



Inclusive Business in Action

Initial Analyses of ABERA Cohort 1 Financial
and Agricultural Service Providers

January 2026 • Jamie Anderson



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CGAP

1818 H Street, NW, MSN F3K-306

Washington, DC 20433

Website: www.cgap.org

Email: cgap@worldbank.org

Telephone: +1 202 473 9594

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Acronyms and Glossary

ABERA	Accelerating Business to Empower Rural women in Agriculture
agtech	agricultural technology (i.e., agtech) service provider
agroforestry	agricultural practices that incorporate the planting and growth of trees
AMLA	aggregation, market linkage, and advisory approach
biofuel	fuel derived from renewable biological materials like plants, algae, and animal waste
FPC	farmer producer company (widely used in India)
FPO	farmer producer organization (widely used in Kenya)
FSP	financial service provider
FtMA	Farm to Market Alliance
IBA	Inclusive Business Analysis
IoT	Internet of Things
KYC	know your customer
MFI	microfinance institution
MIS	management information system
NBFC	nonbanking financial company
NGO	nongovernmental organization
PAYGO	pay-as-you-go
SACCO	savings and credit cooperative organization
SHG	self-help group
X-tech	company in any given sector that leverages the latest technologies to carry out its activities



Executive Summary



Executive Summary

Agrifood systems are the largest source of employment in Sub-Saharan Africa and southern Asia. Among working people, 76 percent of women and 68 percent of men in Sub-Saharan Africa (FAO, NRI, and AWARD 2025) and 71 percent of women and only 47 percent of men in southern Asia (FAO 2023) have jobs in the agrifood sector. Yet women tend to work in the sector's lower skill, lower wage, seasonal, and informal jobs. As climate risks intensify, the long-term success of businesses that serve or source from rural women hinges on the resilience of these women.

While World Bank Findex data shows that 73 percent of women in low- and middle-income economies now own financial accounts—just 5 percentage points behind men—this gap is wider in certain regions. In the Middle East and North Africa the gap is 15 percentage points. In some South Asian countries, the gap is even larger, reaching 30 percentage points in Pakistan and 20 percentage points in Bangladesh (Klapper et al. 2025). Among digital agricultural technology (agtech) solutions in Africa, for example, women comprise only 25 percent of registered users (Tsan et al. 2019).

These persistent gaps in service signal a significant business opportunity for financial and agricultural service providers that understand and tailor their services to rural women, especially in collaboration with other service providers. These services can make meaningful change in the lives and livelihoods of rural women, as well as concrete improvements to food security. Closing the gender gap in farm productivity and the wage gap in agrifood systems would increase global gross domestic product by 1 percent (or nearly US\$1 trillion), thereby reducing global food insecurity by about 2 percentage points and the number of people who are food insecure by 45 million (FAO 2023).

Accelerating Business to Empower Rural women in Agriculture (ABERA) is working to seize these opportunities, both for service providers and for rural women. A collaboration between CGAP and IDH¹, ABERA aims to improve the climate resilience of service providers and the rural women they serve by fostering commercially viable, climate-smart innovations in inclusive finance. It conducts deep-dive Inclusive Business Analyses (IBAs) that examine overall business performance, with particular attention to gender and climate, coupled with co-designing and delivering scalable innovations, fostering peer learning exchanges, and distilling and sharing insights. As a result, ABERA aims to generate data and experience that helps service providers and funders see their profit, gender, and climate goals as interdependent rather than mutually exclusive.

The initial analyses presented in this Working Paper share key insights from the IBAs conducted with five companies in ABERA's first cohort of financial and agricultural service providers.² These five cases provide tested, real-world insights, offering relevant guidance to other service providers:



Avanti Finance in India is a digital platform collaborating with lenders, investors, and channel partners that have strong, on-the-ground presence in order to facilitate a paperless, presence-less, and cashless approach to lending. The IBA analysis highlights how loans can be digitally delivered to low-income customers while still protecting them and maintaining portfolio quality.

1 IDH works with private and public stakeholders to tackle challenges in local and global value chains including climate change and gender disparities.

2 While ABERA Cohort 1 initially comprised six service providers, Wi-Agri closed due to strategic and operational shifts and exited the cohort in 2024.

Executive Summary



BRAC Tanzania Finance Limited (BTFL) has the largest branch network and widest geographical presence among microfinance institutions (MFIs) in Tanzania. BTFL provides affordable loans to women in rural and hard-to-reach areas and is using its IBA analysis to design an agrifinance loan product designed to better serve women smallholder farmers living in poverty and help build women's climate resilience.



Hello Tractor in Kenya is an agtech company that provides internet of things (IoT)-enabled solutions that help smallholder farmers access and utilize farm equipment to optimize farm productivity. The IBA analysis highlights the business implications of working around gender norms, such as employing and then retaining rural women as booking agents and tractor operators.



Samunnati is India's largest agri-enterprise, providing an Aggregation, Market Linkage, and Advisory (AMLA) approach in its agrifinance and agri-commerce solutions. The IBA analysis explores how Samunnati can leverage women's income diversification as an entry point into climate-smart agriculture.



Sistema.bio in India is a biodigester solution company that helps smallholder farmers meet their domestic energy and biofertilizer needs. The IBA analysis illustrates the practicalities of leveraging carbon credits to reduce the cost of biodigesters to businesses and rural women.

In the initial IBAs of ABERA's first cohort of financial and agricultural service providers, several important themes and lessons emerged, emphasizing innovation, practicality, and results for both rural women and businesses. The following points summarize the most significant findings to date, offering a high-level view of the opportunities and innovations shaping inclusive business in agriculture.

- **Inclusive business models unlock untapped value.** Moving beyond conventional approaches and service delivery, companies are intentionally designing products and services for rural women and reworking their internal structures and policies. This range of approaches and solutions—digital-first lending platforms, gender sensitization training for staff and partners, and tailored financial products—are expanding access for women and driving measurable business outcomes such as improved customer retention and reduced operational risk. These efforts show rural women as viable economic actors whose engagement drives both commercial viability and climate resilience.
- **Seven practical business drivers emerge as key to success.** The initial IBAs reveal seven business drivers that consistently strengthen both business performance and women's climate resilience:
 1. Women's groups
 2. Male allyship
 3. Income diversification
 4. Access to productive assets
 5. Digital tools

Executive Summary

6. Inclusive delivery strategies
7. Data for insights.

Companies are adapting these drivers to fit different market contexts and customer segments, and their interplay is central to unlocking mutual value (Were et al. 2025).

- **Localization, capacity building, and partnerships amplify reach and impact.**

Companies that adapt their strategies to local context, considering social norms, market realities, and customer needs, are better positioned to achieve client impact as well as commercial viability. By investing in capacity building (e.g., building business, digital, and technical skills for women), companies ensure that rural women can effectively adopt their products and services. Partnerships with intermediaries, cooperatives, and local organizations are also essential for reaching rural women, delivering services, and building trust at scale.

