FROM PILOTS TO SCALE

Lessons from EEP Africa's Early-Stage Clean Energy Portfolio

EEP Africa

NDF Nordic Development Fund

Open Capital

This study has been undertaken by Open Capital Advisors (OCA), a management consulting and financial advisory firm that helps businesses, investors, development partners, and the public sector to identify opportunities and deliver unique, impactful solutions. Since 2010, OCA has completed over 1,800 engagements across 35 countries in Sub-Saharan Africa and helped its clients raise over USD 2 billion in capital.

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Context

Established in 2018, the Energy and Environment Partnership Trust Fund (EEP Africa) is a multi-donor, clean-energy financing facility managed by Nordic Development Fund (NDF) and jointly financed by the Ministry for Foreign Affairs (MFA) of Finland, Austrian Development Agency (ADA), MFA Denmark, MFA Iceland, the Norwegian Agency for Development Cooperation (NORAD), and the Swiss Agency for Development and Cooperation (SDC). Its mandate is to support early-stage, commercially oriented clean-energy projects across Southern and Eastern Africa.

The Fund builds upon, and enhances the successes of, the Energy and Environment Partnership with Southern and East Africa (EEP-S&EA Programme, 2010-2017) — a grant-based challenge fund that was jointly financed by the MFA Finland, ADA, and the UK Department for International Development (DFID) — now known as the Foreign, Commonwealth and Development Office (FCDO). This programme phase, together with its supported projects, is collectively referred to in this report as the legacy portfolio.

EEP Africa has become a catalyst for innovation in productive use of renewable energy (PURE), clean cooking, e-mobility, residential electricity access, energy efficiency and storage, and power generation. The Fund provides grants and technical assistance to help companies validate business models, expand early operations, and attract follow-on investment. However, as indicated by EEP Africa's 2024 Performance Evaluation[1], the lack of formal post-project tracking has limited EEP Africa's ability to assess its long-term impact on alumni companies and misses the opportunity to learn from their experiences. This study aims to address that gap by evaluating the progress of EEP Africa's legacy portfolio and characterising typical development and financing pathways, with a particular focus on how early-stage support helped catalyse growth and mobilise commercial capital. The findings of the report will inform EEP Africa's future activities and impact tracking.

[1] Altai Consulting, Periodic Performance Evaluation of EEP Africa 2024, Evaluation Summary, February 2025.

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ACKNOWLEDGEMENT

EEP Africa would like to thank the OCA team, which undertook the study: Duda Slawek, Tamara Kalunda, Lornah Gacheri, and Mutale Ngaba.

The need and framing for this study were confirmed by the EEP Africa's Supervisory Board in its annual meeting in November 2024. Further conceptualisation took place in close collaboration with the Energy Saving Trust in the context of the CROWD Working Group[2] and their parallel study on scaling potential of productive use of renewable energy companies[3].

We would like to thank the people that took part in the framing and review stages, especially Jussi Viding, Maria Talari and Chris Browne from EEP Africa, and Hannah Mottram, Jakub Vrba, Charlie Miller and Emilie Carmichael from Energy Saving Trust. We would also like to thank all the stakeholders that kindly contributed with their valuable insights thus helping to shape and validate the report findings and recommendations.

[2] The CROWD Working Group brings together early-stage funders and TA providers committed to improving how support is targeted,sequenced and coordinated across the ecosystem.

[3] Efficiency for Access, Scaling Potential: Insights and Recommendations to Strengthen Early-Stage Support for Productive Use of Renewable Energy Companies, April 2026

KEY TERMS

1. PROGRAMME TERMINOLOGY

Completed project
Projects that met all grant milestones and formally launched activities.

Legacy portfolio
EEP-S&EA's grantee portfolio, covering the period between 2010 to 2017.

Terminated project
Projects for which EEP Africa funding was stopped, or activities were permanently ended before the planned completion date.

2. PROJECT TYPES (ARRANGED SEQUENTIALLY)

Pre-feasibility
Early-stage assessments that test whether a project idea is viable.

Feasibility
In-depth technical, financial, and environmental analyses that establish the practical and bankable viability of a proposed project.

Pilot
Small-scale, time-bound interventions designed to test a new technology, business model, or delivery approach in real-world conditions.

Demonstration
Larger initiatives that showcase the technical and commercial viability of a solution in a specific market context.

