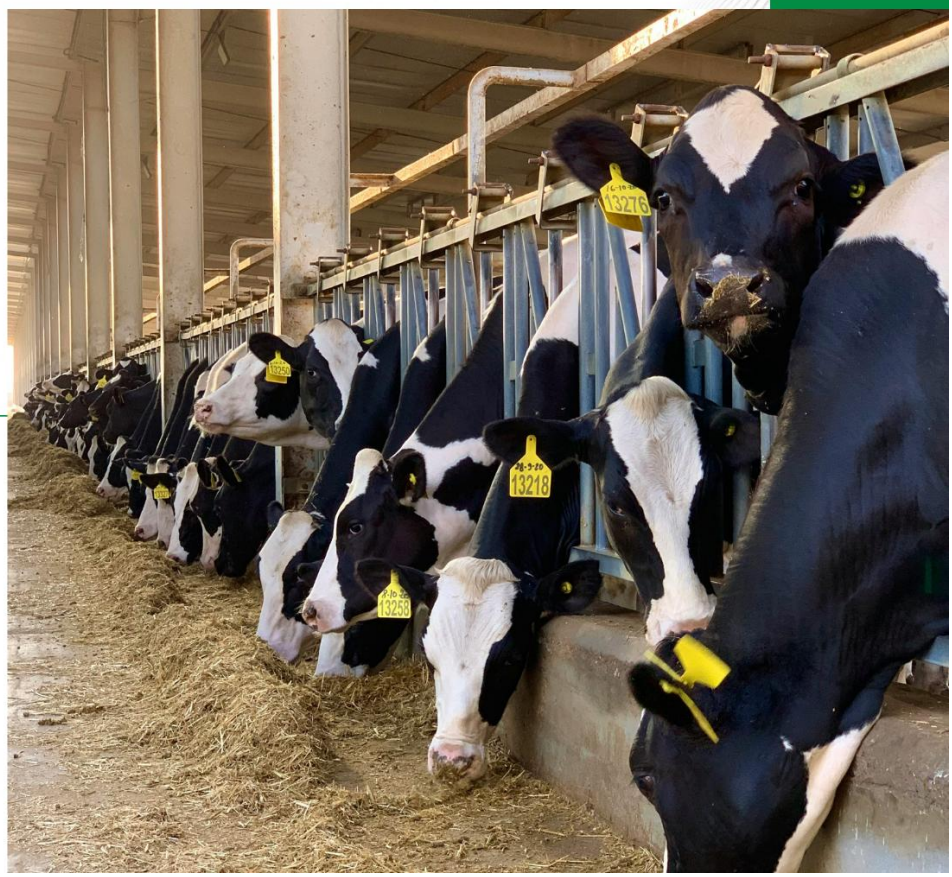
AFRICAN UNION
INTERAFRICAN BUREAU
FOR ANIMAL RESOURCES

GUIDELINES FOR ESTABLISHING NATIONAL LEVEL FEED AND FODDER MULTI-STAKEHOLDER PLATFORMS (MSPS)

2025



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Abstract

In response to recurring feed and fodder shortages that undermine livestock productivity and livelihoods, these Guidelines deliver a concise, adaptable blueprint for designing and operationalizing Multi-Stakeholder Platforms at continental and national levels. By blending clear objectives, governance principles, customizable tools, and a country-adaptation checklist, users can replicate a standardized MSP model that fosters coordination, drives investment, and strengthens resilience across diverse contexts. This resource supports practitioners, policymakers, and development partners in building cohesive platforms that align local actions with continental standards for sustained sector transformation. These Guidelines therefore provide a standardized yet adaptable blueprint for establishing MSPs that ensure homogeneity of process and outputs, while allowing country teams to customize implementation. By embedding continuous learning loops and continental collaboration, MSPs become the driving force for transforming Africa's feed and fodder landscape, boosting livestock productivity, and strengthening food security across the continent.

How to Use These Guidelines

i) Review the Abstract for an overview of purpose and scope.
ii) Consult the Country Adaptation Checklist (Annex A) before starting.
iii) Follow the numbered sections in sequence, referring to call-out boxes (e.g., Country Tip) for localization guidance.
iv) Use annexed templates to generate deliverables in your country context.

