunities can grow. • Need to improve decision-making in agricultural sector. Greater access to accurate weather information will inform decision-making processes and lead to quicker and less risky financing practices • Accurate weather data can also help understand agribusiness/farmer credit scoring. Predictive models can automatically approve loans and facilitate risk-based pricing of the loans • Developed a database of hospitals, medical associations, doctors and practitioners used to identify finance opportunities and requirements • Invest incapacity building (especially around book-keeping), and then work with the sector to finance the purchase of equipment and machines which are held as security • Interested in mapping and predicting investment opportunities based on climate trends and weather data • Acknowledge opportunity to finance upfront investment for water companies who need to rollout the NRW model currently in trial in Jinja, Uganda
Pains:	<ul style="list-style-type: none"> • Lack of quality weather data needed for risk profiling models for decreasing agricultural financing costs
CSR:	<ul style="list-style-type: none"> • See website
USAID Engagement:	None
Partnership Reflections	
Project Component:	Climate
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Strong focus on agriculture financing, and already have valuable partnerships with agribusinesses and industry on financing. This presents a low-hanging fruit for any index-based financing initiatives targeting the agricultural sector. • Their focus on small holder farmers and SMEs • Willingness to consider working with National Water companies in NRW reduction initiatives financing
Project Overlap:	<ul style="list-style-type: none"> • Climate Change Adaptation Initiatives, WASH
Drawbacks:	None
Point of Contact	
Name:	Sam Ndonga
Position:	Head of Agribusiness Banking
Phone:	+254 703 074 565
Address:	P.O. Box 66015-00800
Email:	sndonga@chasebank.co.ke
Website:	http://www.chasebankkenya.co.ke http://www.vodacom.co.tz

Interview Summary: East Africa Farmers Federation

East Africa Farmers Federation



Company Overview

Sector:	Agriculture
Location:	Kenya, Uganda, Tanzania, Burindi, Rwanda, Ethiopia, Djibouti, DRC...

Interview Overview

Date:	May 28, 2015
Location:	Kikuyu, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu

Company Details

Jobs:	<ul style="list-style-type: none"> • EAFF is a regional organization that started operation in 2005 following signing of the EAC treaty. Its membership comprises of 23 apex organizations across Eastern Africa and Horn of Africa, representing 20 million farmers. • Members are mostly small-scale farmer organizations with a few large-scale farmer organization members • Deal with value chain profitability and requisite policy around 6 priority crops such as maize, rice, cassava, potatoes and livestock. They have been able to collect price data for all these crops and create a directory of cross-border value chain actors. • Agribusiness plan focuses on agribusiness value chains. Some of the initiatives include: Warehousing and aggregations: they have developed a mobile platform that allows registration and profiling of farmers per area, aggregation of information on production, etc. This information is used to determine where there is excess production that can be pushed to agribusiness value chains. Based on the above, they received USAID funding to run a pilot based on the model, and as of this year, were able to push up to 20 metric tons of excess rice and maize into the agribusiness value chains. Have influenced policy through ability to show areas and crops that have potential for excess production, and those that need support in areas such as infrastructure development and links to markets • Influenced several legislations and policies, including the East Africa Cooperative Societies Act (2013), which is currently at the East Africa Legislative Assembly (EALA) for passing. • Initiatives to unlock cross border trades as a way of expanding market space for farmers and reduce exploitation by traders and middle men.
Gains:	<ul style="list-style-type: none"> • Climate Smart Agriculture Program: Funded by NORAD across East Africa, the program seeks to train farmers on methods that help them adapt to climate trends and/or reduce their vulnerability to the same trends including right farming methods, change of crop type, adoption of environment friendly lifestyles such as use of biogas for cooking to reduce deforestation (which affects farming) and makes women more productive (less time looking for firewood). There is potential to leverage on this to create pilots that can be linked to climate information and use of their trainers and champions at community level.

	<ul style="list-style-type: none"> • A weather information project in Uganda with AGRA, CTA, Mercy Corps, Uganda Farmer Alliance and a Dutch partner (A-Ware). The project implements a business model that shows how farmers can be linked to information and value chains, that can then incentivize them to start paying for the info at a later stage. • Interested in any biodiversity initiative that can link conservation to sustainable farming/livestock practices e.g. introduction of sustainable livestock and crop farming practices in conservation areas. • They have developed a compendium of 51 case studies on how farmers have adopted to climate change across East Africa. They are willing to share these. • They have also been involved in a lot of initiatives around agro-pastoralism in IGAD
Pains:	<ul style="list-style-type: none"> • Lack of local weather and climate information, policies and initiatives that can directly build capacity among farmers
CSR:	<ul style="list-style-type: none"> • None
USAID Engagement:	<ul style="list-style-type: none"> • They have received direct funding from USAID in the past
Partnership Reflections	
Project Component:	Climate Resiliency
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Mapped database of over 20 million farmers in the Eastern Africa region - mapped all the way down to their farmer groups and individuals • Immense lobbying and advocacy clout across the region, AU and are normally invited to international forums such as World Economic Forum • Access to networks and working relationships with a wide range of partners, donors and NGOs across the region • Capacity for projects execution on the ground through their member organizations across Eastern Africa.
Project Overlap:	<ul style="list-style-type: none"> • Climate Change Adaptation Initiatives, Biodiversity Conservation, WASH
Point of Contact	
Name:	Stephen Muchiri
Position:	CEO
Phone:	+254 20 4451691
Address:	Mutarakwa Road Thogoto, P.O. Box 13747
Email:	smuchiri@eaffu.org
Website:	www.eaffu.org

Interview Summary: East Africa Grain Council

**East Africa
Grain Council**



Company Overview	
Sector:	Trade Association
Location:	East Africa Region
Interview Overview	
Date:	May 20, 2015
Location:	Nairobi, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Represents grain producers, traders, and processors in the East African Region • Strives to assist producers to increase productivity while working to improve markets and trade spaces to increase producer income
Gains:	<ul style="list-style-type: none"> • Have created a regional agricultural trade intelligence network through monitor recruiting • Developed mobile phone application to track commodity prices throughout East Africa in real time • Promote aggregation of produce at the village and cooperative group levels • Encourage investment in warehousing facilities across the region, and certify warehouses across the region. Allowing farmers and agribusiness to have access to warehousing facilities throughout the value chain. • Invest in training and capacity building programs
Pains:	<ul style="list-style-type: none"> • Barriers to trade, such as high tariffs and poor infrastructure • Policy and regulations restrict trade process • Uncertain availability of trade financing for smallholder farms
CSR:	<ul style="list-style-type: none"> • N/A – industry association
USAID Engagement:	<ul style="list-style-type: none"> • Have participated in several USAID run initiatives
Partnership Reflections	
Project Component:	Climate resiliency
Partnership Potential:	Medium
Potential Partnership Assets:	<ul style="list-style-type: none"> • Work directly with farmers and critical agribusiness value chains, hence can be a link to this for any initiative targeting farmers and agribusinesses • Policy advocacy: They are in good position to push inclusion of climate change and bio-diversity issues into trade chains. They work with the EAC and individual governments and are well networked at all levels. • They are very interested in any initiative that supports generation and use of climate/weather information (“We would want to do it tomorrow”) in their various Climate Change initiatives. • Potential member of the Climate Information Network for their various initiatives including: (1) Enterprise Selection: They assist communities identify the right crops for different areas and environments; (2) Distribution of relevant and accurate weather information to their users and members through an app; (3) EAGC is a regional coordinator/convener of the EAC’s Regional Food Balance-Sheet project. The project seeks to develop regional capacity to scientifically and accurately predict regional food security and vulnerability across staple food lines by developing models that can measure what is in the farms, what is in the trade and warehouses, and the projected harvests from different regions. This requires precise satellite and weather scientific data. • Lead an initiative to develop landings for grain traders around Lake Victoria with an objective of unlocking the potential of the lake as a facilitator for regional trade. • Develop and implement a real-time application for traders in the lake, and would be willing to partner in an initiative that promotes lake safety through weather warnings and alerts.

Project Overlap:	<ul style="list-style-type: none"> • Climate change adaptation services
Drawbacks:	<ul style="list-style-type: none"> • As a longstanding USAID partner, the Grain Council will not necessarily bring much 'new' to the table
Point of Contact	
Name:	Gerald Makau Masila
Position:	Executive Director
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Interview Summary: Enonkishu Conservancy

<h1 style="margin: 0;">Enonkishu Conservancy</h1>	
Company Overview	
Sector:	Conservation/Tourism/Livestock
Location:	Narok County
Interview Overview	
Date:	May 23,2015
Location:	Mara Region, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Helping local communities improve resilience by conserving natural resources, wildlife and heritage • Work within fragile ecosystem • Focused on increasing sustainability of livestock enterprises
Gains:	<ul style="list-style-type: none"> • Aims to preserve and strengthen the boundaries of the Mara Ecosystem and protect the ecosystem's boundary • Works to improve sustainability of profitable livestock enterprise through improving grazing management, husbandry, and breeding • Intends to open market access and improve eco-tourism sustainability • Plays vital role in facilitating partnerships and capacity building with a variety of players to increase revenue to the landowning community through employment, ecotourism, honey production, profitable livestock production and marketing, beading projects and other potential opportunities.
Pains:	<ul style="list-style-type: none"> • Expanding small-scale agricultural activity threaten Maasai Mara ecosystem • Landowners are rapidly subdividing land and selling to small-scale farmers.

	<ul style="list-style-type: none"> Wildlife has virtually no commercial value for locals and leads to poaching and habitat destruction
CSR:	<ul style="list-style-type: none"> Increased revenue from partnerships enables landowners to keep their land as it is, and also to secure wildlife habitats on the fragile buffer-zone of the Serengeti-Mara Ecosystem
USAID Engagement:	<ul style="list-style-type: none"> None
Partnership Reflections	
Project Component:	Biodiversity
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> Enhance capacity of local communities to improve grazing management Partner in promotions of rangelands management through grazing a fodder management system to reduce rangeland degradation Improve marketing of livestock products through value addition
Project Overlap:	<ul style="list-style-type: none"> Biodiversity conservation in the Mara. Strong focus on landscape management
Drawbacks:	<ul style="list-style-type: none"> May seek grant funding from project or USAID. Not a drawback per se, but worth noting.
Point of Contact	
Name:	Lippa Wood
Position:	General Manager
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Interview Summary: Equity Bank

<h1>Equity Bank</h1>	
Company Overview	
Sector:	Banking
Location:	East Africa
Interview Overview	
Date:	May 22, 2015
Location:	Nairobi, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	

Jobs:	<ul style="list-style-type: none"> • Declared objective: “to transform the lives and livelihoods of our people socially and economically by availing them modern, inclusive financial services that maximize their opportunities.” • Has more than 8 million customers making it the largest bank in terms of customer base in Africa • Recently the bank has gone into mobile telecommunications under a different brand and subsidiary called Equitel, with the main business objective of gaining market leadership and competitive advantage for the bank’s mobile money and payment services portfolio and infrastructure.
Gains:	<ul style="list-style-type: none"> • Social focus and impact is embedded in the bank’s structure, products and strategy. • Unlike most corporates, Equity Foundation is embedded to benefit and leverage on the mainstream bank structures and resources. E.g. If the Foundation needs to run an initiative in Narok, the Narok branch manager will be the focal point and coordinator and corporate resources will be leverage to run the initiative. This has allowed Equity to be able to do direct funding programs with donors in a model that ensures majority of the funds go to intended program activities rather than administration. • Deep interest and investments in agriculture financing. Any initiative that unlocks the potential to provide financial inclusion products to the agriculture sector especially smallholder farmers is of immense interest to Equity Bank. This includes both insurance and financing products. • Quickly rolling out their telecommunication services (Equitel) to all their customers, with current estimates pointing to a subscriber base of 2 million customers, including small businesses and farmers in sectors that would directly benefit from climate/weather based products and services. • Involved in several direct funding development sector initiatives such as Hunger Safety Net (funded by DFID) that are directly related to Climate Change Adaptation • Interested to participating in NRW reduction initiative financing if a proper model is put in place.
Pains:	<ul style="list-style-type: none"> • Risk of working with public sector and counties due to the corrupt politics • Participated in a partnership with Narok County Council to manage revenue collection in Maasai Mara National Reserve on behalf of the council and got embroiled in a bitter and sensational controversy between rival political interests
CSR:	<ul style="list-style-type: none"> • Equity has a full-fledged Equity Group Foundation that carries some of the largest CSR initiatives in the country. • Equity’s “Wings to Fly” Scholarship program is probably the biggest CSR initiative in the region. • Seven initiatives spanning the following. <ul style="list-style-type: none"> • Education and leadership development • Financial Literacy • Health • Innovation and Entrepreneurship • Agriculture • Environment • Financial Inclusion
USAID Engagement:	None
Partnership Reflections	
Project Component:	WASH
Partnership Potential:	High

Potential Partnership Assets:	<ul style="list-style-type: none"> • Possess assets that provide consolidated services (At least for piloting and modeling purposes) bringing together Bank, Insurance, MNO and NGO capacities. • Experience implementing direct funding programs with donors such as USAID and DFID. • Customer base of 8 million customers includes small -scale farmers and business owners with potential to generate impactful rollout of PREPARED initiatives on the ground. • Regional footprint covers the EAC region.
Project Overlap:	<ul style="list-style-type: none"> • Climate Change Adaptation Initiatives, Biodiversity Conservation, WASH
Point of Contact	
Name:	Allan Waititu
Position:	Director Special Projects
Phone:	+245 0763 026000
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Interview Summary: Fairmont Safari Club

<h1 style="margin: 0;">Fairmont Mara Safari Club</h1>	
Company Overview	
Sector:	Tourism
Location:	Narok County, Kenya
Interview Overview	
Date:	May 26, 2015
Location:	Maasai Mara, Narok County, Kenya
RPA Team:	Steve Schmida, Kenedy Achola,
Company Details	
Jobs:	<p>Provides luxury travel experiences that offer customers an opportunity to experience the Mara's distinct wildlife and local cultural resources.</p> <ul style="list-style-type: none"> • The lodge consists of 50+ tents located on the Mara River.
Gains:	<ul style="list-style-type: none"> • Highly interested in any initiatives that help preserve Mara's natural resources and limit human activity in park areas. • The company sees tremendous potential in developing stronger relationships with local agricultural producers in supplying the lodge with produce and meat products and, in return, the lodge will expect the farmers to use responsible farming and grazing practices.
Pains:	<ul style="list-style-type: none"> • The Fairmont is suffering from a loss of revenue due to perceived security risks stemming from the Garissa attacks as well as concerns regarding Ebola. • Bookings are down approximately 30%, however, the high season is looking more promising.

	<ul style="list-style-type: none"> • Very concerned about the encroachment of human activity in both the conservancies and in the Park itself. “People come to the Mara to see wildlife, not cattle.” • Concerned about water resource management, both by local agribusiness as well as hoteliers. “If the Mara runs dry, we all lose.”
CSR:	<ul style="list-style-type: none"> • Involved in a number of CSR-related activities, primarily in the area of water management and conservation. • Currently piloting with MaMaSe to construct wetland treatment system that will enable the lodge to use natural processes to treat wastewater before releasing it back into the Mara • Thoughtful engagement of local community for employment opportunities
USAID Engagement:	<ul style="list-style-type: none"> • Limited – through the Transboundary Hoteliers Forum
Partnership Reflections	
Project Component:	Climate Resiliency
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • As a major tourism operator, the Lodge has the ability to serve as a model for conservation • Buying power for local suppliers using climate smart agriculture • Introduction of best practices in water management and conservation
Project Overlap:	<ul style="list-style-type: none"> • Conservation, water resource management, climate smart agriculture
Drawbacks:	<ul style="list-style-type: none"> • Minor - poor tourism season and limited staff availability may limit ability to participate, co-create partner activities.
Point of Contact	
Name:	Geoffrey Bob Ouma
Position:	Manager
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Interview Summary: GALVmed

			
Company Overview			
Sector:	Livestock		
Location:	Kenya, Uganda, Tanzania, Malawi		

Interview Overview	
Date:	May 20, 2015
Location:	Nairobi, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • GALVmed is a non-profit jointly funded by the Bill and Melinda Gates Foundation and the UK Department for International Development. • Focus on diminishing poverty, especially among small-scale livestock farmers and communities through initiatives that promote livestock health. • Conduct research on production and commercialization of products that focus on 3 main areas: (1) <i>Biological</i>: Products such as vaccines that fight and prevent East Coast Fever, New Castle Disease, Sheep & Goat Pox; (2) <i>Diagnostics</i>: Medicine for infected livestock; (3) <i>Therapeutics</i>: Tools, processes and methods used to treat infected livestock
Gains:	<ul style="list-style-type: none"> • Assisted in scaling the East Coast Fever Vaccine. Initially produced by ILRI (International Livestock Research Institute) but never commercialized for farmer use: (1) GALVmed funded formation of CTTBD (Center for Ticks and Tick-Borne Disease) based in Malawi – responsible for commercial production and distribution of vaccine; (2) Provided support for building commercial model, vaccine registration and trial process, and capacity building for CTTBD • Increased life of New Castle Disease Vaccine from hours to eight hours. • Conducting training and capacity building to help farmers identify New Castle Disease and apply the vaccination appropriately • The New Castle Disease Vaccine has saved entire coops, increasing farmer security. • Worked with farmers to administer PPR Vaccine (Sheep & Goat Pox) proactively, whereas previous practice focused on administration of the vaccine retroactively • GALVmed works to track and predict animal health to = provide the necessary vaccines and medicine to combat HWC diseases (Human-Wildlife Conflict). HWC is based on the transference of animal disease to livestock. This is a potential area for overlap with PREPARED, since climate and weather patterns are major variable in animal movement patterns • Conduct Sensitization and Awareness campaigns focused on promoting best practices in animal husbandry and livestock health. • Promote farming as a career to relieve poverty • Understand the importance of climate change and its role in the spread of disease (tick and livestock patterns). Prediction of climate patterns could potentially eliminate East Coast Fever.
Pains:	<ul style="list-style-type: none"> • Current policy presents obstacles to working as effectively and efficiently • Lack of consistent/reliable data • Security and terrorism pose a constant threat to the operation
CSR:	None
USAID Engagement:	None
Partnership Reflections	
Project Component:	Biodiversity
Partnership Potential:	Low
Potential Partnership Assets:	<ul style="list-style-type: none"> • Integration of HWC and Climate Change Adaptation initiatives and data to livestock farming practices. • Strong knowledge and experience base • Network with farmers and community groups in capacity building, introducing new products and training initiatives
Project Overlap:	<ul style="list-style-type: none"> • Climate Change Adaptation Services

Drawbacks:	<ul style="list-style-type: none"> GALVMed is a bit removed from PREPARED issues in Mara-Serengeti. However, they could be a useful second-tier partner in a livestock insurance scheme.
Point of Contact	
Name:	Abdallah Twahir
Position:	Director of Market Development and Access
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Interview Summary: John Deere

<h1>John Deere</h1>	 JOHN DEERE
Company Overview	
Sector:	Agriculture
Location:	Global
Interview Overview	
Date:	May 20, 2015
Location:	Nairobi, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> Manufactures and distributes agricultural machinery and equipment
Gains:	<ul style="list-style-type: none"> Full Ecosystem Approach: Analyze primary and secondary production. Seek to resolve environmental challenges for farmers and make their agricultural operations more productive and profitable, then farmers will be empowered to invest in modern farming equipment. Profiled major challenges affecting the environment, including sustainable options to increase agricultural productivity; farmers either till more land (unsustainable) or increase yields on preexisting land (more sustainable). Knowledge driven agriculture via John Deere University conducts demonstrations and “boot camps” that expose farmers to financing options such as buying interest upfront from selected banks in order to receive cheap loans. Drive profitability through commercialization. Promote partnerships and linkages with farmers, buyers and input markets (e.g. Syngenta, Bayer, etc.). Promote scaling via development of cooperatives. Retain value of farmer’s balance sheet by linking them to markets Develop a mobile platform that will register and profile farmers with access to inputs, markets, finance, and knowledge and information Ultimately, the mobile platform will be an interactive sharing tool that can be used to increase incentive and capacity for farmers to invest in agricultural equipment and

	partake in agri-contracting for services such tilling, dressing, harvesting and posting harvesting processes. It will also link contractors to opportunities, generate leads, and indicate areas and farmers who need particular services.
Pains:	<ul style="list-style-type: none"> • Low investment in inputs and technology • Low yield per hectare • Low return on equipment investment • Higher uncertainty on technology ownership
CSR:	<ul style="list-style-type: none"> • None (CSR investments seem to be incorporated in mobile boot camps and recruitment into the knowledge platform)
USAID Engagement:	<ul style="list-style-type: none"> • None
Partnership Reflections	
Project Component:	Climate
Partnership Potential:	Medium
Potential Partnership Assets:	<ul style="list-style-type: none"> • Work directly with farmers in critical agribusiness value chains, hence can be a link to any initiatives targeting farmers and/or agribusiness • Developing mobile platform with goal of targeting 1 million small-holder farmers. Possible integration point for climate information technology. • The company evaluates partnerships under the “Best Practices” a company can offer • Note: will need to be specific in terms of area, objectives and value of partnership as they are already well advanced and focused in terms of their business model
Project Overlap:	<ul style="list-style-type: none"> • Climate change adaptation services
Point of Contact	
Name:	Gerald Masila
Position:	Executive Director
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Website:	http://www.deere.com/en_CAF/regional_home.page

Interview Summary: Jubilee Insurance

<h1>Jubilee Insurance</h1>	
Company Overview	
Sector:	Insurance
Location:	Burundi, Uganda, Tanzania, Kenya, Mauritius, Pakistan
Interview Overview	
Date:	May 26, 2015
Location:	Nairobi, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Provide general, life, medical, and pension insurance for both individuals and businesses
Gains:	<ul style="list-style-type: none"> • Has been involved in partnerships around index-based crop insurance products for several years.