These initial IBAs set in motion innovations from financial and agricultural service providers designed to better reach and serve women with business-driven solutions that improve their livelihoods and resilience to climate change. They also illustrate how tailored financial services add value for both rural women and for the service providers.



Photo by Muchura Mwangi.



Introduction



Photo by Allison Shelley.

Introduction

Women play vital roles in rural economies—managing farms and businesses, raising crops and livestock, purchasing and storing food, and preparing household meals. But they lack the same access as men to information, technology, and assets and therefore experience different outcomes.

Agrifood systems are the largest source of employment in Sub-Saharan Africa and southern Asia. Among working people, 76 percent of women and 68 percent of men in Sub-Saharan Africa (FAO, NRI, and AWARD 2025) and 71 percent of women and only 47 percent of men in southern Asia (FAO 2023) have jobs in the agrifood sector. But women are more likely to hold lower-skill, lower-wage jobs that are seasonal and informal, earning on average 18 percent less than men and producing 24 percent less per hectare on plots of the same size—gaps driven largely by unequal access to inputs, finance, and services (FAO 2023).

These challenges are compounded by a lack of relevant financial and agricultural services. Although World Bank Findex data shows that 73 percent of women in low- and middle-income economies now own financial accounts, just 5 percentage points behind men, the gap is wider in the Middle East and North Africa (15 percentage points) and in some South Asian countries like Pakistan (30 percentage points) and Bangladesh (20 percentage points) (Klapper et al. 2025).

In low- and middle-income countries in Sub-Saharan Africa, overall financial inclusion has increased in the past decade, but the gender gap has widened, jumping from a 5 percentage point gap in 2011 to a 12 percentage point gap in 2024 (FAO, NRI, and AWARD 2025). Mobile money has played a pivotal role in driving overall financial inclusion in the region but disparities remain on this specific service, too: 34 percent of women but 46 percent of men owned a mobile money account in 2024—a 12-percentage point gap (FAO, NRI, and AWARD

2025). Even among digital agtech solutions in Africa, only 25 percent of registered users are women (Tsan et al. 2019).

At the same time, weather patterns are shifting. Droughts, heat waves, floods, and other climate-related stresses and shocks are increasing in frequency and intensity. Over a third of adults (35 percent) in low-income countries have experienced a natural disaster or extreme weather event in the last three years (Klapper et al. 2025). More than two-thirds of those impacted by such shocks report a loss of income (69 percent) or assets (72 percent) (Zetterli 2025). These impacts are even more severe on women and women-led households. Each day of extreme heat reduces the value of crops produced by women farmers by 3 percent relative to men, while heat and floods reduce the incomes of female-headed households by 8 percent and 3 percent respectively, relative to male-headed households (Acosta et al. 2025; FAO 2024).

Climate shocks and stresses can significantly impact business operations and profitability as well. Heat shocks reduce labor productivity and can lead to migration, draining the potential labor force, while cyclones and floods destroy capital stock (Goicoechea and Lang 2023). In Tanzania, for example, severe flooding in 2018 destroyed US\$7.8 million in buildings, machines, and inventory and accounted for economic losses equivalent to 4 percent of capital city Dar es Salaam's gross domestic product (Kim et al. 2021). Together, these

Together, these dynamics create a compounding trap: women are overrepresented in climate-exposed agrifood systems, under-served by finance and technology, and therefore least able to invest, adapt, and recover when shocks strike.

Introduction

dynamics create a compounding trap: women are overrepresented in climate-exposed agrifood systems, under-served by finance and technology, and therefore least able to invest, adapt, and recover when shocks strike.

The urgency to increase climate resilience is growing for both rural producers and the businesses that serve them. Addressing these disparities also offers notable economic and social gains. Closing the gender gap in farm productivity and the wage gap in agrifood systems would increase global gross domestic product by 1 percent (or nearly US\$1 trillion), thereby reducing global food insecurity by about 2 percentage points and the number of people who are food insecure by 45 million (FAO 2023).

There is growing awareness of the importance of tailoring services to rural women's lives and livelihoods and enthusiasm about these opportunities, given that such approaches can also make business sense. Yet financial and agricultural service providers have lacked the data, tools, and peer support needed to articulate and act on the business case for serving rural women with products and services designed to increase climate resilience. Now, through customer-centric research designed to increase business performance as well as climate resilience, financial and agricultural service providers are discerning different profiles of rural women, each with distinct cash flows, ambitions, and preferences. Providers then tailor concrete business drivers and deliver services that generate value for both their businesses and the women they serve.

CGAP and [IDH](#) are working to seize these opportunities through [ABERA](#): Accelerating Business to Empower Rural women in Agriculture. In partnership with leading financial and agricultural service providers, ABERA aims to improve the climate resilience of companies and the rural women they serve by fostering commercially viable innovations in inclusive finance.

ABERA's central hypothesis is that it can be good business for financial and agricultural service providers to serve rural women with products and services that help increase their climate resilience and adaptation. This hypothesis is tested with a learning agenda focused on how such tailored financial services add value both for rural women and for financial and agricultural service providers. For rural women, impactful products and services will help improve household income, productivity, and food security, thereby strengthening their agency and resilience. For financial and agricultural service providers, these products will contribute to improved efficiency, scale, risk management, and revenue, thereby increasing their commercial viability.

Each ABERA collaboration with a financial or agricultural service provider starts with an Inclusive Business Analysis (IBA) that examines the company's overall business performance, with particular attention to gender and climate.

The IBAs offer companies a data-rich map to improve business performance and overall sustainability, as well as outcomes for their growers, suppliers, and employees. For many companies, the analysis reveals diverse and transformative insights and opportunities to enhance performance while engaging more rural women and fostering inclusive growth. It also helps companies in the first ABERA cohort and beyond to understand how an inclusive approach can sustainably enhance performance by increasing revenues, expanding market access, and improving livelihoods. Ultimately, this exercise generates a preliminary understanding of innovations that companies can pursue to influence their climate resilience strategies and those of the women they serve.

Introduction

Drawing from company data, discussions with staff at all levels of the organization, and qualitative customer research, the detailed, data-rich IBA process includes steps to:

- Examine the business model, considering the enabling environment, supply chain, and its strategic objectives
- Review the company business case and performance, estimating profit and loss and conducting scenario, sensitivity, and cost-benefit analyses
- Assess the farmer business case, estimating farm-level profit and loss, household cash flow, and the impact of external shocks



Photo by Sprout, Mercy Corps AgriFin.



Initial Company Analyses



Avanti Finance



Avanti Finance is a digital-first nonbanking financial company (NBFC) in India that leverages its technology platform and partners to deliver customized solutions to low-income customers, particularly rural women. Avanti has over 540,000 active customers and aims to deliver affordable, accessible financial services to 100 million households by 2030. Approximately 90 percent of its borrowers are women, 80 percent are in nonurban areas, 65 percent are smallholder farmers, and 37 percent are new to credit.

