

Partnering for Innovation



Empowering for Success: Lessons in Supporting Women-Led Agribusinesses

Feed the Future Partnering for Innovation
Laura Harwig – Program Director

Webinar Agenda

- Welcome and Introduction
- Overview of Feed the Future Partnering for Innovation
- Report Key Findings
- Panelist Introductions and Discussion
- Audience Q&A

Questions?

Share your questions and comments in the Q&A box!



FEED THE FUTURE PARTNERING FOR INNOVATION

For nearly 10 years, Partnering for Innovation has built partnerships with private sector agribusinesses in emerging markets to help them sell products and services to smallholder farmers, who represent a potential market of more than 500 million customers.

Our partner agribusinesses are provided with the investment assistance, expert guidance, and technical support they need to expand into new markets and create a growing and lasting customer base for their agricultural innovations.

Impact to Date (FY 2012 – 2022)

1,782,524

Farmers cultivating
870,466 hectares of land
have benefited from
partnerships

75

Partnerships in 24
countries through
February 2022

145

Technologies and management
practices commercialized, with
\$133,454,777 million in sales of
technologies by partners

\$111,404,985

In leverage spent by partners to
date, \$53,087,838 invested by
Partnering for Innovation

WOMEN'S ENTREPRENEURSHIP AWARDS

Partnering for Innovation launched a series of women's entrepreneurship awards starting in 2018 that paired women-owned businesses with business development service providers.

Affiong Williams

Company: ReelFruit
(Nigeria)



Sylvia Natukunda

Company: Farm Reap
(Uganda)



Linnet Akol

Company: Krystal Ice
(Uganda)



Hadija Jabiri

Company: GBRI/Eat Fresh
(Tanzania)

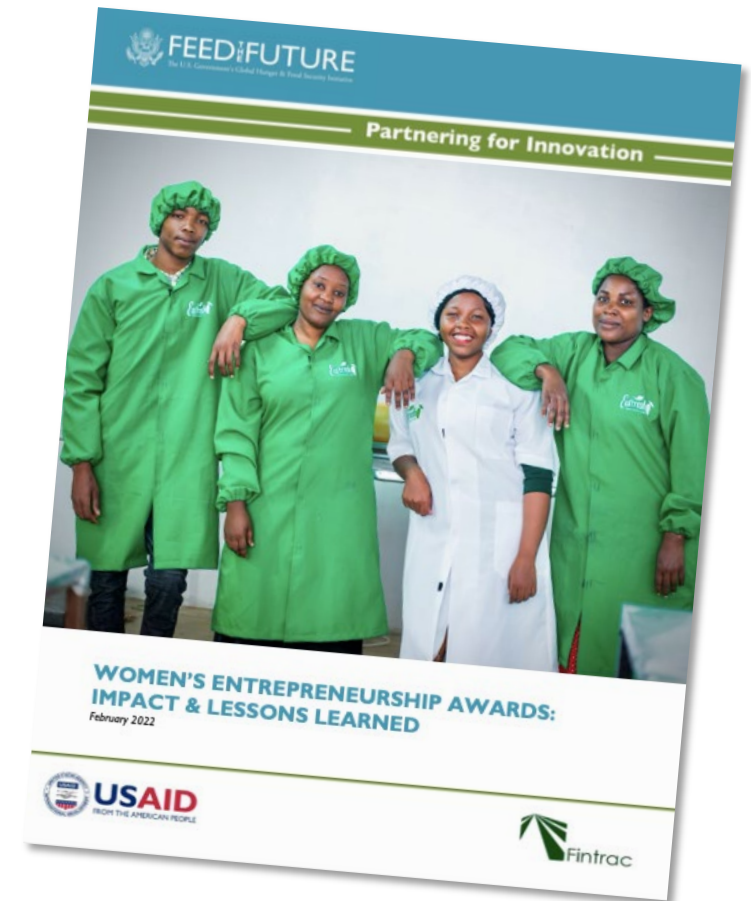


REPORT: WOMEN'S ENTREPRENEURSHIP AWARDS: IMPACT & LESSONS LEARNED

In late 2021 and early 2022, Partnering for Innovation worked with **The Canopy Lab** to understand the impact of these awards on the supported businesses and outline any lessons learned in supporting female entrepreneurs and delivering business development support.

The resulting study, entitled “**Women’s Entrepreneurship Awards: Impact & Lessons Learned,**” can be found here:

www.agrilinks.org/activities/feed-future-partnering-innovation



CANOPY LAB ASSESSMENT METHODOLOGY

- We explored the award design, selection, and implementation processes to extract our findings.
- We focused our assessment on examining changes in 1) direct capabilities and company performance and 2) non-financial operational indicators, including leadership capacity and growth strategies.
- To obtain our data, we conducted a literature review combined with 17 interviews with award winners, BDS providers, and current and former P4I staff.
- Assessment limitations included a small sample size, the short timeframe between the awards and the assessment, and potential input bias, among others.