	<ul style="list-style-type: none"> • Has not identified need to work with KMS due to their access to superior technology, KMS's lack of access to superior digital technology, and the overwhelming bureaucracy inherent in KMS. • Used satellite data that has been able to provide spatial data in grids as low as 1km by 1km based on rainfall and evapo-transpiration • Employ scientists able to develop necessary models and tools for applying weather data to product design • Intend to continue scaling products across and beyond Kenya • Interested in a partnership around GeoCLIM, but skeptical about value addition (specifically the issue of data certification and quality management). Believe automated technology available is already able to do this. • Feel strongly that Met organizations should not limit access to weather information, and understand this space as an excellent private sector opportunity
Pains:	<ul style="list-style-type: none"> • Policy challenges: feel that the met organizations insist on MOU structures that are not clear on roles and objectives of the partnerships. • Policy and regulatory discussions should involve all stakeholders and take in all inputs
CSR:	<ul style="list-style-type: none"> • Previous or current CSR activities if any
USAID Engagement:	<ul style="list-style-type: none"> • Previous or current USAID engagement if any
Partnership Reflections	
Project Component:	<ul style="list-style-type: none"> • WASH
Partnership Potential:	<ul style="list-style-type: none"> • Medium
Potential Partnership Assets:	<ul style="list-style-type: none"> • They have existing index-based crop insurance products in pilot • Their regional footprint.
Project Overlap:	<ul style="list-style-type: none"> • Climate Change Adaptation Initiatives
Drawbacks:	<ul style="list-style-type: none"> • Mini due diligence
Point of Contact	
Name:	Evans Rabongo, Agronomists Francis Ngari, Agribusiness Manager
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Interview Summary: MaMaSe

<p>MaMaSe – Mau Mara Serengeti Sustainable Water Initiative</p>	 <p>UNESCO-IHE Institute for Water Education</p>
<p>Company Overview</p>	

Annex F. Company Interview Summaries

Sector:	Water Services
Location:	Mau Forest and Mara River Basin, Kenya
Interview Overview	
Date:	May 25, 2015
Location:	Mara Safari Lodge, Kenya
RPA Team:	Steve Schmida, Kenedy Achola
Company Details	
Jobs:	<ul style="list-style-type: none"> • Financially supported by the Netherlands Embassy in Nairobi. • Consists of broad-based public private partnership including international and Kenyan government agencies, civil society, private sector, NGOs, and knowledge institutions. • Led by UNESCO- IHE together with WWF Kenya • Develop effective river basin management strategies for inclusive green growth through multi sector participation • Regulate water resources • Promote innovative agricultural practices and sustainable tourism facilities • Protect and restore key forest and savannah ecosystems • Focus on strengthening the institutional and operational capacity of water authorities across the basin • Support the revision of the Catchment Management Strategy and Sub Catchment Management Plans • Establish sustainable finance mechanisms to enhance the activities developed through MaMaSe • Creation of regional knowledge center for sustainable water resource management. The center identifies new tools, techniques, and lessons. Serves as a space to exchange ideas
Gains:	<ul style="list-style-type: none"> • Focused on key results in promoting sustainable water management practices at the local and regional level • Interested in forming partnership with other companies that operate in the Serengeti
Pains:	<ul style="list-style-type: none"> • Funding is limited to activities within Kenya, neglecting the entire Tanzania side of the project • Too many partners make coordination difficult and problematic • Inability to scale initiative across the region
CSR:	• N/A
USAID Engagement:	• Tried to collaborate with PREPARED, but found PREPARED's lack of on-the-ground presence in the Mara frustrating.
Partnership Reflections	
Project Component:	• WASH
Partnership Potential:	• High, medium, or low
Potential Partnership Assets:	<ul style="list-style-type: none"> • Ability to leverage existing partnerships with Mara Farming and/or HSBC bank. • Capacity to develop and pilot best practices in water resource management • High profile in the Mara region
Point of Contact	
Name:	• Ingrid De Loof
Position:	• Project Coordinator
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Website:	www.mamase.unesco-ihe.org/result-areas

Interview Summary: Mara Beef

<h1>Mara Beef</h1>	
Company Overview	
Sector:	Agriculture/Livestock
Location:	Narok, Kenya
Interview Overview	
Date:	May 23, 2015
Location:	Mara Region, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Relatively young company (three years old) • Produces meat and meat products for Nairobi • 500 acres of land with two central irrigation systems
Gains:	<ul style="list-style-type: none"> • Interested in initiatives that promote holistic fodder management and grazing to produce quality feed • Interested in rangeland conservation initiatives • Purchases cattle from local market, then fattens, butchers, and sells the meat • Operates breeding system where the local community can have cattle serviced for improvement • Interested in tapping into the local tourist markets
Pains:	<ul style="list-style-type: none"> • Poor quality of local cattle breeds • High costs associated with treating and fattening animals • Limited available pasture for animals • Limited markets for products. Nairobi market is very expensive (transportation) • Diseased cattle from interaction with outside wildlife
CSR:	<ul style="list-style-type: none"> • Provision of pasture to the local community when necessary • Availing breeding services to community in order to improve variety of local livestock • Provides an outlet to the local community for livestock
USAID Engagement:	<ul style="list-style-type: none"> • Previous or current USAID engagement if any
Partnership Reflections	
Project Component:	Biodiversity
Partnership Potential:	<ul style="list-style-type: none"> • High (<i>Enoonkishu Conservancy, ACF, SWFF, WWF, MaMaSe, Severy Allan Institute</i>)
Potential Partnership Assets:	<ul style="list-style-type: none"> • Enhance the capacity of local communities to build livestock breeds • Partnership potential in promotion for rangeland, grazing, and food management • Improved marketing of livestock products through value addition
Project Overlap:	<ul style="list-style-type: none"> • Conservation, climate smart agriculture
Drawbacks:	<ul style="list-style-type: none"> • Low of quality of available breeds makes high end markets access limited

	<ul style="list-style-type: none"> • Maasai value number of cattle over quality of cattle, increasing the stress exerted on local grazing resources
Point of Contact	
Name:	Tarquin Wood
Position:	General Manager
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Email:	tarquin@marabeef.com
Website:	www.marabeef.com

Interview Summary: Mara Farming

<h1>Mara Farming</h1>	
Company Overview	
Sector:	Agriculture
Location:	Mulot, Kenya
Interview Overview	
Date:	May 29, 2015
Location:	Mulot, Kenya
RPA Team:	Steve Schmida, Kenedy Achola
Company Details	
Jobs:	<ul style="list-style-type: none"> • Established in 2012 (formerly known as “Indu Farm”) • Run by the patriarch of a family that also owns Mara Beef and Songoroi • Specializes in the production and exportation of horticultural produce (French beans), livestock keeping, and large-scale wheat and barley cultivation. • The company supports approx. 1,000 jobs in both Narok and Naivasha
Gains:	<ul style="list-style-type: none"> • Stronger community relationship • Educating farmers about better farming practices/ agreements • Access to financing • Farmer capacity building • Generate innovations that promote the production of quality horticultural products • Export products at reduced costs • Demonstrate methods of production easily replicated by smallholder farmers I • Improvement in the production systems that conserve water and bring more returns
Pains:	<ul style="list-style-type: none"> • Biggest challenge is mobilizing farmers to supplement their production (mobilization involves training, skills development, and quality control measures) • Local supply chain is unreliable thus dependence on external market especially for the French beans. • Unpredictable weather patterns • Company is engaging financial institutions to lend to farming groups (would like to put a cash-advance system in place) • They would like to organize farmers by contracting relationship, but farmers do not understand contracting.

CSR:	<ul style="list-style-type: none"> • Built a school to support the community and their children and to promote education • Involved with Mara River Water Users Association conservation efforts through the MaMaSe project • Collaborated with Free the Children to build a local hospital • Emphasis on local employment, thus assisting with community needs • Engaged farmers and initiated training for the production of French Beans
USAID Engagement:	None
Partnership Reflections	
Project Component:	Climate Adaptation, Biodiversity
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Access to markets for farmer produce • Connection to other Mara Region players in the value chain • Ability to provide employment opportunities to local communities
Project Overlap:	<ul style="list-style-type: none"> • Climate smart agriculture, water resources management
Drawbacks:	<ul style="list-style-type: none"> • Very localized in Mulot area of Narok • Their flagship produce (French Beans) cannot be consumed locally thus high wastage • Availability of water for irrigation since the climate is becoming more erratic
Point of Contact	
Name:	Hugo Wood
Position:	Director
Phone:	0722 570 311
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Interview Summary: Mara River Trans-Boundary Water Users Forum

Mara River Trans-boundary Water Users Forum

Company Overview	
Sector:	Water Resources Management (WASH)
Location:	Narok County
Interview Overview	
Date:	May 25, 2015
Location:	Mulot, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Facilitates collaboration between water resource managers from Kenya and Tanzania in or to enhance water management systems and secure water resources within the Mara
Gains:	<ul style="list-style-type: none"> • Advocate for the collective and sustainable management of water resources in the Mara • Advocates for the creation of water policy and law that addresses the trans-boundary nature of the Mara river through sustainable use and equitable sharing practices of the water resources

Annex F. Company Interview Summaries

Pains:	<ul style="list-style-type: none"> • Unclear registration status due to the dual-citizen nature of the organization. Not fully integrated into water organizational structures of either country. • Lack of necessary funding for information sharing between stakeholders makes it difficult to know what initiatives are being performed within each country
CSR:	<ul style="list-style-type: none"> • None
USAID Engagement:	<ul style="list-style-type: none"> • Through the LVBC
Partnership Reflections	
Project Component:	<ul style="list-style-type: none"> • WASH
Partnership Potential:	<ul style="list-style-type: none"> • High (WWF, LVBC, NBI)
Potential Partnership Assets:	<ul style="list-style-type: none"> • Registration of forum will provide legitimacy in promoting good water resource management practices within the basin • Strong potential for promoting information sharing and creation for water management practices • Improved marketing of livestock products through value addition
Project Overlap:	<ul style="list-style-type: none"> • Conservation, water resources management
Point of Contact	
Name:	Joseph Kones
Position:	Vice Chairman
Phone:	072 256 2262
Email:	josephkonesbise@gmail.com
Website:	http://www.vodacom.co.tz

Interview Summary: Mara Serena Safari Lodge

<h1>Mara Serena Safari Lodge</h1>	
Company Overview	
Sector:	Tourism
Location:	Maasai Mara, Narok County, Kenya
Interview Overview	
Date:	May 26, 2015
Location:	Narok, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Ogomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Located in the Maasai Triangle of Maasai Mara national Reserve • Provide accommodations to and safari services to tourists and other visitors
Gains:	<ul style="list-style-type: none"> • Interested in the promotion of sustainable tourism • Actively involved in bringing together various hotels within the Mara through its leadership role in the Mara-Serengeti Hoteliers forum • Significant interest in keeping wildlife and ecosystem intact

Pains:	<ul style="list-style-type: none"> • Travel advisories to citizens are leading to reduced bookings and cancellations and account for large portion of revenue loss. • Pollution from upstream agricultural activities and growing urban centers present challenges to maintaining healthy ecosystems • Encroachment within the Mara Triangle, especially during dry seasons, threatens preservation efforts • Poaching presents a significant concern to the tourism industry and conservation
CSR:	<ul style="list-style-type: none"> • Education improvements through local training programs • Fill employment opportunities with local staff
USAID Engagement:	<ul style="list-style-type: none"> • Limited engagement through the Trans- boundary Hoteliers Forum
Partnership Reflections	
Project Component:	Biodiversity
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Ability to enhance the capacity of local communities to supply materials that meet the required standards by the hotel • Realize potential of the Tran-boundary Hoteliers' Forum to advocate for best practices in the hotel, travel and tourism industry • As a major entity in the industry, the company has the potential to promote enhanced water resource management
Project Overlap:	<ul style="list-style-type: none"> • Conservation, water resource management, climate smart agriculture
Drawbacks:	<ul style="list-style-type: none"> • The tourism industry is volatile and difficult to secure lasting, sustainable partnerships. Previous engagement with Serena resulted in miscommunication. Relationship needs to be reinvigorated.
Point of Contact	
Name:	Paul Chaulo
Position:	General Manager
Phone:	254-050 22253; 0734 699828
Address:	P.O. Box 48690 GPO – 00100 Nairobi, Kenya
Email:	pchaulo@serena.co.ke
Website:	www.serenahotels.com

Interview Summary: Mara River Trans-Boundary Water Users Forum

<h1>MEA Limited</h1>	
Company Overview	
Sector:	Agriculture Farm Inputs

Annex F. Company Interview Summaries

Location:	Kenya
Interview Overview	
Date:	May 27, 2015
Location:	Nairobi, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> Provides high-quality plant nutrition systems and products to commercial and smallholder farmers throughout Kenya. Currently run the sole fertilizer factory in Kenya
Gains:	<ul style="list-style-type: none"> Interested in any platform that provides intelligence data and information about weather Currently use Accuweather website to receive accurate data of up to 45 days which is sufficient for their purposes. Only need granularity of average town size. Partners with Syngenta and UAP in the Kilimo Salama initiative. Offered fertilizer inputs at cost price to farmers who lost initial produce Interested in a similar role in index-based crop insurance and financing products
Pains:	<ul style="list-style-type: none"> Lack of local weather information, however, they are satisfied with the web-based sources they currently use Expressed need for an initiative to educate and empower farmers regarding what crops to plant in specific areas and in what seasons
CSR:	<ul style="list-style-type: none"> Not available
USAID Engagement:	<ul style="list-style-type: none"> Feed the Future program funded by USAID. The program seeks to introduce Soya Beans into the region, and has a soil fertility component where Mea is involved.
Partnership Reflections	
Project Component:	Climate
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> Any crop insurance product will need to address issues of input costs. MEA could serve as potential partner as low-cost inputs provider
Point of Contact	
Name:	Daniel Ndegwa
Position:	Director of Sales
Phone:	+254-20-8560103
Address:	EPZ Rafiki Godowns, Alsop/Outering Road P.O. Box 44480 -00100 Nairobi, Kenya
Email:	mea-ruraka@mea.co.ke
Website:	http://www.mea.co.ke http://www.vodacom.co.tz

Interview Summary: Olerai Limited

Olerai Limited	
Company Overview	
Sector:	Agriculture

Annex F. Company Interview Summaries

Location:	Narok County
Interview Overview	
Date:	May 25, 2015
Location:	Mulot, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Grain growing company in Narok County • Main crops are maize and wheat • Employ large scale, mechanized farming techniques, but mostly lease land from local land owners • Works with 1800 acres of maize and an additional 3000 acres of wheat • Also involved in seed production
Gains:	<ul style="list-style-type: none"> • Interested in growing cereal grain and adding value through milling • Grows, stores, and purchases grains from local farmers then provides grains to millers or mills the grain when the prices are right • Interested in expanding production to 6000 acres
Pains:	<ul style="list-style-type: none"> • Short term land leases make it impossible for any long term investment • Overgrazing from local communities threaten production yields • Unpredictable weather patterns and climate variations lead to heavy losses after planting is complete • Wildlife encroachment damage crops, especially zebras and occasionally elephants • Fluctuating process of commodities due to over production
CSR:	<ul style="list-style-type: none"> • Local employment
USAID Engagement:	<ul style="list-style-type: none"> • Limited engagement through the Cereals Growers Association
Partnership Reflections	
Project Component:	Climate
Partnership Potential:	Low
Potential Partnership Assets:	<ul style="list-style-type: none"> • Value addition through milling will improve the earnings and help local farmers have an outlet for produce • Contracting farmers to improve access to markets for their produce will lead to improvement of quality and quantity in production • Promotion of water harvesting for irrigation purposes from the hills to address water shortages would help tackle the erratic rainfall problem • Provision of long time rainfall data in an organized manner would help the farmers plan better for their productivity due to planting regimes • Develop financing mechanism model such as loans and crop insurance for farmers • Promotion of zero tillage in order to minimize soil degradation
Project Overlap:	<ul style="list-style-type: none"> • Conservation, Climate Smart Agriculture
Drawbacks:	<ul style="list-style-type: none"> • Dependent on rain, but climate and weather patterns are erratic
Point of Contact	
Name:	Allistair Wood
Position:	General Manager
Phone:	0728484659
Address:	Mpaka Road, Nairobi, Kenya
Email:	alanbill@olerai.co.ke

Interview Summary: Olonana Sanctuary

 	
Company Overview	
Sector:	Tourism
Location:	Maasai Mara, Narok County
Interview Overview	
Date:	May 26, 2015
Location:	Maasai Mara, Narok County, Kenya
RPA Team:	Steve Schmida, Kenedy Achola
Company Details	
Jobs:	<ul style="list-style-type: none"> • Began as a community project in 1999 as a tented camp • Strong commitment to natural resource management and community participation • High standard of services and hospitality
Gains:	<ul style="list-style-type: none"> • Promotion of tourism services and products • Proponent of wildlife management and sustainable practices • Understand the health of the ecosystem and natural resources directly effect business and economic status
Pains:	<ul style="list-style-type: none"> • Travel advisory warnings given to tourists have negatively effected revenue streams due to a decrease in travel • Upstream pollution from agricultural activity and growing urban centers present a significant threat to the health of downstream ecosystems • Human/wildlife conflicts are becoming more prevalent due increases in town populations. Negative perceptions have led to increased rates of injured animals. • Poaching presents a significant threat to the safari/tourism industry • Negative depictions of Kenya in the media • Increased competition for pastures between livestock and wildlife
CSR:	<ul style="list-style-type: none"> • Established small water project for the community has helped reduce frequency of trips to the river • Works with schools to support mentorship programs for students • Ensure job opportunities are filled by local staff • Source local materials as much as possible
USAID Engagement:	<ul style="list-style-type: none"> • Limited engagement through the Trans-boundary Hoteliers' Forum
Partnership Reflections	
Project Component:	Climate Resiliency
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Enhance capacity of local communities to supply materials for hotel • Realize the potential of the Trans-boundary Hoteliers' forum to advocate for best practices in the hotel, travel and tourism industries • Capacity to promote sustainable initiatives in the region
Project Overlap:	<ul style="list-style-type: none"> • Conservation, water resource management, climate smart agriculture

Drawbacks:	<ul style="list-style-type: none"> • Volatile nature of the tourism industry makes it difficult to establish sustainable partnerships
Point of Contact	
Name:	Mr. Shadrack
Position:	Manager
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Address:	P.O. Box 41789 – 0100
Email:	N/A
Website:	www.sanctuaryretreats.com

Interview Summary: Safaricom Limited

<h1>Safaricom Limited</h1>	
Company Overview	
Sector:	Telecommunications and Financial Services
Location:	Nairobi, Kenya
Interview Overview	
Date:	May 19, 2015
Location:	Waiyaki Way, Westlands, Nairobi
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Integrated communications company providing voice and data communications services. • Serves consumers, businesses, and public sector clients • Key player in financial services space with renowned M-PESA mobile money service, offering a range of P2P, C2B, B2C and B2B money transfer and payment solutions for individuals and businesses.
Gains:	<ul style="list-style-type: none"> • Deliver the best network by maintaining and enhancing network quality • Minimize business disruptions by rolling out alternative energy solutions and enhancing energy security for future growth • Develop transformational products and services relevant to different customer segments • Remain innovative to service a growing youth sector • Actively participate in improving financial inclusion and growing the wealth of Kenyan citizens • Protect our customers' privacy and promote positive customer experiences at all touch points • Maintain a productive, supportive and safe working environment Manage our environmental impact • Promote sustainable practices within our business ecosystem • Ensure continued regulatory compliance and influence our regulators to ensure a fair business environment • Promote ethical and good corporate governance in our business ecosystem • Major social innovation initiatives focusing on corporate sustainability theme of "Transforming Lives," (agriculture and health initiatives): (1) <i>Kilimo Salama</i>, in partnership with ACRE (a derivative of the Syngenta Foundation) launched major initiative to bring together a range of financial, information, advisory and capacity building services targeting to small scale farmers. (2) Connected Farmer Alliance initiative in Kenya, in