Avanti's technology and partners enable the design and delivery of customized financial products that are paperless, cashless, and without the physical presence of branches. Avanti partners with X-tech startups (i.e., companies leveraging the latest technologies), nongovernmental organizations (NGOs), community-based business organizations (collectives), and NBFC-microfinance institutions (MFIs) across India to offer agriculture, livestock, small business, and earned-wage loans.

Business model

Avanti leverages technology and its wide network of partners and lenders to offer credit to low-income customers, most of whom are women.

Partners play an important role in Avanti's business model. Avanti partners with lenders and investors in co-lending arrangements where lending entities partner to offer loans, impact investments, and more.

Avanti's partnership team reviews potential partners and then onboards them to Avanti's digital platform. Avanti and its partner organizations then create customized loan products and onboard borrowers through a mobile application.

Avanti's credit rule engine reviews each loan application and then advises whether to accept or reject it. If an application is accepted, the loan is directly disbursed into the customer's account. The Avanti Hub team³ or its partners then collect loan payments via physical agents or digital transfer.

Gender and climate highlights

Because the vast majority—over 90 percent—of customers are women, Avanti helps manage climate risk by balancing the geographical diversity of its portfolio and offering climate-smart interventions, such as agricultural inputs and climate-smart assets.

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- Deploying a digital approach reduces costs to customers: As is common among NBFC MFIs, 90 percent of Avanti's borrowers are women, exceeding its internal target of 80 percent. What differentiates Avanti from other NBFCs, however, is its purely digital approach. The company's end-to-end digital process can be completed via mobile phone,

³ While Avanti adopts a pure digital approach, which is paperless, cashless, and without the physical presence of branches, its partners have on-ground presence. Where there is no partner presence, Avanti's Hubs can allow expansion into new geographies, serving as an additional channel to grow Avanti's local presence.

Avanti Finance

so customers spend less time and money gathering and then submitting the necessary know-your-customer (KYC) documents.

- Embedding gender-sensitization training to guide partners: Avanti developed standard operating procedures to guide its partners on how to interact with women customers. They are advised specifically on how to treat Avanti customers fairly and respectfully and to visit women during times of the day that are more convenient for them.

CLIMATE

- Cultivating geographical diversity to minimize the impact of climate events: Extreme weather conditions affect the ability of Avanti's partners to physically serve customers. It is challenging for field staff to process loan applications and collect repayments and for borrowers to repay loans when crop damage leads to lower yields and, therefore, lower income. To help derisk its portfolio, Avanti maintains geographical diversity across India, with partners in the states of Odisha and Tamil Nadu as well as Uttar Pradesh and Assam.
- Targeting loans toward activities that build climate resilience: Nudging customers toward climate-smart actions, Avanti proposes to offer small asset loans to finance solar pumps, e-rickshaws, and solar panels. Credit can also open access to environmentally friendly inputs that build soil quality and increase yields.

Business considerations

Avanti's reliance on technology and partners helps the company lower operational costs, enhance efficiencies, and drive growth.

The Avanti mobile app is easy to use and built on a strong management information system (MIS) to increase efficiency, reduce onboarding time, and lower customer costs. Avanti's technology was built to easily and quickly add more partners, enabling cost-effective, easy customer acquisition and service and overall scale. Its digital platform and workflows reduce costs for partners.

Avanti loan disbursements are 100 percent digital, deposited directly into the customer's bank account. Customer repayments, however, are only 35 percent digital. This rate is higher than the industry average of 15 percent for digital repayments and encouraged through incentives.

Avanti Hubs serve partners in loan collections and the transition to 100 percent digital collection. They feed local intelligence to Avanti's head office to customize products for specific segments. The Hubs also enable direct customer service for various partners within a specific region and foster relationships with borrowers.

Co-lending makes additional capital available to Avanti, which it leverages to reach more customers and manage its risk. NBFCs and banks benefit from expanding their reach through Avanti's distribution channels as well. In arrangements such as these, Avanti contributes 10–20 percent of the funds while the majority comes from its partner.

Avanti Finance

Way forward

Avanti Finance aims to formalize its gender and climate strategies and dedicate resources to their implementation, better serving the needs of women smallholder farmers.

ABERA recommendations:

- Develop a gender strategy and institute a gender leadership role dedicated to identifying and addressing the needs of women smallholder farmers for a range of financial services
- Develop a climate strategy and appoint a climate specialist to coordinate Avanti's various efforts around climate-smart outcomes
- Collect, analyze, and deploy gender-disaggregated data to design and pilot financial products that specifically meet the needs of women smallholder farmers and support their resilience to climate stresses and shocks



Photo by Ripon Barua.

BRAC Tanzania Finance Limited



BRAC Tanzania Finance Limited (BTFL) is the largest MFI in Tanzania in terms of number of borrowers and has the widest geographical presence among MFIs in the country. Since BTFL opened operations in Tanzania in 2006, it has worked to empower individuals and communities living in poverty, particularly women, to build resilience and create sustainable livelihoods. BTFL offers financial services designed to create self-employment opportunities, build financial resilience, and support entrepreneurial growth, expanding its operations to over 200 branches across the country.

When its internal analysis identified women producers as a high potential yet underserved market, BTFL took strategic steps to better serve them. BTFL is currently finalizing the design of a new agrifinance loan product tailored to value chains typical to BTFL's women borrowers. The product will undergo pilot testing, after which BTFL will review the results and progressively scale the product through its existing rural branch network in Tanzania.

Business model

BTFL focuses on women living in poverty in rural and hard-to-reach areas who typically lack access to formal banking services.

BTFL products include:

- Microfinance Group Loans provided to individual women entrepreneurs

- Small Enterprise Loans for small businesses with growth potential
- Agricultural Group Loans provided to individual women for small-scale investments in farming and rural livelihoods

BTFL provides Agricultural Group Loans through organized farmer groups. This approach enhances efficiency for outreach, management, and strong repayment, expanding access to finance for rural communities. Clients become eligible for loans given certain criteria, such as registration in a microloan group created by BRAC and commitment of 10 percent cash collateral. As per the MFI Act⁴ in Tanzania as well as BRAC practice, the borrower is refunded the cash collateral upon repayment of the loan.

As part of its operating model, BTFL supports clients to form new groups or join existing ones. Clients receive peer support and advice from loan officers throughout the process. BTFL also provides ongoing financial and digital literacy training to microfinance group members, which not only helps improve client understanding of financial products and therefore financial decision-making but also improves client satisfaction, retention, and outcomes around financial resilience and quality of life. This training is currently being scaled for microfinance group loan clients, with plans to adapt the module and expand training to include agrifinance clients as well.

