



Start Your Social Enterprise 2024 Final Report

Funders



Enterprise Trainer



Acronyms Table

Acronym	Description
AMI	African Management Institute
ADN	African Diaspora Network
LL	Learning Lab
LJ	Learning Journey
NPS	Net Promoter Score
C1	Cohort 1
SYSE	Start Your Social Enterprise
LSM	Learner Success Manager
TA	Technical Assistance

Table of contents

- 1 Introduction, Insights and Key Metrics
- 2 Testimonials
- 3 Programme Overview
- 4 Participants overview and engagement
- 5 Impact Measurement & Programme Outcome
- 6 Challenges, Recommendations and Wins
- 7 Appendix





1. Introduction, Insights and Key Metrics

1.1. Introduction

SUMMARY

The Start Your Social Enterprise (SYSE) programme is designed to support Catholic Sisters with their journey as Social Enterprise entrepreneurs. The programme explores various aspects of a business i.e. how to identify and assess business ideas, and it provided guidance to the Sisters on how they could compile compelling business plans.

At the end of the programme, two to three sisters will get a chance to be selected as part of the Builders of Africa's Future 2025 cohort that undertakes AMI's Micro-Enterprise Accelerator programme.

Lastly, the SYSE programme aims to build a community of aspiring entrepreneurs, while providing a platform for them to network, share insights and support each other on their entrepreneurial journey.

ABOUT THE FINAL REPORT

This report will capture:

- Overview of the cohorts' learning journey since inception.
- Updates on the activities that had been planned and implemented throughout the programme.
- Highlight the engagement that took place during the sessions and on our AMI online platform.
- Detailed qualitative and quantitative feedback, collected via surveys. A progress review survey was sent out to the participants before the graduation and data from this survey is shared in this report.
- Challenges, recommendations, and wins from delivering this programme.

1.2. Insights (SYSE 2022, 2023 vs 2024)

This section will take a brief look at the comparisons between the 2022 and 2023 SYSE cohorts.

Graduation Rate

2022 – 83% graduation rate for 12 participants

2023 – 78% graduation rate for 11 participants

2024 - 82% graduation rate for 11 participants

Downloaded tools

2022 - The 3 most popular tools downloaded: Business Model Canvas, Market Research & Segmentation, and Revenue, Costs & Cash Flow templates

2023 – The 3 most popular tools downloaded: Planning Backwards, Market Research and Segmentation, Business Model Canvas

2024 - The 5 most popular tools downloaded: Getting things done, Value Proposition Canvas, pitching canvas, Planning backwards and Ideation tool

Progress Review survey

The progress review surveys were completed by the graduating sisters. Efforts to get 100% (11/11) response for this year's cohort were not met.

Application of programme learnings

2022 – 90% stated that they apply what they have learned

2023 – 78% stated that they apply what they have learned

2024 – 90% stated that they apply what they have learned

Challenges

The same challenges were noted with the 2024 cohort in terms of technical savviness and being able to access/navigate content on the online platform. Network issues were also cited by some of the sisters. They were able to complete the programme with additional support from AMI and ADN.

Recommendations

One recommendation that stand out is with regards to early mentorship pairing. The sisters mentioned this as feedback via surveys and also interactions with them during the sessions.



1.3. Key Metrics Snapshot: Participation (1 of 2)

Graduation Count

- 9/11 (82%)

Active Participants

- 13 enrolled participants
- **11/13** active businesses were active in the Cohort

Post-programme survey response

- **(9/11) 82%** response rate to the post-programme (progress review) survey

Platform engagement

150 Tools & Resources downloaded

115 AMI academy sign-ins

11 sisters signed in

Popular tools downloaded

- Planning Backwards (*same as last cohort*)
- Pitching Canvas
- Getting things done
- Value Proposition Canvas

Graduation criteria included completing the pre-programme survey, attending 3 out of the 4 learning sessions, enrolling and completing the **Entrepreneurship: Idea to Action** mandatory course, and completing the Progress Review and Pulse Check survey.



1.3. Key Metrics Snapshot: Feedback (2 of 2)

NPS

NPS Score of 100%*

* Bain & Co outline that an NPS above 50 is excellent and above 80 is world class

Recommendation

8/9 stated that they would recommend this programme with ratings of 10

1/9 gave a rating of 7

Rating scale

1 | Extremely unlikely

3-5 | Most unlikely to unlikely

6-10 | Somewhat likely to extremely likely

Learnings applied

- **6** of the **9** sisters confirmed that they **very often apply** what they learned from the programme in their businesses. **(67%)**
- **1** of the **9** sisters yes, they **sometimes apply** what they learned. **(11%)**
- **2** other sisters said they do not apply what they learned. **(22%)**

100% of participants' expectations met

7 out of **9** sisters indicated that the programme **had achieved** what that they hoped it would. **(78%)**

2 out of **9** sisters indicated that the programme **somewhat achieved** what they hoped it would. **(22%)**

Feedback was collected from the 9 active sisters who submitted post-programme progress review surveys.