Annex F. Company Interview Summaries

	<p>collaboration with TechnoServe, targets agribusiness value chain and farmer registration.</p> <p>(3) Implementation and rollout of an eSubsidy platform for the Ministry of Agriculture targeting to register, disburse and track subsidies offered to farmers by the Kenyan Government</p> <ul style="list-style-type: none"> Interested in innovation partnerships that can help increase revenue opportunities in data, and indicated willingness to partner in creation of PREPARED APP pending appropriate revenue model
Pains:	<ul style="list-style-type: none"> Decrease of voice revenues that previously contributed up to 60% of the company's total revenue Increased competition has reduced market share from over 80% to about 67.9% Need to bring onboard innovations that can help diversify revenue streams by growing income from data and M-PESA
CSR:	<ul style="list-style-type: none"> Environment: The Lewa Marathon which is held annually in the Lewa Conservancy, Northern Kenya Education: various initiatives including construction of facilities at the new Starehe Girls School and a major education academy for girls along Thika Road Health: Various initiatives including sponsoring annual breast cancer week, funding of a national Maternal Health & Child Health initiative implemented by AMREF, sponsorship of the Nairobi Women Hospital, etc.
USAID Engagement:	<ul style="list-style-type: none"> Safaricom has a running initiative with the Ministry of Health department of Tuberculosis and Leprosy called TIBU which is funded by USAID
Partnership Reflections	
Project Component:	Climate
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> Safaricom owns and has linkage to a database of at least 20 million subscribers in Kenya, with profiling information that can assist any product to scale to sustainable levels. There is a strong strategic focus in Safaricom to develop the "Next Big Thing" around agriculture-based solutions Safaricom has partnerships, relationships and networks with all sectors of Kenya economy and sectors. They also have huge influencing power among the private sector. They have the financial muscle and assets that span telecommunications and Financial services sectors Safaricom Foundation and Safaricom Corporate Sustainability models provide a strong base for initiatives that can be copied and replicated across the region.
Project Overlap:	<ul style="list-style-type: none"> Climate change adaption initiatives
Point of Contact	
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Position:	Senior Manager, Social Innovation
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Email:	BMakai@Safaricom.co.ke
Website:	www.safaricom.co.ke

Interview Summary: Songoroi Limited

<h1>Songoroi Limited</h1>		
Company Overview		
Sector:	Agriculture	
Location:	Mulot, Kenya	
Interview Overview		
Date:	May 28, 2015	
Location:	Mulot, Kenya	
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu	
Company Details		
Jobs:	<ul style="list-style-type: none"> Established in 2013 Largest irrigation farm within the Mara Basin Songoroi has engaged approx. 700 out growers to supply with avocados 	
Gains:	<ul style="list-style-type: none"> Improve livelihood of farmers within areas of operation Cultivate alternative crops that support the ecosystem and also provide a source of long term revenue 	
Pains:	<ul style="list-style-type: none"> Difficulty mobilizing farmers to supplement their production (mobilization involves training, skills development, and quality control measures) Local supply chain is unreliable and dependent on external market Unpredictable weather patterns that threaten the survival of avocado trees Company is engaging financial institutions to lend to farming groups, and hopefully initiate a cash advance system Would like to organize farmers by contractual relationships, but farmers do not understand contracting. 	
CSR:	<ul style="list-style-type: none"> Built school to support the children of local community and promote education Involved in conservation through Mara River Water Users Association Partner of the MaMaSe project Has collaborated with free the children to build a hospital Emphasis on local employment 	
USAID Engagement:	None	
Partnership Reflections		
Project Component:	Climate Resiliency	
Partnership Potential:	High	
Potential Partnership Assets:	<ul style="list-style-type: none"> Access to farmers and out-growers Livelihood improvement through diversification Ready for market avocados Strong technical capacity in avocado production 	
Drawbacks:	<ul style="list-style-type: none"> Avocado is along term crop and requires patience from the farmer Limited farm holdings for individual farmers Farmers' may not have the ability to achieve the crop husbandry practice required for industry standards 	

Interview Summary: Sot Dairy

<h1>Sot Dairies</h1>	
Company Overview	
Sector:	Agriculture
Location:	Kembu, Bomet County
Interview Overview	
Date:	May 25, 2015
Location:	Kembu, Kenya
RPA Team:	Steve Schmida, Kenedy Achola, Kembu Offices
Company Details	
Jobs:	<ul style="list-style-type: none"> Collects and cools milk during travel to markets and milk processors. Began as collection point in 2009 for dairy farmers in Kembu region. Brook-side is their market
Gains:	<ul style="list-style-type: none"> Interested in receiving adequate supply of milk to send to markets Interested in improving quality of milk through farmer engagement and animal husbandry training
Pains:	<ul style="list-style-type: none"> Farmers cannot afford proper milk collection equipment, thus contamination remains a major issue Milk supply fluctuates with erratic weather conditions Inconsistent supply leads to both underproduction and overproduction Limited land holding makes it difficult for training farmers to practice proper farming techniques that would ensure consistent levels of milk production Over production leads to fluctuating milk production
CSR:	<ul style="list-style-type: none"> Provide services to improve local cattle breeds, as well as other extension services
USAID Engagement:	<ul style="list-style-type: none"> None
Partnership Reflections	
Project Component:	Food Security
Partnership Potential:	High (Agro-vet companies, EADB, Country Government)
Potential Partnership Assets:	<ul style="list-style-type: none"> Fodder production through cultivation of good fodder that will improve vegetative cover while providing enough forage to improve milk supply Explore opportunities for value addition that can expand the market and cater to the surplus supplies
Project Overlap:	<ul style="list-style-type: none"> Conservation, climate smart agriculture
Drawbacks:	<ul style="list-style-type: none"> Fluctuating milk supply Limited capacity for cooling facilities
Point of Contact	
Name:	Victor Kirui
Position:	Plant Manager
Phone:	0722179088
Email:	sotdairy@gmail.com

Interview Summary: TechnoServe Kenya

<h1>TechnoServe Kenya</h1>		
Company Overview		
Sector:	NGO/ Development	
Location:	Global	
Interview Overview		
Date:	May 29, 2015	
Location:	Nairobi, Kenya	
RPA Team:	Steve Schmida, Kenedy Achola, Kenneth Magomu	
Company Details		
Jobs:	<ul style="list-style-type: none"> • Develop business solutions to poverty by linking people to information, capital and markets. • Works with enterprising people in the developing world to build competitive farms, businesses and industries • Operate as a catalyst and partner to strengthen market systems with focus on market systems that have: A clear opportunity – an unmet demand for a product or service; The potential for inclusive growth that benefits poor people in their roles as producers, entrepreneurs, employees or consumer; The potential for scale – impacting significant numbers of families • Kenyan farmer programs work with farmer groups in strong TechnoServe sectors. Some ongoing initiatives include: <ul style="list-style-type: none"> ○ Indigenous Chicken Initiative in Western Kenya funded by USDA ○ Coffee program funded by Nespresso ○ Connected Farmer Alliance initiative funded by USAID and Vodafone ○ Working with Safaricom to design and implement their mobile-agri strategy and solutions ○ Working with Safaricom in rollout of an e-subsidy solution for Government of Kenya ○ Working with John Deere to design and implement their strategy around their farmer initiatives in Kenya • Kenyan entrepreneurship programs: <ul style="list-style-type: none"> ○ An entrepreneurship program partnership with Master Card ○ Girls-on-the-Move Program targeting girls ○ An initiative around Maasai Morans ○ African Youth Empowerment Program (AYEP) • Gender focus is present in all their programs • Shift in program funding from donors in development sector to corporate 	
Gains:	<ul style="list-style-type: none"> • Interested in financial inclusion initiative that targets small-scale farmers. • Currently working with Safaricom Kenya to rollout a micro-health insurance product (Linda Jamii) for at least 180k farmers. • Work with Vodacom in Tanzania to roll out a financial inclusion product called M-PAWA to farmers as part of CFA. There's potential to build index-based insurance and financing products that can be plugged into the CFA financial program. • Potential for a major data index-based financial inclusion model that brings together a private sector financial services player as the product owner, and an NGO that has 	

Annex F. Company Interview Summaries

	experience implementing PPPs and an MNO that has access to extensive subscriber data and history.
Pains:	<ul style="list-style-type: none"> • Lack of local weather and climate information • Need for education to change mindsets towards technology and partnerships at both ends of the weather information value chains (producers on one end such as Met. Organizations and farmers on the other end) in order to drive adoption, and should be part of the program design • It will be difficult for a private sector led initiative to build a successful commercial model without involvement and participation of other stakeholders such as agencies/NGOs that work directly with farmers and agribusinesses, MNOs, policy makers, farmers and agribusinesses. Design should be centered on the final users.
CSR:	<ul style="list-style-type: none"> • Previous or current CSR activities if any
USAID Engagement:	<ul style="list-style-type: none"> • Have been involved in past USAID program such as CFA and have received direct funding
Partnership Reflections	
Project Component:	<ul style="list-style-type: none"> • WASH
Partnership Potential:	<ul style="list-style-type: none"> • High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Experience working with farmer groups and agribusinesses across all sectors and have a huge database of these. • Experience designing sustainable business models for both social and commercial impacts • Developed a sustainable model where farmers do not pay for information services, but get the agribusinesses to pay for them in the CFA program. This could be a critical component of the Climate Information Network impact and sustainability model. • Their experience working with MNOs in rolling out financial services to small scale farmers
Project Overlap:	<ul style="list-style-type: none"> • Climate Change Adaptation Initiatives, Biodiversity Conservation, WASH
Drawbacks:	<ul style="list-style-type: none"> • Mini due diligence
Point of Contact	
Name:	John Logan
Position:	Country Director
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Website:	www.technoserve.org

EASTERN TANZANIA COMPANY INTERVIEW SUMMARIES

Interview Summary: Asilia Lodges

<h1 style="margin: 0;">Asilia Camps and Lodges</h1>	
Company Overview	
Sector:	Tourism
Location:	Tarangire, Ngorongoro, Serengeti, Rubondo Island, Maasai Mara, Kenya
Interview Overview	
Date:	May 20, 2015
Location:	Arusha, Tanzania
RPA Team:	Tom Buck, Josephine Kishapoi, John Kaaya, and Fred Nzasaba
Company Details	
Jobs:	<ul style="list-style-type: none"> • Founded in 2004 through the merging of several smaller businesses • Asilia aims to pioneer responsible tourism as a pioneering travel company, operating 16 luxury camps and lodges, as well as safaris. • They have an average of 10,000 guests a year • Goal is to make a true difference where they operate work, both preserving natural habitats and improving the lives of the people living in and around them. • Their mission: “improving the future of nature and communities in some of the most special places on earth for generations to come.” • They consider themselves the best operation in the Serengeti/Maasai Mara ecosystem and we have used this ‘backbone’ of a leading position in Africa’s number 1 World Heritage site to pioneer responsible tourism to new areas • Asilia takes special pride in pioneering tourism in areas where it had little foothold before. These areas, such as Rubondo Island and the Mara Naboisho Conservancy, offer our guest some of the most unique wildlife experiences to be had and allows for a positive impact. • Northern Serengeti area, nowadays recognized as the best part the park has to offer, had no tourism presence whatsoever for the decade prior to Asilia launching Sayari Camp in 2005. This was after intense cooperation with Tanzania’s National Park authorities to make the area ready for high-end ecotourism and its positive impacts. • Asilia answers to the highest standards of eco-tourism. The company buys locally whenever possible, while also reducing its footprint by limiting fossil fuel and use sustainable energy sources such as the sun, recycling water and reducing waste. They aim to reduce their carbon footprint by supporting local (re-) forestation projects. • Awarded the highest 5-star rating from the benchmark GIIRS-rating system and B-Corporation status • Active member of Tanzania Hotel Association
Gains:	<ul style="list-style-type: none"> • Employment opportunities at Asilia help support local communities • Committed to conservation as the sole method to ensure environmental and business sustainability • Purchase products from community in buffer zones of the Serengeti- Mara Basin to support local economy, decrease costs, and reduce poaching rates • Support business expansion/ initiation in the region (e.g. chicken farm in Maasai community)

Annex F. Company Interview Summaries

	<ul style="list-style-type: none"> Expand work with conservancies in Kenya, specifically in Maasai Mara Founders are actively engaged in developing conservation areas and training young guides There vision includes developing the Lake Victoria conservation model, specifically Rubondo Island and nearby Maisome Islands, where they have camps
Pains:	<ul style="list-style-type: none"> Threat of terrorism impacts international vacation/travel – they’ve seen a 20%-60% drop in tourism in Kenya this past year. Ebola in West Africa has also hurt tourism Poaching remains a substantial threat to conservation and associated industries Overgrazing and encroachment in buffer zones negatively impact the park and tourism Lack of organization and civil structure in surrounding communities Asilia seeks to develop its Lake Victoria tourism – specifically their camps on Rubondo Island and nearby Maisome Island – but marketing Lake Victoria has proven to be very challenging
CSR:	<ul style="list-style-type: none"> Link clients’ interest to CSR investments like Serengeti Lion and Cheetah projects Asilia aims to maximize community employment as much as possible They also try to educate communities on the value of conservation and wildlife, specifically in comparison to cattle Support seven primary schools around the country Active in supporting conservation initiatives, specifically in Rubondo Island
USAID Engagement:	None noted
Partnership Reflections	
Project Component:	Biodiversity/Conservation
Partnership Potential:	High/Medium
Potential Partnership Assets:	<ul style="list-style-type: none"> Buyer of community products Commitment to conservation projects Willingness to collaborate with other tourism companies and conservation stakeholders Relationships with the Ministry of Natural Resources and Tourism
Project Overlap:	<ul style="list-style-type: none"> Involvement and support for Mara-Serengeti management improvements
Drawbacks:	<ul style="list-style-type: none"> Lack deep community roots in Serengeti Lack funding
Point of Contact	
Names:	<ul style="list-style-type: none"> Cai Tjeenk Willink - Group Operation Manager Joost Freijzer - Commercial Director
Phone:	(+255) 736 500 515
Address:	N/A
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Website:	www.asilliaafrica.com

Interview Summary: Balton Tanzania

<h1>Balton Tanzania</h1>	
Company Overview	
Sector:	Agribusiness
Location:	Dar es Salaam, Tanzania
Interview Overview	
Date:	May 29, 2015
Location:	Balton HQ, Dar es Salaam
RPA Team:	Tom Buck, Josephine Kishapoi, John Kaaya and Fred Nzasaba
Company Details	
Jobs:	<ul style="list-style-type: none"> • A subsidiary of Balton CP, a British company with 9 subsidiaries and operations in 19 Sub Saharan African countries – they have a sister company in Kenya • Delivers high quality projects and business solutions, which span the fields of Communications Technologies, Agriculture, Electromechanical Engineering and Public Health • Agriculture is primary business – the Ag Division offers a wide range of products including fertilizers, agro-chemicals, seeds, farming machinery, greenhouses and systems for water management and irrigation. • Provide advice on the most suitable methods of cultivation and post-harvest solution • As a key part of their ag product/services, they offer the <i>Amiran(Balton) Farmer's Kit (AFK)</i>, which grants small scale farmers affordable access to modern agricultural technologies, methods and inputs • The AFK is designed to meet the needs of the specific farmers by adapting kit components for relevant climate, terrain, and agriculture conditions • The AFK incorporates agricultural technologies such as the Family Drip System (FDS), a gravity based drip irrigation system, a greenhouse and top quality agro-inputs such as Seeds, Fertilizers and Agro-Chemicals • If properly implemented one kit can produce up to 40 tons of tomatoes
Gains:	<ul style="list-style-type: none"> • Transforming small holder farmers into commercial farmers • Real opportunity exists to create small holder-based markets – helping farmers move beyond subsistence • Working with Vodacom on a 'Farming is Cool' campaign that targets schools, youth, and women – targeting over 1000 schools in 5 years. Not limited to schools (e.g. youth groups) • Packages include ½ acre kits for schools and youth – Vodacom has bought six to donate to schools • ½ acre open field kit costs 5 million TZ shillings (around \$2K). • Greenhouse kits cost 7 million shillings • Beginning to work through partnerships with Equity Bank and Maendeleo Bank for financing to farmers – very interested in expanding this • Working throughout TZ – eager to expand into the Serengeti District
Pains:	<ul style="list-style-type: none"> • Limited commercial market industry in Tanzania • Targeted markets for AFK (e.g. schools) cannot afford kits on their own • Climate change and lack of water limits some areas, as water access is critical

Annex F. Company Interview Summaries

CSR:	Partnership with Vodacom has led to 6 donated AFK kits this year to schools
USAID Engagement:	None noted
Partnership Reflections	
Project Component:	Biodiversity Conservation
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Critical horticulture kits and service support to farmers for developing horticulture; • Linking with Kenya sister company could lead to trans boundary operations • Understanding of small holder farmer dynamics • Experience in accessing markets (and tailoring produce products for markets) • Existing relationships/partnerships with Vodafone, Equity Bank, and Maendeleo Bank
Project Overlap:	<ul style="list-style-type: none"> • Balton could play a key role in developing the horticulture value chain to service lodges and camps in the park • AFK (kits) are relatively cost effective complete packages to help boost the farming sector to service a ready made market (40+ lodges) that are ready to pay • For lodging companies, who ship most of their food from Arusha, sourcing food locally is an easy business decision • By involving buffer zone farmers, a key management issue for the Serengeti ecosystem will be addresses – namely, building economic linkages between surrounding communities and the conservation-based economy of the park and its buffer zones
Drawbacks:	<ul style="list-style-type: none"> • Unclear how much experience they have in the Serengeti district, if at all.
Point of Contact	
Name:	Linda Byaba
Position:	Head of Business Development and Public Relations
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Address:	23 Coca Cola Road, PO Box 712, Plot 23 Mikocheni, Light Industrial Area Dar Es Salaam, Tanzania
Email:	Linda@baltontz.com
Skype:	Lynne_byaba
Website:	www.balton-tanzania.com http://www.vodacom.co.tz

Interview Summary: Grumeti Fund

<h1>Grumeti Fund</h1>	 <p>GRUMETI COMMUNITY AND WILDLIFE CONSERVATION FUND</p>
Company Overview	
Sector:	Tourism
Location:	Grumeti Reserves, Serengeti National Park, Tanzania

Interview Overview	
Date:	June 16, 2015
Location:	Grumeti Reserves (outside Serengeti)
RPA Team:	Tom Buck, Josephine Kishapoi, John Kaaya and Fred Nzsaba
Company Details	
Jobs:	<ul style="list-style-type: none"> • Singita Serengeti is the concession managed by Singita adjacent to the Serengeti National Park. It captures land that is an integral part of the Serengeti-Mara Ecosystem, the home of the Great Migration. In 2002 the Tanzanian government granted the Grumeti Fund – a non-profit conservation and community outreach organization - the right to manage and conserve these 140,000 hectares. • Both are owned by Paul Tudor Jones, one of the US-based investment titans⁹ • Singita and Grumeti Fund together employ roughly 1100 Tanzanians, including over 120 game scouts • Grumeti Fund focuses on conservation and wildlife management, as well as community outreach • They work in 21 distinct communities near the Reserves • The partnership between Singita and the Grumeti Fund is unique, applying a combination of tourism, conservation and community outreach efforts to manage the at-risk landscape. • The mission of the Grumeti Fund is to contribute to the conservation of the Serengeti ecosystem in partnership with local communities and other stakeholders • Communities close to Singita Reserves are key role-players in preserving the integrity of wilderness area and their wildlife. Grumeti Fund works to maximize their understanding and benefits from the existence of the Reserves particularly in the role conservation plays to strengthen the local economy • Grumeti Fund has Community Development teams on each property co-ordinate active support for development initiatives. • Grumeti Fund undertook over 5000 field patrols in 2013 with the lowest level of animals killed by illegal means since the Singita Grumeti Fund's partnership's inception in 2003. •
Gains:	<ul style="list-style-type: none"> • The Fund and Singita Grumeti overall are interested in initiatives to building local capacity. The overall development of local communities is seen as critical to the sustainability and success of the overall business • A part of their mission is the integration of local community into economic value chains – they buy locally as much as they can to lower costs and generate business for their stakeholder communities. They are committed to buying as many fruits and vegetables locally as they can. The Community Outreach program has an agricultural extension officer on staff to help improve quantity and quality of local fruits and vegetables. • In 2013, Singita/Grumeti Fund increased local produce purchases by 10% (to over \$265,000), • The Fund is eager to strengthen the capacity of the local agricultural cooperative, which they believe could also serve other Serengeti lodges in providing produce. The cooperative needs a lot of technical support, more than they can offer alone. A big bottleneck is on the marketing side – its difficult for the cooperative to create market linkages outside Singita Grumeti. •
Pains:	<ul style="list-style-type: none"> • As much as they want to source locally, the nearby communities are not agricultural in nature. They have invested in building their capabilities, but local sourcing requires a lot of capacity building. Their extension officer is constantly working to improve local quality