1. Introduction and Rationale

1.1 Background

The feed and fodder sector in Africa suffers from pervasive coordination gaps at national and regional levels. Governments, research institutions, private enterprises, non-governmental organizations, civil society organizations, cooperatives including women and youth focused groups, and development partners often work in isolation with limited interaction. Each organization deploy resources for forage seed multiplication, silage production, extension training, or policy advocacy without a unified strategy. These fragmented efforts lead to high transaction costs, duplication of pilot projects, and uneven geographic coverage. For instance, while West African countries may focus on drought-tolerant forage varieties, East African initiatives often import expensive silage machinery without aligning with national seed systems. As a result, annual fodder deficits across the continent persist, contributing to livestock productivity losses driving up reliance on costly feed imports or emergency interventions during climatic shocks.

1.2 Rationale for MSPs

Multi-Stakeholder Platforms (MSPs) offer a continental solution by convening all key actors, policy-makers, private sector, research bodies, farmer organizations, and donors, to co-create sector strategies, harmonize policies, and pool investments. On the continent, MSPs can:

i) **Align Priorities:** Establish common diagnostics and joint action plans, promoting complementarities and ensuring resources target the most critical feed system constraints.
ii) **Leverage Scale:** Pool funding across countries for regional infrastructure (e.g., forage seed hubs, mechanization centers) that individual nations cannot support alone.

iii) **Harmonize Policies:** Coordinate regulatory frameworks for feed safety, quality standards, and trade facilitation, reducing barriers to intra-African feed commerce.
iv) **Foster Innovation Diffusion:** Enable cross-border knowledge transfer of proven forage technologies, financing models, and digital extension tools.
v) **Increase Resilience:** Develop collective contingency plans, such as shared emergency fodder reserves, so that regions facing drought or market disruptions can draw on broader networks support.

These Guidelines therefore provide a standardized yet adaptable blueprint for establishing MSPs that ensure homogeneity of process and outputs, while allowing country teams to customize implementation. By embedding continuous learning loops and continental collaboration, MSPs become the driving force for transforming Africa's feed and fodder landscape, boosting livestock productivity, and strengthening food security across the continent.

1.3 Purpose

To provide a standardized yet adaptable framework for establishing Feed and Fodder Multi-Stakeholder Platforms (MSPs) that deliver consistent, high-impact results across diverse African contexts. By defining clear objectives, governance principles, operational roadmaps, and customizable tools, such as adaptation checklists and template bylaws. These Guidelines enable country teams to:

i) **Unify sector dialogue:** Establish forums that bring together government, private sector, research institutions, and farmer organizations under a single mission statement, enhancing collective political influence and policy advocacy
ii) **Develop national standards:** Develop and adopt common operating procedures, quality benchmarks, and legal and regulatory frameworks that bolster feed safety, investment confidence, and intra-continental trade harmonization
iii) **Pool resources and knowledge management:** Leverage pooled funding, joint research projects and programme, and regional secretariat functions to achieve economies of scale in seed systems, mechanization hubs, and capacity-building initiatives
iv) **Enable legal and organizational setup:** Guide the formation of national and multi-nation MSP associations, defining mission statements, drafting bylaws, setting dues structures, and constituting steering committees, ensuring each platform has a robust, legally compliant structure
v) **Foster continuous learning:** Embed participatory learning and peer-review mechanisms within MSPs to adapt strategies based on performance metrics, stakeholder feedback, and emerging challenges

2. Objectives of the MSP

A well-functioning Multi-Stakeholder Platform (MSP) serves as a catalyst for transforming fragmented and under-invested feed and fodder systems into coordinated, well-governed sectors with shared strategic direction. The following are the broad objectives that underpin the establishment and operation of an MSP:

i) **Strengthen coordination and promote complementarities among government, private sector, research institutions, and civil society, farmers organizations including women and youth groups**

This objective aims to break the siloed approaches historically seen in the feed and fodder sector. This would be attained by fostering inclusive dialogue and structured collaboration. Furthermore, the MSP creates a space where government policies are shaped by grassroots realities, private sector investment aligns with national priorities, and research innovations are rapidly deployed through extension networks. This coordination improves policy coherence and implementation, aligns funding flows, reduces duplication of efforts, and ensures that feed and fodder interventions are collectively owned and synergistically implemented.