Scale-up
Mature initiatives that expand proven solutions and business models.

3. CROSS-CUTTING CONCEPTS

Archetype
Representative model that captures common characteristics, funding patterns, and growth outcomes and trajectories of companies in the legacy portfolio.

Stakeholders
Grantees, investors, and grant/technical assistance (TA) providers or other ecosystem players within the scope of this study.

Introduction and Key Messages

Since its inception, EEP Africa has played a defining role in shaping Africa's early-stage clean energy landscape by helping companies test new and innovative models, prove their technologies, and expand their access to underserved communities.

As the clean-energy financing ecosystem grows more complex, funders are increasingly asking a critical question: *What forms of early-stage support make it possible for companies move from promising pilots to sustainable business models at commercial scale*? To answer this, EEP Africa commissioned Open Capital Advisors (OCA) to examine its legacy portfolio — which spans 225 projects supported between 2010 and 2017 — and distil what worked, where gaps persist, and how early-stage support facilities across the sector can better enable growth and impact.

This report presents the key insights from that analysis, supported by validation workshops and 26 in-depth interviews with investors, ecosystem enablers, and representatives of companies that offer varying energy technology products and services. It offers timely guidance for the ecosystem at a moment when donor funding in Africa is scaling back, and climate financing is flowing unevenly.

Lessons for today's clean-energy ecosystem

As funders increasingly scrutinise the effectiveness of every dollar deployed and focus on measurable results, EEP Africa's experience offers evidence of how early-stage support can meaningfully unlock commercial capital. The experience of enterprises in the legacy portfolio demonstrates how early grants can make it possible for companies to test innovations and reach new customer segments. However, these companies' trajectories also point to a series of structural constraints — including short funding windows, fragmented donor coordination, and limited funding continuity — that continue to limit the success of many clean-energy companies today.

Findings from the analysis of EEP Africa's legacy portfolio show that grants alone are not enough: companies advance when support is tailored to their business realities and helps them unlock pathways to capital. These linkages often determine whether a promising pilot evolves into a scalable enterprise or just remains a one-off success story. The patterns emerging from this analysis offer funders and practitioners a practical view of what effective early-stage support looks like, revealing both the limits of current approaches and the opportunities that exist to shape the next wave of climate and clean-energy finance in Africa.

Key messages from EEP Africa's legacy portfolio analysis

- **Early-stage grants remain vital entry points, but they cannot stand alone.** EEP Africa's experience shows that grants unlock proof-of-concept and build early credibility for new companies. However, without clear pathways to subsequent capital, their catalytic impact often fades before these companies reach scale.
- **The effectiveness of support lies in how it is sequenced, not just how much is given.** Companies advance fastest when grant, technical assistance (TA), and investment windows are deliberately staged to build on each other, turning isolated interventions into a coherent growth journey.
- **Coordination is the missing link in sector effectiveness.** Fragmented donor windows, overlapping TA, and inconsistent data collection dilute cumulative impact and leave promising firms stranded between programmes.
- **Local and female founders remain underexposed, even when they are not underperforming.** Visibility, validation, and tailored investment readiness — not new funding categories — are needed to bridge credibility gaps.
- **Flexibility and continuous learning distinguish resilient programmes.** The most durable results come when funders adapt to shifting markets and embed learning loops into their portfolio approach.

