



NBI4BIOMASS Project

Limpopo: Alldays, Blouberg

Site Visit Report

Hosted by NBI & Avo Vision

20 - 22 July 2026

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Date of Report 6 August 2026



Global
Gateway



Implemented by:



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Summary

- **26 participants from 16 organisations** attended the 3-day site visit from 20 – 22 July 2023, travelling 1 000km from Johannesburg to Alldays (in Blouberg Local Municipality) and surrounding areas, return.
- The travelling group was exposed to **three entrepreneurs** running businesses in the Blouberg community area engaged in bush encroacher biomass beneficiation (to charcoal), rangeland & livestock management, and regenerative agriculture.
- Participants learnt about the **business journeys** of the three entrepreneurs, their supply and value chains, their business models, successes, challenges to scaling up, support provided by Avo Vision.
- **Information shared**, included: The hard realities of how tough it is to be a successful entrepreneur, the importance of being in it for the long term to see impact, the challenges of creating financially sustainable businesses, the importance of support being provided by organisations like Avo Vision, and the need for entrepreneurs to be extremely resilient and solution-seeking.
- **Insights, solutions, recommendations, and reflections** were harvested during the site visit through interactive activities and small group discussions, the outcomes of which are documented in this report.
- Safe arrival back in Johannesburg ended a **highly productive collaborative learning journey** that sought to understand the realities of community-based entrepreneurs.

Site visit theme and key questions

A theme was chosen to encapsulate the essence of the site visit, and four key questions developed for the participants to answer by the end of the site visit. These key questions focused and provided boundaries for what the site visit saw and discussed.

Site Visit theme:

Entrepreneurial development in communal areas, with a focus on land restoration and benefiting AIP biomass

Key questions for resolution through the site visit:

1. What do you think the entrepreneurs need to **scale up**?
2. What are the **market access & offtake challenges** and solutions entrepreneurs face?
3. What can we do to develop **agriculture** as an IAP biomass market?
4. What deep-seated **contradictions** may be inhibiting growth in the practices we saw?



Maximising the collaborative learning amongst site visit participants

- A process was followed that enabled a collaborative learning journey between participants while fostering the development of trust and relationships between them. These three ingredients are critical for developing a community of practice which is a key component and intention of the NBI4BIOMASS project.
- This was be done in a way that maximised the collaborative learning opportunities between participants, namely through a variety of interactive activities, small groups working on specific tasks, and participatory plenary feedback. This ensured the participants actively participated and developed answers to each of the site visit key questions.
- A safe space was created where participants were able to freely express their views, discuss and debate between themselves. Importantly, facilitators in the small group discussions encouraged the quiet voices into the discussions, where it was felt that everybody had the freedom to express themselves and tap into their collective intellectual creativity.
- This supported participants to develop a variety of different ideas and solutions needed to answer the key questions of the workshop.
- This type of collaborative learning aims to lay the foundation for cultivating a community of practice in the future, where participants will continue to learn and practice together.

Key question methodology:

- Key questions were used as a methodology to focus the discussions of the site visit enabling participants to answer the questions and reach tangible outputs by the end.
- These questions were developed according to what the NBI4BIOMASS project needed to achieve by the end of the site visit and workshop.

Site Visit Agenda

Day 1: Monday 20 July 2026

Morning & afternoon: Travel to Alldays & contextual discussion of what we will be seeing and discussing on day 2

Time	Activity
11.00	• Participants meet at OR Tambo airport, where cars can be parked while on site visit.
11.00 17.00	• Travel from Johannesburg to Alldays (6 hours) • Discussion on buses during journey ○ Dialogue interview: Who am I? ○ Share 1 point you found fascinating about your interview ○ Read Avo Vision info sheets about the 3 entrepreneurs ○ Site visit overview and what is expected of you? ○ What do I want answered by the site visits? Share with the rest of the bus
17.00 18.00	• Accommodation check in
18.00 19.00	• Avo Vision context and overview • A contextual discussion of what we will be seeing and discussing on day 2, and who Avo Vision is • supper

DAY 2

Morning & afternoon: Visiting community-based entrepreneurs and learning about their operations

Time	Activity
06.30 07.00	• Breakfast
07.00 08.30	• Travel to charcoal biomass beneficiation entrepreneurs in Blouberg community area ○ Meet at Maseakwa Grill on arrival
08.30 10.00	* Lounge & Grilling ○ We will hear from Modjadji, a land restoration entrepreneur beneficiating biomass into charcoal and other byproducts. She will share more about her charcoal manufacturing business, the value chain, challenges and successes, and how Avo Vision is supporting their entrepreneurial development.
10.00 10.15	• Travel to Sebalamakgolo Livestock Association
10.15 11.45	• Sebalamakgolo Livestock Association ○ Meet livestock association committee members and Eco Rangers (or herders who work for the Association). ○ The Association Chairman will provide an overview of their rangeland management model, and how they work as livestock entrepreneurs. ○ This is an opportunity to discuss their transition from being concerned predominantly with grazing to thinking about animal husbandry and being entrepreneurs, successes and challenges, and how Avo Vision is supporting their entrepreneurial development.