ii) Facilitate investment and resource mobilization for fodder production and strengthen value chains

One of the key functions of the MSP is to position feed and fodder as an investable sector. This includes developing national fodder investment cases, attracting blended finance, and encouraging public-private partnerships. The platform supports resource mobilization by building bankable business models for fodder producers, aggregating demand forecasts from cooperatives and processors, and presenting evidence-based proposals to donors, development banks, and private investors. The MSP also coordinates the deployment of resources, ensuring that funds are targeted to high-impact areas such as forage seed systems, feed processing, and storage infrastructure.

iii) Monitor sector performance and drive continuous improvement

The MSP institutionalizes a culture of performance monitoring to ensure accountability and learning. This involves defining key performance indicators (KPIs), establishing data-sharing protocols among stakeholders, and conducting regular reviews of sector progress. The MSP acts as the repository and convener of this information, enabling members to identify bottlenecks, adjust strategies, and scale up successful practices. It also facilitates peer learning through workshops, case studies, and cross-country exchanges, thereby promoting evidence-based policy-making and adaptive management.

3. Stakeholder Mapping and Engagement

3.1 Identification

A robust Multi-Stakeholder Platform (MSP) must reflect the full diversity of actors engaged in or supporting the feed and fodder value chain. The platform should be led by the private sector, ensuring that business interests drive innovation, market development, and sustainability, while receiving strategic and non-intrusive support from public and development actors. A typical MSP should include:

- **Fodder producers:** Including smallholder groups, commercial forage growers, and irrigated fodder farms.
- **Fodder aggregators and traders:** Key intermediaries who move fodder from surplus to deficit regions.
- **Seed companies and distributors:** Suppliers of forage planting material including improved grass and legume seeds.
- **Feed manufacturers and processors:** Blending fodder with other inputs into balanced rations.
- **Mechanization dealers and contractors:** Providers of tractors, choppers, bailers, silage bags, and related services.
- **Financing institutions and microfinance actors:** Offering working capital, investment loans, and inclusive financial products for fodder enterprises.
- **Insurance providers:** Covering agricultural risks for fodder production, storage, and transport.

- **Feedlot operators and livestock integrators:** Major off-takers and influencers of quality and supply chains.
- **Commercial dairy and beef producers:** Who rely on a consistent supply of quality fodder and serve as anchor clients.
- **Cooperatives and farmer associations:** Aggregating production, demand, and extension delivery.
- **Research institutions and academia:** Driving innovation in agronomy, animal nutrition, preservation, and mechanization.
- **Regulatory authorities:** Including ministries and agencies responsible for agriculture, livestock, trade, and standards.
- **NGOs and development partners:** Providing technical assistance, capacity-building, and catalytic grant

3.2 Engagement Strategy

An effective engagement strategy ensures that all relevant stakeholders are not only included in the MSP but also play meaningful and complementary roles. The following components guide a successful stakeholder engagement strategy:

i) **Define clear entry and participation criteria:** The MSP should establish transparent criteria for membership, ensuring that stakeholders demonstrate active engagement in the feed and fodder value chain or support functions. Membership can be tiered (e.g., full members, observers, technical advisors, co-opted experts), with rights and obligations outlined in the platform's bylaws.

ii) **Identify strategic roles based on comparative advantage:** Stakeholders should be assigned roles aligned with their capacities and mandates. For example, financial institutions may lead resource mobilization dialogues, while research institutions contribute to innovation pipelines and evidence generation. This functional clarity prevents overlap and builds accountability.

iii) **Promote inclusivity (e.g., women-led enterprises, youth groups):** The platform should deliberately target and support the participation of marginalized actors who often face barriers to entry in formal systems. This can include setting aside seats for underrepresented groups, offering mentorship opportunities, and subsidizing participation costs where necessary.

iv) **Establish functional communication channels and knowledge management (e.g., newsletters, forums, dashboards):** Continuous and open communication is vital for keeping members informed, engaged, and able to contribute. The MSP should utilize both digital and physical tools, such as email bulletins, interactive websites, WhatsApp groups, webinars, and noticeboards, to disseminate updates, share opportunities, and foster ongoing dialogue.

v) **Facilitate structured dialogue through annual general meetings, working groups, and regional clusters:** The MSP must institutionalize regular convenings: annual general meetings for strategic planning and accountability; thematic working groups for focused technical or operational topics; and regional clusters to address location-specific needs. Agendas should be co-developed, and outputs documented for learning and follow-up.