⁴ The MFI Act in Tanzania stipulates that "any cash collateral or compulsory savings must be kept in a separate bank account and refunded to the borrower upon completion of loan obligations" (Ministry of Finance and Planning, Tanzania 2019).

BRAC Tanzania Finance Limited

Gender and climate highlights

To improve trust and communication with rural women customers facing unique barriers and climate shocks, BTFL employs women credit officers and offers flexible repayments and grace periods.

GENDER

- Promoting livelihood and household income growth: BTFL clients are heavily involved in various agricultural supply chains, particularly maize, rice, wheat, and sunflower. Given climate variability and related shocks and stresses, many clients are diversifying their activities across multiple crops to mitigate these risks.
- Reflecting gender and social norms in operations: BTFL's female credit officers help build greater trust and engagement with its women customers. Globally, research shows that women often prefer female agents when engaging with financial services providers (FSPs) as they feel more confident approaching female officers or agents for information or assistance. Their increased comfort level can lead to higher usage of financial services and help women navigate social norms that might otherwise limit their financial access.

CLIMATE

- Improving climate awareness and environmental impacts: Women engaged in agriculture and borrowing from BTFL may struggle with limited access to climate-resilient inputs, leading to crop losses during extreme weather and subsequent requests for grace periods on loan repayments. This disconnect indicated a need for BTFL to adopt

measures that address climate-related stresses, including flexible repayment terms, to ease the financial burden and support for accessing climate-resilient agricultural resources.

- Encouraging a risk management strategy for climate shocks: When customers engage in a range of businesses and generate varied cash flows, they reduce the risk of financial instability and potential defaults during difficult times. BTFL plans to provide monthly financial literacy trainings to help its clients improve their financial management skills. Financial literacy can equip farmers to understand farm-level profitability, manage risks, and plan for contingencies, indirectly enabling income diversification.

Business considerations

To keep costs low, BTFL offers group loans, an approach that lowers cost-to-serve and supports financial sustainability while serving its social mission.

BTFL offers loans to women in formalized groups, leveraging their aggregation to efficiently manage operational expenses. Individual loans are also available for clients operating small enterprises. BTFL secures funding for on-lending from impact investors and commercial banks and reinvests its profits to support continued lending operations.

BTFL builds the capacity of its customers through direct training in small groups. It provides pre-disbursement orientation training, answers questions, and helps clients manage their loans—approaches designed to enhance client understanding of loan products and support informed financial decision-making.

BRAC Tanzania Finance Limited

Way forward

Per the recommendations that emerged from the IBA, BTFL aims to design an agrifinance product, testing and piloting it in value chains where women are particularly active (e.g., beans, maize, rice) to better serve their agricultural needs.

ABERA recommendations:

- Digitize BTFL's internal processes: Internally scale the use of digital systems and processes to reduce operational costs, increase transparency, and accelerate financial services delivery
- Facilitate borrower income diversification: Help women borrowers explore sustainable pathways to income diversification (e.g., additional value chains, off-farm income, non-farm income)
- Forge partnerships: In the long term, explore collaborations with input suppliers, processors, and insurers to better deliver bundled services (e.g., inputs, insurance, market access) and improve timely access to resources after climate shocks



Photo by Mansour Mohsen.

Hello Tractor



Founded in Nigeria in 2014, Hello Tractor is an agtech serving 2 million farmers in Kenya, Nigeria, Uganda, Ethiopia, and Rwanda. It works to increase the productivity, profitability, and resilience of smallholder farmers by increasing their access to farm equipment and mechanization services.

A digital platform is at the core of Hello Tractor's business model. The platform includes a mobile app and IoT devices mounted on its tractors to connect farmers, tractor owners, and operators, enabling more efficient and widespread use of their agricultural equipment. Hello Tractor provides a range of services, including farm mechanization, training, and capacity building. Tractor owners and operators receive fleet management, tractor lease financing, data and analytics, tractor maintenance, and after-sales support services.

Hello Tractor coordinates services from regional hubs and is developing a warehouse receipt financing system with pilot operations in its Nakuru, Kenya hub. This will allow farmers to use their crops as collateral for loans from partner FSPs, providing them with immediate cash flow as they wait for better prices to sell their production.

Business model

Hello Tractor provides a fleet management solution enabling existing tractor owners to optimize the utility of their asset. It also leverages a digital platform to finance tractors and link farmers to tractor owners for mechanization services, in addition to support and auxiliary services.

Hello Tractor provides tractor and mechanization services to 2 million rural agricultural entrepreneurs through a fleet management app that is connected to a marketplace of farmers managed by community-based agents. To increase the number of assets in the market, the pay-as-you-go (PAYGO) tractor financing model enables customers to become tractor owners by leasing tractors and remitting income from services delivered. Hello Tractor seeks financing from FSPs to implement the PAYGO model on its balance sheet.

Hello Tractor uses a hub model to aggregate tractor owners and operators, who are then supported by booking agents who facilitate linkages to farmer customers. The hub also provides maintenance services for the equipment as well as farming-related information, training, and services to farmers in its catchment areas. Each local hub reaches about 20,000 farmers in its first year of operations.

Gender and climate highlights

Hello Tractor provides a fleet management solution and financing platform that helps tractor owners optimize assets and connects farmers with mechanization services.

GENDER

- Engaging women farmers more intentionally: 21 percent of Hello Tractor's farmers and 30 percent of its tractor operator trainees are women. To further increase women's engagement in the business, Hello Tractor plans to gender disaggregate farmer feedback

Hello Tractor

for more precise analysis and targeted responses and to feature more women in its marketing.

- Increasing value-adding opportunities for women: Hello Tractor research found that more men than women saw decreases in land preparation time and increases in production, which they attributed to Hello Tractor services. Since women typically manage smaller plots, Hello Tractor is aggregating them into serviceable clusters that make more economic sense to serve, improving both operational efficiency and women's access to mechanization.

CLIMATE

- Positioning access to tractors as a buffer against shocks: According to Hello Tractor data and focus group insights, women (much more than men) saw Hello Tractor solutions as helpful to reducing their risk and felt more knowledgeable and prepared for climate shocks.
- Offering climate resilience information and training for farmers: Farmers have access to climate information services and receive training on conservation agriculture practices, especially on land preparation, through trained Hello Tractor booking agents and partners like the Farm to Market Alliance (FtMA).⁵

- Exploring agroforestry and biofuels for its tractors to reduce the fleet's climate footprint and facilitate cost-savings for farmers and tractor operators: Hello Tractor's internal data shows that when fuel costs decrease repayment rates increase, making access to lower-cost biofuels an internal priority.

Business considerations

To improve last-mile service delivery, Hello Tractor also plans to increase its footprint and equipment in Kenya.