11.45 12.00	• Travel to regenerative farmer entrepreneurs
12.00 13.30	• Mathoko Fresh Farm Discussion with Witness, who is a farmer entrepreneur, on: ○ What is she doing ○ Where her journey started ○ Practical things she does ○ Who has she worked with ○ Impact created ○ Challenges and successes ○ How Avo Vision is supporting her entrepreneurial development.
13.30 13.45	• Travel to Traditional Authority offices
13.45 14.30	• LUNCH at the Chief's home
14.30 15.30	• Reflections of the day
15.30 17.00	• Travel to accommodation
18.00	• SUPPER at 6 pm

DAY 3

Morning: World Café harvesting knowledge generated during the site visit

Afternoon: Travel back to Johannesburg (OR Tambo airport)

Time	Activity
07.45 09.00	• Breakfast & checkout from accommodation
09.00 11.00	• World Café ○ An exercise of harvesting information from the site visit to answer the 4 key site visit questions
11.00 11.15	• Prepare to leave workshop venue
11.15 17.15	• Travel to Johannesburg OR Tambo ○ Packed lunch on the buses

Day 1

The long and winding 1000km road

Johannesburg – Alldays, Blouberg – Alldays - Johannesburg

While travelling the 500km to Alldays, interactive activities were done on the two buses:

- **Dialogue interviews** were held between two people to get to know each other better, contributing to creating a safe space, practicing talking and listening
- Participants were asked to write down and then share their **expectations of the site visit**; this was to stimulate deeper thinking about what they wanted to get out of the trip.
- Participants had the time to **read the information** Avo Vision had prepared describing the operations of the three entrepreneurs to be visited.
- An **overview of the 3-day site visit**, was provided.
- To mentally prepare participants for the trip, it was highlighted that the site visit was not a “show and tell” and that **active participation in collaborative learning-based discussions** was critical for site visit success.



Getting to know each other & expectations from participants during bus journey from Johannesburg to Alldays



Dialogue conversations were held to practice empathic listening, talking, getting to know each other, and creating a safe space for site visit discussions

Expectations of site visit were written down and shared in the bus



Expectations from participants during bus journey from Johannesburg to Alldays - Garth Bus

Green business ①

- enterprises
- chick production
- bees cop
- livestock production

Similar work ②

uMkhomazi

I want to learn more on how we better support communities with biomass Green Business

Learn from ③

People & Organisations work

Garth ①

For ecosystem functionality to form - for the actors in the ecosystem to network and gel

Garth ②

To understand the full biomass value chain in this context

Khwezi - What to get out

External perspective + views.

Khwezi ②

Why

- Showcase our work + get external perspective

Sarah ①

To learn more about regenerative agriculture and how it fits into the value chain

Sarah ②

To see more of various different areas of work and environment support

MASA ①

- Learn/identify alternative entrepreneurship pathways
- What ecosystem (players) required to enable successful implementation
- Engage on support mechanisms for alternative (non-formal) entrepreneurship start up/business

BONGI ①

To see how much data the producers has managed to collect beside what \$ to they learnt from me, the data that can contribute to improving charcoal production

BONGI ②

To learn the restoration systems they've implemented

Esther ①

- Introduce producers to the biomass experts.
- Learn more from experts

Esther ②

Networking

ISAAC ①

If I just want to learn more about selling, AND ALLIEN (AM) PRICING

ISAAC ②

How can I change smoke to loss & clean energy?

ISAAC

How can we change biomass into energy?

2. Why Biomass is good for SA.

3. What is different between coal & biomass

Strengthen relationship ②

with like minded individuals/institutions

EXPECTATIONS: GARTH

Expectations from participants during bus journey from Johannesburg to Alldays - Malaka Bus

HARRY
Explore the biomass
Value add Biochar
brings, related to
IAP control.
*USE?

HARRY
RESTORATION
INDUSTRY
post
clearance

Piet Matunga
*Get a direct
Channel to
Market of our
Products

Piet Matunga
*hoping to comply
with the regulation
and permitting to
operate as a
biomass business

FRESH
① To learn and
understand the enterprise
development model
for this cohort in
relation to market
linkages
② What is the
level of investor
readiness of enterprise

③ To learn the
technical part of the
enterprise development

HARRO
① FIND A PATHWAY TO
biomass community use
that translates into
positive economic
return.