⁹ https://www.ted.com/speakers/paul_tudor_jones_ii

Annex F. Company Interview Summaries

	<p>fruits and vegetables. This is huge challenge. They are committed to local sourcing but it is a constant struggle. Quality is paramount; this is not charity. “Local” for them extends to 50 sq. km</p> <ul style="list-style-type: none"> • There’s a lack of governance capacity at the local level. Local officials are unable to keep up with pressures (e.g. overgrazing) • Local attitudes towards poaching are a big challenge. Game and bush meat hunting is a longstanding tradition, and this does not change overnight. It’s been a “way of life.” As a result, they have invested in behavior change programs. • Charcoal and illegal wood harvesting continue to be a problem • Also concerned about armed banditry – specifically because of their proximity to the Kenyan border
CSR:	<ul style="list-style-type: none"> • The Fund’s community development programs have 4 main objectives: well educated children; the development of small enterprises; assisting government in its effort to provide clean drinking water; and an enhanced awareness of conservation and sustainable daily living practices among local community members. • They view the fact that young men in particular need alternative incomes and security in order to lessen game poaching and other illicit activities • Grumeti Fund developed operational poultry projects in 3 communities and repaired 25 boreholes in 2013 • Grumeti Fund initiated a successful LPG cook stoves program with community stakeholders to replace charcoal cooking at the household level. The Fund found that the average household used 159 kilos of charcoal a year for cooking. In the program, Grumeti ‘cost shared’ hardware with 150 people a year, including 2 burner stoves, and worked with Oryx to set up supply chain to service new stoves (including local businesses selling gas). The pilot program and Grumeti Fund investments have ended but the Fund is tracking the same of new stoves by other community members. • Similar to the LGP program, the Fund has a started solar project, which provides a solar panel, lights, and a cell phone charger in a rent-to-own scheme. The Fund is still looking for a solar vendor
USAID Engagement:	<ul style="list-style-type: none"> • USAID/Tanzania met with Grumeti Reserves to explore potential replication of local community engagement models
Partnership Reflections	
Project Component:	Conservation/Biodiversity
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Cost sharing for local community sourcing and scaling of existing Grumeti Fund sourcing work • Expertise and knowledge in working with local communities in buffer zones • Strong ties with communities within the area through outreach programs • Major market for local purchasing • Potential strong member of the Mara-Serengeti Hotelier’s Association
Project Overlap:	<ul style="list-style-type: none"> • Key potential player in management of Mara-Serengeti landscape – could be an anchor private sector partner • Could join the Mara-Serengeti Hotelier’s Association if it can play a significant role in landscape management
Drawbacks:	<ul style="list-style-type: none"> • Not likely to focus on more than the Grumeti Reserves area • Deborah Forester, and her husband Tim Tear, who is Director of Grumeti Fund are both leaving in June. The replacement contact is Richardn@grumetifund.org
Point of Contact	
Name:	Deborah Forester
Position:	Program Advisor
Phone:	+255 68 9006 923

Address:	Grumeti Fund, P.O. Box 65, Mugumu, Tanzania
Email:	debbief@grumetifund.org
Website:	http://singita.com/blog/category/the-grumeti-fund/ http://www.vodacom.co.tz

Interview Summary: Honeyguide Foundation

<h1>Honeyguide Foundation</h1>	
Company Overview	
Sector:	Non-profit
Location:	Kilimanjaro Amboseli and Tarangire Manyara Ecosystems
Interview Overview	
Date:	May 21, 2015
Location:	Arusha, Tanzania
RPA Team:	Tom Buck, Josephine Kishapoi, John Kaaya and Fred Nzasaba
Company Details	
Jobs:	<ul style="list-style-type: none"> • Honeyguide is a grassroots, non-profit organization based in Tanzania dedicated to supporting communities and the conservation of wildlife and natural resources through long-term community partnerships • Honeyguide is currently in the process of merging with the Big Life Foundation, based in Kenya. • Honeyguide has structured local partnership opportunities connecting communities and the tourism industry in order to increase economic opportunity and bolster responsible tourism practices • Works with local community members in Western Serengeti in order to produce quality vegetables to sell to lodges and campsites – they already have a business plan concept that they would be willing to share • Working with AWF and TANAPA on anti-poaching initiatives by providing resources and training • Honeyguide’s conservation/tourism vision has two steps 1) Cut poaching rates from community, and 2) get the buffer zone communities to profit through employment/local sourcing of produce and services
Gains:	<ul style="list-style-type: none"> • Interested in sustainable management of natural resources by integrating local communities • Improving transparency of community governance • Would like to focus tourism sector CSR policies and investments to incorporate local communities in business modeling • Honeyguide seeks to minimize human-wildlife conflict • They have a model they are seeking to pilot/fund that in which lodges and camps source produce/vegetables locally from nearby communities (e.g. sweet peas, basil, etc.), reducing transportation costs from Arusha • Potentially could also outsource laundry to local communities

	<ul style="list-style-type: none"> • Communities themselves (those polled by Honeyguide) want tourism, but they want small-scale tangible tourism, not dominated by foreign tourism
Pains:	<ul style="list-style-type: none"> • Poaching initiatives require lots of resources, thus many foundations do not want to participate • Some areas, like East Serengeti, are suffering political corruption, fighting between NGOs and OBC hunting regulations • Easter Serengeti (Loliando) is plagued by overgrazing from local livestock • Loliando also has a complicated history regarding Maasai communities, who fled north in the 50s after ethnic problems but who have returned with more livestock after Kenya imposed restrictions • Frankfurt Zoo was tasked to set up a Loliando WMA but the initiative has failed (“too much confusion and politics”) • Number of gates and different managing authorities are a challenge for tourism sector businesses • Tariff fluctuation causes problems for tourism companies • Companies feel overtaxed. In comparison to Kenya, they see tourists feeling overtaxed • High tariffs in Serengeti help fund other (underfinanced and underfunded) parks
CSR:	N/A
USAID Engagement:	Honeyguide and Big Life currently have a grant from PREPARED as part of the Anti-Poaching Partnership pilot in Amboseli-West Kilimanjaro
Partnership Reflections	
Project Component:	Biodiversity Conservation
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Hotel local sourcing business plan concept • Access to local community members • Knowledge base of community issues/challenges • Ability to facilitate partnerships between major lodging companies
Project Overlap:	<ul style="list-style-type: none"> • Honeyguide’s local sourcing business plan could be introduced to the Mara-Serengeti Hotelier’s association as an activity/investment direction •
Drawbacks:	<ul style="list-style-type: none"> • As a non-profit, they need donor support • They have already received PREPARED funding
Point of Contact	
Name:	Damian Bell
Position:	Tanzania Programs Manager
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Interview Summary: Leopard Tours

Leopard Tours



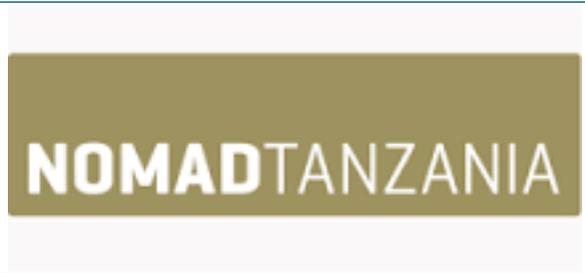
LEOPARD
TOURS LIMITED

Company Overview	
Sector:	Tourism
Location:	Serengeti National Park, buffer zone game reserves, other NPs and reserves in TZ
Interview Overview	
Date:	May 21, 2015
Location:	Arusha, Tanzania
RPA Team:	Tom Buck, Josephine Kishapoi, John Kaaya and Fred Nzasaba
Company Details	
Jobs:	<ul style="list-style-type: none"> • Leopard Tours is rated as one of the leading tour operators in Tanzania • They have been given land inside the Serengeti for a tented lodge – near the Mkoma Hill area • Currently operating inside Ngorongoro Conservation area • Strongest markets are Europe and North America, with domestic and regional market comprising smaller market shares • Office in Dar es Salaam focuses exclusively on Southern Tanzania • Very active in TATO – the TZ Association of Tour Operators • Focused on international tourists
Gains:	<ul style="list-style-type: none"> • Interested in initiatives that support conservation efforts in National Parks – existence and expansion of strong National Park system is viewed as core to their own business expansion • Interest in protecting buffer zones necessary for sustainability of National Parks • Reduced domestic rates have incentivized implementation of educational opportunities for fellow Tanzanians • Expanding into lodges in Ndutu and Ngorongoro conservation areas – future business will see more mid-level lodges (not high end). Their lodge business (called TNS) will be separate from safari tours, as they need other tour operators to help fill their rooms. • They also want to expand Maasai Village tourism as they see an interest among clients in cultural tourism • They are expanding their markets to Asia – they understand that poaching and ivory sensitization could be • Interested in expanding from international tourists to local or East African markets, but this is still very early days
Pains:	<ul style="list-style-type: none"> • Government inconsistently changes tariffs = government wanted to add VAT last year, but Leopard through TATO fought this. • Big problem is that pricing is set 1 year in advance as a result of operators needing to sell packages internationally; when tariffs are added in less than a year, this can be very disruptive • Single entry fee into parks – visitor pays each time they enter the park. This annoys customers who view it as annoying and rent-seeking, but it also badly hurts camps and tourism outside park in buffer zones, as tourists increasingly stay inside the park. • Game reserves are not properly protected – not enough government resources to invest in conservation in game reserves • In Loliando, major friction with communities there. Government wanted to include parts of Loliando in the Serengeti, but the locals fought it because of the impact it would have had on grazing • Regional threats like disease and violence dissuade tourism
CSR:	<ul style="list-style-type: none"> • They are not directly budgeting for conservation or anti-poaching • Support local Maasai communities through tourism • They have a fund for support to buffer zone (Maasai) communities – health, education, food, mostly distributed through local missionaries (especially in the Lake Eyasi region) who ensure funds get to communities in need • Donate food and books to Hadzabe community near Lake Eyasi

Annex F. Company Interview Summaries

	<ul style="list-style-type: none"> Actively participate in “Elephant Day,” an annual event promoting awareness and protection of elephants Provides health and educational support through the Rotary Club.
USAID Engagement:	None known
Partnership Reflections	
Project Component:	Conservation/Biodiversity
Partnership Potential:	High/medium
Potential Partnership Assets:	<ul style="list-style-type: none"> Strong member of TATO, Managing Director is a vice-chair of TATO – industry and government convening power and access to key actors Strong knowledge base of reservation areas and national parks Strong vision for Serengeti park preservation Company expansion could lead to incorporating local communities into supply chain
Project Overlap:	<ul style="list-style-type: none"> Key potential player in management of Mara-Serengeti landscape Could join the Mara-Serengeti Hotelier’s Association if it expands to tour operators and camps
Drawbacks:	<ul style="list-style-type: none"> Not very active to date in engaging communities in conservation Not likely to have much funding available Will likely only want to work through TATO
Point of Contact	
Name:	Andrew Kimolo
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Email:	leopardtours@leaptours.co.tz ; leopard@habari.co.tz
Website:	www.leopardtours.com

Interview Summary: Nomad Tanzania

	
Company Overview	
Sector:	Tourism
Location:	Tanzania National Parks and other protected areas (WMAs, reserves, etc.)
Interview Overview	
Date:	May 22, 2015
Location:	Arusha, Tanzania
RPA Team:	Tom Buck, Josephine Kishapoi, John Kaaya, Fred Nzasaba
Company Details	
Jobs:	<ul style="list-style-type: none"> Work in Serengeti and Loliondo in northern Tanzania; Selous and Ruaha in South and Mahale and Katavi in Western Tanzania. Nomad allocates significant funding to training their guides (US \$40K). Guide quality is one of the primary strengths. They encourage their guide to joining the TZ national association of guides as this strengthens their sell on guide quality

Annex F. Company Interview Summaries

	<ul style="list-style-type: none"> • Serengeti Park management is considered core to their approach – Nomad understands its role in protecting the environment and particularly buffer zones surrounding the park • As a member of TATO they are actively involved in advising the Tanzanian government on matters relating to tourism and conservation
Gains:	<ul style="list-style-type: none"> • Interested in sourcing agricultural products and services from local communities. Assisted in establishing a community vegetable garden that supplies a large portion of fresh vegetables they, while providing income for locals. For them, Mugumu town is an obvious hub for local sourcing. They would especially like to get vegetables if they could find them. Also source laundry. • Interested in supporting water conserving initiatives as water is a difficult resource to procure • Opportunities to partner with other companies or national organizations to work to improve wildlife and natural resource governance • Opportunities to partner with the Ministry and TANAPA on ‘seasonal pricing.’ Currently prices do not vary from high to low season. Variation would encourage tourism in the low season. Lower pricing would open new markets (e.g. Scandinavia, who would be happy to travel in down months that align with northern winters).
Pains:	<ul style="list-style-type: none"> • Management concerns are a major business concern. The pristine nature of the Serengeti Park is core to their business. • The lack buffer zones in Mugumu region (Northern Serengeti) – communities push right up against park borders, leading to stresses like poaching and human-wildlife conflicts. Currently ivory poaching is not a major concern (poaching is more game-related), but they are worried. • Game poaching is difficult to control on community lands, especially in the dry season • Game viewing in park can be bunched, overly concentrated – dispersal and control is needed. If it feels crowded, this harms the integrity of the safari product. As a management concern, game driving is limited to specific tracks and vehicles are not allowed to drive anywhere. This is a positive management evolution, but it has led to game viewing crowding where none existed in the past • Management of wildebeest migration viewing is extremely poor. There are 13 primary viewing sites, but cars mass wherever the activity is best. Management should include “ground rules” for guides to avoid these issues • Guide quality is inconsistent in the industry and would benefit from a national guiding accreditation system to prevent abuses (like driving off track). This is built into the Tourism Act, but Nomad thinks it should be industry-specific and –led. • Single Entry Permit System (enforced only since April 2015) hurts business. Specifically, Nomad has a camp in Loliando, outside Serengeti, and guests are required to pay each time they cross into the park. This hurts the Loliando business as guests prefer to pay once and stay inside the park. In Nomad’s opinion, single entry system will reduce revenue for TANAPA, not increase, and will hurt buffer zone integration into the conservation economy. • Voucher verification systems are weak • Overgrazing in Eastern Serengeti (Loliando) is a major management concern as well
CSR:	<ul style="list-style-type: none"> • Provide concession fees to Maasai community in the Nduara Lolionda community • Engage in community projects and training
USAID Engagement:	None noted
Partnership Reflections	
Project Component:	Conservation/Biodiversity
Partnership Potential:	High/medium

Potential Partnership Assets:	<ul style="list-style-type: none"> • Potential buyer of community products and services • Experience in building capacity for both communities and guides • Convening power with industry and government • Commitment to conservation and working with communities in buffer areas
Project Overlap:	<ul style="list-style-type: none"> • Key potential player in management of Mara-Serengeti landscape • Could join the Mara-Serengeti Hotelier’s Association if it expands to tour operators and camps
Drawbacks:	<ul style="list-style-type: none"> • Not likely to have much funding available • Will likely only want to work through TATO
Point of Contact	
Name:	John Course
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Email:	info@nomad-tanzania.com
Website:	www.nomad-tanzania.com

Interview Summary: Nomad Tanzania

<h1>Singita Grumeti</h1>	
Company Overview	
Sector:	Tourism
Location:	Grumeti Reserve, Serengeti National Park, Tanzania
Interview Overview	
Date:	May 24, 2015
Location:	Grumeti Reserve (outside Serengeti)
RPA Team:	Tom Buck, Josephine Kishapoi, John Kaaya and Fred Nzsaba
Company Details	
Jobs:	<ul style="list-style-type: none"> • Singita Grumeti Company Limited is one of the largest and wealthiest lodging operations in Tanzania. • The company employs roughly 800 Tanzanians and few senior position foreigners, including over 120 game scouts • The company manages and conserves over 350,000 acres in the Grumeti Reserve; the operation is valued at US \$500million • In 2002, control of the operation changed from Grumeti Community Wildlife Conservation Fund to Singita • Currently the company is made up of 2 organizations working parallel/concert with one another (both are owned by Paul Tudor Jones, one of the US-based investment titans¹⁰) – Singita Grumeti runs the tourism operations, while the Gumeti Fund focuses on conservation and wildlife management, as well as community outreach

¹⁰ https://www.ted.com/speakers/paul_tudor_jones_ii

Annex F. Company Interview Summaries

	<ul style="list-style-type: none"> • The overall company mission is dedicated to long term conservation and community support • They have multiple camps, but maintain fewer than 100 beds (very, very high end) • Unlike larger hotels, they operate almost entirely in-house – they have their own carpentry shop, gardens & nurseries, etc. They have to maintain all of their washing machines, as well as guarantee flawless communications (their guests demand first world services and pay for them – guests are people like Oprah) • At some locations, they also generate their own power and drill for water on site.
Gains:	<ul style="list-style-type: none"> • Interested in initiatives to build local capacity – they see development and education of local populations as critical to their success (hiring but changing attitudes and economic opportunities) • A part of their mission is the integration of local community into economic value chains – they buy locally as much as they can to lower costs and generate business for their stakeholder communities. They are committed to buying as many fruits and vegetables locally as they can. The Community Outreach program has an agricultural extension officer on staff to help improve quantity and quality of local fruits and vegetables. • With 500-600 staff, they also can buy local products for local tastes (e.g. local beef – they slaughter 3-5 cattle a week) • Increased efforts to prevent poaching • Sustainable farming and agricultural techniques that preserve the ecosystem and wildlife
Pains:	<ul style="list-style-type: none"> • As much as they want to source locally, the nearby communities are not agricultural in nature. They have invested in building their capabilities, but local sourcing requires a lot of capacity building. Their extension officer is constantly working to improve local quality fruits and vegetables. This is huge challenge. They are committed to local sourcing but it is a constant struggle. Quality is paramount; this is not charity. “Local” for them extends to 50 sq. km • Because they have such high-end clients, and much machinery that requires a lot of parts and repairs, supply chain maintenance is expensive. • Local attitudes towards poaching are a big challenge. Game and bush meat hunting is a longstanding tradition, and this does not change overnight. It’s been a “way of life.” As a result, they have invested in behavior change programs. • They are concerned about climate change – lack of rainfall – and the resulting impact on the Reserve. • Also concerned about armed banditry – specifically because of their proximity to the Kenyan border
CSR:	<ul style="list-style-type: none"> • Grumeti Singita has employed 120 security personnel and 100 game scouts in order to combat poaching operations. • They employ many, many locals and serve as one of the largest private sector employers in Western Tanzania. They employ locals in three directions: security, anti-poaching and wildlife management (game scouts), on site-staff (mechanics, etc.). 50% of security are local • Hosts community training programs focused on improving agricultural practices
USAID Engagement:	<ul style="list-style-type: none"> • USAID/Tanzania met with Grumeti Reserve to explore potential replication of local community engagement models
Partnership Reflections	
Project Component:	Conservation/Biodiversity
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Strong ties with communities within the area through outreach programs • Extremely high end, potential access to significant funding

Project Overlap:	<ul style="list-style-type: none"> • Key potential player in management of Mara-Serengeti landscape – could be an anchor private sector partner • Could join the Mara-Serengeti Hotelier’s Association if it can play a significant role in landscape management
Drawbacks:	<ul style="list-style-type: none"> • Not likely to focus on more than the Grumeti Reserve area
Point of Contact	
Name:	Alex Zambetakis
Position:	Logistics Director
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Address:	Grumeti Singita, P.O. Box 65, Mugumu, Tanzania
Email:	AlexZ@grumeti.singita.com
Website:	http://www.singita.com/regions/singita-grumeti/

Interview Summary: Sky Safari – Elewana

<h1 style="margin: 0;">Sky Safari – Elewana</h1>	
Company Overview	
Sector:	Tourism
Location:	Tanzania National Parks
Interview Overview	
Date:	May 22, 2015
Location:	Arusha, Tanzania
RPA Team:	Tom Bick, Josephine Kishapoi, John Kaaya and Fred Nzasaba
Company Details	
Jobs:	<ul style="list-style-type: none"> • Offer a variety of unique game-viewing option • Provide luxury lodging and dining options for clients • 14 properties in Tanzania and Kenya – in TZ, locations include Serengeti Migration Camp, Serengeti Pioneer Camp, Manor Lodge in Ngorongoro Conservation area, and Tarangire Tree Top lodge in Landilen – Lorkisale • The two Serengeti camps have high season opposite each other (south is from January to June, north is July to November) • Sopa Lodges is a sister company
Gains:	<ul style="list-style-type: none"> • Interested in locally sourced employment in areas of operation • Director, Vinay, liked the idea of purchasing vegetables form communities in Northern Serengeti but have only engaged with individuals in that area in context for employment • Purchasing vegetables and other food stuffs from Mugumu will reduce costs and benefit community through economic opportunities • Currently, 100% of produce is sourced from Arusha • Work with conservancies in Maasai Mara. Kenya side of business can be linked to PREPARED project for partnership • Excited to learn more about partnership opportunities in conservation and community engagement – specifically in the Maasai Mara
Pains:	<ul style="list-style-type: none"> • Government frequently changes tariff rates, which raise costs for business. Tariff fluctuation is a difficult concept to explain to client. Would appreciate a fixed two-year rate.

