



# Lessons Learnt from the BPC 2024

This document provides an overview of challenges identified in project proposals submitted for the Business Partnership Challenge (BPC) 2024. This list of identified challenges aims to help applicants improve the quality of their future proposals to better align with the objectives of ADA Business Partnerships and contribute more effectively to sustainable development goals.

## 1. Strategic Foundations and Objectives

Expectation	Challenge
A clearly articulated ToC that presents a cohesive and logical project structure.	Theory of change (ToC) / project logic is unclear, incomplete or inconsistent
Precise definition of target groups along with a needs analysis.	Target groups are not clearly defined
A concrete outline of the benefits for target groups, highlighting positive impacts on their living and working conditions.	Benefits for target groups are not clearly specified
The project should support clear developmental goals in alignment with the SDGs <sup>1</sup> and achieve positive changes within the partner country.	Lack of developmental impact

## 2. Project Design and Structure

Expectation	Challenge
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<sup>1</sup> Sustainable Development Goals: <https://sdgs.un.org/goals>

The project should contribute to building and/or strengthening structures in the partner country to ensure long-term impact.	No / very limited contribution to the development of local structures in the partner country
The project should create significant, positive effects for a broad range of people in the partner country, particularly for marginalized groups.	The benefits of the project are limited to a very small group of persons
A balanced project that primarily creates value in the partner country.	Purely export-oriented approach
The application should clearly demonstrate the project's benefits for society and target groups in the partner country.	Project focuses exclusively on company benefits

### 3. Economic Viability and Sustainability

Expectation	Challenge
A project design that incorporates both economic and social considerations, ensures long-term financing options, and promises economic sustainability.	No business case / lack of economic sustainability

### 4. Innovation and Solution Approaches

Expectation	Challenge
The project should include innovative and creative solutions addressing challenges within the partner country.	Lack of innovative approaches / creative solutions

### 5. Project Management and Collaboration

Expectation	Challenge
A detailed description of the division of labor and responsibilities among project participants.	Unclear division of labor; roles and responsibilities are not (clearly) defined

Careful selection and establishment of long-term, trust-based partnerships that leverage local expertise.	The business relationship with the local partner has been established only recently
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## 6. Monitoring, Evaluation, and Risk Management

Expectation	Challenge
Relevant and measurable indicators that clearly show project progress and impact (SMART <sup>2</sup> ).	Usage of non-meaningful indicators
Comprehensive risk management that includes risks related to environment, gender and social standards, along with other significant project risks.	Risk management fails to address key risks (environmental, gender-related, ... risks)

Unit Private Sector & Development  
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<sup>2</sup> [https://en.wikipedia.org/wiki/SMART\\_criteria](https://en.wikipedia.org/wiki/SMART_criteria)