From promise to progress: The patterns that shaped company trajectories

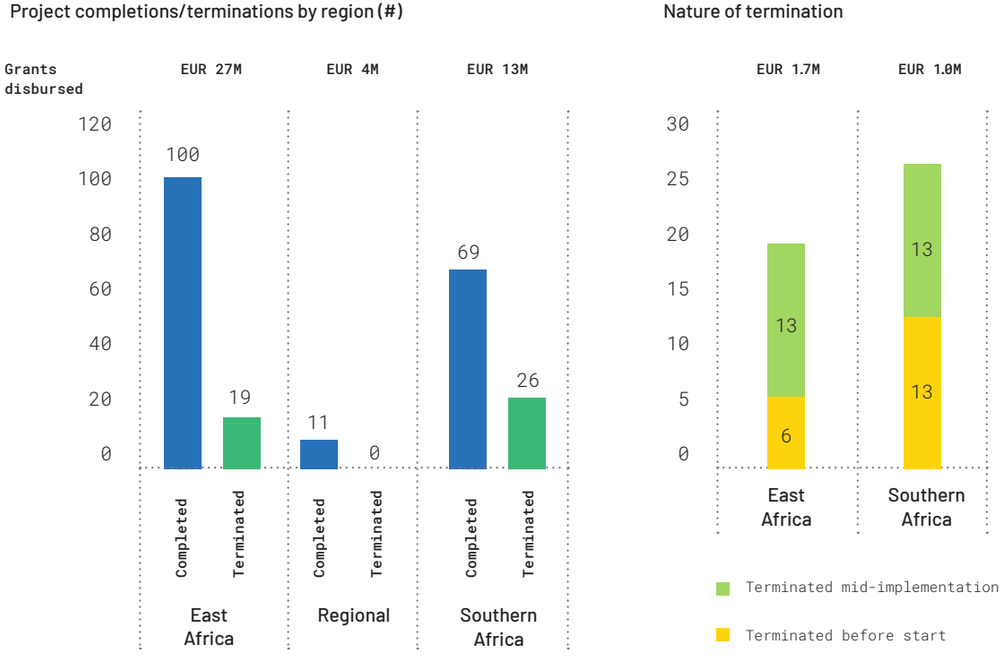
Between 2010 and 2017, EEP Africa contracted 225 projects. 206 of these ultimately received funding, which cumulatively totalled EUR 44 million. Across the full portfolio, 180 projects reached completion, while 45 ended in termination – 19 before any disbursements were made and 26 after receiving partial funding (Figure 1). The funded projects were implemented by 175 grantees, spanning private companies, non-governmental organizations (NGOs), social enterprises, civil society organizations (CSOs), and non-profit organizations (NPOs).[4] Private companies dominated the portfolio, receiving 72% of total funding, consistent with EEP Africa's long-standing commitment to catalyse commercially viable models within high-risk markets.

Eastern Africa emerged as the region's testing ground for innovation, hosting more than half of all projects. In Kenya and Tanzania largely, mature ecosystems and investor density reinforced project momentum. The region also recorded the highest volume of grant requests, the largest share of disbursements, and the highest levels of co-financing (Figure 2). In Eastern Africa, 77% of the total grant amount requested was disbursed, while it was 72% in Southern Africa and 80% for regional projects that straddled both. This highlights a relatively strong absorption capacity across the portfolio.

Although companies cumulatively raised approximately EUR 47 million in co-financing – slightly more than what was disbursed in grants – many individual projects still struggled to fund their full budget. More than half of all grantees secured less than 50% of their total project budget, even after combining grants and co-financing (Figure 2). These shortfalls constrained implementation, forcing companies to scale back or delay activities. That in turn slowed learning cycles, weakened proof-of-concept, and limited progress toward market-ready solutions.

Technologies in the portfolio were diverse, reflecting the sector's dual focus on household access and productive use of renewable energy (PURE). The largest share of grants (36%) went to non-electricity solutions such as solid biomass,

Figure 1: EEP Africa grant disbursement trends



[4] EEP Africa contracted 225 projects in the legacy portfolio. Of these, 45 were terminated: 19 prior to any disbursement, and 26 after receiving partial funding during implementation. Only projects that received funding (206) are included in the disbursement, co-financing, and follow-on investment analysis.