4. Governance Structure and Roles

Multi-Stakeholder Platforms (MSPs) in the feed and fodder sector must be built on a governance model that balances inclusivity, transparency, and accountability, while remaining agile and responsive to sector dynamics. The governance structure should support a private sector-led approach with targeted, non-invasive support from public institutions and development partners. This ensures that decisions are business-driven and demand-responsive while maintaining strategic alignment with national priorities.

4.1 Core Institutional Roles

1. **Steering Committee:** (also General Assembly). This body provides strategic oversight and guidance. It is composed of elected representatives from across stakeholder categories including fodder producers, commercial livestock keepers, seed companies, aggregators, processors, and financial service providers. Government departments (e.g., livestock, agriculture, standards) and development partners serve in advisory but non-voting roles. The committee is responsible for approving work plans, budgets, and strategic direction.
2. **Thematic Working Groups:** Specialized groups focusing on priority areas such as forage seed systems, mechanization, feed safety standards, financing mechanisms, trade and logistics, or emergency response. These working groups allow for focused technical contributions and the formulation of policy positions and other knowledge products as well as investment proposals. Membership is voluntary but must represent sector diversity.
3. **Platform Secretariat:** The operational arm of the MSP, responsible for administration, coordination of meetings, documentation, communications, and follow-up of decisions. The secretariat ensures continuity and institutional memory. It may be hosted by an existing sector association or a neutral technical organization.

4.2 Legal and Institutional Anchoring

Drawing from FAO's guidance on national feed associations (FAO, 2020, pp. 190–194), the MSP should be formalized under applicable laws governing non-profit associations or industry consortia. This includes the registration of bylaws, establishment of membership categories and fees, definition of voting rights, and terms for office bearers. Legal recognition boosts credibility, safeguards the platform's independence, and allows it to sign MOUs, receive funds, or issue sector advisories.

4.3 Leadership Principles

i) **Collaborative leadership:** Encouraging joint ownership of outcomes through shared decision-making structures. For example, in a national feed and fodder MSP, both commercial dairy cooperatives and input suppliers (e.g., seed companies, machinery vendors) may co-chair the annual planning committee, ensuring that supply-side and demand-side priorities are reflected in strategic plans. Additionally, decisions such as price stabilization strategies or forage seed certification programs should be agreed upon through consensus among producers, traders, regulators, and researchers.

ii) **Rotational representation:** To maintain inclusivity and dynamism, steering roles should rotate among stakeholder clusters over time. For instance, the MSP chairperson may be elected from fodder contractors or aggregators in one term, followed by a representative from livestock insurance firms or academia in the next. This promotes fresh ideas and ensures different sub-sectors, such as feed manufacturing, fodder preservation, or financial services, have a chance to lead and influence.

iii) **Non-dominance by any one actor:** Guarding against capture by elite institutions by enforcing checks and balances in representation and voting power. For example, while large feed companies may contribute significant resources, their voting rights can be capped at par with those of smallholder cooperatives or civil society representatives. Further, executive decisions, such as approving new members or endorsing national policy positions, should require cross-cluster support, e.g., at least one vote from each of the public sector, private sector, and research group representatives.

4.4 Conflict Resolution and Transparency Mechanisms

- **Clear grievance redressal channels:** Establish formal channels for members to raise complaints or disagreements related to platform decisions, funding allocations, or representation. For instance, if fodder contractors believe that government subsidies are being unfairly distributed to only large feed manufacturers, they can file a grievance with the MSP Secretariat, which triggers a formal review involving an independent mediation committee.
- **Public access to meeting minutes and financial reports:** All MSP members and stakeholders should have access to key records such as resolutions, budget allocations, donor contributions, and disbursements. For example, financial reports on how levies collected from commercial fodder auctions were used to support smallholder fodder seed banks should be made available through a digital portal and presented during quarterly meetings.
- **Annual independent performance reviews or audits:** Engage third-party evaluators to assess both financial integrity and programmatic impact. For example, an external audit may verify whether funds allocated to build community feed storage facilities were used appropriately, while a performance review could assess if KPIs on increased fodder acreage or reduced seasonal deficits were met.