	<ul style="list-style-type: none"> • Might need to expand or relocate to Rwanda or Namibia on the basis of better operating conditions
CSR:	<ul style="list-style-type: none"> • Tarangire has strong community approach • Employment of Tanzanians • Pay concession free for Tarangire Tree Tops Lodge in Landilen WMA
USAID Engagement:	None noted
Partnership Reflections	
Project Component:	Climate Change Adaption and Resiliency
Partnership Potential:	Medium
Potential Partnership Assets:	<ul style="list-style-type: none"> • Potential buyer of locally sourced produce and other goods • Access to community members • More employment opportunities for Serengeti buffer zone communities
Project Overlap:	<ul style="list-style-type: none"> • Key potential player in management of Mara-Serengeti landscape • Could join the Mara-Serengeti Hotelier's Association if it expands to tour operators and camps
Drawbacks:	<ul style="list-style-type: none"> • Not likely to have much funding available
Point of Contact	
Name:	Vinay Sapra
Position:	Director of Sales, Elewana
Phone:	+255 689 077 337
Address:	99 Serengeti Road, Arusha, Tanzania
Email:	vinay.sapra@elewana.com
Website:	www.skysafari.com

Interview Summary: Tanzanian Association of Tour Operators

<h1 style="margin: 0;">Tanzanian Association of Tour Operators (TATO)</h1>	 <p style="margin: 0;">TANZANIA ASSOCIATION OF TOUR OPERATORS</p>
Company Overview	
Sector:	Tourism
Location:	Arusha, Tanzania
Interview Overview	
Date:	May 26, 2015
Location:	Arusha, Tanzania
RPA Team:	Thomas Buck, Josephine Kishapoi
Company Details	

Annex F. Company Interview Summaries

Jobs:	<ul style="list-style-type: none"> • The Tanzania Association of Tour Operators was established in 1983 to promote and represent individual tour operators in TZ and internationally. • TATO aims to advance the interests of private Tour Operators by engaging the GoT through dialogue • TATO promotes and facilitates members to provide marketable tourist services locally and internationally • The association act as a link between members, government and its institutions in promotion of tourism in Tanzania. • It also coordinates and helps members in all technical matters pertaining to tourism • It promotes tour operators' ability to interact with community at large and to protect interest of individual tourists • Currently there are 272 members
Gains:	<ul style="list-style-type: none"> • Harmonizing tourism policies with Kenya as much as possible (see below for related challenges). One theme is to facilitate transfer of tourists between the countries with a single visa framework.
Pains:	<ul style="list-style-type: none"> • Concern about Kenya’s wildlife tourism approach in the Mara: “the same animals managed in 2 countries using 2 approaches.” There’s a fragile balance between conservation and moneymaking when it comes to wildlife. <ul style="list-style-type: none"> ○ Tanzanian approach to tourism is “Low volume, high quality.” ○ In Kenya, businesses need less money to get started (for licenses and equipment • Policy in TZ focuses on “consumptive use,” which includes hunting. This clashes with Kenya’s policy, which is conservation-based. • TATO seeks to increase engagement and involvement of communities in management of the ecosystem – surrounding communities are the primary uses of resources but they can also be the primary conservators. • Poaching is tremendous threat. TATO has been involved with developing “Tokomeza,” a public awareness campaign, which has been successful. In organizing public rallies. But too many power centers in the government have connections to poaching, which has compounded the anti-poaching movement, who have. The situation is very difficult. • The single-entry permit change is not supported by TATO. As of March, TANAPA and the Ministry of Natural Resources and Tourism have been enforcing a policy that visitors much pay for each border crossing into a protected area. This have hurt lodges and tourism businesses in buffer areas outside the park, as tourists increasingly prefer to stay inside the park in order to avoid additional entry fees. TATO prefers the multi-entry model. • One existing trans-boundary platform (East Africa Tourism Platform) has not been successful. Namely, it became a place for stakeholders to air grievances and dig in positions rather than compromise-seeking. TATO feels it’s a waste to attend. • Impact of climate change is a major concern – in particular desertification on the Kenyan side. Deforestation in the Mau is having major negative impacts downstream • Maasai Mara, though very small in comparison to the Serengeti, has a much bigger footprint, including more lodges, more vehicles – in essence, more negative impacts. • General insecurity is a concern, although international fear of Kenyan insecurity has helped Tanzanian tourism at least in the short-term. TATO is concerned about a general drop in regional tourism. Gas exploration and mining is a threat to Tanzanian conservation tourism. TATO is working against expansion of extractive exploration in the region
CSR:	None
USAID Engagement:	None
Partnership Reflections	

Project Component:	Biodiversity Conservation
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Access to membership of 270+ tour companies and other institutions • Government relationships
Project Overlap:	<ul style="list-style-type: none"> • Significant potential to help expand the Mara Hoteliers Association and the general interest in involving hoteliers/tour operators into Mara River Basin management.
Drawbacks:	<ul style="list-style-type: none"> • As a business association, resources and leverage will be limited.
Point of Contact	
Name:	Sirili Akko
Position:	Executive Secretary (Chief Executive)
Phone:	+255 754 535637
Address:	P.O. Box 6162, School Road. Arusha, Tanzania
Email:	sirili@tatotz.org
Website:	www.tatotz.org

Interview Summary: Thomson Safaris

<h1>Thomson Safaris</h1>	
Company Overview	
Sector:	Tourism
Location:	Tanzania National Park (Robanda), and Loliando
Interview Overview	
Date:	May 22, 2015
Location:	Arusha, Tanzania
RPA Team:	Tom Buck, Josephine Kishapoi, John Kaaya, Fred Nzasaba
Company Details	
Jobs:	<ul style="list-style-type: none"> • Thomson has important investments in both Loliando and Robanda buffer zone areas (Robanda is in the Ikoma WMA, Loliando was designated as one but has not secured the status due to disagreements with local communities). Both areas represent 1/3 of all of Thomson's investments. • Thomson has invested in a 12,000-acre private nature refuge in Eastern Serengeti • Contains one of the last remaining pencil cedar forests in Tanzania • Establishing a conservation trust with both global conservation leaders and local community elders serving as board members • Intent on preserving wildlife and operating tours with as little impact on the natural environment as possible • Daily operations are based on transparent knowledge between guests and guides regarding animal habitats

Gains:	<ul style="list-style-type: none"> Thompson believes management improvements and a government unifying/harmonizing role in mitigating disagreements in Loliando and Robanda will lead to increased opportunities for tourism and local economic development
Pains:	<ul style="list-style-type: none"> Many structural problems in Loliando, including governance. Laws are still unclear. Land ownership in Loliando is not legally clear – not clear to landowners or villagers Corruption is also a major concern in Loliando The Maasai – with their deep history of pastoralism, they are not ready for environmental and cultural changes involved with a conservation economy. Loliando is especially troubled by this On top of this, community members do not feel like WMA fees are correctly distributed to villages – they don't feel like they see the revenue or benefits. Part of the problem is community corruption (side deals with community leaders) Maasai have 3 competing clans, which makes designating “stakeholder communities” even more complicated The range of stakeholders in Loliando is complex – gov., villagers, safari tourist companies like Thomson, and sport hunting companies. OBC is an Arab holding company invested in a sport hunting concession, among others. While it has contributed the most funding of any private company for conservation through paid concession fees, OBC has struggled with difficult public scrutiny – see http://www.awionline.org/pubs/Quarterly/su02/loliondo.htm In Robanda, the WMA was created jointly with villages and is having real issues in terms of perceived value back to local people. There's currently a lot of misunderstanding and tension between villages and WMA leadership (the Ministry of Tourism of Natural Resources) Reality is on 40% of Loliando targeted zones are actually protected Cattle-grazing is a major problem for Thomson – really impacting 'nature tourism product.' Single entry fees have hurt WMAs – tourists want to stay inside the park rather than paying entry fees multiple times All of this makes Thomson and investors nervous; Thomson is starting to question the viability of working in Loliando and Robanda Also – tension between sport hunting (Arab investment concession) and 'photographic safaris' or Thomson's investment. Thomson has good relations with neighboring sport hunting camp, but the types of tourism are in conflict
CSR:	<ul style="list-style-type: none"> Communities in and around the area benefit from employment and educational opportunities Assisted in creation of non-profit organization “Friends of Tanzanian Schools,” name has changed to “Focus on Tanzanian Communities” (FoTZC). Focus on: <ul style="list-style-type: none"> Improving access to quality education in small communities across the country Empower women through skill development, entrepreneurship training, and increased access to basic needs Fund healthcare initiatives Provide support in improving water and sanitation conditions
USAID Engagement:	<ul style="list-style-type: none"> None known
Partnership Reflections	
Project Component:	Conservation/Biodiversity
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> Expertise and knowledge in working with local communities in buffer zones Strong ties with communities within the area through outreach programs Market for local purchasing Potential member of the Mara-Serengeti Hotelier's Association

Project Overlap:	<ul style="list-style-type: none"> • Key potential player in management of Mara-Serengeti landscape – could be an anchor private sector partner • Could join the Mara-Serengeti Hotelier’s Association if it can play a significant role in landscape management
Drawbacks:	<ul style="list-style-type: none"> • Strong community tensions in Loliando area • Not likely to focus on more than the Loliando and Ikoma/Robanda areas
Point of Contact	
Name:	Rose Ngilisho
Position:	Manager, Tented Camping Department
Phone:	+I 800-235-0289 (US office), +255 27 254-8551, +255 27 254-8494
Address:	PO Box 6074, Arusha
Email:	camping@thomsonsafaris.co.tz , gm@thomsonsafaris.co.tz
Website:	http://www.thomsonsafaris.com/

Interview Summary: Vodafone

	
Company Overview	
Sector:	ICT
Location:	Dar es Salaam, Tanzania
Interview Overview	
Date:	May 29, 2015
Location:	Vodafone Headquarters, Dar es Salaam, Tanzania
RPA Team:	Tom Buck, Josephine Kishapoi, John Kaaya and Fred Nzsaba
Company Details	
Jobs:	<ul style="list-style-type: none"> • Vodacom Tanzania is a subsidiary company of Vodacom Group (Pty) Limited, South Africa, which is also a subsidiary of Vodafone Group UK. Vodacom Group (Pty) Limited owns a majority share portion of 65%, the remaining 35% is owned by Tanzanian shareholder, one Mirambo Ltd. • In January 2007, Vodacom reached a milestone as it connected its third million subscribers, and became the first mobile network in Tanzania to post such a e subscriber base. Today, 10 years after launching, they have over 10 million subscribers • Claim to reach 75.82% coverage/penetration on 2G, and 3G with HSDPA in Dar es Salaam, Arusha, Moshi, Mwanza, Mbeya, Bukoba, Kahama, Geita, Shinyanga, Tabora, Singida, Namanga, Tanga, Dodoma, Morogoro, Makambako, Mbeya, Tunduma, Lindi, Mtwara and Maasai • Vodacom is known to be strongest in the countryside and smaller cities (Tigo is strongest in Dar). • Vodacom has a significant investment into developing business lines for farmers. As they put it, “Communications technology is now one of the most effective ways to reach remote farmers, helping them to improve productivity and increase efficiency throughout the agricultural supply chain.” • They partner with enterprise customers, NGOs and government agencies to develop commercially viable propositions that can boost food production, improve farmers’ livelihoods and bring efficiencies for consumer goods companies. These include mobile

	information services, access to financial services and insurance against crop failure, as well as solutions to improve efficiency in agricultural supply chains. ¹¹
Gains:	<ul style="list-style-type: none"> • Developing/expanding customer base with smallholder farmers through product and service provision including mPesa, etc. • They put it this way “We built the information highway and we want the ‘cars’ to include agriculture.” • Transactions (mPesa) is a critical anchor for farmers, who can use it to get payment, purchase inputs, etc. • They work through partners like TechnoServe (Connecting Farmer Alliance), SeedCo, Balton, etc. that are the conduit to the smallholder farming community. They are constantly looking to expand this partner network. • One key partner is Farm Radio, which has over 15 million farmer listeners. • Expanded information exchange is a critical product – using SMS for agriculture extension. • Very excited by weather and climate data. • Also interested in engaging on anti-poaching solutions.
Pains:	<ul style="list-style-type: none"> • They have not been able to obtain accurate weather and climate data and therefore have not been able to design marketable products/services.
CSR:	<ul style="list-style-type: none"> • Vodacom Foundation works in health, education, financial inclusion, and disaster relief in Tanzania – very active
USAID Engagement:	<ul style="list-style-type: none"> • TechnoServe – Vodacom “Connected Farmer Alliance”¹²
Partnership Reflections	
Project Component:	Climate Change, Biodiversity Conservation
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Technology including handsets • Access to agriculture customers through existing relationships • Ability to integrate GeoCLIM-based climate/weather apps into existing service offerings for farmers and other customers
Project Overlap:	<ul style="list-style-type: none"> • Significant implications for GeoCLIM – and the Climate Change Apps partnership. Vodacom is ready and willing to create products and services for their agricultural customers through existing partnerships with agribusinesses. • Anti-Poaching Partnership – Vodafone would be ready to work with the Ministry of Natural Resources and Tourism under the Anti-Poaching Strategy.
Drawbacks:	<ul style="list-style-type: none"> • For GeoCLIM weather/climate apps, Tanzania Met Service will be essential, and a three-way relationship will need to be built. Not sure how ‘ready’ Tanz Met Services would be for this kind of a partnership.
Point of Contact	
Name:	Kelvin J. Twisse
Position:	Director, Brand and Communication
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Address:	Mlimani City Building 2, Ground Floor, Dar es Salaam, Tanzania
Email:	ktwissa@vodacom.co.tz

¹¹ More here:

<https://www.vodafone.com/content/sustainabilityreport/2014/index/transformationalsolutions/agriculture.html>

¹² <http://www.technoserve.org/our-work/projects/connected-farmer-alliance>

Website:	www.vodacom.co.tz
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WESTERN TANZANIA COMPANY INTERVIEW SUMMARIES

Interview Summary: Anglo Ashanti Gold

<h1>AngloGold Ashanti Ltd.</h1>	 <p>ANGLOGOLD ASHANTI</p>
Company Overview	
Sector:	<ul style="list-style-type: none"> • Mining (Gold)
Location:	<ul style="list-style-type: none"> • Mwanza, Tanzania
Interview Overview	
Date:	<ul style="list-style-type: none"> • May 29, 2015
Location:	<ul style="list-style-type: none"> • Geita Gold Mines- North West Tanzania
RPA Team:	<ul style="list-style-type: none"> • Polycarp Ngoje, Stanley Matowo, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> • The company is located Northwestern Tanzania, in the Lake Victoria goldfields of the Mwanza region, about 120km from Mwanza and 4km west of the town of Geita. • The company is headquartered in Johannesburg, South Africa. It has 20 gold mining operations in 10 countries, as well as several exploration programs in both the established and new gold producing regions of the world.
Gains:	<ul style="list-style-type: none"> • Constant supply of Gold in a safe and responsible environment; • Peaceful and sustainable working environment; • Alternative likelihood to reduce encroachment of allocated gold mines; • Improved environment conservation especially rehabilitation of the mines eradication of Mercury use; • Greenfields exploration that aims to make large, high-value gold discoveries leading directly to new mines; • Brownfields exploration focuses on delivering value through incremental additions to reserves in existing mines as well as new discoveries in defined areas around existing operations.
Pains:	<ul style="list-style-type: none"> • Negative Mining sentiments; • Encroachments of the allocated mining sites by illegal miner (the number has surpassed 1,000); • Occupational accidents such as cave-ins; • Environmental and health hazards notably forest clearing, dust pollution; • Use of mercury by artisan miners that enters local water sources and eventually the food chain; • Incitements of the community members by the speculators; • High compensation costs to speculators; • Vandalism of the infrastructure i.e. water pipes, airstrip fence etc.;
CSR:	<ul style="list-style-type: none"> • Capacity building on responsible mining; • Environmental conservation projects; • Clean water supply to the communities;

Annex F. Company Interview Summaries

	<ul style="list-style-type: none"> • Economic development programs with the communities (Alternative Livelihood projects with the community members i.e. Eco bricks, welding and fabrications, tailoring and embroidery etc.); • Rehabilitation of road networks;
USAID Engagement:	<ul style="list-style-type: none"> • None
Partnership Reflections	
Project Component:	<ul style="list-style-type: none"> • Water Sanitation and Hygiene (WASH)
Partnership Potential:	<ul style="list-style-type: none"> • High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Multi-stakeholder Partnership Initiative for Artisan Small Miner (ASM); The company has well established community development program Dubbed “Geita Economic Development Program” laced with international best practice on how to engage and dialogue with communities to address concerns. They are investing in development through direct (community investment) and indirect (infrastructure development) contributions. The current focus is Eco Bricks, Welding and Fabrication, Tailoring and Knitting, Embroidery • The company is focusing on capacity building for community groups with economic skills through partnership with local training and learning institutions like Vocational Training Institutions so as to promote that they can promote local content and procure most of its products locally. • Work with the PREPARED Project on “Environmental planning and institutional engagement” by forging working relations with ASM to promote best practice and manage detrimental environmental and social impacts while exploiting the developmental potential; • Community engagement on CSR and economic development and infrastructure (Roads, schools, Hospitals etc.) improvements; • Facilitate regional policy lobbying e.g. Strengthening “no child labor” and “no mercury” policies across the East Africa region;
Project Overlap:	<ul style="list-style-type: none"> • The partner with PREPARED Project as a development partners to provide education on environmental conservation in mining areas, and application of appropriate mining methodologies, which are environmentally friendly, in order to promote, and encourage small scale miners, use mining methodologies that minimize environmental degradation, and consequently, achieve sustainability; • Policy lobbying for fair land allocation; • Favorable environment for relationships between small and large scale miners; • By working with the miners’ cooperatives, the PREPARED Project will be able to harmonize the WASH regulation and enforcement in the mining sectors; • The project will be able to engage and integrate the private sector in WASH programming; • These models will increase the institutional capacity of the LVBC in ensuring sustainability of WASH services in the region.
Drawbacks:	<ul style="list-style-type: none"> • Relocation of communities from their original homes for gold mine fields; • Inadequate compensations; • Environmental hazards
Point of Contact	
Name:	Manace Ndoroma
Position:	Manager- Community Affairs
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Website:	http://www.anglogoldashanti.com/en/About-Us/Regionsandoperations/Tanzania

Interview Summary: Beach Management Unit

Beach Management Unit (BMU) # 141 SWEYA-Mwanza	
	
Company Overview	
Sector:	Fishing
Location:	Mwanza, Tanzania
Interview Overview	
Date:	May 29, 2015
Location:	BMU #141 Offices in SWEYA-Mwanza
RPA Team:	Polycarp Ngoje, Stanley Matowo, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> Beach Management Units (BMU's) is a community-based organization of fishing communities formed at every legitimate fish-landing beach. The membership includes boat owners, boat crew, traders, processors, boat builders and repairers, net repairers and others. They are legally formed under fisheries legal frameworks of the tree partner states and are being integrated into LVFO established community structures. Their role is to spearhead fisheries co-management at the beaches in support of the government efforts. They are the foundation of co-management in East Africa and they work with local and national government, the private sector (fish processing industry) and non-governmental organizations on all matters of beach management and more importantly fisheries Monitoring Control and Surveillance (MCS). There are about 1,087 registered BMU's operating in Lake Victoria.
Gains:	<ul style="list-style-type: none"> Monitoring and control of fishing activities in lake Victoria; Increased fish stock in the lake; Innovative approaches to biodiversity conservation especially illegal fishing. Scientific studies understanding of threats to lake Victoria's aquatic biodiversity; Economic valuation of aquatic biodiversity in Lake Victoria; Linkage and dialogue between policy makers, fishers and processors for the purpose of responsible fishing; Technical support on biodiversity conservation in lake Victoria;
Pains:	<ul style="list-style-type: none"> Deaths from severe weather due to climate change. This is estimated to cause at least 5000 deaths on or near the Lake every year. Decline of fishery resources in the lake with reduced catch per fisherman; Changing Lake Ecosystem, with increased nutrients inputs leading to eutrophication which have negative impact on the Nile perch; Increased sedimentation which destroys natural breeding areas; Increased human activities on the shore: deforestation, farming, human rejects and waste. Illegal Unregistered Unsupervised (IUU) fishing activities. This involves the use of illegal nets and lines that will catch not only the legal Nile perch (50-85cm) but also the younger ones, reducing the regeneration capacity of the Nile perch stock in the Lake; Poor law enforcement, making it ineffective to regulate the fisheries and foster sustainable activities; High poverty level around the lake region with limited livelihood alternatives;

Annex F. Company Interview Summaries

	<ul style="list-style-type: none"> • Rampant crime in the lake and theft in the lake; • Deaths due to thunderstorms, rains
CSR:	<ul style="list-style-type: none"> • Significantly contributed to the Naturland/GIZ Nile Perch Labelling Project of the 2007-2008; • Education: building schools and equipment's; • Health: construction of sanitation facilities around the communities and fish collection centers; • Have invested over \$140,000 in hospital projects the past two years, donation of hospital equipment's etc. • Water: Have constructed over 40 shallow wells and public stand pipes throughout the region of operation,;
USAID Engagement:	<ul style="list-style-type: none"> • None
Partnership Reflections	
Project Component:	<ul style="list-style-type: none"> • Water Sanitation and Hygiene (WASH)
Partnership Potential:	<ul style="list-style-type: none"> • High
Potential Partnership Assets:	<ul style="list-style-type: none"> • BMUs are well organized and recognized regionally under Lake Vitoria Fisheries Organization Secretariat; • An assembly, formed by all registered members of the BMU, who meet together at least once every 3 months and oversee the work of the committee. • Wide membership base for ease of monitoring the lake;
Project Overlap:	<ul style="list-style-type: none"> • Severe Weather Early Warning Systems Partnership. Explore and adapt new and innovative weather warning technologies for deployment in Lake Victoria with a purpose of saving lives from the hazard of severe weather in general; • Promotion of alternative livelihood and entrepreneurship skills among fisher i.e. fish farming to reduce pressure in the lake; • By working with the company, the PREPARED Project will improve sustainable management of biologically significant fresh water ecosystem through "Social Ecological & Economic sustainable Fishing partnership". • Develop proper fish stock Knowledge Information Management and dissemination system; • Sharing industry best practice in sustainable fishing; • Curbing unauthorized and illegal fishing (Including use of illegal and harmful fishing equipment); • Monitoring, Control and Surveillance (MCS) of fishing activities in Lake Victoria; • Capacity building and first-hand experience sharing of best practices including scientific and participatory tools and methods for sustainable fisheries; • Collaborative efforts to fight illegal and unauthorized fishing; • Policy harmonization on fishing activities in shared Lake Victoria; • Improving communication and information sharing (Including improved network coverage in the lake);
Drawbacks:	<ul style="list-style-type: none"> • The BMUs are ineffective: no implementation of the law, underfunded, poor representation of the fishing community as a whole; • No information sharing between the stakeholders, lack of mutual trust between the stakeholders; • Monitoring, Surveillance and Control operations from the local authorities are poorly effective.
Point of Contact	
Name:	Fred John Kanuti
Position:	Chairman
Phone:	+255 752 175 968