Figure 2: Grant and co-financing breakdown by region

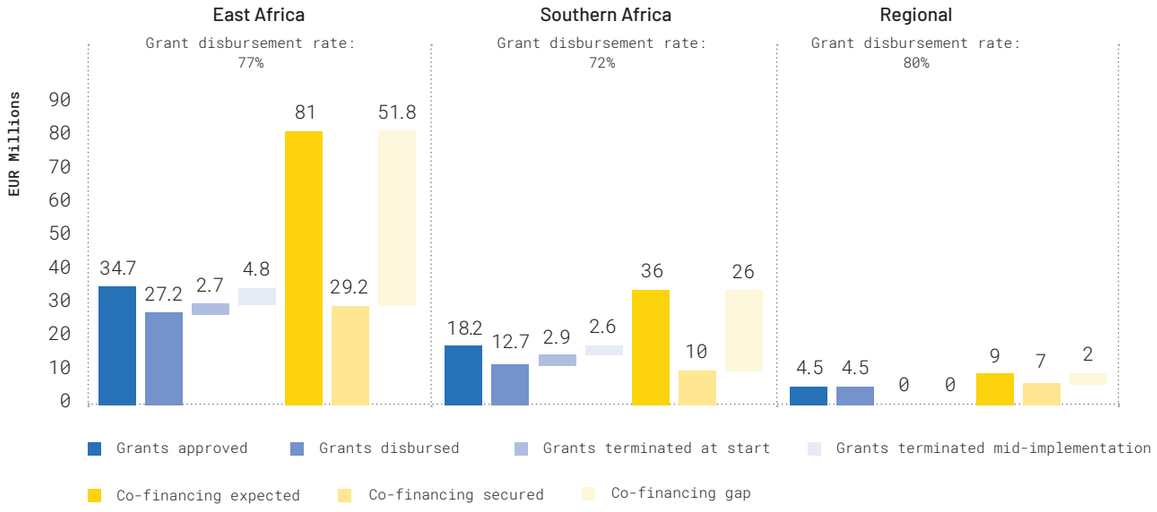
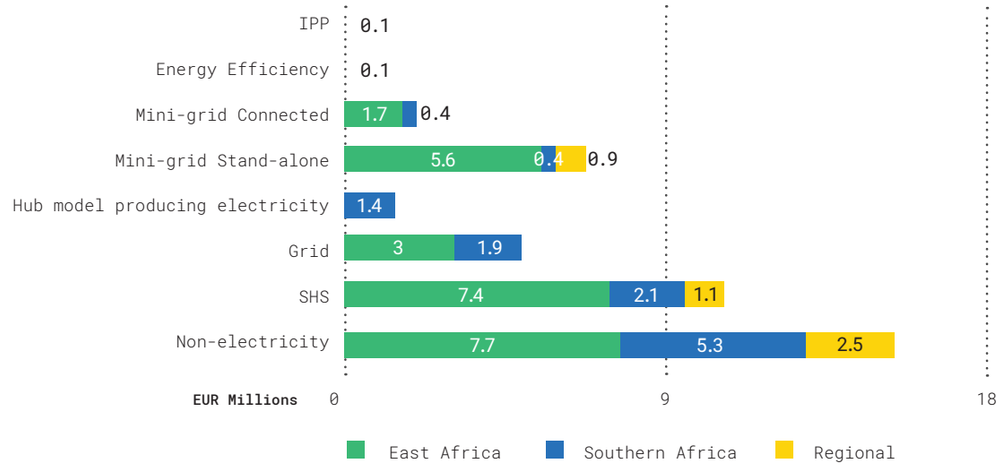


Figure 3: Grant disbursements by technology across different



biogas, and clean cooking technologies (Figure 3). This was followed by solar home systems (24.5% of grants), stand-alone mini-grids (18.2%), and grid-connected projects (12.4%). Each of these technologies brings different implications for capital intensity, market readiness, and investment timelines. Regional preferences in technology type were also evident: Solid biomass dominated in Eastern Africa, while biogas was more common in Southern Africa, potentially reflecting variance in local resource availability or usage patterns.

Funding also skewed toward later-stage, market-ready models. Projects spanned pilots, feasibility studies, demonstration, and scale-ups. However, the largest share of funding went to scale-up initiatives, particularly for solar home systems and clean-cooking solutions, which have shorter timelines to market than other clean-energy technologies and require larger ticket sizes to finance inventory and activities for scale-up (Figure 4). Companies already closer to scale not only attracted a greater share of grant resources but also follow-on capital, while earlier-stage or capital-intensive models (e.g., independent power producers (IPPs), mini-grids) were more likely to stall once initial grants ended. This highlights how funding pathways not only shaped which companies advanced, but also which technologies achieved real scale came to dominate the sector.

Together, these patterns help explain why some companies were able to convert early grants into measurable progress while others stalled, setting the stage for the mobilisation trends and company archetypes explored in the next section.