5. Operational Roadmap

5.1 Phase 1: Inception

1. **Convene stakeholder introduction workshop:** The MSP formation process begins with a stakeholder mapping, then a national stakeholder workshop to introduce the platform concept, define the purpose, and begin consensus-building among actors. For example, representatives from commercial dairy farms, seed companies, feedlots, cooperatives, research institutes, and ministries of agriculture may gather to jointly validate the urgency of addressing fodder deficits and agree on the benefits of coordinated action. This workshop also serves to identify champions and interim focal persons for the platform.
2. **Finalize MSP Terms of Reference (Annex B):** Following initial consultations, a comprehensive Terms of Reference is developed and validated. This document outlines the MSP's scope, objectives, membership structure, decision-making rules, and meeting schedules. For instance, the TOR may specify that the platform will focus on key themes such as seed system strengthening, fodder market linkages, and feed quality control, and that decisions will be reached through consensus among at least three stakeholder groups, producers, private sector, and government. At this point the Governance framework is also developed.
3. **Conduct rapid needs assessment (Annex C):** A structured assessment is carried out to establish the baseline status of the feed and fodder sector. This involves gathering information on forage production volumes, seed availability, mechanization gaps, and seasonal feed deficits. For example, a rapid assessment might reveal that in the northern regions, hay production declines by 60% during dry seasons, while traders face transportation bottlenecks that reduce cross-county supply flows. This data is used to prioritize interventions and develop a national platform strategy.

5.2 Phase 2: Strategic Planning

Once the MSP has completed its inception activities, it moves into Strategic Planning, where a medium-term vision is translated into a concrete roadmap. This phase has two inter-linked workstreams:

Developing the MSP Strategic Plan with Clear Milestones
The MSP strategic plan should cover a 3–5-year horizon, broken into successive milestones that guide,

and measure, the platform's progress. In the **feed and fodder** context, a sample set of milestones might read as follows:

Timeline	Expected Milestones
By Month 3:	i) Complete and validate the baseline needs assessment (e.g. quantifying seasonal dry-season fodder deficits, mapping existing forage seed suppliers) ii) Secure formal sign-off of the national MSP objectives and performance indicators (e.g. target hectares under improved fodder, volume of certified forage seed distributed)
By Month 6:	i) Launch two pilot interventions in distinct agro-ecological zones, such as community silage demonstrations in semiarid areas and commercial forage seed multiplication plots in high-potential zones ii) Convene the first "Feed & Fodder Investment Forum" to present at least five bankable project concepts to commercial banks, impact investors, and donor agencies
By Month 12:	i) Finalize and publish the MSP's Year 1 results report, showcasing preliminary yield gains, newly formed public–private partnerships (e.g. mechanization leasing schemes, seed-bulking cooperatives), and lessons learned
Year 2:	i) Scale pilots into at least three additional counties, each achieving a minimum 20% increase in dry-season forage availability ii) Integrate two MSP-endorsed policy recommendations (for instance, feed quality standards or seed certification protocols) into the national livestock development strategy
Years 3–5:	i) Secure a dedicated budget line in the national Ministry of Agriculture for "fodder infrastructure and research" ii) Embed MSP performance indicators within routine agricultural sector reviews (e.g. annual sector scorecards, parliamentary oversight hearings)

Embedding SMART KPIs, such as number of tons of silage produced, count of private sector mechanization providers enlisted, or reduction in feed-price volatility, ensures the MSP can track impact, adjust course, and report transparently to all members.

1. **Establishing the Governance and Resource-Mobilization Plan**
   To translate strategy into action, the MSP must also define *how* it will make decisions, secure funds, and maintain accountability:

Governance Plan	**Rules and procedures of the MSP: Clarify which body (Steering Committee, Working Groups, or Secretariat) approves work plans**, budgets, and policy positions.