Shu's Expectations
1. CHARCOAL Business - How
To start this business and
How To access the
market.
2. Biochar - The importance
of biochar and also find
if there is a difference
between biochar and
Charcoal.

MARTIN
- To learn & explore -
*Would love to see how we
can take lesson or some
of the work done this side
and possibly implementing
in the Eastern Cape

Martin
- Buying if there could
be any possible
partnership to take some
of this work to Gqekeke

To learn from his
observations &
experience of various
for the strengthening
of work & related
outcomes & impact

Contribute to
approaches
& practices
to

EXPECTATIONS: MALAKA

Avo Vision context & overview

In the evening of Day 1, Avo Vision not only provide an organisational overview of the company but also the context to what we would be seeing & discussing on day 2.



DAY 2

entrepreneurs:

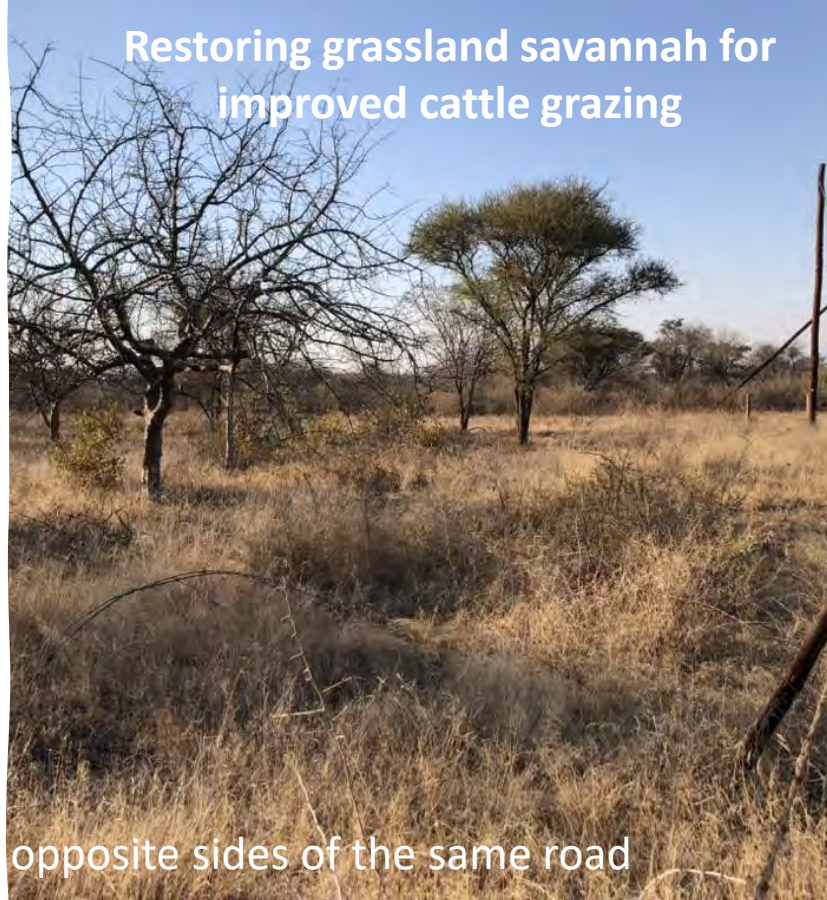
- Maseakwa Lounge & Grilling
- Sebalamakgolo Livestock Association
- Mathoko Fresh Farm



