AFRICAN UNION
INTERAFRICAN BUREAU
FOR ANIMAL RESOURCES



GUIDELINES FOR MARKETS, INVESTMENT AND FINANCING IN THE FEED AND FODDER SECTOR IN AFRICA

July 2025

Guidelines for Markets, Investment and Financing in the Feed and Fodder Sector in Africa

1. Background

Across Africa, the feed and fodder sector remains significantly under-invested and largely informal. While livestock is the backbone of African economies, contributing to food security, employment, and rural incomes, upstream segments such as fodder production, aggregation, and storage attract minimal attention compared to downstream processing and distribution. This is largely due to perceptions that upstream activities are high-risk, unstructured, and difficult to finance, creating a stark investment imbalance.

Yet this imbalance has serious consequences. Feed and fodder constitute approximately 60–70% of livestock production costs across Africa. During the recent Horn of Africa drought (2020–2023), over 9 million livestock perished, 4 million in Ethiopia, 3 million in Somalia, and 2 million in Kenya, resulting in US$ 1.5 billion in direct losses. Similar droughts in southern Africa have led to the declaration of national emergencies. For instance, Namibia's 2019 drought led to R6.4 billion in livestock losses. In parallel, feed deficits during dry seasons across Eastern Africa often exceed 65%, leaving millions of producers vulnerable.

Despite these challenges, investment remains skewed. Africa's animal feed market is projected to grow to US$ 35 billion by 2026, yet investment continues to favor compound feed mills and processors, while primary fodder producers struggle to secure funding. In response to repeated drought and feed crises, several African governments have spent billions on emergency feed programs, diverting funds from strategic investment (e.g., Zimbabwe's national drought response, Malawi's US$395 million drought relief)

This combination of high feed costs and low upstream investment undermines livestock productivity, market competitiveness, and household resilience. Formalizing upstream activities through aggregation, contracting, insurance mechanisms, and targeted infrastructure, is essential to reducing risk, building bankability, and shifting national responses from crisis-driven to growth-oriented. Ensuring that upstream activities receive a balanced share of investment and policy attention is therefore crucial for unlocking the full potential of Africa's livestock economies.

2. Rationale

Industrializing the feed and fodder sector requires deliberate action to overcome structural inefficiencies, use of advanced technologies, address financing gaps, and attract diverse forms of capital. Achieving this transformation calls for guidelines that provide countries with a step-by-step approach to mobilizing investments, unlocking finance, and fostering partnerships across the value chain.

This guideline addresses the need to:

i) Shift from fragmented, informal systems to structured, investable enterprises;
ii) Promote equitable financing across the value chain;
iii) Support countries in building resilient feed systems that withstand climatic shocks;
iv) Build investor confidence through predictable policy and legislative environments as well as reliable market data.

3. Objectives

i) Guide countries in profiling the feed and fodder sector as investment-ready.
This involves identifying strategic production zones, supply chain gaps, existing enterprises, and developing bankable investment cases at both sector and enterprise levels.
ii) Support the design and implementation of diverse financing instruments.
Countries should be able to blend public and private funding, leveraging concessional loans, grants, guarantees, and commercial capital tailored to different risk profiles and maturity levels.
iii) Promote investment structuring at enterprise, national, and regional levels.
Investment platforms, pitch decks, readiness assessments, and targeted deal rooms should be deployed to enhance investment uptake.
iv) Operationalize PPPs for large-scale, capital-intensive infrastructure.
Governments can unlock private investments in irrigation, silage storage, and feed hubs through well-structured PPP frameworks.
v) Enable the use of contracting, aggregation, and coordination as tools for formalization.
Bankability improves when producers are aggregated, markets are coordinated, and forward contracts secure off-take agreements.