	Meeting Cadence: Schedule biannual strategy retreats, quarterly Executive Committee reviews, and monthly technical-working-group check-ins. Stakeholder Feedback Loops: Institute a digital "MSP Forum" and annual field-visit delegations, allowing smallholder producers, seed enterprises, and feedlot operators to propose mid-course corrections. Risk & Contingency Protocols: Identify potential barriers, such as shifts in government leadership or sudden market disruptions, and pre-agree trigger-based responses (e.g. emergency fodder reserves, rapid-response technical deployments).
Resource-Mobilization Plan	**Funding Sources:** Map out government budget lines, donor grant windows, private-sector sponsorships, and levy-based mechanisms (for example, a nominal fee per litre of milk processed through cooperatives). **Fundraising Timeline:** Align donor concept note deadlines with MSP milestones (e.g., prepare expansion grant applications three months before pilot-scale completion). **Investment Prospectus:** Develop a "Feed & Fodder Opportunity Brief", a one-pager with projected ROI on forage seed multiplication or mechanization hubs, that can be shared with impact investors and development banks. **Financial Management & Reporting:** Set up a simple, transparent accounting template that links each grant or levy to specific strategic activities, and publish quarterly financial snapshots to MSP members.

5.3 Phase 3: Implementation

In this phase the MSP moves from planning into action. Two core activities are critical:

Launch pilot interventions.

Irrigated Zones of Cultivated Fodder: In drought-prone arid and semi-arid lands (ASALs), the MSP may collaborate with county governments and local producer cooperatives to establish irrigated fodder production zones. These zones are demarcated near permanent water sources such as boreholes, rivers, or solar-powered irrigation systems. Participating farmers are organized into clusters and trained in cultivating high-yield drought-tolerant fodder species like Sudan grass, Brachiaria, and Napier grass.

The MSP supports land preparation, provides starter seed packs, and facilitates access to mechanization services for harvesting and baling. Monthly tracking of production volumes and market deliveries is conducted. Success is measured by metrics such as a 30% reduction in dry-season feed shortages, increased fodder market availability, and the establishment of new off-take agreements with nearby feedlots and cooperatives within the first year of implementation.

1. **Forage Seed-Multiplication Plots:** Working with seed companies and research institutes, the MSP can pilot multiplication of improved Brachiaria and Napier grass on 10 ha. Farmers receive certified seed at subsidized rates, then commit to supplying 50 t of seed back to the MSP

for redistribution. Progress milestones include first harvesting of foundation seed (Month 4) and the establishment of two private-sector seed outlets (Month 8).

2. **Facilitate periodic stakeholder reviews.**

   Quarterly Performance Workshops: Every three months, the MSP convenes all Working Groups (Seeds, Mechanization, Finance, Policy) to present against agreed KPIs: tonnes of fodder produced, number of mechanization providers onboarded, new credit schemes launched. These workshops rotate across regions to include direct field voice, e.g., pastoralist representatives report on hay-bailing trials in arid counties.

   Annual "Feed & Fodder Scorecard" Publication: Drawing on data from pilot sites and national statistics, the MSP Secretariat produces a concise report summarizing achievements and gaps, such as a 20 % rise in private investment or remaining seed-supply bottlenecks. This scorecard is shared with the Steering Committee, government agencies, and the continental alliance, ensuring transparent accountability and guiding Year 2 adjustments.

5.4 Phase 4: Scale-Up and Sustainability

This final phase ensures that the MSP transitions from a project-mode structure to a lasting institutional mechanism that continues to drive coordination and innovation in the feed and fodder sector.

1. **Integrate MSP functions into national livestock development agendas**

Once the MSP has demonstrated proof of concept through pilot interventions and stakeholder alignment, it must be formally recognized within national livestock development frameworks. This includes securing a seat within national agriculture or livestock sector steering committees, contributing to the development of fodder policy, and aligning with strategic government programs such as drought mitigation plans or livestock export strategies. For example, the MSP may be tasked to oversee national targets for fodder reserves, inclusion of certified seed systems in extension packages, or support for fodder-producing cooperatives under national subsidy schemes. Integration ensures that feed and fodder coordination is no longer ad hoc, but embedded within the government's routine planning, budgeting, and performance tracking systems.