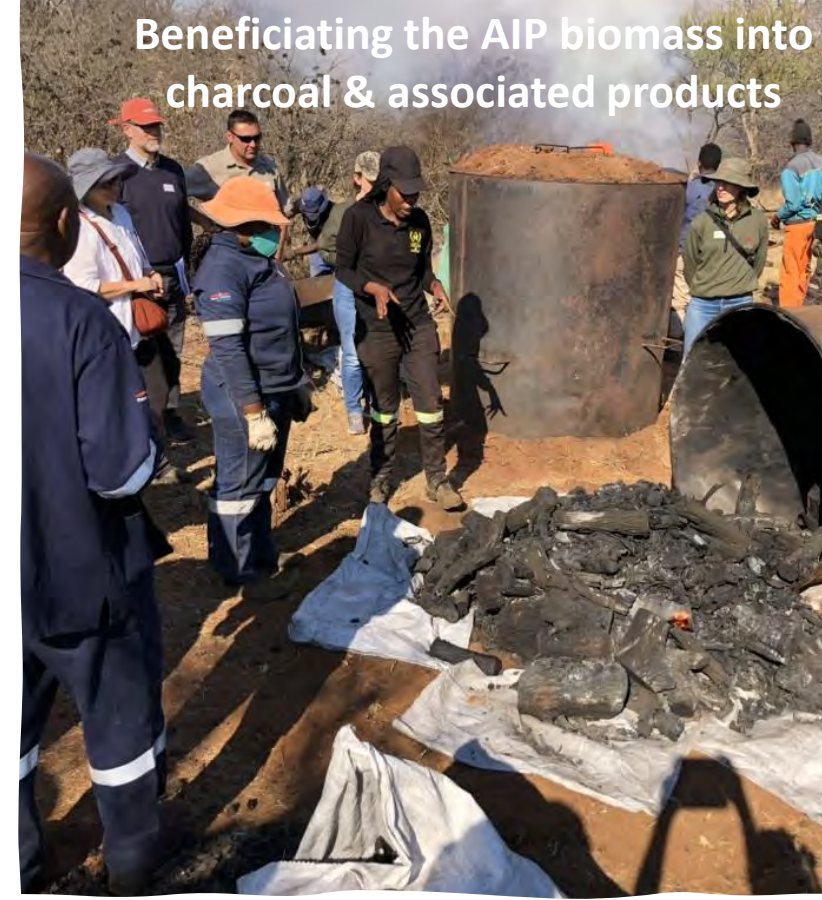
Clearing dense thickets of bush encroachment



Restoring grassland savannah for improved cattle grazing



Beneficiating the AIP biomass into charcoal & associated products



These two photos were taken on opposite sides of the same road

Maseakwa Production

Modjadji is a land restoration entrepreneur beneficiating invasive biomass into charcoal and other byproducts. She shared her business journey, the value chain, challenges and successes, and how Avo Vision is supporting her entrepreneurial development.





Insights included:

- Time and effort spent **building relations with retail buyers**, is crucial for building value chain resilience.
- **Standard operating procedures**, close monitoring, and reflective learning may improve productivity and product quality.
- The role of a **champion entrepreneur** in driving productivity to serve markets is critical
- **Aggregation** is an effective market development strategy that serves increased demand
- **Product diversification** is an important element of building a sustainable business
- **Proactive relationships** with locally-based research institutions has helped with product testing and quality control
- Key challenge with **SEF payments** (per person day) not linked to productivity and quality can create expectations and entitlement



Sebalamakgolo Livestock Association



- Met with the livestock association committee members and Eco Rangers (or herders who work for the Association).
- They gave an overview of their rangeland management model, and how they work as livestock entrepreneurs.
- We discussed the transition from being concerned predominantly with grazing to thinking about animal husbandry and being entrepreneurs, successes and challenges, and how Avo Vision is supporting their entrepreneurial development.
- This is a new project that started in late 2025, so promising days ahead

Insights included:

- The Herding 4 Health model is an excellent 'vehicle' that supports livestock **farmers to work together to coordinate** and implement grazing plans
- Although the project is new, the first **mobile auction** should create more significant farmer buy in.
- A **circular economy opportunity** where Maseakwa can sell "boskos", for example, to the Livestock Association and where the Livestock Association can sell manure to the farmers has great potential in this context
- A **circular economy model** across these functional areas will not only help diversify revenue models but also may help entice the youth into playing a more substantial role in rural development
- There was reluctance from some other villages to be part of the project. **People often need to see success in a new activity or venture before being willing to commit** to it themselves – this can be a challenge, as often greater participation leads to a higher likelihood of "success"
- The role of the technical and motivational support provided by the **agricultural extension officer** was highly valued





Mathoko Fresh Farm

We had conversations with two farmer entrepreneurs, about:

- o What their agricultural business was
- o Where their journey started
- o Practical things they do
- o Who they have worked in partnership with
- o Impact created
- o Challenges and successes
- o How Avo Vision is supporting their entrepreneurial development
- o These are new projects that started in late 2025



Insights included:

- Proactive engagement with the **Dept of Social Development** resulted in significant financial support (e.g. tractor).
- Willingness to learn, engage with others in knowledge sharing, be humble and appear vulnerable are **key attributes contributing to** Witness's success.
- Although the project was new, it was challenging to see the **regenerative aspects** of the agricultural practice.
- It was sobering to hear Witness speak of the **gender challenges** she has met along her maturing business journey
- **Business Development Support** organisations play a significant role in supporting entrepreneurs to scale up
- The challenging **community dynamics and politics** were a constraint in potential business growth, with some community members reluctant to allow their land to be cultivated
- The need for the appropriate/right kind of **support** at the right time is key