Hello Tractor currently serves 200,000 acres in Kenya and strives to reach 1 million in 2028 by increasing its tractors, tractor utilization rates, and hubs from four to ten. Building on positive results from its first two Kenya hubs in Kisumu (2023) and Nakuru (2024), the additional eight hubs will help drive scale by positioning resources, technology, and personnel closer to the smallholder farmers they serve.

Hello Tractor is working toward 80 percent tractor utilization in 2030, addressing challenges related to land fragmentation, suboptimal planning, and competing priorities for tractor operators. Its goal is to increase market penetration, optimize tractor scheduling, and stimulate farmer demand for mechanization services through training and sensitization.

⁵ FtMA is an organization working to increase farmer productivity and income through a network of Farmer Service Centers that provide a variety of services to enhance farmer productivity, increase market linkages, and encourage farm digitization.

Hello Tractor

Way forward

Hello Tractor plans to explore carbon credits through agroforestry and biofuels and better tailor related products and services to more effectively boost women's climate resilience.

ABERA recommendations:

- Refine and promote information and services tailored to women's specific needs and realities (e.g., tractors and implements designed for smaller farms), particularly related to climate shocks and stresses
- Engage older women—Hello Tractor's most loyal, satisfied customers, according to internal data—in outreach to other potential customers, particularly younger women
- Expand collaboration with local input providers, savings and credit cooperative organizations (SACCOs), other FSPs, and farmer cooperatives to scale up training in climate-resilient agricultural practices. SACCOs could be particularly relevant partners as they provide a significant share of agricultural lending in Kenya (SACCO Societies Regulatory Authority 2023 SASRA 2023; CBK 2023).
- Explore the feasibility of using biofuels in Hello Tractor tractors as a carbon revenue source for businesses and cost savings for farmers and operators
- Implement additional measures to increase and track impact at hubs in order to optimize their outreach and services



Photo by Hello Tractor.

Founded in 2014 and headquartered in Chennai, India, Samunnati's vision is to impact one in every four farming households in the country by 2027 through agrifinance and agricultural commerce that centers on farmer producer companies (FPCs) and smallholder farmers.

FPCs act as intermediaries between Samunnati and smallholder farmers. As farmer collectives registered under the Companies Act 2013, FPCs are owned and managed by farmers and work to improve their incomes and livelihoods. These collectives are instrumental in helping smallholder farmers negotiate for better input aggregation, market linkages, and extension services and channel most lending to smallholder farmers.

Samunnati serves smallholder farmers through its family of organizations, including Samunnati Financial Services, an NBFC and holding company; Samunnati Agro Solutions, which provides market linkages; Samunnati Agriculture Innovation Lab; and the Samunnati Foundation.

Business model

Samunnati provides financial and nonfinancial support to FPCs and smallholder farmers, with FPCs playing an important intermediary role.

FPCs are designed to empower farmers with training on production, harvesting, processing, procurement, grading, handling, marketing, sales, and exporting. Some FPCs add value through processing, while in other cases farmers lease processing machinery from FPCs and do the value-adding processing themselves.

Samunnati offers several loan products to both FPCs and farmers for inputs, outputs, infrastructure, and livelihoods support.

Gender and climate highlights

Samunnati promotes climate-smart solutions and gender equality across its farmer network.

GENDER

- Leveraging technology for data analysis: Samunnati's technology platform enables FPCs to collect, analyze, and act on gender-disaggregated data to better serve women smallholder farmers. Currently 20 percent of Samunnati's farmer base is women, with variation among FPCs.
- Embedding gender-sensitization training: Samunnati staff training is designed to raise awareness about gender intentionality and guide its implementation. Samunnati also provides FPCs with training to help them tailor services to farmers that respond to gender-specific needs and preferences.

CLIMATE

- Monitoring climate-smart interventions: Samunnati tags its climate-smart solutions in order to provide a quick organization-wide view on how many of its FPCs and farmers the interventions are serving.

Samunnati

- Designing climate-smart solutions for farmers and FPCs: Samunnati encourages renewable energy, water conservation, and sustainable farming techniques. It also promotes practices such as precision farming, agroforestry, drought-resistant crops, and smart irrigation systems.

Business considerations

Working through FPCs, Samunnati offers small-scale growers financing plus market linkages and advisory services that help manage risk and provide multiple income streams.

Samunnati's 360° approach bundles access to finance with aggregation, market linkages, technology, and advisory services. By aggregating demand for inputs and outputs, farmers get better prices. Market linkages give farmers greater choice in who they sell to while FPC advisory services give them access to information on better agricultural practices. This strengthens FPCs and builds farmer capacity while reducing their risk and generating multiple revenue streams from interest on credit, commissions on market linkages, margins on inputs, and profits on produce sold or processed.

Most lending to farmers is done through the FPC, not directly to farmers. FPCs determine borrower eligibility and limits based on their understanding of their local communities and familiarity with the farmers. This helps Samunnati manage risks and reach more farmers.

Samunnati invests in FPC capacity building to better support themselves and farmers to grow their businesses, diversify revenue streams, attract value addition services, utilize productive

credit, and repay their loans. Samunnati also invests in training for FPC leaders to help the organizations operate smoothly and profitably.

Way forward

The collection, analysis, and use of gender-disaggregated data will help Samunnati spot specific opportunities and then better serve women smallholder farmers.

ABERA recommendations:

- Target women smallholder farmers in select value chains to promote their use of sustainable farming practices and prepare their agricultural products for export markets
- Position Samunnati operations and results with donors and impact funds committed to increasing access to finance, reducing the cost of finance and market access to serve rural women farmers
- Invest in FPC capacity building to enable good farmer management, including the systematic collection, analysis, and use of gender-disaggregated data
- Formalize FPC segments and graduation approaches, allowing FPCs to improve internal data analysis and response as they strengthen FPC membership and engagement with women and ensure their needs are being met

Sistema.bio is a global social enterprise that manufactures and distributes biodigesters for smallholder dairy farmers, helping them increase their household incomes, support women's empowerment, and reduce climate risks through clean energy. Founded in 2010 in Mexico, Sistema.bio operates in 33 countries across East Africa, India, and Latin America. Sistema.bio's largest operations are in India, where it works in 24 states.

Design innovations that translate to improved customer experience and longer shelf life of Sistema.bio biodigesters. The company launched its Gold Standard carbon credit program in India in 2022, enabling it to offer the Sistema-6 biodigester to farmers for US\$70–100, down from its original price of US\$500.

Sistema.bio commands a relatively small market share among biodigesters in India, according to internal research, and the company has installed 125,000 of the 5 million small-scale biodigesters currently in place. In July 2023, it inaugurated the world's largest manufacturing facility for biogas plants in Pune, India, with a capacity to produce 100,000 prefabricated biogas units per year.

Business model

Sistema.bio works with intermediaries that play an important role in biodigester adoption, access to finance, and dairy farmer income growth.