2. **Secure long-term funding commitments**
   Long-term sustainability depends on diversified and predictable financing. This involves transitioning from one-off donor grants to a blended model including:

   i) **Government budget allocations** for fodder infrastructure (e.g., feed centers, baling depots) and institutional support to the MSP Secretariat.
   ii) **Private sector contributions**, such as levies collected from large-scale feed processors or commercial dairy processors (e.g., a small per-litre milk levy pooled into a Fodder Resilience Fund).
   iii) **Development partner co-financing**, especially aligned with climate-smart agriculture or resilience building initiatives.
   iv) **Innovative financing**, including matching grants for seed multipliers, green bonds for mechanization, or social impact investments into women-led fodder enterprises.

6. Monitoring, Evaluation, and Learning

A well-functioning MSP requires structured tracking of progress, space for adaptive learning, and transparent sharing of results. This phase institutionalizes performance review mechanisms to ensure the platform remains credible, data-driven, and impactful.

1. **Define KPIs**
   Key performance indicators (KPIs) should be co-developed with stakeholders to reflect shared goals across the feed and fodder value chain. These may include:

   i) **Meeting frequency**: Minimum four stakeholder meetings per year, one of which includes a high-level policy convening.
   ii) **Resource mobilization**: Targets such as raising USD 500,000 annually from public, donor, and private contributions to support MSP interventions (e.g., silage infrastructure, seed bulking).
   iii) **Production and access metrics**: Indicators such as increase in hectares under improved forage, number of smallholder farmers using certified seed, or tons of conserved fodder traded during dry season.

2. **Report quarterly using the template in Annex C**

The MSP Secretariat is responsible for preparing a concise quarterly progress update, drawing from the template provided in Annex C. This report should capture key activities undertaken, disbursement of funds, achievement against KPIs, risks encountered, and corrective actions. For instance, a Q2 report may show that while 70% of target acres for Rhodes grass planting were achieved, mechanization access in pastoral zones remained below baseline, triggering a new technical working group intervention.

3. **Conduct annual peer review workshops**

Once per year, the platform should convene an MSP Peer Learning and Accountability Workshop. This forum allows national stakeholders, fodder contractors, cooperatives, financial institutions, researchers, and government, to present results, compare lessons with other regions or countries, and update strategic priorities. Examples of learning sessions may include case studies on how a cooperative in the highlands reduced post-harvest losses by 40% through feed center aggregation, or how bundled finance and insurance improved fodder market resilience in semi-arid counties.

Annexes

Annex A: Country Adaptation Checklist for Feed and Fodder Multi-Stakeholder Platforms

Purpose:
To support national teams in tailoring the continental MSP guidelines to their specific context, ensuring relevance, inclusivity, and alignment with country-level priorities and realities.

COUNTRY ADAPTATION CHECKLIST

Section	Key Adaptation Task	Completed (✓/X)	Notes/Responsible Party
1. Context and Background	Insert country-specific fodder/feed challenges, recent droughts, feed gaps, and investment opportunities.		
2. Objectives	Review and align MSP objectives with national livestock, climate resilience, and food security priorities.		
3. Stakeholder Mapping	Identify local actors (producers, cooperatives, private sector, government agencies, research bodies) and their roles.		
4. Governance Structure	Define national-level governance model—adapt Steering Committee composition, working groups, and secretariat.		
5. Legal Framework	Review relevant policies, association laws, and institutional mandates that will shape the MSP's formation.		
6. Engagement Plan	Customize engagement approaches to include traditionally excluded groups (e.g., women, youth, pastoralists).		
7. Prioritization Themes	Identify 3–5 national priorities (e.g., seed systems, mechanization, trade facilitation, emergency reserves).		
8. TOR and Needs Assessment	Localize and validate TOR (Annex B) and conduct the rapid assessment (Annex C) with national data.		
9. Integration into National Systems	Define how the MSP will link with national livestock development plans, climate strategies, and sector coordination bodies.		
10. Sustainability Planning	Identify local funding sources, rotating leadership model, and		

	monitoring framework to ensure long-term function.		