Where investment flowed: Insights from EUR 1.8 billion in commercial capital

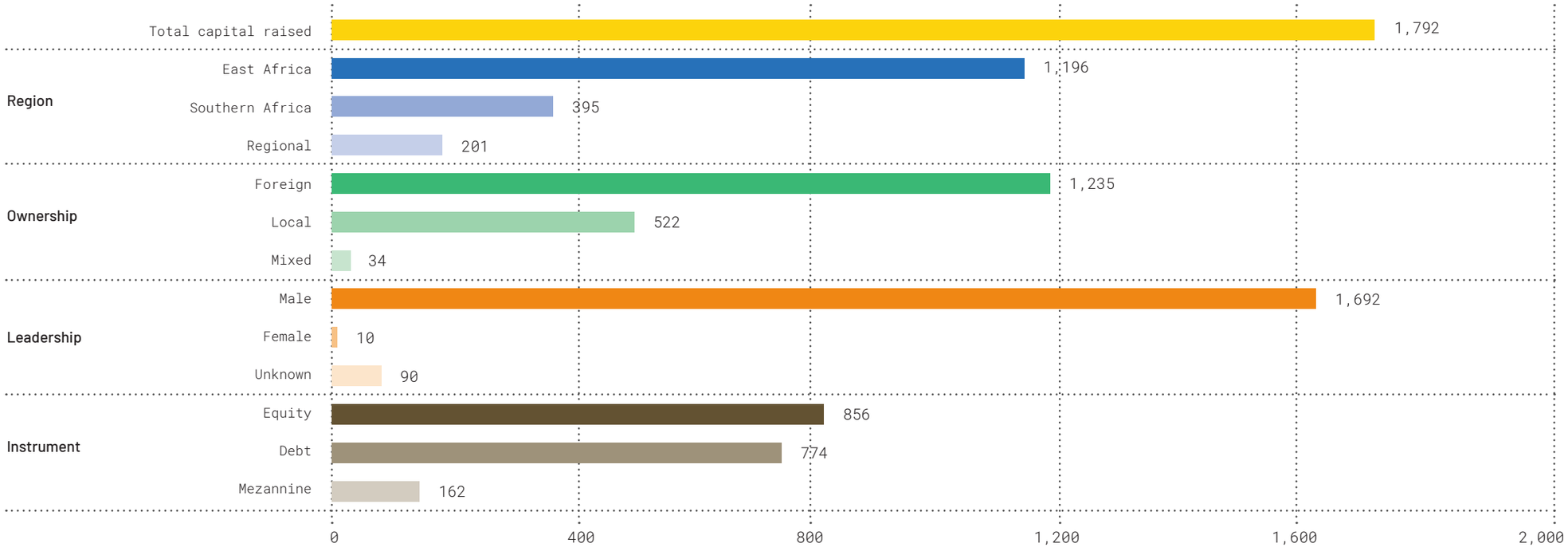
Across the funded portfolio, companies secured over EUR 47 million in co-financing and an estimated EUR 1.8 billion in known commercial follow-on investment, underscoring the catalytic potential of early-stage grants. However, this capital did not flow evenly. A closer look at its distribution reveals sharp variations across regions, ownership structures, leadership profiles, and technologies (Figure 5). Investment clustered heavily in Eastern Africa and among foreign-owned and male-led companies, with solar home system models attracting the largest share of funding. These concentration patterns provide important context for understanding the company archetypes observed in the portfolio, as well as how different types of companies translated early-stage support into later investment.

Figure 4: Progression of business by project types

Business stage	Pre-feasibility Initial analysis to determine if the project is worth pursuing	Feasibility Detailed examination to assess a project's viability	Pilot Small-scale implementation to test the concept	Demonstration Full-scale implementation to validate the project's effectiveness	Scale up Expension to reach project's reach and impact
Number of projects	2	50	58	60	55
Grants disbursed	EUR 0.19M	EUR 6.61M	EUR 8.24M	EUR 12.25M	EUR 17.06M
Average Grant disbursed	EUR 93,000	EUR 132,000	EUR 142,000	EUR 204,000	EUR 310,000
Average Commercial funding mobilized	-	EUR 27.1M	EUR 1.4M	EUR 5.0M	EUR 31.9M

Figure 5:Commercial funding mobilised

Funding mobilized by region, ownership, leadership and instrument (EUR M)



Archetypes: What they reveal about unlocking follow-on capital

The numbers, however, only tell part of the story. Beneath them lie several distinct company funding trajectories. We have organised these into nine archetypes in order to show how different companies in the portfolio absorbed support, navigated market realities, and either unlocked funding or stalled in their pursuit of commercial growth (Figure 6). [5]

These archetypes help explain why not every company responded to early-stage support in the same way. Some converted grants into growth and secured successive rounds of commercial funding, while others remained reliant on repeated donor backing or stalled when external conditions shifted.