2. Testimonials





2.1. SYSE Testimonials | Graduation

“Very Grateful to AMI Team for transforming my Enterprise into a model social business my dream is to see that export the sister’s coffee so as to increase our revenue.”

Sister Sylvia Akugizibwe, Banyatereza Coffee Value Added Project

“What makes me confident is the Theory of Change I strongly have in mind that: If I work hard and source funds for empowering the vulnerable youth, and If I manage to attract the youth and involve them practically in the culture of work, then the skills they acquire will enable them sustain themselves and our MOTTO: SHAME OF POVERTY will be real. I have liked the Value Proposition Tool since I am working towards meeting the needs of the vulnerable youth. ”

Sister Mary Caroline, Youth Empowerment for Self-reliance (YES)

“What I find useful in this course business model canvas, business plan and finance. Now am getting a way to win my customers because they no longer move to a distance to purchase such items. As I already know what kind of items they need and I purchased them all and lace them in Centre. Supervision in business is very important. Monitoring how the fund is being recorded. Planning in business is very important”

Sister Hellen Monica Acio, Acqua Culture Fish Farming



2.1. SYSE Testimonials | Progress Review

“I have just been doing things by risking and out of passion but the whole course have been an eye opener for me because i will operate the enterprise now with knowledge and i have all the tools to help me organise and run the enterprise as it is supposed and now am more connection to learn more from my peers.”

Sister Jane Mulwa, Nuzzorian Smart Pig Farm





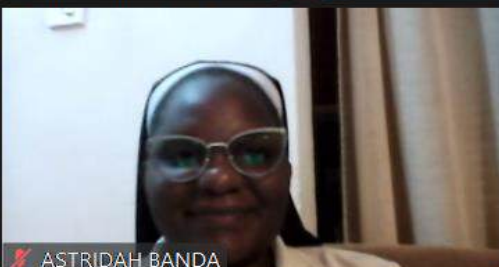




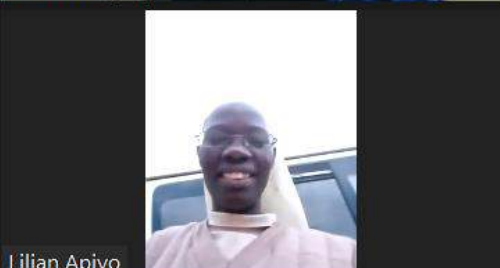
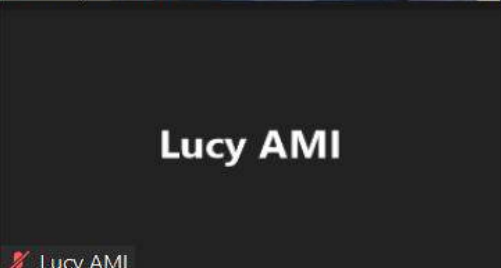
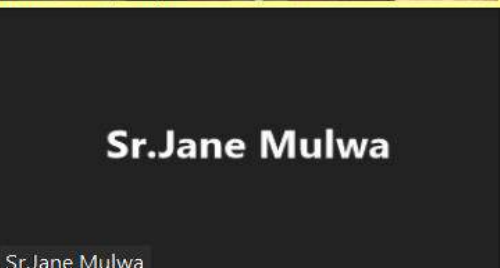

“The insights got from the idea to action sessions have given me courage & determination to being an entrepreneur . ”

Sister Lilian Ayipo, Tamuu Kuku farm

“Sharing of experiences and ideas amongst participants stood out for me as practical lessons. I learnt a lot from those interactionst”

Sister Matilda Mubanga, DAUGHTERS OF THE REDEEMER

Photo Opportunity: SYSE Kick Off

 <p>AKUGIZIBWE SYLVIA (SR.)</p>	 <p>Noma AMI Johannesburg</p>	 <p>Bacia Sr. Mary Caroline</p>	 <p>Brett Cave</p>
 <p>ASTRIDAH BANDA</p>	 <p>Anne Njenga</p>	 <p>Josephine Kamau</p>	 <p>Bilha - AMI Kenya</p>
 <p>SR. MATILDA - ZAMBIA</p> <p>Matilda Mubanga</p>	 <p>Lilian Apiyo</p>	 <p>Lucy AMI</p>	 <p>Sr.Jane Mulwa</p>
 <p>Sr. Lydia Apili B...</p> <p>Sr. Lydia Apili Bwor</p>			



3. Programme Overview

3.1. Programme Overview

Kick-off

- A kick-off session was scheduled with all programme participants to walk them through the programme journey and expectations. During the kick-off, participants were introduced to the learning journey and AMI's online learning platform (including the mobile app - AMI Learn).