Annex B:

Sample Terms of Reference (TOR) for a National Feed and Fodder Multi-Stakeholder Platform

1. Background

The feed and fodder subsector in …….. is central to livestock productivity, resilience, and food security. However, the sector faces persistent challenges including seasonal shortages, poor quality standards, weak coordination among actors, and low private investment. To address these systemic issues, the National Feed and Fodder Multi-Stakeholder Platform (MSP) is established to create a coordinated, inclusive, and strategic mechanism to drive sector transformation.

2. Objectives of the Platform

i) Coordinate and align efforts of all relevant stakeholders in the feed and fodder value chain.
ii) Support evidence-based policy, regulatory, and institutional reform for the subsector.
iii) Promote inclusive investment and innovation to enhance fodder availability, quality, and trade.
iv) Facilitate joint learning, data sharing, and sector-wide performance tracking.

3. Membership Composition

The MSP shall consist of representatives from:

- Fodder producers and aggregators (individuals, cooperatives, associations)
- Seed companies and input suppliers (e.g., irrigation, fertilizers, inoculants)
- Mechanization contractors (bailers, choppers, transporters)
- Feed manufacturers and animal nutrition companies
- Livestock farmers and processors (dairy, beef, poultry, feedlot owners)
- Financial institutions (banks, SACCOs, leasing firms, credit schemes)
- Insurance providers (agricultural and livestock risk products)
- Research institutions and universities
- Civil society organizations and NGOs
- Government ministries and regulatory bodies
- Development partners and donor-funded programs

4. Governance Structure

- **Steering Committee:** Strategic oversight body chaired by a private sector representative. Members are drawn from key stakeholder groups with rotational leadership.
- **Thematic Working Groups:** Operational clusters on seed systems, mechanization, finance, trade, and policy.
- **Secretariat:** Technical and administrative coordination unit responsible for daily operations, communication, and record keeping. May be hosted by a neutral entity or industry association.

5. Operational Principles

i) Quarterly stakeholder meetings and an annual general assembly.

ii) Equal representation of stakeholder clusters with decision-making by consensus or two-thirds majority.
iii) Term limits for leadership positions (e.g., two years for chairperson with one renewal).
iv) Public disclosure of workplans, reports, and financial records.

6. Reporting and Accountability

i) Annual sector performance report prepared and disseminated.
ii) External audits and independent evaluations every two years.
iii) Regular stakeholder feedback surveys and grievance redress system.

Annex C:

Sample Rapid Needs Assessment Tool for Feed and Fodder Sector

1. Purpose
To collect baseline data and stakeholder perspectives to inform strategic planning, prioritization, and coordination by the National Feed and Fodder Multi-Stakeholder Platform.

2. Assessment Areas and Questions

A. Production and Availability

i) What are the main fodder types produced (e.g., Napier, Rhodes, Brachiaria)?
ii) What is the total area under fodder production in the past year?
iii) What is the yield variability across agro-ecological zones and seasons?
iv) What preservation methods are used (e.g., hay, silage, pellets)?

B. Input and Service Ecosystem

i) What forage seed varieties are available and from which sources?
ii) Are local seed producers certified and supported?
iii) What is the availability of mechanized services (e.g., harvesters, choppers, transportation)?
iv) What extension support exists for fodder planning and agronomy?

C. Demand and Market Systems

i) Who are the main fodder buyers (dairy cooperatives, feedlots, traders)?
ii) What are the common transaction models (e.g., contract, spot trade, auction)?
iii) Is there a price monitoring mechanism or platform?
iv) What infrastructure exists for aggregation and storage?

D. Finance and Risk Instruments

i) What credit products are available for fodder enterprises?
ii) Are producers or traders accessing crop/livestock insurance?
iii) Is there a fodder fund or revolving scheme available nationally or sub-nationally?

E. Policy and Institutional Environment

i) Are there national policies or laws governing fodder/feed standards and trade?
ii) What coordination platforms or institutions currently exist in the feed and fodder sector?
iii) Are public investments aligned to fodder development priorities?

3. Methodology

i) Desk review of sectoral reports and national livestock plans.
ii) Key Informant Interviews with producers, aggregators, processors, regulators.
iii) Focus group discussions with farmer groups and cooperatives.
iv) Field observations and geospatial mapping of production hotspots.

4. Output

- A synthesized report outlining key findings, major constraints, opportunity areas, and proposed priorities to be presented at the MSP planning session.