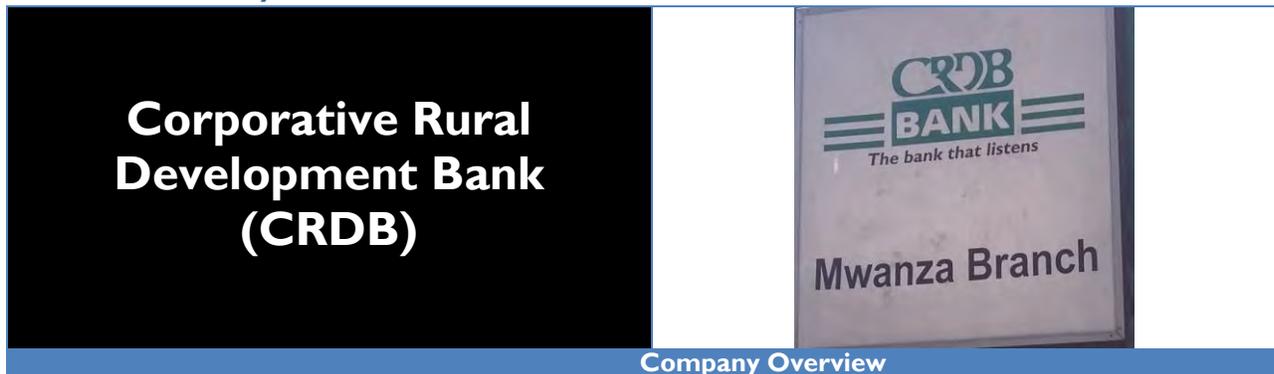
Address:	BMU #141 Sweya, Mwanza- Tanzania
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Interview Summary: Bukoba Urban Water Supply and Sanitation Authority

Bukoba Urban Water Supply and Sanitation Authority (BUWASA)	
Company Overview	
Sector:	Water Supply and Sanitation
Location:	Bukoba Town, Tanzania
Interview Overview	
Date:	May 25, 2015
Location:	Head Office
RPA Team:	Polycarp Ngoje, Stanley Matowo, Diana Kimbutu
Company Details	
Jobs:	<ul style="list-style-type: none"> • Bukoba Urban Water Supply and Sanitation Authority (Buwasa) was established in 1998 and presently is serving a total of 144,800 in Bukoba town which is almost 76% coverage. • The company human resources stand at 80 people and monthly collection is 200 million Tanzania shillings with average of 2.4 million per annual. • BUWASA is category A company since 2008, which means is autonomous company with a Board of Directors and responsible with all running and investments costs according to protocol governing such water bodies in Tanzania. • One of such stories is construction of its new office building in 2009 where most of its operation and management of this company is housed. The other is on-going water project to cover most areas of Bukoba town and nearby towns including construction of a sewerage system for the township. The project is almost 70% completed. • Since the creation of BUWASA in 1998, the business has grown from 60 employees to 80 (2015) and monthly collection from 60 million to current 200 million. In summary: <ul style="list-style-type: none"> ○ Water coverage: 76 (%) Non-revenue water: 41 (%) ○ Water production: 4 (lpdc) ○ Water consumption: 2 (lpdc) ○ Collection ratio: 65 (%) ○ Operating cost coverage: 85 (ratio) ○ Labour cost vs Operational cost: 448 (%) ○ Monthly bill for household: 7 (\$) • The Company Products include: <ul style="list-style-type: none"> ○ Treated and piped water supply ○ Water services delivery ○ Water and wastewater treatment ○ Water distribution ○ Customer care ○ Creation of jobs and employment
Gains:	<ul style="list-style-type: none"> • Business interests include: <ul style="list-style-type: none"> ○ Technical expertise ○ Collaboration ○ Policy lobbying ○ Projects designs and implementation ○ Adoption of best practices ○ Service delivery ○ Sustainability
Pains:	<ul style="list-style-type: none"> • Business challenges include: <ul style="list-style-type: none"> ○ High water treatment costs due to inferior water quality from pollution

	<ul style="list-style-type: none"> ○ Lack of wastewater treatment facility and collection networks ○ Reduced lake water levels ○ Pollution from industrial, municipal and other human sources ○ High power costs due to pumping to elevated areas ○ Lack of capital and investment muscles to cope with demand ○ Limited tools, skills and technical know-how to resolve complex situations ○ High Non-Revenue Water (NRW) ~40% ○ High debts particularly to mandatory Social Fund contributions which presently is almost 200 m ○ Lack of enough financial support from the Government ○ Lack of billing software ○ Vandalism of parts along existing network..
CSR:	None
USAID Engagement:	None
Partnership Reflections	
Project Component:	WASH
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> ● Skilled staff in water and water resource management ● Convening power in water supply, hygiene and sanitation; ● Existing and working water network; ● Equipment contributions; ● Wide network and partners
Project Overlap:	<ul style="list-style-type: none"> ● Increase access and sustainability of water supply and sanitation services; ● Reduction of water losses; ● Quality service improvement; ● Increasing revenue; ● Customer satisfaction
Drawbacks:	<ul style="list-style-type: none"> ● Limited budget ● Have no sewerage system at present;
Point of Contact	
Name:	Eng Kalimba
Position:	Managing Director
Phone:	+255 282622868, +255 754 272761, +255 716293978
Address:	P.O. Box 233, Bukoba, Tanzania
Email:	info@buwasa.com
Website:	www.Buwasa.com

Interview Summary: CRDB Bank



Company Overview

Annex F. Company Interview Summaries

Sector:	Finance
Location:	Mwanza, Tanzania
Interview Overview	
Date:	May 28, 2015
Location:	CRDB Office, Mwanza
RPA Team:	Polycarp Ngoje, Stanley Matowo, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> Financial services for over 52,000 customers in Mwanza. Offering Accounts, Loans facilities and service delivery.
Gains:	<ul style="list-style-type: none"> The bank has a plan to open branches in every district Agency banking and mobile branches Partnership with groups like farmers and Government agencies Ride on innovation and technological advancements
Pains:	<ul style="list-style-type: none"> Market competition-there are 27 banks in Mwanza Deposits-People tend to hold cash on hands. Inflation Nonperforming of cotton industry affect deposits. People do not have collateral to get loans.
CSR:	<ul style="list-style-type: none"> The bank has started pilot projects on fish farming with graduate students from SUA. Support schools e.g. Bwiru girls and boys on sports Entrepreneurship training on colleges Support business proposals without Security.
USAID Engagement:	None
Partnership Reflections	
Project Component:	Climate Resiliency
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> Wide clientele base Countrywide branch network Innovation team focusing on specific sectors
Project Overlap:	Climate Smart Agriculture
Drawbacks:	None
Point of Contact	
Name:	Mr. Martin F. Rajab
Position:	Manager Business Development
Phone:	Tel: 255 28 2500053, Mobile: +255763 337010
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Email:	Martin.Rajab@crdbbank.com
Website:	www.crdbbank.com

Interview Summary: Fortes Africa Ltd.

<h1 style="font-size: 2em; margin: 0;">Fortes Africa Ltd.</h1>		
Company Overview		
Sector:	Care Hire, Automobile	
Location:	Mwanza, Tanzania	
Interview Overview		
Date:	May 29, 2015	
Location:	Head Office in Mwanza	
RPA Team:	Charles Kimani	
Company Details		
Jobs:	<ul style="list-style-type: none"> • The Fortes group started in 1962 as a small, family-run enterprise. They operate a garage and tour safaris for international tourists. The main premise of the business is located in Mwanza, which is proximity to the most famous of African Parks, such as Serengeti and Ngorongoro. Fortes is well-known brand in the safari-tours sector for in recent past has been listed as one of the Top 100 mid-sized companies in Tanzania, 2013. Currently, two generations of Fortes run the day-to-day safari business. One of Fortes assets are: <ul style="list-style-type: none"> ○ Fortes Garage is the appointed representative for CFAO Motors Ltd, TATA Tanzania, Noble Motors, Incar Tanzania Ltd, RSA Ltd and Diamond Motors ○ Vehicle repairs and after sale services ○ Car and safaris tour services to satisfied recurring and existing clients, mainly utility companies, phone companies, mining companies, international charities, national park companies and medical centers. ○ Safari packages in all the National Parks in Tanzania. ○ Specialized safari packages for corporate events and functions. ○ Custom designed packages for specific individuals or group needs. ○ Short to long-term safaris. 	
Gains:	<ul style="list-style-type: none"> • 15 workshop repair bays, fully fledged tire • Modern bodywork repair shop with modern spraying booth, panel beating equipment and highly skilled bodywork mechanics, • Roadside support and assistance, • Spare parts center for most vehicle brands including Toyota, Nissan, Suzuki, Land Rover, Mercedes Benz, BMW, Jeep, Maruti, Mahindra, CAMC, Isuzu, JAC, DFM, Volkswagen, TATA, Foton, Iveco and Mitsubishi, • After sales service for all of the above brands and New Vehicle sales for Mercedes Benz, Jeep, TATA, Nissan, Suzuki, Mitsubishi, Fuso, BMW, Mahindra, Maruti and VW • Offer tour safaris and car hire services. 	
Pains:	<ul style="list-style-type: none"> • High taxation and high number of business licenses and compliance costs; • High electric power fluctuations causing rampant outages. With average of 36 hours of outages per week • New cropping competition from new established similar business close to 30 service providers, • Climate change and business climate because of poor infrastructural conditions mainly roads networks • Instability of Tanzanian shilling leading to high importation costs for spare parts. Etc. 	

CSR:	<ul style="list-style-type: none"> • Environmental conservation projects; • Charity and orphanage support activities; • Rehabilitation of road networks and support to schools;
USAID Engagement:	None
Partnership Reflections	
Project Component:	Water Sanitation and Hygiene (WASH)
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Multi-stakeholder partnership initiative with mining companies and similar businesses • Capacity building for community groups and their empowerment to manage surrounding environments and maintenance of roads network/infrastructures to remain passable throughout the year. • Support Community Social Responsibility (CSR) initiatives, economic development and infrastructure such as roads, schools, Hospitals improvements; • Working with government and influence business climate and policies;
Project Overlap:	<ul style="list-style-type: none"> • Providing education on environmental conservation in serviced areas, and supporting environmentally friendly practices that minimize environmental degradation and achieve sustainability; • The project will be able to engage and integrate the private sector in WASH programming; • This arrangement will increase the institutional capacity of the LVBC in ensuring sustainability of WASH services in the region.
Drawbacks:	<ul style="list-style-type: none"> • Pollution hotspots and administration of obsolete spare parts and unused oils and lubricants; • Inadequate consultations between Clients/stakeholders compensations; • Environmental hazards
Point of Contact	
Name:	Athumani Mpungwe
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Interview Summary: Kagera Sugar Company Limited

Kagera Sugar Limited	
Company Overview	
Sector:	Agriculture
Location:	Kagera, Tanzania
Interview Overview	
Date:	May 25, 2015
Location:	Kagera Sugar Factory, Tanzania.

Annex F. Company Interview Summaries

RPA Team:	Polycarp Ngoje, Stanley Matowo, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> • Sugar Production
Gains:	<ul style="list-style-type: none"> • The company is interested to work with the community through extension workers for sustainable supply of raw materials.
Pains:	<ul style="list-style-type: none"> • Electricity is not stable and the cost is very high. • There is no promotion of local products, people tend to buy products from outside the country, imported sugar has low price compared to local sugar. • Water user fees is very high, 15M Tsh per year. • No wastewater treatment plant due to lack of technology. • No environmental officer • Turbidity of water from Kagera River is very high and the water is very acidic which increase treatment cost. • Availability of water Hyacinth in Kagera River.
CSR:	<ul style="list-style-type: none"> • The company contributed to schools, hospitals and construction of police station.
USAID Engagement:	None
Partnership Reflections	
Project Component:	Water Sanitation and Hygiene (WASH)
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Substantial CSR Budget; • Contract farming; • Field extension support best practice.
Project Overlap:	<ul style="list-style-type: none"> • Resource efficiency and wastewater treatment best practice sharing with other players.
Drawbacks:	<ul style="list-style-type: none"> • None
Point of Contact	
Name:	Nestory Rwechugura
Position:	Factory Manager
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Email:	nestory@kagera-sugar.co.tz
Website:	www.kagera-sugar.co.tz

Interview Summary: Kuku Poa

<h1 style="margin: 0;">KuKu Poa</h1> <h2 style="margin: 0;">(Bahari Bounty Group)</h2>	
Company Overview	
Sector:	Food
Location:	Mwanza, Tanzania

Interview Overview	
Date:	May 29, 2015
Location:	Mwanza, Tanzania
RPA Team:	Stanley Matowo, Polycarp Ngoje, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> Established in 2009 as an effort to utilize a fish factory capacity left idle by the dwindling Nile perch stock in the lake The company specializes in the rearing, processing and sale of broiler chickens for the Tanzanian markets Extensive rearing, farming and processing facilities. Production chain starts at hatcheries in Mwanza The company products include a variety of broiler meat cuts, as well as whole chickens. The company clients include local and international clients like local restaurants, hotels, supermarkets (including Kentucky Fried Chicken- KFC, Mary Brown outlets, Nakumatt, Village Supermarket and Shoppers Plaza), International fast food chains, LSG Sky Chefs, etc.
Gains:	<ul style="list-style-type: none"> Extensive market opportunities; Improved raw materials supply; Establishment of industry standards
Pains:	<ul style="list-style-type: none"> Lack of parent stock for broiler chicken. Has to import from Europe; Undeveloped poultry market in Tanzania. Lack of regulation and legislations; High cost of raw materials for chicken feed; Limited supply of chicken feed nutrients Unpredictable rain patterns affect chicken feed production (Soya and Corn); Unregistered chicken vaccines in Tanzania, hampering availability and usage; Long and bureaucratic process of importing parent stock.
CSR:	<ul style="list-style-type: none"> Institutionalized CSR activities across three sectors; Education, health, water and city beautification in key areas of their operations. Spent over \$ 2 Million on CSR activities since inception.
USAID Engagement:	None
Partnership Reflections	
Project Component:	Biodiversity Conservation
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> Wide market coverage (60% of Tanzania market) Largest producer of Chicken in Tanzania (producing 6,000 birds per day); Strong regional market access; The company has borrowed Wealth of experience in food processing from the Bahari Bounty Group; Established industry association –supporting the growth of Tanzanian Poultry Association; The company products are HALAL certification, meeting production criteria for food consumption under Islamic law; Adhered to quality management system based on Good Manufacturing/Handling Practices (GMP/GHP) especially in dealing with live animals; The only farm with traceable chicken parent stock and breeding plant in Tanzania;
Project Overlap:	<ul style="list-style-type: none"> Climate information sharing; Partnership on Climate Smart Agriculture for food security;

	<ul style="list-style-type: none"> Scientific research on climate change scenarios, risk and/or vulnerability assessments, geospatial climate applications and products, and decision-making support tools that support decision making on climate change adaptation; Integration of climate change issues into the development of EAC sectorial policies.
Drawbacks:	<ul style="list-style-type: none"> The poultry industry is in not well established in Tanzania; Low input supply; Weak regulation and industry standards.
Point of Contact	
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Position:	Business Development Manager
Phone:	255 28 2551596; + 255 784 245 217
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Website:	http://www.baharibounty.com/poultry.html

Interview Summary: Mara Milk

<h1>Mara Milk</h1>	
Company Overview	
Sector:	Beverage
Location:	Musoma, Tanzania
Interview Overview	
Date:	May 21, 2015
Location:	Musoma, Tanzania
RPA Team:	Stanley Matowo, Polycarp Ngoje, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> Milk processing plant (fresh milk, yogurt, etc.) Produces roughly 6000 liters of milk per day Employs 40 people
Gains:	<ul style="list-style-type: none"> Interested in expanding its market both nationally and internationally Would like to enter business partnerships with other milk processors in the neighboring countries Interested in supporting campaigns that promote milk consumption in schools, offices, etc.
Pains:	<ul style="list-style-type: none"> Climate change affects production rates High electricity costs High taxes from a variety of state agencies (TRA, TFDA, TBS, etc.) Lack of promotion for locally sourced milk, many people buy imported milk products Free marketing policy (Penetration of products to neighboring countries is not easy while other products come to TZ easily)

Annex F. Company Interview Summaries

	<ul style="list-style-type: none"> Free marketing policy in Tanzania leads to high competition among foreign brands, however other countries have a much more strict policy on foreign advertisement, thus difficult to market products internationally
CSR:	None
USAID Engagement:	None
Partnership Reflections	
Project Component:	Climate Change Adaption
Partnership Potential:	Low
Potential Partnership Assets:	<ul style="list-style-type: none"> Strong network with farmers through the milk supply chain; Extension services with the farmers; Wide distribution network in Mara region;
Project Overlap:	<ul style="list-style-type: none"> Partner with the project sustainable agriculture value chain especially on Climate Smart Agriculture and Livestock Insurance. They are already offering small scale extension services to the farmers
Drawbacks:	<ul style="list-style-type: none"> Still operate on small scale; Few livestock farmers in the region; Limited market access
Point of Contact	
Name:	Selina Manvinvi
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Interview Summary: Mara Regional Secretariat

<h1>Lake Zone Investments-Mara Regional Secretariat</h1>		
Company Overview		
Sector:	Government	
Location:	Musoma, Tanzania	
Interview Overview		
Date:	May 20, 2015	
Location:	Mukendo, Tanzania	
RPA Team:	Stanley Matowo, Polycarp Ngoje, Diana Kimbute	
Company Details		

Annex F. Company Interview Summaries

Jobs:	<ul style="list-style-type: none"> • Promote and facilitate appropriate investments to achieve economic growth, reduce poverty and improve social well-being • Provide investment opportunities that are greater scale than individual investment opportunities, such as large civil projects <ul style="list-style-type: none"> ○ Main investment opportunities include: <ul style="list-style-type: none"> ○ Gold processing industries; ○ Textile industries; ○ Bee Keeping and Honey Processing Industries; ○ Meat and Beef Processing Industries; ○ Aqua Culture; ○ Construction of hotels, conference spaces, and shopping malls, ○ Construction of educational infrastructure and provision of related services; ○ Constructions of a regional sports arena; and ○ Construction of health services infrastructure and provision and related services
Gains:	<ul style="list-style-type: none"> • Social and technical expertise; • Collaboration; • Policy making and execution skills; • Projects facilitation and administration; • Advocacy of best practices; • Public service delivery; • Sustainability
Pains:	<ul style="list-style-type: none"> • Unreliable funding mechanisms • Community stubbornness and reluctance to support development • Tax avoidance and cheating from few stakeholders • Lack of wastewater treatment facilities resulting to environmental pollution due to socio-economic activities • High cost of living- inability for individuals to pay government taxes • Scarcity of funds for earmarked investments • Difficult people, residents and institution that are failing to abide to law and mandatory requirements in Mara region.
CSR:	<ul style="list-style-type: none"> • Sponsoring Mara day celebrations
USAID Engagement:	None
Partnership Reflections	
Project Component:	Biodiversity Conservation
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Convening power to bring together investors • Ability to mobilize resources to support activities; • Access to network of investors, both public and private
Project Overlap:	<ul style="list-style-type: none"> • Coordination of public and private sector activities in the Mara regions. • Promotion of private sector engagements.
Drawbacks:	<ul style="list-style-type: none"> • Too much Government bureaucracy; • Limited budget allocation for supporting its activities; • Limited Human Resource staff.
Point of Contact	
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Position:	Assistant Regional Administrative Secretary
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Interview Summary: Musoma Fish Processors Limited

<h1>Musoma Fish Processor Ltd. (MFPL)</h1>	
Company Overview	
Sector:	Fisheries/ Fish Processing
Location:	Musoma, Tanzania
Interview Overview	
Date:	May 21, 2015
Location:	Musoma, Tanzania
RPA Team:	Stanley Matowo, Polycarp Ngoje, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> • The company is a part of the Alpha group of companies. Alpha Group is a conglomerate of companies and has been operating from Sub Saharan Africa and Gulf Countries for last 50 years; • Strong presence in several major export oriented industries; • Operations are consolidated in two divisions namely the Marine & Logistics Division and Food Division; • Focus on processing and exporting Nile Perch Fillets; • Involved in development of value added products suitable for the supermarket and retail outlet distribution in East Africa; • The factory has installed capacity of 6,000 MT of fish fillet per annum; • Currently, the company only produces 10-12 tons per day out of the installed capacity of 35,000 tons per day; • The company has 250 employees down from over 400 the previous years
Gains:	<ul style="list-style-type: none"> • Sustainable supply of raw materials- Nile perch in Lake Victoria; • Diversifying their business lines; • Business partnership with other fish processors in neighboring countries
Pains:	<ul style="list-style-type: none"> • Scarcity of raw material, mainly due to illegal fishing and lack of seasonal fishing • Weak law enforcement • High electricity cost • Waste-water treatment cost is very high; need collective discharge system run by the government • There is no mechanism in place of bringing together fish industries around lake Victoria.
CSR:	<ul style="list-style-type: none"> • Participated in Eco labeling project; • Support Beach Management Units (BMU) in building schools, hospitals, provision of staff uniforms and safety equipment
USAID Engagement:	None