4. Step-by-Step Guidelines

4.1 Sector Profiling and Investment Readiness

A foundational step in catalyzing investments in the feed and fodder sector is to systematically understand the current state of the sector, who the players are, where the gaps lie, what the market potential is, and how this information can be shared with stakeholders in a dynamic, decision-supportive format.

i) Map key actors, input suppliers, aggregators, and producers (Value Chain Mapping)

This involves identifying and profiling all stakeholders across the feed and fodder value chain, from upstream to downstream. These include:

i) **Input suppliers** (e.g., forage seed dealers, equipment suppliers, fertilizer providers);
ii) **Primary producers** (e.g., individual farmers, cooperative farms, commercial fodder estates);
iii) **Aggregators and traders** (entities that bulk, preserve, or distribute fodder);
iv) **Processors and transporters** (for silage, hay, Total Mixed Ration (TMR), and compound feed);
v) **Support institutions** (extension providers, research institutions, development partners).
vi) **Market actors**

Mapping should capture geographic distribution, operational capacity, business models, market orientation, and existing support mechanisms. This creates a clear ecosystem picture and supports targeted engagement for investment or technical support.

ii) Analyze market size, feed gaps, and drought-prone zones

A comprehensive demand-supply analysis should be conducted to quantify the current and projected size of the feed and fodder market. This includes:

i) Estimating annual fodder demand vs. actual production across different livestock systems;
ii) Identifying temporal gaps (e.g., dry season, drought years) and spatial deficits (regions consistently experiencing feed shortages);
iii) Segmenting the market by livestock type, feed type (roughage, concentrates, mineral mix), and production system (pastoral, semi-intensive, intensive);
iv) Mapping drought-prone and climate-vulnerable areas where feed interventions are most needed;

Such analysis helps in targeting interventions and identifying the most viable investment opportunities for resilience-building and commercialization.

iii) Prepare sector investment profiles and business cases

This step translates profiling and analysis into actionable investment materials. Sector investment profiles and business cases should:

i) Highlight key investment opportunities in production, processing, logistics, and services;
ii) Quantify potential returns (internal rate of return, Return On Investments), social impacts (jobs, resilience), and market access;
iii) Identify financing needs by segment (working capital, capex, R&D, insurance);
iv) Outline risks and mitigation strategies for investors (e.g., climate risk, price volatility);
v) Be tailored for different investor types: private equity, DFIs, banks, philanthropic funders, and government agencies.

These documents serve as essential tools for investment mobilization, presentations at deal rooms, and advocacy with policy-makers and financiers.

iv) Develop dashboards for real-time market intelligence

To support decision-making and continuous sector engagement, digital tools such as dashboards and data portals should be developed to:

i) Present up-to-date information on production volumes, prices, trade flows, and weather patterns;
ii) Visualize regional fodder deficits or surpluses;
iii) Track investment flows and infrastructure development;
iv) Enable investors, governments, and producers to make timely, evidence-based decisions;

These platforms could be housed within ministries, livestock boards, or regional bodies and should be regularly updated, interoperable with national agriculture and finance systems, and designed for public-private use.

4.2 Sensitization and Investor Engagement

Once potential investment opportunities in the feed and fodder sector are identified through profiling and analysis, the next step is to actively mobilize stakeholders. This includes engaging both potential investors and value chain actors to create awareness, build confidence, and prepare the ecosystem for investment uptake. Sensitization is not just about marketing the opportunity, it's about building shared understanding, clarifying risk, and making the sector legible and attractive to capital providers. This step is especially important in sectors that have historically been informal or perceived as high-risk, such as fodder production.

i) Conduct investor forums and webinars

These forums provide platforms for interaction between fodder sector actors and the investment community. Investor sessions should be:

i) Organized at national and regional levels to present sector investment profiles and enterprise pitches;
ii) Tailored for different investor types (e.g., banks, venture capitalists, development finance institutions, social impact investors);
iii) Used to showcase success stories, pilot projects, and financing instruments that have worked in similar contexts;
iv) Offered in both physical and virtual formats to maximize reach and inclusivity;
Investor forums should also include Q&A segments, panel discussions, and B2B networking to foster trust, clarity, and potential deal flow.