Reflections of the day

- Participants split up into three **groups** and reflected on what they had seen, heard and discovered during the day.
- The **reflection question** they had to answer: “What were the two things that made the greatest impression on me that I want to share?”
- Each group documented their reflections on flip charts, and then each group to **share their top 5** reflections with everybody

Group 1 Reflections with Garth



GARTIN GRP ①

not overthinking - just get started

all entrep pathways as enabler

* Value add from byproducts ^{↑ revenue} & waste

* entrep. on the ground → solution to this?
young farmers

* dev. of people & enterprise is a process
not an event

an SOP in writing

different streams of income

* Integration of ^{other} business ^{value chains} activity

women in the business

no market dev complaints but relationships

- And testing of markets

- timing of markets // to seasons

related
to product
quality

AGROPROCESSING (role of) is NB

- agroprocessing (role of) is NB

- diff between charcoal & biochar

- neatness of farms

Group 2 Reflections with Sarah



Sarah GRP

(2)

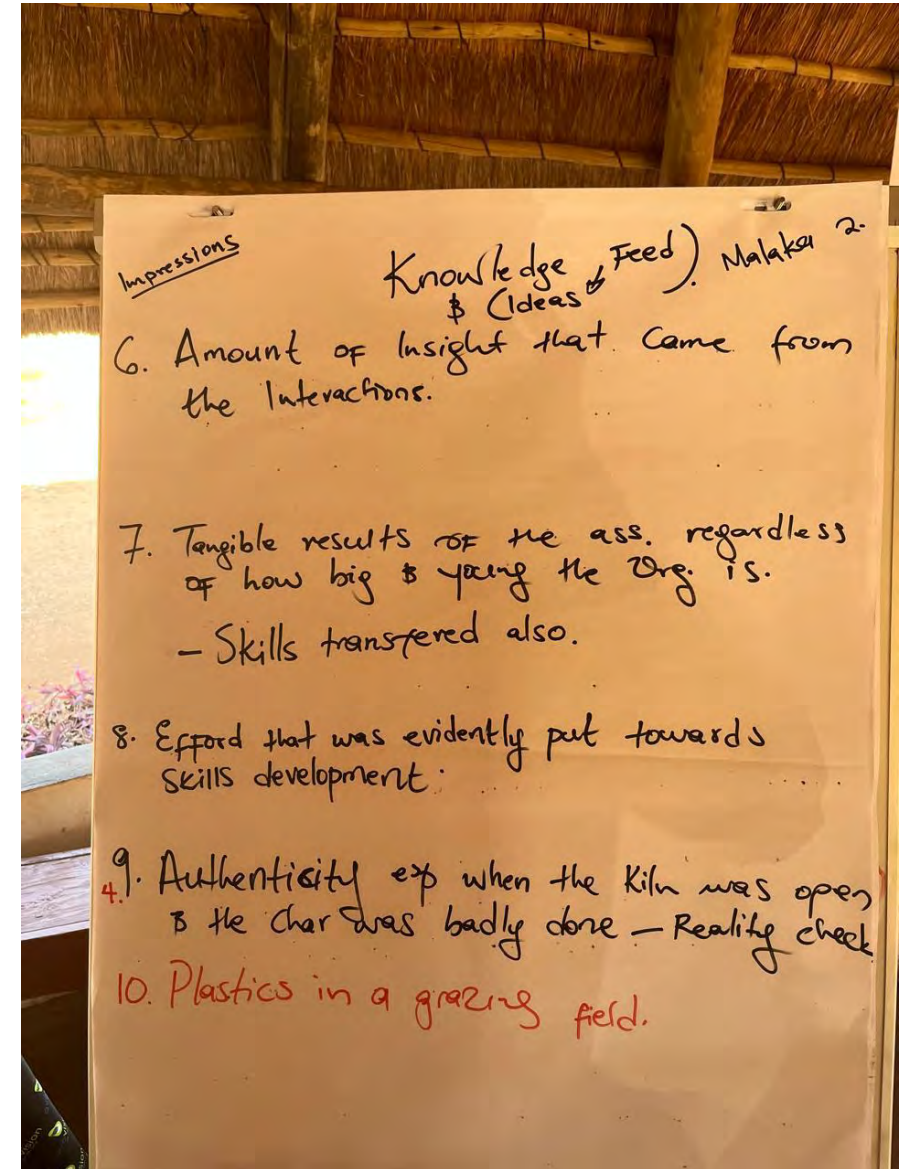
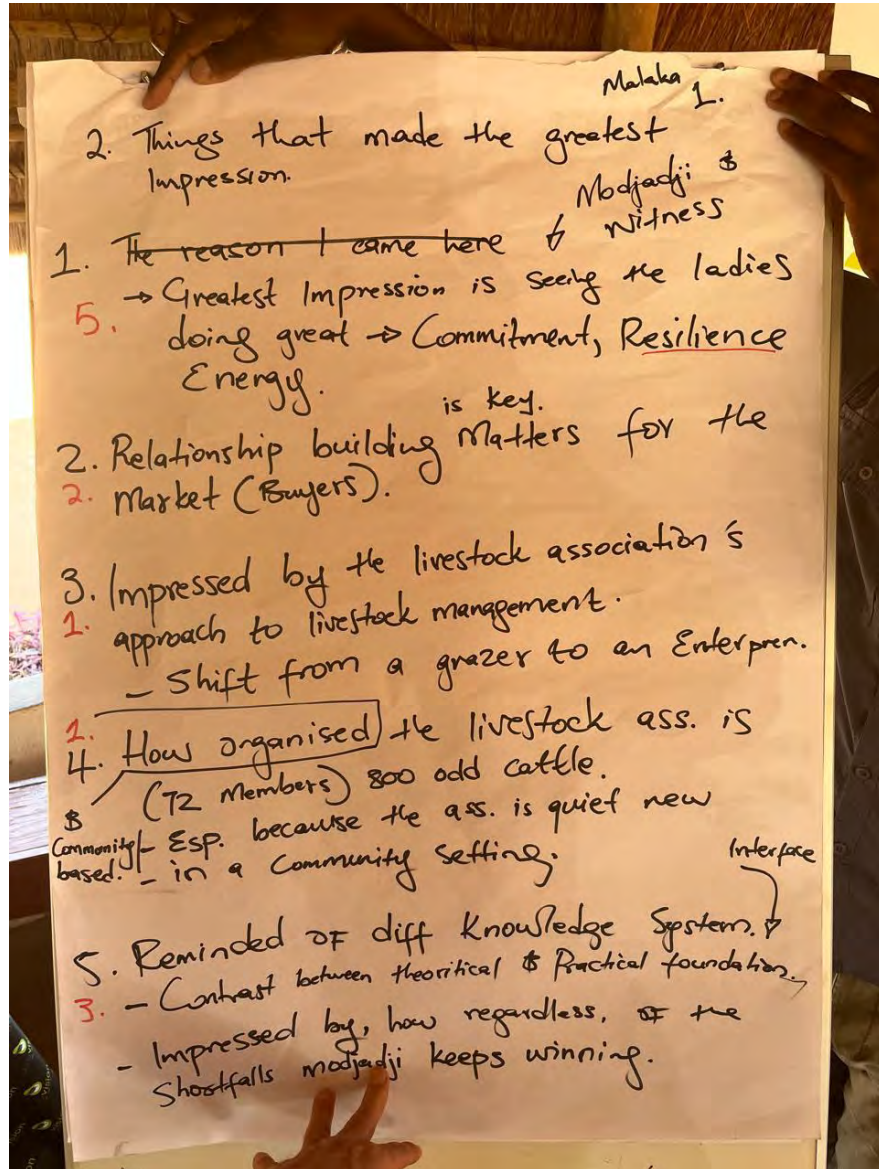
1. As development practitioners importance of creating jobs = so important (sustainable jobs)
Market viability and potential to scale.
market not a problem - challenges are in production.
low barriers to entry
2. Masokwa (Madjadji)
Easy to get going. Don't need a lot of capital
3. Possibility of "Industrial ecosystem" and working together - but need to learn & understand each other's businesses
4. Opening the kiln - money down the drain & needing documented processes to guide production processes. eg: charts on site / (to reduce the sole reliance on her) diagram
5. Risk - drive towards taking out the big trees for volume of biomass.
This has biodiversity impact (eg: harvesting protected species)
eg: trees as habitat for other species [Knobthorn]
* need to be carefully managed as it listed as an invader