Partnership Reflections	
Project Component:	Biodiversity Conservation
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Sharing best practice in wastewater treatment and hygiene; • Regional presence in all the three major countries (Kenya, Uganda and Tanzania) that share Lake Victoria; • Experience working with development partners (Eco Labeling Project); • Financial contribution to support development projects. • Mainstream Lake Victoria biodiversity conservation into regional EAC development policies, plans, and projects to deliver the co-benefits to the stakeholders, improve local livelihoods, and economic development.
Project Overlap:	<ul style="list-style-type: none"> • Improvement in sustainable management of biologically significant fresh water ecosystem through “Social Ecological & Economic sustainable Fishing partnership.” <ul style="list-style-type: none"> ○ Sharing industry best practice in fishing; ○ Curbing unauthorized and illegal fishing (including use of illegal and harmful fishing equipment); ○ Monitoring, Control and Surveillance (MCS) of fishing activities in Lake Victoria; ○ Capacity building and first-hand experience sharing of best practices including scientific and participatory tools and methods for sustainable fisheries; ○ Collaborative efforts to fight illegal and unauthorized fishing; ○ Policy harmonization on fishing activities in shared Lake Victoria; ○ Improving communication and information sharing (Including improved network coverage in the lake); ○ Address legal and institutional barriers to sustainable exploitation of natural resources specifically fish in Lake Victoria; ○ Facilitate creation of regional stakeholder association (Fish processors association, the fishermen Beach Management Units, fishing gears and vessel manufacturers etc.) to work together towards management of the shared Lake Victoria;
Drawbacks:	<ul style="list-style-type: none"> • Focusing on other markets and regions due to dwindling raw materials
Point of Contact	
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Website:	http://www.alphaafrica.com

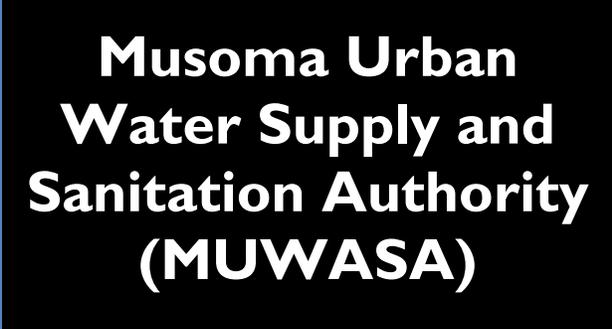
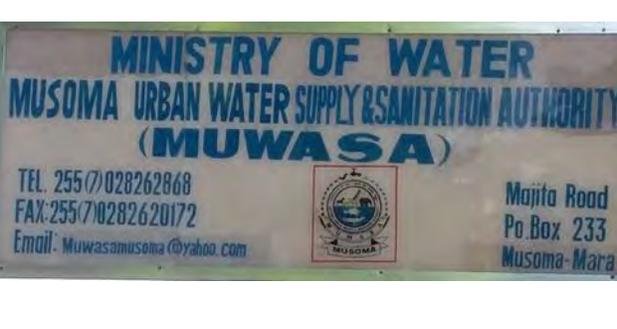
Interview Summary: Musoma Textile and Ginning

Musoma Textile and Ginning Company Limited (Owned MeTL Group)		
Company Overview		
Sector:	Textile/Ginnery	
Location:	Musoma, Tanzania	
Interview Overview		
Date:	May 21, 2015	
Location:	Musoma, Tanzania	
RPA Team:	Stanley Matowo, Polycarp Ngoje, Diana Kimbute	
Company Details		
Jobs:	<ul style="list-style-type: none"> • The MeTL Group of Companies owns Musoma Textile and Ginning Company. • MeTL Group is Tanzania's largest homegrown company. • Revenues of more than \$1.5 billion, employing more than 24,000 people and with a presence in 12 countries in Africa, including Uganda, Ethiopia, Kenya, South Sudan, Rwanda, Burundi, Zambia, Mozambique, Malawi, Dubai, DR Congo and of course Tanzania. • MeTL group is strategically positioned to capture integration opportunities through the Common Market for Eastern and Southern Africa (COMESA), East African Community (EAC) and Southern African Development Community (SADC). <ul style="list-style-type: none"> ○ The group's specific areas of investments include; ○ Edible oil processing plants in Zambia and Mozambique; ○ Wheat grain processing plants in Malawi, Zambia, Uganda and Mozambique; ○ Maize grain processing plants in Zambia, Mozambique and Malawi; ○ Ginnery in Zambia; ○ Textiles including spinning, weaving and processing in Ethiopia, Zambia and Mozambique; ○ Detergents manufacturing plant in Ethiopia; Carton boxes manufacturing plant in Ethiopia; ○ Warehouse facilities in Zambia, Malawi, Kenya, Uganda and Mozambique; Commodities trading in Uganda, Zambia, Malawi, Mozambique, and Tanzania; ○ Wholesaling of Petroleum products in Zambia, Malawi, DRC, Rwanda and Burundi. • To address projected growth in cotton demand, the company is planning to acquire additional 30,000 hectares of land to start its own plantation with average of 1300 kg yield. • The company will enter into contract farming with local farmers to produce 45,000 tons of seed cotton, linked directly to established mills • Awarded the resource efficiency & cleaner production and solid waste management award in 2013 (beating 62 other companies in the Lake Zone- northern Tanzania). These awards were organized by the Cleaner Production Centre for Tanzania, under the Ministry of Water & Irrigation. 	
Gains:	<ul style="list-style-type: none"> • Research and development for improved seed varieties resistant to changing climate conditions (specifically unpredictable rain patterns); • Sharing of international agricultural best practice (conservation agriculture); 	

Annex F. Company Interview Summaries

	<ul style="list-style-type: none"> • Supply of cotton farming inputs • Partnership with farmers (contract farming); • Crop insurance for medium to large-scale farmers
Pains:	<ul style="list-style-type: none"> • Low harvesting yields due to volatile weather patterns (unpredictable rain patterns); • Shift from cash crop (cotton) to food crops; • Import of second hand clothes thus low demand for the products; • Changing consumption patterns- preference to synthetic clothes; • High electricity costs due to fluctuations in power necessitating the use of generators; • Over regulation of the cotton industry in Tanzania; • High taxation from inputs to finished products.
CSR:	<ul style="list-style-type: none"> • Founder of the company Mr. Mo Dewji created a foundation called “Mo Dewji foundation” through which they undertake CSR activities. • Over the last five years, the company has spent over \$3 million developing schools, providing education, improving health care, and providing water supply inventions.
USAID Engagement:	None
Partnership Reflections	
Project Component:	Climate Change Adaptation
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Potential to leverage the company’s initiative and desire to establish cotton farms on its more than 5 million acres • As a large farming entity, potential to serve as a substantial data source from GeoCLIM. Ultimately, the Project will increase the capacity of the farmers to respond and adapt to climate change. • Strengthen the decision making systems for different stakeholders in the cotton farming value chain; • Increase the engagement and integration of the private sector in climate change program.
Project Overlap:	<ul style="list-style-type: none"> • Under “Climate Smart Agriculture Partnership,” opportunity to collaborate with other partners in cotton textile programs • Work with PREPARED Project in “Crop Insurance Partnership” by utilizing the GeoCLIM data to disseminate accurate weather and climate information to key stakeholder like Insurance companies, ICT companies, financial institutions, farm input suppliers and research institutions to develop tailor made products for farmers, thus reduce the risk and increase the yields
Drawbacks:	<ul style="list-style-type: none"> • The company is planning to divest into beverage business (Water bottling); • The parent company is focused on logistics and trade
Point of Contact	
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Website:	www.metl.net

Interview Summary: Musoma Urban Water Supply and Sanitation Authority

			
Company Overview			
Sector:	Water Supply and Sanitation		
Location:	Musoma, Tanzania		
Interview Overview			
Date:	May 20, 2015		
Location:	Musoma, Tanzania		
RPA Team:	Stanley Matowo, Polycarp Ngoje, Diana Kimbute		
Company Details			
Jobs:	<ul style="list-style-type: none"> • Musoma Urban Water Supply and Sanitation Authority (Muwasa) was established in 1998 and presently is serving a total of 144,800 in Musoma town which is almost 76% coverage. • Monthly collection is 200 million Tanzania • Considered an “A” company since 2008 - means the company is autonomous with a Board of Directors responsible for running and investing • Constructed new office building in 2009 where most of its operation and management of this company is housed. • Developing water project with sewage system that will most areas of Musoma and nearby towns. The project is almost 70% completed. • Since the creation of MUWASA in 1998, the business has grown from 60 employees to 80 (2015) and monthly collection from 60 million to current 200 million. In summary: <ul style="list-style-type: none"> ○ Water coverage: 76 (%) ○ Non-revenue water: 41 (%) ○ Water production: 4 (lpdc) ○ Water consumption: 2 (lpdc) ○ Collection ratio: 65 (%) ○ Operating cost coverage: 85 (ratio) ○ Labour cost vs Operational cost: 448 (%) ○ Monthly bill for household: 7 (\$) • Products include: treated and piped water supply; water services delivery; water and wastewater treatment; water distribution; customer care; and creation of jobs and employment. 		
Gains:	<ul style="list-style-type: none"> • Technical expertise; • Collaboration with other relevant organization within the water sector; • Capacity building in respect to policy lobbying; • Projects design and implementation; • Service delivery; and • Sustainability 		
Pains:	<ul style="list-style-type: none"> • High water treatment costs due to inferior water quality as a result of pollution • Lack of wastewater treatment facility and collection networks • Reduced lake water levels • Pollution from industrial, municipal and other human sources • High power costs due to pumping water to elevated areas 		

	<ul style="list-style-type: none"> • Lack of capital and investment capacity to cope with demand • Limited tools, skills and technical knowledge to resolve complex situations • High Non-Revenue Water (NRW) ~40% • High debts particularly to mandatory Social Fund contributions • Lack of enough financial support from the Government • Lack of billing software • Vandalism to parts along existing network. Increased awareness of Musoma residents is helping to address this problem.
CSR:	None
USAID Engagement:	None
Partnership Reflections	
Project Component:	Water and Sanitation Services (WASH)
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Skilled staff in regards to water resource management • Convening power in water supply, hygiene and sanitation; • Existing and working water network; • Equipment contributions; • Wide network and partners
Project Overlap:	<ul style="list-style-type: none"> • Scaling the Non-Revenue Water partnership PPP financing model; • Rolling Quality Service Improvement Program (QSIP) • Increase access and sustainability of water supply and sanitation services; • Reduction of water losses
Drawbacks:	<ul style="list-style-type: none"> • Limited budget • Have no sewerage system at present
Point of Contact	
Name:	Gantala Hawai ju Said
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Interview Summary: Mwanza Urban Water Supply and Sanitation

Mwanza Urban Water Supply and Sanitation Authority (MWAUWASA)	 MWANZA URBAN WATER SUPPLY AND SANITATION Water service is basic Human right.
Company Overview	
Sector:	Water Supply and Sanitation
Location:	Mwanza, Tanzania
Interview Overview	
Date:	May 29, 2015
Location:	Head Office in Mwanza
RPA Team:	Charles Kimani
Company Details	

<p>Jobs:</p>	<ul style="list-style-type: none"> • Supply safe and clean water • The existing sewerage system (wastewater collection) has a length of 85 km consisting of PVC, concrete and steel (diameters DN 150 to DN 600) and serves the Central Business district and some surrounding areas such as Kirumba, Nyamanoro, Kilimahewa, Pasiansi and Igogo. The sewer network is drained by gravity and pumping and present number of house connections is 3,500 • Water production capacity is 108,000 m³ per day while daily demand is 85,000 m³ • Regarding provision of wastewater disposal services, MWAUWASA has 83.65 km total sewerage network serving about 15% of Mwanza City populations including Kisesa Town. • Mwauwasa Human Resource size is 269 employees • Monthly collection stands at an average of 1.2 billion Tanzania shillings. • MWAUWASA is in category A of the Water companies with a Board of Directors and responsible for all operational and maintenance costs including any required investments costs as provided for in the protocol establishing urban water authorities in Tanzania. • MWAUWASA business has progressively grown from less than 100 employees to about 270 (2015) and monthly collection from Tshs. 800 million to current 1.2billion monthly. Available data shows in summary: <ul style="list-style-type: none"> ○ Population water coverage: 78 (%) ○ Non-revenue water: 40- 44%) ○ Water production: 85 cubic metres per day (cumecs) ○ Water demands: 117 cubic metres per day (cumecs) ○ Households connections: 50,000 (all metred) ○ Electricity bills: almost 35% of revenue collected at about 430 million Tsh. Monthly ○ Not enough storage capacity. Current storage of 34 million litres is for balancing supply to existing consumption points
<p>Gains:</p>	<ul style="list-style-type: none"> • Technical expertize • Collaboration • Policy lobbying • Projects designs and implementation • Adoption of best practices • Service delivery • Sustainability
<p>Pains:</p>	<ul style="list-style-type: none"> • High water treatment costs due to inferior water quality as a result of lake water pollution • Low water and wastewater coverage networks due hilly and morphology of serviced areas • Big debts especially from public institutions which has accumulated to the tune of 1.16 billion Tanzanian shillings • Reduced lake water levels • Industrial, municipal and other human pollution sources • High power costs due to pumping to elevated areas in Mwanza City • Lack of capital and investment muscles to cope with customer demand and city expansion • High Non-Revenue Water (NRW) ~40-44% • Vandalism of existing network. • Low coverage of sanitation infrastructures only 3400 households connected out of more than 6400 households.
<p>CSR:</p>	<ul style="list-style-type: none"> • Orphanage centers, Schools, Faith Based Organizations, Street children and 8 disabled families are given coupons to fetch free water daily

USAID Engagement:	None
Partnership Reflections	
Project Component:	Water Sanitation and Hygiene (WASH)
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Skilled staff in water and water resource management • Convening power in water supply, hygiene and sanitation; • Existing and working water network; • Equipment contributions; • Wide network and partners
Project Overlap:	<ul style="list-style-type: none"> • Increase access and sustainability of water supply and sanitation services; • Reduction of water losses; • Quality service improvement; • Increasing revenue; • Customer satisfaction
Drawbacks:	<ul style="list-style-type: none"> • Limited budget • Have operational sewerage system;
Point of Contact	
Name:	Eng. Anthony Sanga
Position:	Managing Director
Phone:	+255 282500547/2503006
Address:	P.O. Box 317, Mwanza, Tanzania
Email:	mwauwasa@yahoo.com ; infor@mwauwasa.org ; anthonysanga@yahoo.com
Website:	www.mwauwasa.org

Interview Summary: Nile Perch Fisheries Limited

<h1>Nile Perch Fisheries Limited</h1>	
Company Overview	
Sector:	Fish Processing/ Fisheries
Location:	Mwanza, Tanzania
Interview Overview	
Date:	May 27, 2015
Location:	Bukoba, Tanzania
RPA Team:	Polycarp Ngoje, Stanley Matowo, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> • The company was established in 1991 but started production in 1992. The company had initial installed capacity of 20 tons per day, with direct employment of over 200 people. The core business for the company was processing and export of white fish (Frozen and chilled Nile Perch) to Europe. They export frozen fish via the sea and fresh fillet through air. • The company was employing over 1,000 by 2007 to 2008. However, this number has drastically gone down to less than 700 presently.

Annex F. Company Interview Summaries

Gains:	<ul style="list-style-type: none"> • Monitoring and control of fishing activities in Lake Victoria; • Increased fish stock in the lake; • Innovative approaches to biodiversity conservation especially illegal fishing. • Scientific studies understanding of threats to Lake Victoria’s aquatic biodiversity; • Economic valuation of aquatic biodiversity in Lake Victoria; • Linkage and dialogue between policy makers, fishers and processors for the purpose of responsible fishing; • Technical support on biodiversity conservation in lake Victoria;
Pains:	<ul style="list-style-type: none"> • Decline of fishery resources, especially Nile perch in Lake Victoria. This is evidenced by the decline in its total catches. • The company processing capacity has gone down by 93% the past ten years from processing capacity of 30 tons per day to an average of 2 tons per day currently; • Low hygiene and poor fish safety and quality assurance systems due to lake pollution; • High cost of electricity and rampant power rationing thus high cost of production; • Illegal and over fishing in the lake (use of illegal nets); • Poor sense of ownership by all the resource users and therefore manifestation of the “tragedy of commons”
CSR:	<ul style="list-style-type: none"> • Significantly contributed to the Naturland/GIZ Nile Perch Labelling Project of the 2007-2008; • Education: building schools and equipment’s; • Health: construction of sanitation facilities around the communities and fish collection centers; • Have invested over \$140,000 in hospital projects the past two years, donation of hospital equipment’s etc. • Water: Have constructed over 40 shallow wells and public stand pipes throughout the region of operation,;
USAID Engagement:	None
Partnership Reflections	
Project Component:	Biodiversity Conservation
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Established industry association -Tanzania Industrial Fish Processors Association; • Strong network with the fishermen through the BMUs; • Wide capital base; • Strong convening power - industry leader and largest fish exporter in Tanzania; • Community economic activities • Aquaculture fish pond project aimed at reducing pressure in the lake by promoting fish farming among the local community (sustainable source of protein)
Project Overlap:	<ul style="list-style-type: none"> • By working with the company, the PREPARED Project will improve sustainable management of biologically significant fresh water ecosystem through “Social Ecological & Economic sustainable Fishing partnership”. • Develop proper fish stock knowledge Information Management and dissemination system; • Sharing industry best practice in sustainable fishing; • Curbing unauthorized and illegal fishing (including use of illegal and harmful fishing equipment); • Monitoring, Control and Surveillance (MCS) of fishing activities in Lake Victoria; • Capacity building and first-hand experience sharing of best practices including scientific and participatory tools and methods for sustainable fisheries; • Collaborative efforts to fight illegal and unauthorized fishing; • Policy harmonization on fishing activities in shared Lake Victoria;

	<ul style="list-style-type: none"> Improving communication and information sharing (Including improved network coverage in the lake);
Drawbacks:	<ul style="list-style-type: none"> Potential redundancy of staff in fish processing; Widely spread in many sectors; Extensively diversifying into real estate and construction industry
Point of Contact	
Name:	Mr. Rupesh Mohan
Position:	Quality Assurance and Production Manager
Phone:	+255 28 2570329/ 2570432, + 255 784 887 487
Address:	P.O. Box 1753-Mwanza- Tanzania
Email:	rupesh@nileperchfisheries.com
Website:	http://www.nileperchfisheriesltd.com http://www.vodacom.co.tz

Interview Summary: Nyanza Bottling Company Limited

<h1 style="margin: 0;">Nyanza Bottling Company Limited</h1>	
Company Overview	
Sector:	Beverage
Location:	Mwanza, Tanzania
Interview Overview	
Date:	May 27, 2015
Location:	Mwanza Plant in Musoma Road
RPA Team:	Polycarp Ngoje, Stanley Matowo, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> Nyanza Bottling Company Ltd [NBCL] was incorporated in 1984 as a joint venture between SUMARIA and CMG group- one of the largest Coca-Cola Franchises in East Africa. The company core business is bottling & distribution of Coca-Cola products in the Lake Zone of Tanzania, comprising Mwanza, Shinyanga, Mara, Kagera, Tabora & Kigoma regions. The parent company Sumaria and CMG Group are well known names in East Africa having significant business presence in many industrial verticals.
Gains:	<ul style="list-style-type: none"> Improved resource efficiency to be competitive in a price sensitive market; Keen on new and improved technology equipment & process to be competitive; Focusing on resource planning and integration e.g. Has in-house facilities like fully equipped Garage, fuel-station, Carpentry unit for pallets and paint shop. Wastewater treatment and green energy e.g. use Agro Waste Boiler.
Pains:	<ul style="list-style-type: none"> Dwindling sales due to increased product substitutes; High labor turn over in the industry due to new players; Poor infrastructure hampering distribution and high cost of maintenance of distribution vehicles; Unreliable water supply from Mwanza Urban Water Supply and Sanitation Authority; High wastewater treatment costs, Running to about 1.5 Billion per year; No government-designated wastewater treatment and landfill for solid waste disposal;