Sistema.bio centrally manufactures biodigesters and transports them to regional warehouses in different Indian states for delivery to customers. It works with intermediaries—dairy

cooperatives, livelihoods organizations, and community-based organizations—to sell biodigesters to farmers.

Some intermediaries support awareness-building and knowledge-sharing, disseminating information about biodigesters and their benefits. They may also link buyers to financing opportunities, usually through MFIs and self-help groups (SHGs), and play a role in collecting repayments for loans taken against biodigesters. Commissions from biodigester sales can also be a source of income for women, who act as intermediaries.

Funder priorities are moving from carbon avoidance to carbon removal technologies and efforts, which makes it increasingly difficult to attract carbon financing. Looking ahead, Sistema.bio's expansion in Kenya and Morocco will not benefit from the types of government subsidies it receives in India.

Gender and climate highlights

Biodigesters provide clean fuel, organic fertilizer, and cost savings, all of which have a positive impact on women, their households, and the environment.

GENDER

- Saving women time and opening new opportunities: When women use biodigesters they spend less time collecting firewood and cleaning indoor cooking spaces, freeing up time for income-generating, educational, and family activities. Sistema.bio offers leadership and employment opportunities in biodigester assembly and maintenance.

Sistema.bio

- Generating health improvements: Reduced indoor air pollution leads to fewer respiratory illnesses, disproportionately benefiting women's and children's health (Climate Impact Partners 2025).

CLIMATE

- Producing lower-cost energy and fertilizer: Sistema.bio biodigesters and the rich slurry they produce cut farmers' annual fertilizer costs in half and can be used in sustainable farming practices. This improves soil health, leading to improved long-term agricultural outcomes, reduced costs, and increased household income.
- Generating positive environmental impacts: Biodigester use decreases deforestation and greenhouse gas emissions. Higher forest coverage helps reduce overall atmospheric temperatures which, in turn, reduce destructive pest outbreaks and water requirements and increase farm productivity. In addition to their environmental benefits, these impacts help reduce adaptation costs for farmers.

Business considerations

Working with intermediaries and local manufacturing helps Sistema.bio reduce operating costs.

Sistema.bio leverages intermediaries with existing, trusted customer relationships. These intermediaries communicate the biodigester value proposition to their customers and can play a role in facilitating biodigester loans and their repayment, reducing customer costs for Sistema.bio.

High-grade plastic resistant to sun and harsh weather conditions is used in Sistema.bio prefabricated units, reducing the need for repairs and servicing, waste, and costs. Sistema.bio also reduces delivery costs by procuring membranes used in biodigesters, molding them into balloons, assembling them at its central factory, then collapsing and transporting them to customers.

To increase efficiency, Sistema.bio introduced an automated process. It manufactures some biodigester components in-house and is nearly a zero-waste manufacturer. Sistema.bio also provides delivery, installation, and training on its products.

Sistema.bio

Way forward

By documenting the impact of its biodigesters, Sistema.bio will attract additional funding and expand its customer base.⁶

ABERA recommendations:

- Diversify the types of intermediaries Sistema.bio engages, intentionally targeting those with women members and customers to increase biodigester ownership among women
- Raise awareness of the impact of biodigesters on women's well-being and the environment to tap into diverse funding sources (e.g., philanthropic, carbon markets, subsidies) and ensure affordable access to biodigesters for a growing customer base
- Pursue efforts to quantify gender impact/co-benefits by using frameworks, such as the W+ Standard, that generates transparent and verifiable gender data and align with the use of women-centered financial services in order to strengthen gender outcomes, improve project quality, and potentially command higher carbon credit prices

⁶ The full IBA for Sistema.bio (Highet et al 2024) includes a great deal more data and analysis.



Photo by Abhishek Joshi.



Seven Business Drivers: Early Lessons from Cohort 1



Seven Business Drivers: Early Lessons from Cohort 1

Despite the pivotal role of women in food and financial systems—as customers, suppliers, laborers, employees, leaders, and household managers—the business case for serving their varied needs and ambitions is poorly understood and documented. And as climate risks intensify, strengthening the resilience of rural women is essential, for their own well-being and livelihoods as well as for the long-term viability of the businesses serving them.

For financial and agricultural service providers to effectively serve rural women, they must use a core set of practical strategies that improve both their own commercial performance and women’s climate resilience. These providers must also make strategic decisions that minimize risks from climate shocks and stresses. This is guidance and evidence that ABERA is designed to generate.

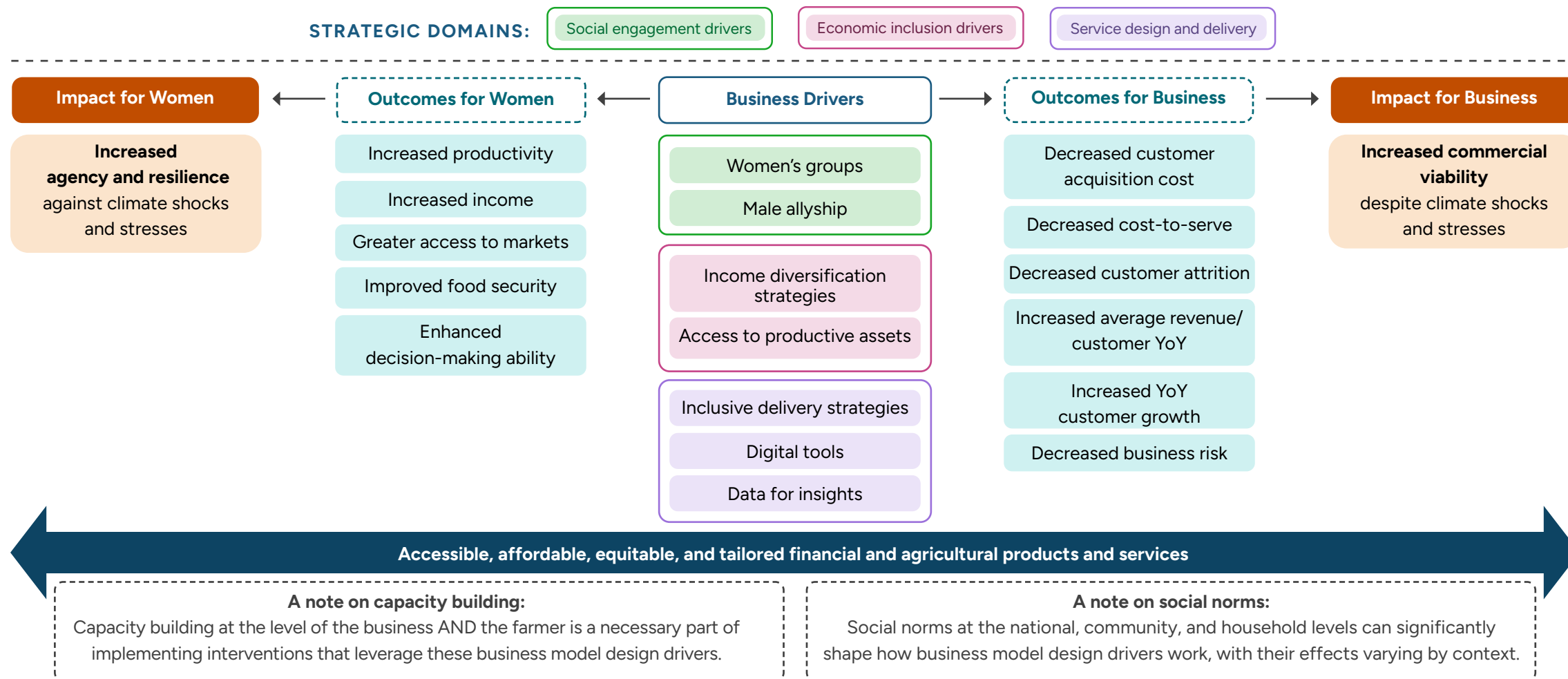
Early insights from ABERA Cohort 1 suggest that seven practical business drivers can facilitate the increased agency and resilience of rural women, as well as the increased commercial viability of the companies. These drivers—women’s groups, male allyship, income diversification strategies, access to productive assets, digital tools, inclusive delivery strategies, and data for insights—can be adapted to various market contexts and customer segments. The ABERA learning framework (Figure 1) shows that successful service providers typically need to have at least one—and often several—of the seven drivers in place to strengthen both commercial performance and rural women’s resilience. When available and well-designed, these services drive valuable outcomes for women as well as service providers.⁷