Applied to a subset of 23 portfolio companies with robust post-grant data, the archetypes demonstrate that progress is rarely linear. Companies evolve, plateau, or pivot depending on internal capacity, market shifts, and funding continuity. The archetypes thus offer funders and practitioners a practical lens for understanding how early-stage support features — such as flexibility, sequencing, and post-grant linkage — determine whether innovative businesses scale or stagnate.

The core lesson is clear: No single financing instrument works for all companies. What matters is matching support to a company's maturity, risk profile, and growth pathway — and adapting as those dynamics evolve. For example:

- *Commercial Capital Magnets* in the legacy portfolio advanced fastest when concessional funding acted as a bridge rather than a crutch. Early grants paired with visibility and clear capital roadmaps helped de-risk their models and attract private investors. This is illustrated by a PAYGO solar pump provider portfolio company that converted grant traction into successive rounds of commercial debt and equity.

- By contrast, *Steady Lean Operators* maintained growth through discipline and efficient capital use, but often took longer to reach commercial investment. A food-waste-to-energy portfolio company exemplified this path, operating sustainably on modest revenues and requiring more flexible, milestone-based financing to transition from steady operations to scale.

Taken together, these archetypes shift the conversation from who succeeded to how support can be better structured, showing that the future of early-stage funding lies in aligning duration, flexibility, and capital pathways to each company's growth trajectory.

[5] Archetypes were developed by analysing a subset of EEP Africa's legacy portfolio companies with reliable post-grant data. The analysis combined interviews with financial and operational indicators such as revenue, fundraising, market fit, growth pace, and team capacity to identify recurring patterns in how companies progress after early-stage support, offering a structured lens on different company trajectories.

Figure 6:Summary of archetypes

PAUSED POTENTIAL

The spark that didn't catch fire: Validated solution/model/demand feasibility; stalled pre-investment due to lack of sequenced support, not inherent failure.

GRANT-DEPENDENT OPERATOR

Treadmill business - lots of movement, no forward progress: Reliant on repeated grants without a pathway to sustainbility; delivers services/impact but lacks clear model or commercial transition.

STEADY LEAN OPERATOR

A quiet engine that just keeps running: Stable and commercially viable; deliberately lean with low appetite for scale or external capital; self financed, mission-aligned, prioritizing control/community fit / operational resilience.

STRECHED SCALE-UP

A ship taking on water just after leaving port: Received early support sufficient to raise capital but lacked post-investment TA; raised commercial funding, but structure and internal systems struggled to keep pace.

VIABLE BUT INVISIBLE

The strong signal with no antenna: Investable on fundamentals; overlooked due to visibility, capital fluency, or deal size; often profitable but lacks investor engagement/ exposure.

COMMERCIAL CAPITAL MAGNET

A well-oiled machine hitting its stride: Successfully raised commercial funding through well sequenced support and investor readiness, investor readiness, leveraging favorable market tailwinds, and sector momentum.

DISTRESSED SALE

A door slamming shut: Failed to sustain operation or prepare for a sound exit due to long-term financial and operational health deterioration; often leading to sale of asset below value.

MARKET EXIT

A plane that never landed – just ran out of fuel mid-flight: Often received early grant or concessionary capital, with minimal follow-on support; may have raised some commercial capital, but the model proved unsustainable or misaligned with market realities

STRATEGIC EXIT

A door closing by design: Intentionally winding down operations, often by design and with careful timing, not as an end, but as a deliberate pivot aimed at creating new possibilities and strengthens the entity's position for what's next.

Design implications: What drives or stalls companies on the path to commercial capital

Across these funding trajectories, three design implications stand out:

SUPPORT MUST MATCH COMPANY REALITIES

Funding windows of 12-24 months may be shorter than sector timelines — especially for capital-intensive models such as mini-grids or IPPs that require three years or more to develop and operationalise. This creates structural mismatches. Promising pilots thus stall not because of weak business models, but because support instruments fail to reflect market realities. Aligning duration and design to sector timelines helps ensure that support translates into tangible, scalable outcomes.