Sarah GRP

6. Crop farmers - innovative approach and problem solving approach that works, has taking seems to be affecting how successful they are.
7. Safety concern that in the focus on production there isn't much focus on safety.
eg: gloves & goggles not worn
8. Misaligned incentives (perverse incentives)
lost production or poor quality product doesn't impact on wages [production vs daily wage]
Scaling means more wood to be taken
→ what impact could this have
maybe tie remuneration to output
Volume
quality
9. Need for empowerment
4 - management skill
- for workers to take responsibility

Group 3 Reflections with Malaka







Day 3

World Café

- An exercise of harvesting information from the site visit to answer three key site visit questions.
- Participants rotated between three different tables. Each table answered one of the site visit key questions using the World Café methodology.
- A facilitator at each table guided the discussions and documented key points on a flip chart. These were fed back to the rotating groups who added to the information
- In plenary, the facilitators of each table shared the information generated by each table.



Table #1

What do you think the entrepreneurs need to **scale up**?

Sarah ①

- Scale is relative
- Business expansion phases ^(operations & productivity & market)
moving from current revenue & productivity to improve viability
- Do all businesses need to scale up?
→ don't push people beyond what suits them (eg: debt)
- new businesses - reliant on "donor" support
moving beyond dependency
- moving beyond reliance on "entrepreneur"
enhance team capacity to continue operating well if owner absent
~ identifying key personnel who can play leadership role
- "business don't go wrong, they start wrong"
 - limits of resources, capacities
 - small mistakes easier to correct
 - scaled/big mistakes much harder
- Scaling
 - resources
 - staffing
 - production
 - market
- Compliance
 - * environmental & biodiversity protection authorisations (eg: risk to big trees & indigenous bush over particular area)
 - agric: local & global GAP
 - clearing land for agric needs authorisation
- putting systems in place eg: standard op. procedures
- off take agreements can flow when business is compliant (setting feature & requirement)

Sarah ②

- importance of distinguishing difference b/w growth & scaling
foundations are important
- responsiveness (rather than ^{proactive} compliance tick boxing)
= important, avoids wasted effort & expense
eg: doing things your market doesn't require
- don't do generic
- need system that is visual and makes it easy for new staff to be onboarded (story & clarity)
- need to reach point where IMPACT is bigger but more efficient with your inputs
- Stage in business need to "crack it"
this is what we do / how we do it & can replicate early
- RELEVANCE of your focus (eg compliance linked)
 - appropriate to where you are
 - and looking into future
- Technology & its role in efficiency
room as scaling can push efficiency thro' this
- Scale: sharing resources (eg track) (clustering) ~
- Q: am I ready to scale?
- Growth / scale inhibitors eg: jealousy ~ recurring theme
- community dynamics
- who's an insider / outsider

Sarah (5)

- Entreprs: Scale up ^{not some areas (BBO) not (activated char)} ← agro processing & steel ^{will supply them}
shocking charcoal
Expand bringing in value added products
have enough data & direction
Know market & higher returns

• don't want to scale

- new in the space - still want to learn & understand market
be more experienced to make the right decisions.

- Quality standards - as you grow
these become more imp. for market access
(some markets need this)

• Scaling up - not one size fits all

- Quality & quantity go hand in hand
but need to focus on quality eg: improve bulls → get better quality calves & avoid inbreeding

- Continuous learning - attend skills related activities
to support your scaling - including finances
learn every day.

- prioritise having team of business support professionals
around you - finance / market / business admin / legal
accountant

- agric - reliable resources ← water
energy
seed
land

- reduce reliance on external support (eg Avo)

Sarah (6)

- partnerships & relationships around you
→ supportive ecosystem
- can be useful for credit

- reduce dependency syndrome
- afraid of the unknown

- good management skills = ESSENTIAL
& disciplined esp. financial skills



Table #2

What are the **market access and offtake challenges** & solutions entrepreneurs face?

- MALAKA 1.
→ fuel
→ Road Impr.
- ③ Geographically Isolated - Logistics.
 - ③ Pricing - No transparency - Lack of Market information/dynamics.
 - ③ Limited understanding of the Operational Costing and Control → Quality Control & HSE Compliance
- Over reliance on the Supporting Organisations
 - ③ Limited Collaboration, peer learning
 - ⑤ Thoroughly engage the potential market.
 - ⑤ Collaborate around: sharing transport, resources, Peer learning & information sharing
 - ⑤ Aggregate produce to tap into larger markets and/or offtakes.
 - ③ Disease control measures / inadequate
- Disease scares could prevent them from selling esp livestock & approvals
 - ⑤ Quality Certification/testing of products. ✓

- MALAKA 2
- ③ Compliance with labour laws, Tax legislation etc could prevent access to certain markets.
- More understanding (what does acquiring more land trigger, EIA?)
 - ⑤ Formalisation of the collaboration agreements maybe through an association.
 - ⑤ - Forums/association for charcoal producers to leverage collective power. (including crop producers)
 - ③ Access to Certifying/Compliance bodies
- Cost of Compliance.
- Certifying bodies can't service just one enter. - Emphasising the lack of collaboration as well.
 - ③ Lack of Standards for pricing - Producers are not organised/coordinated.
 - ⑤ Put process control systems in place.
 - ⑤ Aggregator in a form of association, business etc to alleviate quality control, pricing market access issues.