The influence of social norms underpins these business drivers and their effectiveness can vary depending on the context. Land ownership and control of assets may be empowering in one setting but limited in another, depending on customary patrilineal laws or intra-household power dynamics. In addition, and central to the success of each business driver, is the use of capacity-building strategies, including business literacy training, access to an effective (productive) use of resources, and technical support. Digital tools can improve rural women’s access to information and markets but their presence does not guarantee their usage. Capacity-building approaches that strengthen digital and product literacy in the customer journey are essential in ensuring women can optimize these tools.

⁷ For a more detailed discussion of the seven business drivers and supporting evidence, see the 2025 CGAP Working Paper, “Building Rural Women’s Climate Resilience: Seven Business Drivers Delivering Commercial Value” (Were et al. 2025).

Seven Business Drivers: Early Lessons from Cohort 1

FIGURE 1. ABERA inclusive finance learning framework



Source: Were et al. 2025

Seven Business Drivers: Early Lessons from Cohort 1

To more precisely articulate how inclusive financial and nonfinancial services can drive outcomes for women and businesses, the seven drivers can be grouped into three strategic domains: social engagement, economic inclusion, and service design and delivery. Each domain reflects the distinct ways businesses can optimize their engagement with rural women to strengthen resilience and performance.

Although financial and agricultural service providers have limited individual influence on the broader contextual factors that affect their businesses (e.g., regulatory policy, national and regional infrastructure), they can take action on the seven business drivers, implementing them in tailored combinations for specific customer segments and market environments. Initial findings from ABERA Cohort 1 companies indicate that these practical, concrete business drivers can unlock value for both rural women and businesses (Were et al. 2025).

Table 1 presents the three domains with their associated drivers. See Annex 1 for examples drawn from the experience of companies in ABERA Cohort 1.



Photo by Muchuru Mwangi

Seven Business Drivers: Early Lessons from Cohort 1

TABLE 1. **ABERA learning framework: Three strategic domains and seven business drivers**

Strategic Domain	Business Driver
<p>Social engagement business drivers: Drivers that address the social and cultural factors influencing rural women's decision-making and participation in inclusive financial and nonfinancial services.</p>	<p>Women's groups: Organized collectives of women that provide mutual support, share knowledge or resources, and collaborate on initiatives to improve their economic and social well-being, such as informal women's savings groups and formal farmer organizations.</p> <p>Male allyship: The intentional and active support of men for gender equity, particularly actions that challenge the systems, behaviors, and norms perpetuating discrimination. Engaging men as supporters and advocates for gender equity is critical for women to thrive economically and socially. Initiatives involving spouses as guarantors for women's loans and local leaders advocating for women's access to land, for example, shift community norms and encourage women's economic participation.</p>
<p>Economic inclusion business drivers: Drivers that directly impact the financial and material resources available to rural women.</p>	<p>Income diversification strategies: Approaches to help women develop multiple and diverse income sources, thereby reducing their financial risk and vulnerability and increasing economic resilience, including crop and livestock diversification, value addition services, and off-farm businesses and labor.</p> <p>Access to productive assets: The ability of women to own and/or manage assets (e.g., land, equipment, financial resources), which in turn empowers their decision making and improves economic stability.</p>
<p>Service design and delivery business drivers: Drivers that relate to the methods, tools, and approaches businesses use to reach rural women and effectively implement inclusive financial and nonfinancial services that target their specific needs, livelihoods, and ambitions.</p>	<p>Digital tools: Technological solutions that facilitate rural women's access to financial and agricultural information, services, and markets, such as a mobile app or online platform that provides real-time weather updates and market prices for crops and livestock relevant to their livelihoods and level of digital access and literacy.</p> <p>Inclusive delivery strategies: Strategies that position women as active partners rather than passive recipients, using financial and nonfinancial services to enhance their climate resilience outcomes. These include phygital (physical + digital) approaches that pair digital platforms for financial transactions with trusted women agents who provide digital onboarding.</p> <p>Data for insights: Approaches to gathering and leveraging data on rural women's financial barriers, preferences, and patterns in order to inform the design of more inclusive and effective financial and nonfinancial services. This could include tracking borrowing and repayments in order to align loan repayment schedules with crop cycles and behavior patterns.</p>

Source: Were et al. 2025



Conclusion



Conclusion

IBAs from these ABERA Cohort 1 companies reveal a common pattern: results driven by practical combinations of the seven business drivers, adapted to context. Within these combinations, access to appropriate and well-timed financial services emerges as a cross-cutting enabler—both a product in its own right and a catalyst that helps other drivers translate into stronger outcomes for women and businesses. Across all of the companies, both women and businesses consistently identified access to a range of financial services as critical to strengthening resilience.

Experience from ABERA's first cohort suggests that gender-inclusive strategies are not only socially transformative but can also make strong commercial sense and contribute to greater climate resilience for rural women and businesses, as demonstrated in the insights from these IBAs. When specific business drivers—the discrete elements of these inclusive strategies—are effectively deployed, they strengthen women's agency and climate adaptation as well as reduce perceived risk, unlocking financial inclusion as a catalyst for resilience and commercial viability.

These business drivers can create enabling conditions for FSPs to extend their products to low-information, uncollateralized environments. Where conventional models often fail, businesses are beginning to see improved customer retention, reduced operational risk, and greater inclusive growth. And, as importantly, rural women are seen not as beneficiaries but as a viable market of diverse, empowered economic actors, thereby increasing their access to finance, assets, markets, and decision-making power.