	<ul style="list-style-type: none"> • High taxation and high number of licenses and compliance; • High power fluctuations causing rampant outages. With average of 30 hours of outages per week causing high bills averaging 150 Million Tanzania shillings per month. • High water bills; averaging 40 Million Tanzania shillings per month; • Poor water quality during rainy seasons, thus sue of more treatment chemicals;
CSR:	<ul style="list-style-type: none"> • The company is engaging in a number of social responsibility activities; support various schools in rehabilitation and construction of classrooms, purchase of stationery. • Provide clean water to the community where it operates. • Supporting hospitals and dispensaries with medicine;
USAID Engagement:	None
Partnership Reflections	
Project Component:	Water Sanitation and Hygiene (WASH)
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • The company has institutionalized sustainability concepts in all its plans to ensure that its activities are done sustainably. • Adoption of Agro waste boilers and simple energy technologies such as biogas. • Financial and ideological commitment to CSR activities;
Project Overlap:	<ul style="list-style-type: none"> • Resource efficiency and wastewater treatment best practice sharing with other players. Awarded by the Cleaner Production Centre on resource efficiency and clean energy production. They can share the best practice with the other industry player. The company recycles over 60% of its water.
Drawbacks:	None
Point of Contact	
Name:	Mr. Peter Simon
Position:	Head of Quality, Environment Occupation Health and Safety (QEOSH)
Phone:	+255 (0) 784 800 717, +255 (0) 784 800 709
Address:	P.O.BOX 2086- Mwanza- Tanzania
Email:	peter@nbcl.biz
Website:	www.nbcl.biz

Interview Summary: Nyanza Bottling Company Limited

<h1 style="margin: 0;">Prime Catch (Exports) Limited</h1>	
Company Overview	
Sector:	Fishing
Location:	Musoma, Tanzania
Interview Overview	
Date:	May 21, 2015
Location:	Musoma, Tanzania
RPA Team:	Stanley Matowo, Polycarp Ngoje, Diana Kimbute
Company Details	

Annex F. Company Interview Summaries

Jobs:	<ul style="list-style-type: none"> • Prime Catch (Exports) Limited operates an Ultra-Modern, State of the Art Fish Processing Plant in Musoma Tanzania. The company exports all its fish products to the European Union; • Their main product is Lake Victoria Perch, an exotic whitefish with a fine flavor, firm texture, high nutritional value, and the ability to retain moisture when cooked • Concentrated on Nile perch processing for fillet for export to the European markets • Member of Tanzania Industrial Fishing and Processors Association (TIFPA); • Operates in conformity with the codes of practice set by Directive 91/493/EEC of the European Union, guidelines published by the Codex Alimentarius Commission of the joint FAO/WHO Food Standards Programs and guidelines set by the Food and Drug Administration of the United States Department of Agriculture • Established in 2000 with capacity to process up to 50 tons of fish per day
Gains:	<ul style="list-style-type: none"> • Monitoring and control of fishing activities in Lake Victoria; • Increased fish stock in the lake; • Innovative approaches to biodiversity conservation especially illegal fishing • Scientific studies on the threats to Lake Victoria aquatic biodiversity; • Economic valuation of aquatic biodiversity in Lake Victoria; • Linkage and dialogue between policy makers, fishers and processors for the purpose of responsible fishing; • Technical support on biodiversity conservation in lake Victoria;
Pains:	<ul style="list-style-type: none"> • Drastic reduction of the catches per fisherman, especially on perch stock. Processing capacity has declined by about 93% in the past ten years from 30 tons per day, over seven days in 2004 to an average of 2 tons per day over 3 days today; • Illegal, unauthorized and unregulated (IUU) fishing activities in the lake; • Hazardous human activities including poor sanitation upstream, settlements in wetland areas, use of agricultural chemicals in the farms, heavy metal from the mines, industrial wastes; • Increasing sedimentation due to high deforestation and erosion; • Low hygiene and poor fish safety and quality assurance systems due to lake pollution; • High cost of electricity and rampant power rationing leading to high production costs; • Illegal and over fishing in the lake (Use of illegal nets);
CSR:	<ul style="list-style-type: none"> • Building schools and hospitals in the community • Supply clean water (public standby pipes) to the community
USAID Engagement:	None
Partnership Reflections	
Project Component:	Biodiversity Conservation
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Wealth of experience in food processing • Establishing industry association – Tanzania Industrial Fishing and Processors Association (TIFPA) • Strong network with fishermen’s through BMU’s • Strong capital base • Strong regional presence • Access to wide markets in Europe and Middle East
Project Overlap:	<ul style="list-style-type: none"> • Through working with the company, the PREPARED Project will improve sustainable management of biologically significant fresh water ecosystem through “Social Ecological & Economic sustainable Fishing partnership”. Fish processors are looking for ways to balance human well-being and ecological well-being through governance of Lake Victoria Basin through: <ul style="list-style-type: none"> ○ Sharing industry best practice;

	<ul style="list-style-type: none"> ○ Curbing unauthorized and illegal fishing; ○ Monitoring, Control and Surveillance (MCS) of fishing activities in Lake Victoria; ○ Capacity building and first-hand experience sharing of best practices including scientific and participatory tools and methods for sustainable fisheries; ○ Collaborative efforts to fight illegal and unauthorized fishing; ○ Policy harmonization on fishing activities in shared Lake Victoria; ○ Improving communication and information sharing (Including improved network coverage in the lake); ○ Address legal and institutional barriers to sustainable exploitation of natural resources specifically fish in Lake Victoria; ○ Facilitate creation of regional stakeholder association (fish processors association, the fishermen Beach Management Units, fishing gears and vessel manufacturers etc.) to work together towards management of the shared lake Victoria; <ul style="list-style-type: none"> ● Mainstream Lake Victoria biodiversity conservation into regional EAC development policies, plans, and projects to deliver the co-benefits to the stakeholders, improve local livelihoods, and economic development.
Drawbacks:	<ul style="list-style-type: none"> ● Poor working conditions and low pay for workers; ● Noncompliance in waster water treatment
Point of Contact	
Name:	Pius Shikonekhe
Position:	Production Manager
Phone:	+255 28 2640002/3; +255 784 461 847
Address:	Prime Catch (Exports) Limited, P.O Box 786 Musoma Tanzania
Email:	shikonekhe@gmail.com ; shikonekhe@yahoo.com ; nadir@tilleygroup.com ,
Website:	www.tilleygroup.com

Interview Summary: SBC Tanzania Limited

<h1>SBC Tanzania Limited</h1>	
Company Overview	
Sector:	Beverage
Location:	Mwanza, Tanzania
Interview Overview	
Date:	May 28, 2015
Location:	Mwanza, Tanzania
RPA Team:	Charles Kimani
Company Details	
Jobs:	<ul style="list-style-type: none"> ● SBC Tanzania Limited is Tanzania's second largest beverage company after Coca-Cola Company. ● SBC Tanzania Limited was incorporated on April 5th, 2001 with the mission to "revive the Pepsi Cola business in Tanzania and to transform Pepsi brands into sizeable and serious contenders for volume and share of mind in the Tanzanian market."

	<ul style="list-style-type: none"> • The name SBC traces its roots to the Nigerian sister bottling operation, Seven-Up Bottling Company PLC. This sister company in Nigeria has been operating since that country's Independence on the 1st October 1960. • SBS Company now employs over 5000 employees in Tanzania and almost 10% (i.e. 450 employees) in Mwanza branch alone. • The Tanzanian operations commenced on the 8th April 2001 and have ever since growing each passing besides challenges of the market. • Over the years, SBS has maintained constant innovation to meet consumers' demands and rewarding loyalty to existing brands through various programs such as improved Can Vending Machines and Beverage Dispensing Machines across all four zonal locations as a part of modernization and satisfying the Tanzanian market. • The company's core business is to manufacture soft drinks, marketing and selling drinks made of water, sugar and assorted syrup concentrates imported into Tanzania. • The company headquarter is located in Dar es Salaam and have got also zonal branches in Arusha, Mbeya and Mwanza to meet soft drinks demands in the zonal markets. • Main products include Pepsi, 7Up, Mirinda, Mountain Dew and Evervess.
Gains:	<ul style="list-style-type: none"> • The company competes with Coca-Cola and other beverages companies presently mushrooming in Tanzania such as bottled drinking water companies; • The factory was relocated from Bukoba Township to Mwanza after facing high transportation costs of raw materials and finished products to the distribution points following dwindling of marine transport between Mwanza and Bukoba ports in recent past. • The business is facing stiff competition from other beverage companies and high compliance costs by government institutions.
Pains:	<ul style="list-style-type: none"> • Unreliable water supply from Mwanza Urban Water Supply and Sanitation Authority; • High taxation and high number of business licenses and compliance costs; • High electric power fluctuations causing rampant outages. With average of 36 hours of outages per week; • High water bills; averaging 40 Million Tanzania shillings per month
CSR:	<ul style="list-style-type: none"> • Donations to orphanage and direct support to nearby schools especially tournament activities; • Environmental Conservation particularly tree planting in deforested areas; • Education: offering internships to College and University scholars to gain practical knowledge and experiences in their field of studies ;
USAID Engagement:	None
Partnership Reflections	
Project Component:	WASH
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Financial and ideological commitment to resource efficiency and conservation; • Skilled staff in water and water resource management • Wide network and partners with other similar companies in the region.
Project Overlap:	<ul style="list-style-type: none"> • Conservation and resource efficiency use
Drawbacks:	<ul style="list-style-type: none"> • High degree competition due to uncontrolled beverage consumption in Tanzania
Point of Contact	
Name:	Focus Rusato
Position:	Human Resources Manager
Phone:	255-28-2502659
Address:	P.O. Box 897, Mwanza, Tanzania
Email:	pepsi@sbctz.com

Website:	www.sbctanzania.com
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Interview Summary: Serengeti Breweries

<h1>Serengeti Breweries</h1>	 <p>SERENGETI BREWRIES LIMITED</p>
Company Overview	
Sector:	Beverage
Location:	Mwanza, Tanzania
Interview Overview	
Date:	May 27, 2015
Location:	Mwanza, Tanzania
RPA Team:	Polycarp Ngoje, Stanley Matowo, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> • Producer of alcoholic beverages • Contract farming (give fertilizers, pesticides, etc.) • Transport of raw materials and products • Distribution (they work with transport company) • Animal feed inputs, left overs from production) • Water and wastewater treatment • Create employment opportunities, both internally and externally • Brand promotion
Gains:	<ul style="list-style-type: none"> • Expansion of technical expertise • Collaboration (PREPARED project can bring together other beverage companies to address mutual challenges) • Increase policy lobbying capacity • Conduct studies - such as volatility of raw material inputs • Improved sustainability of Lake Victoria and related materials • Brand recognition
Pains:	<ul style="list-style-type: none"> • High water and wastewater treatment costs • Reduced water levels • Pollution (use of fertilizers upstream and siltation due to erosion) • Brand recognition • Market competition • High tariffs on alcoholic beverages • Inadequate supply of raw materials – sometimes they have to import raw materials
CSR:	None
USAID Engagement:	None
Partnership Reflections	
Project Component:	WASH

Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Finance capacity • High level of regional impact • Technology • Expertise • Networks with customers and stakeholders • High industry convening power as market leaders in beverages
Project Overlap:	<ul style="list-style-type: none"> • Climate Change adaptation for smallholder farmers
Drawbacks:	<ul style="list-style-type: none"> • Low internal capacity to support agribusiness extension work.
Point of Contact	
Name:	Mr. Shekhar Makasare
Position:	Plant Manager
Phone:	Tel: +255 (0) 28 282570189, Cell: +255 (0) 786060054
Address:	P.O.BOX 11665- Mwanza- Tanzania
Email:	shekhar.makasare@serengetibrew.com
Website:	www.serengetibrew.com

Interview Summary: TANICA

<h2 style="margin: 0;">Tanganyika Instant Coffee Company Limited (TANICA)</h2>	
Company Overview	
Sector:	Beverage/ Soft Drink
Location:	Bukoba, Tanzania
Interview Overview	
Date:	May 25, 2015
Location:	Bukoba Plant, Bukoba- Tanzania.
RPA Team:	Polycarp Ngoje, Stanley Matowo, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> • The company was established in 1963 and the factory was built in 1966. The company has been under foreign expert management agency contract from 1966 to December 1982. The management of the company was reverted to Tanzania's in January 1983. In 2005, the ownership was diversified with the majority ownership changing hands from the Tanzania Government to Kagera Cooperative Union (KCU) and Karagwe District Co-operative Union (KDCU). • The factory produces about 500,000 kilograms (500 tons) instant coffee annually. It produces instant coffee from 100% Green Coffee Beans of Tanzania origin. • The company has won several international awards for producing the best coffee.
Gains:	<ul style="list-style-type: none"> • Improved resource efficiency to be competitive in a price sensitive market; • Keen on new and improved technology equipment & process to be competitive; • Focusing on resource planning and integration e.g. Has in-house facilities like fully equipped Garage, fuel-station, Carpentry unit for pallets and paint shop. • Wastewater treatment and green energy e.g. use Agro Waste Boiler.
Pains:	<ul style="list-style-type: none"> • Dwindling sales due to increased product substitutes;

	<ul style="list-style-type: none"> • High labor turn over in the industry due to new players; • Poor infrastructure hampering distribution and high cost of maintenance of distribution vehicles; • Unreliable water supply from Mwanza Urban Water Supply and Sanitation Authority; • High wastewater treatment costs, Running to about 1.5 Billion per year; • No government-designated wastewater treatment and landfill for solid waste disposal; • High taxation and high number of licenses and compliance; • High power fluctuations causing rampant outages. With average of 30 hours of outages per week causing high bills averaging 150 Million Tanzania shillings per month. • High water bills; averaging 40 Million Tanzania shillings per month; • Poor water quality during rainy seasons, thus sue of more treatment chemicals;
CSR:	<ul style="list-style-type: none"> • The company is engaging in a number of social responsibility activities; support various schools in rehabilitation and construction of classrooms, purchase of stationery. • Provide clean water to the community where it operates. • Supporting hospitals and dispensaries with medicine;
USAID Engagement:	None
Partnership Reflections	
Project Component:	Water Sanitation and Hygiene (WASH)
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • The company has institutionalized sustainability concepts in all its plans to ensure that its activities are done sustainably. • Adoption of Agro waste boilers and simple energy technologies such as biogas. • Financial and ideological commitment to CSR activities;
Project Overlap:	<ul style="list-style-type: none"> • Resource efficiency and wastewater treatment best practice sharing with other players. Awarded by the Cleaner Production Centre on resource efficiency and clean energy production.
Drawbacks:	None
Point of Contact	
Name:	Mr. Archard F. Ngemela
Position:	Quality Control Manager
Phone:	+255 (0) 2220352, +255 (0) 784 454530/767 456 530
Address:	P.O.BOX 410- Bukoba- Tanzania
Email:	ngemelaf@tanicafe.com , ngemelaf@yahoo.com
Website:	www.tanicafe.com

Interview Summary: Ushirika wa Wachimbaji Wadogo

Ushirika wa Wachimbaji Wadogo (Association of Small Scale Miners)



Company Overview

Annex F. Company Interview Summaries

Sector:	Mining
Location:	Tarime, Tanzania
Interview Overview	
Date:	May 22, 2015
Location:	Nyamongo, Tanzania
RPA Team:	Polycarp Ngoje, Stanley Matowo, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> • The “Mashirika wa wachimbaji wadogo” is an association of artisan small scale entities in the mining sector composed of the pit holders, diggers, processors, gold buyers and dealers; • The main objective of the Association is to address problems of disorganized mining, including mining related activities, environmental conservations and policy lobbying; • Facilitate access to financial, technical, and marketing services, so as to enable members to carry out mining activities that are both economically and commercially viable;
Gains:	<ul style="list-style-type: none"> • Develop partnerships to provide education on environmental conservation in mining areas, and explain environmental mining methodologies • Promote and encourage small scale miners to use sustainable mining methodologies that minimize environmental degradation • Policy lobbying for fair land allocation; • Access to forum/space to develop relationships between small and large scale miners;
Pains:	<ul style="list-style-type: none"> • Unfair land allocation policy by the Government; • Occupational accidents such as cave-ins; • Environmental and health hazards - notably forest clearing, dust pollution; • Use of mercury that enters local water sources and eventually the food chain; • Lack of capital for technology and machinery deployment; • Eviction and relocation of local population; • Inadequate compensation of community members; • Large areas of field owned by major mining corporations for speculation;
CSR:	<ul style="list-style-type: none"> • None
USAID Engagement:	<ul style="list-style-type: none"> • None
Partnership Reflections	
Project Component:	Water Sanitation and Hygiene (WASH)
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Large Scale Miners (LSM) can contribute their technical expertise in mining, geology, metallurgy, health and safety issues; • Facilitate formalization of agreements between local artisanal mining communities and companies in infrastructure (Roads, schools, Hospitals etc.) improvements; • Facilitate regional policy lobbying e.g. Strengthening “no child labor” and “no mercury” policies
Project Overlap:	<ul style="list-style-type: none"> • Contribute to “Environmental planning and institutional engagement partnership” by forging working relations between large scale miners (LSM) and artisan small scale mining (ASM) to manage detrimental environmental and social impacts while exploiting the developmental potential; • By working with the miners’ cooperatives, the PREPARED Project will be able to harmonize the WASH regulation and enforcement in the mining sectors; • The project will be able to engage and integrate the private sector in WASH programming; • These models will increase the institutional capacity of the LVBC in ensuring sustainability of WASH services in the region.

Drawbacks:	A lot of suspicion working with large scale miners
Point of Contact	
Name:	Nicolous Mgava
Position:	Secretary
Phone:	+255 752 485 497; +255 756 306090
Address:	P.O. Box 68-tarime - Tanzania
Email:	nicolousmgaya@ymail.com

Interview Summary: Vic Fisheries

<h1>Vic Fish Limited (Bahari Bounty Group)</h1>	
Company Overview	
Sector:	Fishing
Location:	Bukoba, Tanzania
Interview Overview	
Date:	May 25, 2015
Location:	Bukoba, Tanzania
RPA Team:	Polycarp Ngoje, Stanley Matowo, Diana Kimbute
Company Details	
Jobs:	<ul style="list-style-type: none"> Processes and exports white fish (Frozen and chilled Nile Perch) to Europe Bukoba factory established in the year 2005 and export of over 2,747 tons of Nile Perch in its first year. The company started with about 50 employees at onset; The company catches, processes, packages and exports an average of 249 tons of Nile Perch a year, setting new standards for the East African fishing industry; In 1996, the company's production increases more than tenfold, with over 2,825 tons of Nile Perch exported annually; In 2008 the company achieved ISO-22000-2005 certification for food safety management. In 2009, the Vicfish Bukoba factory is the first company in the world to achieve Naturland Wildfish certification and meet Naturland standards for Sustainable Capture Fishery
Gains:	<ul style="list-style-type: none"> Increased monitoring and control of fishing activities in Lake Victoria; Increased fish stock in the Lake; Innovative approaches to biodiversity conservation especially illegal fishing. Scientific studies understanding of threats to Lake Victoria aquatic biodiversity; Economic valuation of aquatic biodiversity in Lake Victoria; Linkage and dialogue between policy makers, fishers and processors for the purpose of responsible fishing; Technical support concerning biodiversity conservation in lake Victoria;
Pains:	<ul style="list-style-type: none"> Decline of fishery resources, especially Nile perch in Lake Victoria. This is evidenced by the decline in its total catches. The company processing capacity has gone down by 93% the past ten years from processing capacity of 30 tons per day to an average of 2 tons per day currently; Low hygiene and poor fish safety and quality assurance systems due to lake pollution;

Annex F. Company Interview Summaries

	<ul style="list-style-type: none"> • High cost of electricity and rampant power rationing thus high cost of production; • Illegal and over fishing in the lake (use of illegal nets); • Poor sense of ownership by all the resource users and therefore manifestation of the “tragedy of commons”
CSR:	<ul style="list-style-type: none"> • Support non-Government teachers in local kindergarten schools in fish landing sites; procure a range of teaching materials including chairs, stationery; adult literacy in selected landing sites for fishermen and women. • Invested over \$140,000 in hospital projects the past two years, donation of hospital equipment’s etc. • Constructed over 40 shallow wells and public stand pipes throughout the region of operation; • Significantly contributed to the Naturland/GIZ Nile Perch Labelling Project of the 2007-2008
USAID Engagement:	None
Partnership Reflections	
Project Component:	Biodiversity Conservation
Partnership Potential:	High
Potential Partnership Assets:	<ul style="list-style-type: none"> • Established industry association -Tanzania Industrial Fish Processors Association; • Strong network with the fishermen through the BMUs; • Wide capital base; • Strong convening power - industry leader and largest fish exporter in Tanzania; • Community economic activities • Aquaculture fish pond project aimed at reducing pressure in the lake by promoting fish farming among the local community (sustainable source of protein)
Project Overlap:	<ul style="list-style-type: none"> • Climate information sharing; • Partnership on Climate Smart Agriculture for food security; • Scientific research on climate change scenarios, risk and/or vulnerability assessments, geospatial climate applications and products, and decision-making support tools that support decision making on climate change adaptation; • Integration of climate change issues into the development of EAC sectorial policies.
Drawbacks:	<ul style="list-style-type: none"> • Potential redundancy of staff in fish processing; • Widely spread in many sectors; • Extensively diversifying into real estate and construction industry
Point of Contact	
Name:	Satendra Nath Tiwari
Position:	Business Development Manager
Phone:	+255 28 2551596; + 255 784 245 217
Address:	4/5/6 Industrial Area – Kenyatta Rd, P.O. Box 1654, Mwanza, Tanzania
Email:	tiwari@baharibounty.com
Website:	http://www.baharibounty.com/poultry.html