AWARD OUTCOME AREAS

The assessment identified business-level impact as a result of award implementation in three unique areas:

1. Support-specific capabilities
2. Leadership capabilities
3. Ability to adapt and transition to new growth strategies

I. IMPROVED SUPPORT-SPECIFIC CAPABILITIES

- The value of the award-facilitated BDS was evidenced by the entrepreneurs' immediate take-up of the advice they received.
 - For entrepreneurs who received their award packages in the midst of the COVID-19 pandemic, services were particularly critical in bolstering resilience and adaptability.
- *Following the market assessment conducted by Challenges Group, GBRI **expanded its operations** to a new area of Tanzania.*
 - *Following the investment readiness support from Open Capital ReelFruit was able to **fill information gaps** needed to attract investors.*
 - *With the support of Challenges Group and Open Capital, Farm Reap and Krystal Ice successfully **pivoted their operations** to adapt to the realities of COVID-19.*

2. STRENGTHENED LEADERSHIP CAPABILITIES

- Award-facilitated BDS enhanced the individual leadership capacities of the women entrepreneurs.
 - This included their capacity to communicate effectively with their teams and delegate responsibilities.
-
- *Open Capital helped increase Affiong Williams' and Linnet Akol's ability to **communicate their strategic objectives** internally within their companies.*
 - *Challenges Group assisted Sylvia Natukunda and Hadija Jabiri in **re-strategizing human resources**, leading to new hiring (e.g. an accountant) and delegation/capacity building of staff to take on more responsibilities.*

3. CAPACITY TO EXPLORE NEW GROWTH STRATEGIES

- The purpose of facilitating access to BDS was to assist the four women entrepreneurs in identifying tangible solutions to their unique constraints.
 - However, the experience also helped them to think more strategically and ambitiously about their companies' growth and to pursue new avenues for achieving that growth.
- *Challenges Group encouraged GBRI to **increase the company's domestic base** in addition to pursuing growth via export markets. The provider also inspired Farm Reap to think more **creatively about growth**, and the company plans to launch products to appeal to a new customer segments in new market spaces, including through online visibility.*
 - *Open Capital's support helped Krystal Ice with **a roadmap** on how to build its brand and customer base through innovative means, including developing sub-brands to target a wide variety of customers.*

LESSONS LEARNED

- **Offer a range of services** by asking women entrepreneurs to identify their own business needs and offering a diverse menu of options.
- **Identify « right fit » businesses** whose challenges could realistically be addressed through award-facilitated services and who are willing to commit to the process.
- **Use professional service providers with deep local knowledge** to ensure that the resulting services meet the entrepreneurs' needs and expectations.

LESSONS LEARNED (cont'd)

- **Incorporate hands-on diagnostics and service delivery** to create trust and ownership of the process.
- **Facilitate co-creation at all stages of support**, from the solicitation of proposals through service provision, to encourage a successful partnership.
- **Add financing options** to ensure the operationalization of strategic guidance and the realization of award potential.

Panelists

Sylvia Natukunda

Company: Farm Reap
(Uganda)



sylvia.natukunda@farmreap.com
@farmreap
www.farmreap.com

Linnet Akol

Company: Krystal Ice
(Uganda)



lin@krystaliceug.com
@krystalicepops
www.krystaliceug.com



What drove you to apply for the the women's entrepreneurship award back in 2019?



Linnet Akol

Company: Krystal Ice
(Uganda)

2

You had received business development services prior to receiving the women's entrepreneurship award, but mentioned that working with Challenges Group was much more problem-specific and collaborative. How do you feel like these qualities enhanced your experience?



Sylvia Natukunda

Company: Farm Reap
(Uganda)

3

What qualities were you looking for in a business development service provider when working with P4I to identify the consulting firm?



Linnet Akol

Company: Krystal Ice
(Uganda)

4

The COVID-19 pandemic emerged just before your business development services began. How did working with Challenges Group help you to pivot your business strategy and ultimately weather the storm?



Sylvia Natukunda

Company: Farm Reap
(Uganda)

5

How do you feel that working with Open Capital improved your skills as a leader and business owner?



Linnet Akol

Company: Krystal Ice
(Uganda)

6

What would you have changed about the award experience?



Sylvia Natukunda

Company: Farm Reap
(Uganda)

7

What advice would you give to donors and development organizations looking to support women entrepreneurs and women-led businesses?



Sylvia Natukunda
Company: Farm Reap
(Uganda)



Linnet Akol
Company: Krystal Ice
(Uganda)

Questions?

***Share your questions/comments
in the Q&A box!***



Connect With Us



www.agrilinks.org/activities/feed-future-partnering-innovation



www.linkedin.com/groups/4744822/



@FTF_PI



@FTFPI



innovation@fintrac.com