ii) Prepare investor guides and data rooms

Investor guides are concise, user-friendly documents that explain:

i) The sector landscape and its growth drivers;
ii) Key investment opportunities and business models;
iii) Risks, returns, and enabling policies;
iv) Applicable financing mechanisms and regulatory requirements;

These guides should be accompanied by data rooms**,** secure repositories of detailed, verifiable information (financial models, legal documents, technical feasibility studies, enterprise profiles) that allow investors to conduct due diligence and evaluate opportunities in depth. Well-organized data rooms save time, reduce uncertainty, and signal professionalism and readiness.

iii) Engage national and regional banks, insurers, and donors

It is critical to involve domestic financial institutions and development partners early in the investment process. Specific actions include:

i) Hosting sensitization workshops for commercial banks to introduce them to the economics of fodder businesses and discuss risk mitigation strategies;
ii) Engaging insurers to explore climate or livestock-indexed insurance products for feed producers;

iii) Working with government agencies, DFIs, and donors to create blended finance mechanisms, credit guarantees, or anchor grants;
iv) Developing memoranda of understanding (MoUs) or joint workplans with national investment authorities and agriculture ministries;
This engagement not only increases funding options but helps ensure that investment frameworks align with national policies and regulatory standards.

4.3 Financing Models and Instruments

In a sector as diverse and layered as feed and fodder, one-size-fits-all financing approaches rarely work. Different segments of the value chain, ranging from smallholder producers to commercial aggregators and infrastructure developers, have different risk profiles, capital needs, and return expectations. To accelerate investment and industrialize the sector, financing models must be tailored, flexible, and strategically blended to lower perceived risk and attract a broad spectrum of investors. This section outlines practical instruments to expand financing access while crowding in both public and private capital.

i) Use blended finance to combine concessional capital with commercial loans
Blended finance structures combine different sources of capital, typically concessional (from donors or public sources) and commercial (from banks or investors), to create a more favorable risk-return profile. In the feed and fodder context, this approach can:

i) Reduce the cost of capital for high-impact projects that may not yet be fully commercial;
ii) Provide first-loss guarantees or co-investments to lower risks for private investors;
iii) Enable scale-up of pilot models that have already shown promise;
Examples include donor-backed revolving funds that co-finance fodder equipment, or sovereign-backed lines of credit that subsidize interest for SMEs in feed processing.

ii) Apply patient capital for irrigation, land development, and mechanization
Patient capital refers to long-term, flexible investments that are willing to accept below-market returns in the short term for longer-term developmental or commercial outcomes. This is particularly well-suited to:

i) High-capex investments such as large-scale irrigation for cultivated fodder;
ii) Land development for pasture improvement or silage cropping;
iii) Mechanization including balers, mowers, mixers, and feed mills;
Investors in patient capital may include social impact funds, sovereign wealth funds with development mandates, and philanthropic organizations that prioritize long-term sector transformation over short-term gains.

iii) Mobilize de-risking instruments (e.g., credit guarantees, climate insurance)
To unlock commercial capital, especially from risk-averse financiers, de-risking instruments are critical. These include:

i) **Credit guarantees** that backstop loan defaults and allow banks to lend to fodder actors without requiring excessive collateral;

ii) **Weather-indexed or forage-yield insurance** that cushions producers from climate shocks;
iii) **Revenue guarantees** that assure minimum income for investors in early-stage infrastructure;
Such tools reduce perceived volatility, increase lender confidence, and protect borrowers against risks beyond their control.

iv) Encourage banks to design sector-specific loan products

Traditional loan products often do not suit the cash flow patterns or risk exposure of fodder-related businesses. To improve access, banks should be encouraged, through policy incentives or technical assistance, to develop:

i) **Seasonally aligned loan products** with grace periods and repayment schedules tied to harvest or dry-season sales;
ii) **Input finance packages** bundled with seeds, equipment, and technical support;
iii) **Group lending** approaches for cooperatives or aggregated producers;
Banks that understand the economics of the fodder sector are more likely to innovate around products, scoring systems, and collateral options (e.g., using forward contracts or inventory as security).