SEQUENCING MATTERS

Grants typically enable proof-of-concept but do not always guarantee progression to commercial capital. Many companies are left with validated pilots but without the equity base, collateral, or financial history needed to attract follow-on funding. Grants and TA are most catalytic when embedded in a longer continuum of support that matches company stage, sector timelines, and capital pathways.

COORDINATION REMAINS CRITICAL

Fragmented donor windows, unaligned TA, and disconnected data systems dilute the cumulative value of early-stage support. When multiple actors operate in isolation, companies expend scarce resources navigating inconsistent requirements. Greater coordination helps ensure that firms graduate smoothly across programmes, strengthening both efficiency and long-term impact.

Recommendations for the wider ecosystem

Improving the outcomes of early-stage support requires strengthening and expanding sector practices. To translate early-stage traction into commercial scale and long-term market growth, funders and practitioners need to move from isolated project funding to a coordinated, company-centric approach. Four strategic opportunities emerge for the energy sector:

RECOMMENDATION 1: ALIGN INSTRUMENT WITH BUSINESS REALITIES

The clean energy sector's funding needs are defined by the technologies, business models, and end users served, yet many funding programmes still apply uniform milestones and performance expectations, leading to misalignment and stalled progress. A more adaptive approach that aligns financing instruments, timelines, and performance targets with company realities and sector dynamics is crucial for sector growth.

Actions for funders and investors:

- Design grants and concessional finance with flexible milestones that allow adjustments when market or policy conditions change, and which are aligned to the operating realities of clean-energy businesses.
- Combine early-stage grants with performance-based or investment-linked tools (e.g., results-based financing, convertible instruments) to create continuity between proof-of-concept and commercial capital.
- Tailor instrument duration and scale to the business model — e.g., shorter cycles for solar home systems, longer ones for mini-grids and IPPs. The archetype framework (Figure 7) also illustrates how support can be tailored — for example, *Paused Potential* and *Grant-Dependent Operators* require flexible, follow-on or pivot-enabling support; *Steady Lean Operators* benefit from patient, results-based grants that reinforce resilience; and *Stretched Scale-Ups* need governance-oriented and strategic post-investment backing to consolidate growth.

Figure 7: Support implication per archetype

PAUSED POTENTIAL
Bridge the post-pilot "valley of death" with pre-committed follow-on support. Provide TA to refine the business model and go-to-market strategy based on pilot learnings, converting early promise into a viable commercial plan and operations

GRANT-DEPENDENT OPERATOR
Tie continued funding to market traction (e.g., revenue growth) instead of grant-reporting metrics. If commercial viability is not achieved, guide the firm toward a strategic pivot or a formal transition to a "Pure Mission" model to end grant dependency

VIABLE BUT INVISIBLE
Proactively bridge their network gap with targeted support. Facilitate warm introductions to funders, sponsor participation in investor showcases, and provide hands-on TA to prepare their data room, connecting them directly to growth capital

STEADY LEAN OPERATOR
Offer non-dilutive, flexible financing, such as results-based grants, that respects their sustainable growth model. Tailor support to strengthen operational resilience (e.g., supply chains) rather than forcing a venture-style growth trajectory

STRETCHED SCALE-UP
Shift support to a post-investment partnership by embedding hands-on TA for governance and financial controls after capital is raised. This ensures the company can absorb funding and scale sustainably, preventing post-raise operational distress

COMMERCIAL CAPITAL MAGNET
Amplify their success with strategic support like de-risking new market entry. Systematically codify their fundraising strategies into best-practice "playbooks" and share them to help other archetypes replicate their success

DISTRESSED SALE
Build strong governance and reporting requirements into grant and TA agreements. This discipline acts as an early warning system to flag signs of distress, allowing for timely intervention with turnaround support or a managed sale to prevent a fire sale

MARKET EXIT
Structure grants and TA not just to build a product, but to rigorously test the business model's core viability. If a pilot proves the model is unsustainable, the provider's role is to guide a responsible, orderly wind-down, preserving lessons for the ecosystem

STRATEGIC EXIT
Integrate exit-readiness into the support lifecycle long before a transaction is imminent. Provide structured TA on succession planning, governance, and data room preparation to position the company for a value-maximizing strategic exit

RECOMMENDATION 2: STRENGTHEN COORDINATION AND DATA-SHARING ACROSS PROGRAMMES

The clean-energy ecosystem has seen a growing number of initiatives supporting early-stage companies across technologies and markets, creating valuable momentum for innovation and scale. Even with a variety of funders and funding mechanisms available, without stronger alignment, companies often face fragmented funding windows, varying requirements, and limited continuity between programmes. A more coordinated ecosystem — built on shared data platforms, aligned timelines, and referral mechanisms — can turn isolated efforts into cumulative progress.