Malaka 3

- ⑤ Ensure homogeneity of produce through development of Operation (SOPs).
 - Always continuous improvement ^{↓ Quantifiable} & recognised repeatable.
- ⑤ Brand and market their products, get visibility from other markets.
 - ① - Cost associated
- ⑤ Add Value added products such as fire lighters.
 - Create value products that cater for a niche market.
- ⑤ Lack/Limited long term planning & strategies
- ⑤ Compliance ^{Exposure.} Risk awareness.
 - e.g. - Clarity permit requirement.
 - Compliance expectation (Geographical etc)
- ⑤ Critical mass through aggregation, Regional products/branding.
- ⑤ Consider price taking vs setting.

Cost
↓

Malaka 4

- ⑤ Competition → Consider differentiation when producing as they might be competing with larger producers.
- ⑤ Consider peer certification models.
- ⑤ Better ^{Product} understanding esp for the livestock association, this could up for ~~products~~ margins.
- ⑤ Consistency of supply.



Table #3

What can we do to develop **agriculture** as an IAP biomass market?

DAVID

TO AGRI

① AIR's ~~the~~ the opportunities & MAP
the AIR's + opportunities

① MAP the AIR's & AGRI opportunities

② EDUCATION ABOUT AIR's ^{Biomass Beneficiation} within the
AGRI sector & the opportunities that
ADDs value to AGRI farmers.

③ Producing more Biochar ^{of quality} to
enhance soil health & AGRI
PRODUCTIVITY

④ DEU PROGRAMS - Research on evidence
Proving Biomass Beneficiation ^{Applied Practice Based} beneficial
TO AGRI PRODUCTIVITY

- communities - (small holder farmers)
- commercial farmer
- Research organisation
- Policy maker
- Govt
- NGOs

⑤ Document AIR Biomass value chain ^{players} :

- who does what & where & how
- what is growing or decreasing
- what works & does not
- COSTS of ^{across value chain} operations & investment of implementing practice

DAVID

⑥ OPPORTUNITY COSTS - understand the costs
of implementing the ~~cost~~ ^{opportunity} & the cost of
not doing it

⑦ LANGUAGE - needs to be a change
in LANGUAGE ^{expanding from environmental to social} that will ATTRACT investment
& social outcomes (Jobs etc). i.e speak
TO BANKERS in their language NOT
^{environmental language + operational / production}

⑧ NATIONAL STANDARDS for Biomass
Products to ensure quality controls
etc - need to create awareness
about them for Producers to comply

⑨ Need a high player ^{local} - that aggregates
small Biochar player to reduce risk
of Product Q + Q for commercial farmers

⑩ Ensure complementary sources ^{diversification} of Biomass
to prevent the perverse incentive
& long term lack of AIP control &
ERADICATION

⑪ TEST the use of Biochar with
small farmer as test cases for commercial

⑫ PRODUCTS REGISTRATION - streamline
for business AGRI inputs & acceptance

⑬ CAPACITY TO DEAL with consistency of input feedback

- ⑭ Carbon credits important to SCAB market
- ⑮ Need ^{sector - Biochar} umbrella organisation / the Association
to Provide advocacy, leadership
education cohesiveness to Biochar community
of Practitioners
- ⑯ "Agric control input" Act ensures all
Agric products need to be registered
before being sold. This is a requirement -
not optional!
- ⑰ Biochar / wood smogal community needs
to come together to support the
Agric input registration process & find
collective funding
- ⑱ universities leading the registration process
in some instances but a disconnect between
industry agric, technology suppliers policy
makers & producers. So need A Biomass-to-
- education is key!
- A lot of work
money
Time (2-3 yrs)
Agric Assoc.



In **plenary**, the facilitators of each table shared the information generated by each table.

Reflections on site visit from participants during bus journey back to Johannesburg: Garth Bus



Reflections were held on the bus trip back to Johannesburg, with participants answering this question: “What was the one take home point I want to share with the rest of the bus”



MARTINS

Integration of
environmental resources
into conventional
agricultural activities can
also stimulate economic
growth

^{external}
Affirmations
that society
thinking is
in the right
direction

The biggest take
home is specific
collaboration
opportunities
that to specific
org/individuals

Piet

* The Information
More on biomass
and its Value
Chain for a
Start up business

Piet

* The Power of
A Jointed Organist
To one Solution

HARRY ^{Knowledge Gap}

There is a need for
an Biomass → Value
CHAIN (REGEN (AGRI
ASSOCIATION
BIOCHAR

FRESH

- The bi AIP /
biomass/biomag
Industry is growing
at alarming rate.
- Industry players
Need to fully provide
the responsibility

Shu

Offering the Charcoal
Production team and the
Henry
→ Walter Mission Group
(and other stakeholders)
→ Biochar

REFLECTIONS: MALAKA



**Reflections on site visit from participants during bus journey
back to Johannesburg: Malaka Bus**