4.4 Public Private Partnerships (PPPs)

Public-Private Partnerships are a critical instrument for financing and implementing large-scale, capital-intensive infrastructure that supports feed and fodder system transformation. These include investments in irrigation, fodder storage, mechanization hubs, and logistics corridors, assets that are often too risky or costly for the private sector to finance alone, but whose economic and public impact is substantial. PPPs provide a structured way for governments to partner with private actors by offering land, guarantees or co-investment while enabling private expertise, efficiency, and capital to drive the initiative. In the feed and fodder context, PPPs are essential for unlocking production potential in ASAL areas, stabilizing markets during droughts, and crowding in long-term private investment.

i) Identify PPP-suitable projects with regional impact

Countries should begin by mapping high-capex, high-impact projects that have:

i) Strategic importance in ensuring dry-season feed availability or regional trade;
ii) Potential for cross-border or inter-county scale (e.g., fodder processing hubs, mega irrigation projects, regional transport and distribution nodes);
iii) Alignment with national livestock or food security strategies;
Feasibility studies, cost-benefit analyses, and environmental impact assessments should be used to determine which projects are most suitable for PPPs. Clear investment cases should be prepared for each, highlighting both public benefits (e.g., drought resilience, job creation) and private returns.

ii) Develop risk-sharing agreements and operating frameworks

Effective PPPs depend on well-structured agreements that allocate risks, roles, and returns between public and private partners. These frameworks should include:

i) Clear legal and regulatory contracts that define performance benchmarks, land tenure, revenue sharing, dispute resolution, and exit clauses;
ii) Mechanisms for public investment in "unviable" components (e.g., roads, water dams), while allowing private partners to operate and profit from revenue-generating services (e.g., fodder processing, storage leasing);
iii) Defined durations of partnership, with provisions for renewal, transfer, or termination;
Such frameworks build confidence among investors, reduce project delays, and enhance accountability for both parties.

iii) Offer incentives such as access to public land or input subsidies

Governments can catalyze private investment by offering tangible incentives that improve the commercial viability of PPP projects. These include:

i) Long-term leasehold or co-ownership rights to public land for fodder production or infrastructure development;
ii) Subsidies or tax exemptions on imported machinery, renewable energy systems, or fodder inputs (e.g., seed, fertilizer);
iii) Priority access to national feed subsidy programs, insurance schemes, or concessional financing windows;
iv) Fast-track licensing and approvals for PPP actors;
Such incentives lower barriers to entry, reduce upfront costs, and align private goals with public development objectives.

4.5 Deal Rooms and Investment Matchmaking

Deal rooms are structured investment matchmaking platforms that bring together investors and project promoters to facilitate the flow of capital into promising ventures. In the context of the feed and fodder sector, deal rooms provide an organized space for showcasing viable enterprises, bankable infrastructure projects, and broader sectoral opportunities to both domestic and international investors. They help overcome information asymmetries by presenting curated, de-risked, and investment-ready opportunities, while allowing investors to interact directly with entrepreneurs, cooperatives, and public agencies. Deal rooms can be held during national investment summits, agricultural fairs, or through virtual platforms, and should be aligned with the country's overall investment strategy.

i) Organize enterprise-level pitching competitions

Pitching competitions provide a stage for feed and fodder enterprises, especially SMEs and women- or youth-led agribusinesses, to present their investment cases to potential funders. These should include:

i) Business plan showcases with financial projections, market analysis, and growth strategies;

ii) Targeted sessions where selected enterprises are matched with specific categories of investors (e.g., early-stage VC, impact investors, banks);
iii) Capacity-building and coaching sessions to prepare enterprises for pitching, due diligence, and negotiation.
Such competitions not only attract capital but also raise the profile of the sector and encourage innovation among local actors.

