



**Ondernemers
voor Ondernemers**

Succes Stories & Setbacks

**Entrepreneurs
pour Entrepreneurs**



Monitoring & Evaluation

Projects receive Financing via OVO

1. **Investment Support:** Projects receive financing via OVO.
2. **Implementation Follow-Up:**
 1. OVO, in collaboration with the coach and local team, monitors investment implementation through interim reports.
3. **Repayment Monitoring:**
 1. OVO works with local partners to ensure repayments.
 2. Managed via a dedicated loan management database.
4. **Mediation & Support:**
 1. OVO acts as a mediator between investors and investees if challenges arise.
5. **Reporting:**
 1. **Quarterly:** Performance of the loan portfolio is reported to the Board of Directors.
 2. **Annually:** Comprehensive Loan Portfolio Reports are prepared and shared organization-wide.



Monitoring & Evaluation

- **Success Story or Setback?**
OVO-supported projects are risk investments in sustainable, high-potential African businesses.
- **Best Case – Success Story**
 - Projects perform exceptionally well and create lasting impact.
 - OVO often acts as the first believer, helping them unlock future growth opportunities.
- **Mid Case – Stable Outcome**
 - Projects repay their loans but face limits to further growth.
 - They achieve stability but don't scale beyond their current impact.
- **Worst Case – Setback**
 - Projects fail to perform as planned and go into default.
 - OVO takes necessary actions to minimize losses, such as asset liquidation.
- **Monitoring & Evaluation**
 - Quantitative tracking of repayments and performance.
 - Qualitative monitoring through:
 - SDG Follow-up Assessments
 - End Evaluation Reports for repaid projects
 - Reflection meetings with defaulted projects to analyze challenges, OVO's role, and lessons



Monitoring & Evaluation

- **OVO's Future Approach to Loans**
- **Improved Loan Structure:**
 - Provide loans through local financial institutions
 - Facilitate loan registration, administration, and collateral management
 - Ensure legal compliance
 - Implement closer monitoring of repayments
 - Disburse loans in tranches
- **Continued Support from OVO:**
 - Offer qualitative guidance and coaching
 - Monitor the impact of investments
 - Report to investors



Success Stories

- **My Guardian:** The loan expanded operations, increasing capacity and improving service delivery efficiency. This allowed the business to serve more clients and operate more effectively.
- **Afri-Farmers Market:** The business successfully expanded to 5 supermarkets, creating new market opportunities for smallholder farmers. This growth strengthened its market presence and improved incomes for local producers.
- **UKC:** The €30,000 loan enabled equipment upgrades and installation of value-addition machines. It unlocked operational efficiencies that were previously out of reach for a rural enterprise.
- **DESEC-OO:** Initial support allowed the acquisition of essential equipment and structured operations. This helped lay the foundation for sustainable growth.
- **Entente:** Loan support boosted certified seed production from 190 to 460 tons/year and organized 1,275 producers into 19 groups. It also addressed food security, youth and women employment, and climate resilience.



Success Story: Uruhimbi Kayego (UKC)

- **Problem in Rwanda:**
 - Shortage of nutritious and sustainable animal feed
 - Limited opportunities for youth and women in agriculture
 - Need for climate-smart, scalable solutions
- **UKC's Approach:**
 - Hydroponic feed production
 - Processing into high-quality pellets
 - Development of species-specific feed for cattle, pigs, poultry, goats, and sheep
 - Supported by OVO and investors (loan + coaching)



Success Story: Uruhimbi Kayego (UKC)

- **Investment**
- €30,000 loan
- Coaching and guidance from OVO
- Investments in:
 - 2 large hydroponic greenhouses
 - Pelletizer (capacity: 420 tons/month)
 - Sustainable metal structures
 - Expansion from 3 to 5 production sites





Success Story: Uruhimbi Kayego (UKC)

- +45% increase in production capacity
- Direct impact: 2 new jobs created for women
- Training impact: 40% more participants than planned
- Indirect impact: 54 permanent jobs created (60% youth, 40% women)
- Seasonal employment: Hundreds of seasonal workers engaged
- Animal health: Field trials show new feeds improve animal health and weight gain





Setbacks

- Punda: The business model failed to attract clients, leading to liquidation of assets and recovery of only 50% of capital.
- Terra Nova: Limited focus as the business was only a side activity for the entrepreneur.
- PE2S: Persistent credit defaults, uncompetitive pricing, and unreliable financial management prevented revenue generation and loan repayment.
- MAGOFARM: Funds were misused by a fraudulent entrepreneur for other purposes.
- Hellomed: Entrepreneur never obtained the necessary certification and fled the country under pressure.
- ARUA: Strong social focus and poor financial performance led to project difficulties and closure after the entrepreneur passed away.



Setbacks

Monitoring & Managing Project Challenges

- **Proactive follow-up:** We aim to identify challenges and issues as early as possible, though this is often difficult.
- **Escalation & action:** When problems worsen, measures such as demand notices, legal action, or court cases may be required—but processes can be lengthy, especially when investor interests are not fully aligned.
- **Pending defaults:** Some projects remain in default because full recovery is unlikely despite our efforts.
- **Collaboration & early warnings:** Responsible entrepreneurs and business coaches often alert us to issues, allowing joint problem-solving for the best outcomes.
- **Continuous improvement:** We regularly refine our approach, as documented in last year's *Stumbling Blocks Report*.

Invest in sustainable entrepreneurship in Africa

Questions?

**ondernemers
voor ondernemers**

Duurzame samenwerking met Afrika



**entrepreneurs
pour entrepreneurs**

Collaboration durable avec l'Afrique