Actions for funders and investors:

- Enable smooth hand-offs between different funders, creating graduation pathways that transfer companies from early-stage grants to scale-up or investment facilities when they outgrow a mandate.
- Promote joint funding mechanisms that encourage syndication or co-financing for firms whose capital or TA needs exceed one donor's capacity, pooling risk and accelerating disbursement.
- Standardise templates and reporting by aligning metrics, milestones, and documentation across programmes to reduce the administrative burden for lean teams and make results more comparable.
- Facilitate active referral networks, using archetype insights to flag which firms are investment ready and connect them to relevant follow-on programmes or investor partners.
- Establish a shared company database with standardised core fields and validation protocols, enabling funders to compare portfolios, identify gaps, and coordinate support more effectively.

RECOMMENDATION 3: EXPAND REACH AND VISIBILITY TO UNLOCK UNDERREPRESENTED POTENTIAL

Funding remains concentrated in established markets and familiar business models. Not doing so, leaves promising ventures in underserved regions and newer technologies largely unseen. Especially for those focusing on early-stage or nascent markets, funders must have a deliberate intention toward discovery — achieved through prioritising investments in such markets and shifting focus away from them as they mature. Creating this bridge – providing funding to test products and business models, tailored support, targeted outreach, and visibility to later-stage funders – is essential to unlock the next generation of scalable enterprises.

Actions for funders and investors:

- Rebalance portfolios toward underrepresented regions and value-chain segments by earmarking dedicated funding windows for frontier or fragile markets.
- Proactively surface investable opportunities through curated matchmaking, investor demo days, and storytelling platforms that build credibility for local founders, women-led enterprises, and emerging technologies.
- Adapt TA focus toward tailored investment readiness sprints that address actual investor feedback and sector-specific due diligence requirements.

RECOMMENDATION 4: EMBED ADAPTIVE LEARNING AND FEEDBACK LOOPS

Early-stage programmes often capture extensive reporting data but miss opportunities to translate it into real-time learning. Without structured feedback mechanisms, funders risk repeating design and implementation gaps. Embedding adaptive learning practices into these programmes can make support more responsive, evidence-based, and capable of evolving with market realities.

Actions for funders and ecosystem partners:

- Institutionalise learning cycles by integrating mid-grant learning check-ins and post-grant reviews (2–3 years later) to identify implementation challenges and update support models dynamically.
- Standardise knowledge capture, using consistent templates for portfolio tracking, performance indicators, and TA outcomes so that insights are comparable across programmes.
- Facilitate peer exchange by creating learning cohorts or regional convenings where grantees share operational lessons, investor experiences, and adaptation strategies.
- Close the loop by translating evaluation findings directly into programme redesign — e.g., adjusting grant duration, reporting intensity, or eligibility to reflect actual company needs and archetype performance.

Looking forward: Three collective shifts that will shape the future

The next wave of early-stage clean-energy support in Africa will hinge not on new instruments, but on how existing ones are applied and aligned. The lessons from EEP Africa's portfolio point to a clear path forward: Funders, investors, and implementers must collaborate to turn proven principles into consistent practice.

Strengthening the early-stage ecosystem will require three collective shifts:

FROM ISOLATED INTERVENTIONS TO CONNECTED PATHWAYS:

There should be coordination across programmes so that companies graduate seamlessly from grants to blended and commercial capital.

FROM COMPLIANCE TO LEARNING:

Programmes should embed adaptive feedback loops that allow funders and firms to refine or change course in real time, rather than only at project end.

FROM UNIFORM DESIGN TO CONTEXTUAL FLEXIBILITY:

Programmes must recognise the diversity of technologies, business models, and markets — and tailoring timelines, milestones, and instruments accordingly.

If applied intentionally, these shifts can transform early-stage support from a patchwork of pilots into a coherent growth ecosystem, one that enables African enterprises to scale commercially while delivering inclusive, climate-resilient impact.

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