ii) Use national investment promotion agencies to attract capital

Investment Promotion Agencies (IPAs) are key institutions mandated to mobilize private investment into strategic sectors. Countries should:

i) Partner with IPAs to feature feed and fodder projects in national investment catalogues;
ii) Train IPA staff to understand the sector and proactively engage investors in agribusiness or livestock;
iii) Co-host deal rooms or side-events during national economic forums, diaspora investor summits, or bilateral trade missions;
This formal linkage ensures that the sector benefits from ongoing national investment attraction efforts and enjoys visibility among institutional investors.

iii) Package bankable PPP projects for donor and DFI platforms

Beyond individual enterprises, countries should identify high-potential public-private partnership (PPP) projects that can be presented to donors, development finance institutions (DFIs), and climate finance platforms. This includes:

i) Preparing standardized project briefs and financial models;
ii) Ensuring environmental and social safeguards are addressed to meet DFI standards;
iii) Bundling multiple smaller projects (e.g., regional storage hubs) into a single portfolio for scale financing;
These packaged opportunities can be presented during global agriculture investment events, DFI-led country missions, or submitted through online investment facilitation platforms.

4.6 Regional Coordination and Cross-Border Profiling

Many of the constraints in the African feed and fodder sector, such as seasonality, trade inefficiencies, and uneven investment, transcend national borders. Addressing them requires strong regional coordination to optimize resource distribution, standardize practices, and attract investment at scale. When countries coordinate on fodder standards, align trade policies, and jointly promote investment zones, they reduce fragmentation, unlock economies of scale, and present a stronger case to regional and global financiers. Regional harmonization also facilitates intra-African trade under the African Continental Free Trade Area (AfCFTA), creating dynamic fodder markets that support resilience and profitability across the livestock sector.

i) Harmonize fodder standards and certification

Standardizing fodder quality, safety, and packaging requirements across countries is essential to

support regional trade and build trust with buyers and investors. Regional economic communities (RECs) and national bureaus of standards should work together to:

i) Develop shared grading systems (e.g., for hay, silage, pellets) to ensure consistent quality;
ii) Align sanitary and phytosanitary (SPS) regulations for processed and raw feed products;
iii) Promote mutual recognition of certifications such as organic, HACCP, or climate-smart labels;
iv) Facilitate regional traceability systems for transparency and buyer assurance;
Such harmonization reduces trade delays, enhances competitiveness, and supports premium market access.

ii) Profile cross-border trade corridors and surplus zones

Understanding the flow of fodder across borders is critical to optimizing supply and demand dynamics. Governments and regional bodies should:

i) Map fodder surplus and deficit zones across seasons;
ii) Identify existing and potential trade routes and logistical bottlenecks;
iii) Collect and share trade data, price trends, and production forecasts across member states;
iv) Coordinate customs and inspection protocols to reduce transaction costs and delays;
This enables targeted policy interventions, investment in logistics infrastructure, and the emergence of regional feed markets that balance seasonal variability.

iii) Develop joint investment corridors and regional pitch books

Countries within a region can jointly promote investment by bundling complementary projects and presenting them as investment corridors. This approach helps:

i) Attract large-scale capital for infrastructure (e.g., regional feed processing zones, transboundary storage, or shared irrigation schemes);
ii) Highlight cross-border synergies (e.g., country A grows, country B processes, country C consumes);
iii) Develop shared regional pitch books that present investment-ready zones with harmonized regulations, incentives, and partner networks;
This approach positions regions as high-impact, low-risk investment destinations, enhancing the visibility of African feed and fodder opportunities on the global stage.