To further test ABERA's hypothesis and answer its learning questions, a second cohort of companies has been competitively selected to complement ABERA Cohort 1. Cohort 2 includes eight companies: Cooperative Bank of Oromia and Lersha in Ethiopia; Agri Evolve and Agro Supply in Uganda; Advans and Tony's Open Chain in Côte d'Ivoire; and Dvara E-Registry and Varaha in India. As with Cohort 1, ABERA's collaboration with Cohort 2 companies will begin with an IBA. This data-rich understanding of their business will then guide co-created solutions.



To learn more about ABERA and to access all emerging insights, visit www.cgap.org/abera.



Annex 1. Business Driver Company Examples



Annex 1. Business Driver Company Examples

TABLE 2. **ABERA learning framework: Examples of the seven business drivers in ABERA Cohort 1 companies**

Strategic domain 1: Social engagement business drivers	
Business driver 1. Women’s groups: Organized collectives of women that provide mutual support, share knowledge or resources, and collaborate on initiatives to improve their economic and social well-being.	BTFL women’s groups provide an opportunity for members to access loans as well as share peer learnings. Women share tips on business management and climate resilience, increasing their confidence and enhancing their decision-making ability. Samunnati has supported women-led FPOs that often pool resources and knowledge. One FPO utilized shared infrastructure for processing and storage to reduce post-harvest losses and negotiate better prices. Its success not only drew in additional members but also demonstrated a scalable model for Samunnati to expand across regions.
Business driver 2. Male allyship: The intentional and active support of men for gender equity, particularly actions that challenge the systems, behaviors, and norms perpetuating discrimination.	Hello Tractor engages male community leaders to showcase the skill and economic benefits of women tractor operators. This reduces resistance among some community members to women’s employment in this new role. It has also enabled Hello Tractor to more effectively recruit women tractor operators in Kenya, expanding its base of skilled tractor operators. More widely, this cultural shift enables more women to enter a new employment sector and increase their economic opportunities. Sistema.bio included husbands in biodigester training sessions to foster household-level buy-in. When men understood the cost savings and health benefits of using biodigesters, many became champions of their wives’ participation. This shared commitment improved uptake and reinforced Sistema.bio’s value proposition for inclusive, sustainable energy solutions.

Annex 1. Business Driver Company Examples

TABLE 2. **ABERA learning framework: Examples of the seven business drivers in ABERA Cohort 1 companies** (continued)

Strategic domain 2: Economic inclusion business drivers	
<p>Business driver 3. Income diversification strategies: Approaches to help women develop multiple and diverse income sources, thereby reducing their financial risk and vulnerability and increasing economic resilience.</p>	<p>BTFL in Tanzania strongly encourages income diversification among its clients, most of whom are women, and often makes it a requirement to access group loans. Income diversification helps rural women manage volatile cash flows while ensuring timely and consistent loan repayments, increasing the resilience of rural women and reducing their risk.</p> <p>Samunnati's trade arm partners with women-led FPOs to promote crop diversification and value addition, strategies that reduce reliance on a single crop or market and help buffer incomes against price and climate shocks. By encouraging women farmers to diversify crops and tap into processing opportunities, Samunnati supports more stable and profitable livelihoods.</p>
<p>Business driver 4. Access to productive assets: The ability of women to own and/or manage assets (e.g., land, equipment, financial resources), which in turn empowers their decision making and improves economic stability.</p>	<p>Sistema.bio, in documenting the sale of its biodigesters, registers these assets in the name of the women dairy farmers in some cases. Its approach is specifically designed to strengthen women's asset ownership and decision-making power. According to local stakeholders, this approach also benefits their companies because women have proven to have higher rates of repayment than men, thus creating value for both rural women and the businesses.</p> <p>Hello Tractor targets women tractor operators in Kenya with specific services and incentives in its lease-to-own model for agricultural equipment, drawing on internal evidence that women consistently demonstrate stronger loan repayment rates than men. When women train as tractor operators and begin offering services in their communities, this can boost both their income and status as local role models. Other women are encouraged to enter the training program and earn income as tractor operators, thereby expanding Hello Tractor's operator network and improving service reliability.</p>

Annex 1. Business Driver Company Examples

TABLE 2. **ABERA learning framework: Examples of the seven business drivers in ABERA Cohort 1 companies** (continued)

Strategic domain 3: Service design and delivery business drivers	
<p>Business driver 5. Digital tools: Technological solutions that facilitate rural women’s access to financial and agricultural information, services, and markets.</p>	<p>Avanti Finance uses a mobile platform to extend formal credit to rural women, enabling them to apply for loans, track repayments, and receive financial literacy support on their phones. Borrowers use the platform to move away from informal lenders, manage cash flows, and reinvest in their businesses. The transparency and convenience of the Avanti digital platform builds trust, leading to higher uptake and lower default rates.</p>
	<p>Hello Tractor uses a digital platform with IoT devices and mobile apps to connect farmers, tractor owners, and operators. The platform enables efficient booking, fleet management, and access to climate-smart training. Women tractor operators and booking agents use these tools to deliver services and receive training, increasing their income and visibility.</p>
<p>Business driver 6. Inclusive delivery strategies: Strategies that position women as active partners rather than passive recipients, using financial and nonfinancial services to enhance their climate resilience outcomes.</p>	<p>Avanti Finance uses a phygital model blending the use of local, community-based physical partners with digital infrastructure to reach rural women where they are. By combining agent-assisted mobile apps, local language support and onboarding, and flexible repayment options (including QR codes and cash collection points), Avanti ensures that women with limited digital literacy or without formal credit histories can access tailored, uncollateralized loans in trusted physical settings.</p>
	<p>Wi-Agri’s ambassadrice approach engaged trusted women leaders to onboard users, provide financial education, and bridge the last-mile digital divide. Women farmers used the platform to access real-time market prices, negotiate better deals, and increase their income. By positioning women as both beneficiaries and agents of outreach, Wi-Agri built trust, deepened service adoption, and strengthened its user base.</p>
<p>Business driver 7. Data for insights: Approaches to gathering and leveraging data on rural women’s financial barriers, preferences, and patterns in order to inform the design of more inclusive and effective financial and nonfinancial services.</p>	<p>Avanti Finance analyzed customer engagement and repayment data to spot patterns among rural women. It uncovered seasonal cash flow gaps and then redesigned loan schedules to align with harvest cycles, reducing defaults and improving client satisfaction as well as portfolio performance.</p>
	<p>Hello Tractor collects gender-disaggregated data on tractor operators and booking activity. This data informs product design and strategic decisions, such as exploring biofuels and tailoring services to women farming smaller plots. It also supports climate resilience planning.</p>

Source: Were et al. 2025



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