4.7 Contracting, Aggregation, and Coordination

A fragmented feed and fodder sector, dominated by informal actors and isolated producers, struggles to achieve scale, access markets, or attract meaningful investment. Aggregation offers a pathway to overcome these challenges by organizing producers and value chain actors into cohesive units that can operate more efficiently, negotiate better prices, and qualify for financial and technical support. Coupled with clear contracting mechanisms and robust coordination platforms, aggregation transforms the sector into a more structured, investable, and resilient

ecosystem. It enables even small-scale actors to benefit from economies of scale, better infrastructure access, and improved bargaining power.

i) Support aggregation through cooperatives or producer groups

Encouraging the formation and strengthening of farmer cooperatives, fodder producer groups, and marketing associations helps:

i) Consolidate input demand (e.g., seed, equipment, training) to reduce costs;
ii) Aggregate fodder volumes to meet bulk buyer requirements and sustain supply contracts;
iii) Improve access to finance by enabling group guarantees and collective collateral arrangements;
iv) Facilitate shared ownership of infrastructure such as balers, storage units, and transportation;

Governments and development partners should invest in capacity building, legal registration, and governance training for these groups to ensure long-term sustainability and trust among members.

ii) Promote digital and legal contracting frameworks

Formal contracts create predictability, build trust, and reduce risks for all parties, especially financiers. Promoting standardized contracting mechanisms helps to:

i) Clarify obligations for buyers and sellers (e.g., quantity, quality, delivery schedules, price);
ii) Create enforceable agreements that can be used to access credit or insurance;
iii) Reduce disputes and enhance professionalism in feed and fodder trade;
iv) Encourage digital platforms and mobile-based contract systems that improve transparency and efficiency;

Such frameworks are crucial in transitioning from informal transactions to reliable and scalable business relationships.

iii) Establish national and regional feed and fodder coordination platforms

Coordination platforms bring together stakeholders across the value chain, public institutions, private sector players, financial institutions, cooperatives, NGOs, and academia—to:

i) Facilitate policy dialogue, align priorities, and reduce duplication of efforts;
ii) Share market intelligence, investment opportunities, and climate information;
iii) Plan jointly for infrastructure, research, and emergency response (e.g., during drought);
iv) Advocate for enabling policies, financing instruments, and regional trade harmonization;

These platforms can function as Feed and Fodder Multi-Stakeholder Platforms (MSPs) and should be institutionalized with clear mandates, governance, and financing models at both national and regional levels.

5. Policy Alignment and Institutional Support

To ensure long-term impact and sustainability, investment and financing strategies for the feed and fodder sector must be embedded within formal national systems and backed by enabling policy frameworks. Temporary projects or donor-led initiatives can spark change, but without policy alignment, institutional anchoring, and government buy-in including legal and regulatory framework, these efforts often fail to scale or endure. Institutionalization ensures that feed and fodder investments are not treated as peripheral or seasonal concerns, but as strategic components of national agricultural transformation and food security agendas.

i) Integrate into national agriculture investment plans (e.g., NAIPs)

The National Agriculture Investment Plans (NAIPs) are country-level frameworks under the CAADP process that guide agricultural priorities, public resource allocation, and donor support. To elevate the feed and fodder agenda:

i) Countries should explicitly include feed and fodder interventions, targets, and financing needs within NAIPs;
ii) Sector stakeholders should be consulted in the NAIP review and design processes to ensure practical, evidence-based inclusion;
iii) Monitoring indicators related to livestock feed availability, drought resilience, and private sector participation should be embedded;
This integration guarantees sustained visibility, policy alignment, and access to national and external funding windows.

ii) Coordinate across ministries (Agriculture, Trade, Finance, Environment)

Feed and fodder investments intersect multiple sectors and mandates. Effective implementation therefore requires cross-ministerial coordination to:

i) Align trade regulations and incentives with feed imports and exports;
ii) Ensure climate and environmental policies support fodder-based land restoration, water management, and carbon sequestration;
iii) Engage Ministries of Finance in designing budget lines, subsidies, or tax incentives targeting feed-related enterprises;
iv) Coordinate investment promotion, research, and insurance product development;
Such inter-ministerial coherence avoids policy contradictions and accelerates the mainstreaming of feed and fodder priorities.

iii) Set up a national desk or focal point on feed and fodder investment

Institutionalizing a **dedicated desk, unit, or focal person** within a key ministry or agency (e.g., livestock department, investment authority) strengthens strategic coordination and accountability. Their responsibilities should include:

i) Leading sector-wide investment planning and stakeholder engagement;
ii) Coordinating with international partners, donors, and private sector representatives;
iii) Managing data systems and reporting on feed and fodder performance;
iv) Supporting the national feed and fodder coordination platform or MSP;
This office becomes the nucleus for sector mobilization and a point of continuity beyond individual projects or programs.

iv) Reform land, insurance, and financial policies to ease entry
Structural policy reforms are necessary to remove barriers to entry and scale up private investment in the sector. Countries should:

i) Review land tenure policies to facilitate secure, long-term access to land for commercial fodder production;
ii) Expand the availability of agricultural insurance products tailored to fodder actors and climate risk;
iii) Promote innovative collateral frameworks that accept contracts, future harvests, or group guarantees;
iv) Offer tax incentives or subsidies for machinery, irrigation, or storage investment;
These reforms lower investment risks, incentivize formalization, and signal a supportive business environment for feed and fodder investors.

6. Monitoring, Learning, and Adaptive Investment Planning

For any investment and financing strategy to be impactful and scalable, it must be anchored in a robust monitoring, evaluation, and learning (MEL) framework. This ensures that investments made in the feed and fodder sector are not only tracked but also analyzed for outcomes, effectiveness, and areas needing improvement. A strong MEL system enables accountability, transparency, and adaptive learning, providing timely data for policymakers, investors, producers, and financiers to make informed decisions. Moreover, it builds confidence in the sector by demonstrating measurable returns on investment, particularly in traditionally under-invested upstream segments.

i) Develop KPIs on investments, productivity, finance accessand infrastructure
Countries and regions must define Key Performance Indicators (KPIs) to track and assess the performance of the feed and fodder investment ecosystem. These KPIs should span across:

i) **Investment volumes mobilized** (e.g., number and size of deals closed, diversity of financing instruments used);
ii) **Feed and fodder productivity** improvements (e.g., yield per acre, dry matter availability);
iii) **Access to finance** (e.g., number of enterprises and cooperatives receiving credit, insurance penetration);
iv) **Infrastructure development** (e.g., storage capacity installed, hectares under irrigation);
KPIs should be harmonized across countries to allow continental tracking and benchmarking.

ii) Use dashboards to track data at national and continental levels
Digital dashboards provide a visual and real-time overview of sector performance. These tools should:

i) Be maintained by relevant government agencies or regional institutions;
ii) Integrate data from financial institutions, cooperatives, ministries, and trade platforms;

iii) Allow disaggregation by region, gender, enterprise type, and financing instrument;
iv) Be accessible to policymakers, financiers, and producer organizations for decision-making;

Such dashboards can serve as a central investment intelligence platform and help identify emerging gaps or opportunities.

iii) Create feedback loops between financiers, producers, and governments

An effective MEL framework should include regular feedback mechanisms to ensure that insights from the ground influence policy and financing responses. This includes:

i) Quarterly or semi-annual feedback sessions between banks, donors, and cooperatives;
ii) Digital surveys or mobile-based reporting from producers on access, challenges, and needs;
iii) Regular engagement of investors and government agencies through joint learning forums;
iv) Adapting investment strategies based on what is working and where bottlenecks persist;

These loops create a culture of responsiveness and foster trust among all actors in the ecosystem.

iv) Hold annual review summits to refine strategies and scale successes

Annual review fora or summits should be institutionalized to:

i) Present progress based on national and regional KPIs;
ii) Share case studies of successful investment models or PPPs;
iii) Recalibrate national investment strategies based on lessons learned;
iv) Foster peer learning between countries, financiers, and private sector leaders;

Such summits also serve as platforms to refresh investor interest and update deal rooms with new opportunities.