Phase 1: Business Model & Market

- This phase focused on Business Model and Market topics. Participants were introduced to the Business Model Canvas and the key elements to creating one. It helped them learn how to size, structure, and assess the growth feasibility of their specific target market. It also helped them understand their key customer segments through market research, and how to define their Unique Value Proposition.

Phase 2: Key Resources & Marketing Plan

- This phase focused on helping participants work through the details of how to plan and launch a new business. They defined their sales and marketing strategy in more detail to know what their sales focus is. They defined their positioning strategy for their products. They also learned how to create a sales and marketing plan that will provide a path for them to achieve their key revenue targets – to help them to get and keep their businesses running.

Phase 3: Financial Planning & Finance your Business

- Participants were introduced to key concepts that would help them understand how to forecast financials for their businesses. They were introduced to Revenue, Costs and Cashflow Modelling Tools, to help them forecast sales and determine how much revenue they expect to bring to the business each month. They learned key categories of costs to think about and create a projected cost models. Finally, participants explored what they can do if they need to raise start-up capital for their business idea using the Raising Funds Template.

Phase 3: Art of the Pitch & Business Plan

- The objective of this phase was to help participants learn how to effectively write their business plans and pitch their business ideas to potential stakeholders or investors. Participants were introduced to the key areas that make up a Business Plan using the Business Plan template. They were also introduced to the art of business pitching using the Pitching Canvas which is a Presentation Tool.

3.2. Our Learning Journey

1

Your Model & Market

Topic
Business Model & Market

Key Tools
Business Model Canvas
Customer Profiling Tool
Market Research & Segmentation Tool

1 Learning Lab
Entrepreneurship: Idea to Action course

2

Make a Plan

Topic
Key Resources & Marketing Plan

Key Tools
Resources Matrix
Operation Plan
Positioning Strategies

1 Learning Lab
Entrepreneurship: Idea to Action course

3

Make & Manage Money

Topic
Financial Planning & Finance your Business

Key Tools
Revenue, Costs Cashflow Modelling Tool
Raising Funds Template

1 Learning Lab
Entrepreneurship: Idea to Action course

4

Your Business Plan & Pitch

Topic
Art of the Pitch & Business Plan

Key Tools
Pitching Canvas
Business Plan

1 Learning Lab
Entrepreneurship: Idea to Action course

3.3. Our Learning Journey





3.4. Skills gained through programme

- Participants were asked to indicate how they have improved in certain areas since participating in the SYSE programme. As can be seen on the right, all ratings given by the participants ranged from 5-7. Lower ratings between 1-4* were available, and in cases where the total was less than 11 respondents, the participants had selected 4 which equates to slightly improved.

- The most common improvement area that the Sisters indicated in their response were: Forecasting revenue with the highest 6 score and creating a business model canvas and articulating business UVP with a high score of 7 with 4 sisters each.

There are 2 sisters who gave ratings of 4 and they are Sister Helen Acio and Sister Faustina Asimwe. These are also the sisters who needed extra support technically and who were close to being regarded as drop offs at some point. We are happy that they came this far and graduated.

Have you improved in any of the below areas since participating in the programme?	Rating of 5 #of Sisters rated 5	Rating of 6 #of Sisters rated 6	Rating of 7 #of Sisters rated 7	Total number of respondents
Creating a business model canvas	3	4	4	11
Identifying my market, including my customers and competitors	3	4	3	10*
Articulating my business' unique value proposition	2	3	4	9*
Developing an operations plan	3	5	2	10*
Developing a sales and marketing plan for my business	4	5	0	9*
Forecasting revenue and costs for my business	2	6	0	8*
Identifying whether my business has a cash gap (and practical steps to take to access finance)	3	5	0	8*
Preparing my business pitch	4	3	3	10*

*Ratings description: 1-3 (I've not improved at this at all) | 4 (Slightly improved) | 5 (Improved) | 6-7 (I've improved drastically)



4. Participant Overview and Engagement

4.1. Key Cohort Information

The cohort was made up of 15 participants who initially showed interest in the programme. However, 13 participants were handed over to the LSM. Eleven Sisters successfully completed the programme and are eligible for graduation.

The participants were made up of Catholic sisters from Kenya, Zambia, Uganda, Tanzania. They are all business owners of social enterprises with the following industries represented: diary farming – agriculture, poultry farming, education, coffee farming, women/girls empowerment, gardening and youth empowerment.

Official Programme timeline	Extension timeline	Graduation Date
13 February 2024	4 July 2024	04 July 2024

Description	Enrolled Cohort	Non-Starters <i>(Did not attend any session)</i>	Active Cohort	Drop-offs <i>(Attended some sessions but have not been responsive)</i>	Graduated 04 June 2024	Participants who have not completed core milestones	Participants showing potential to graduate after official graduation date
Cohort	13	2	11/13	2	9/11	2/11	2/11

4.2. Engagement

The following section depicts the participant engagement that we saw during the kick-off, four learning labs and graduation. It also details the Sisters' online engagement with AMI's learning platform.

LL attendance

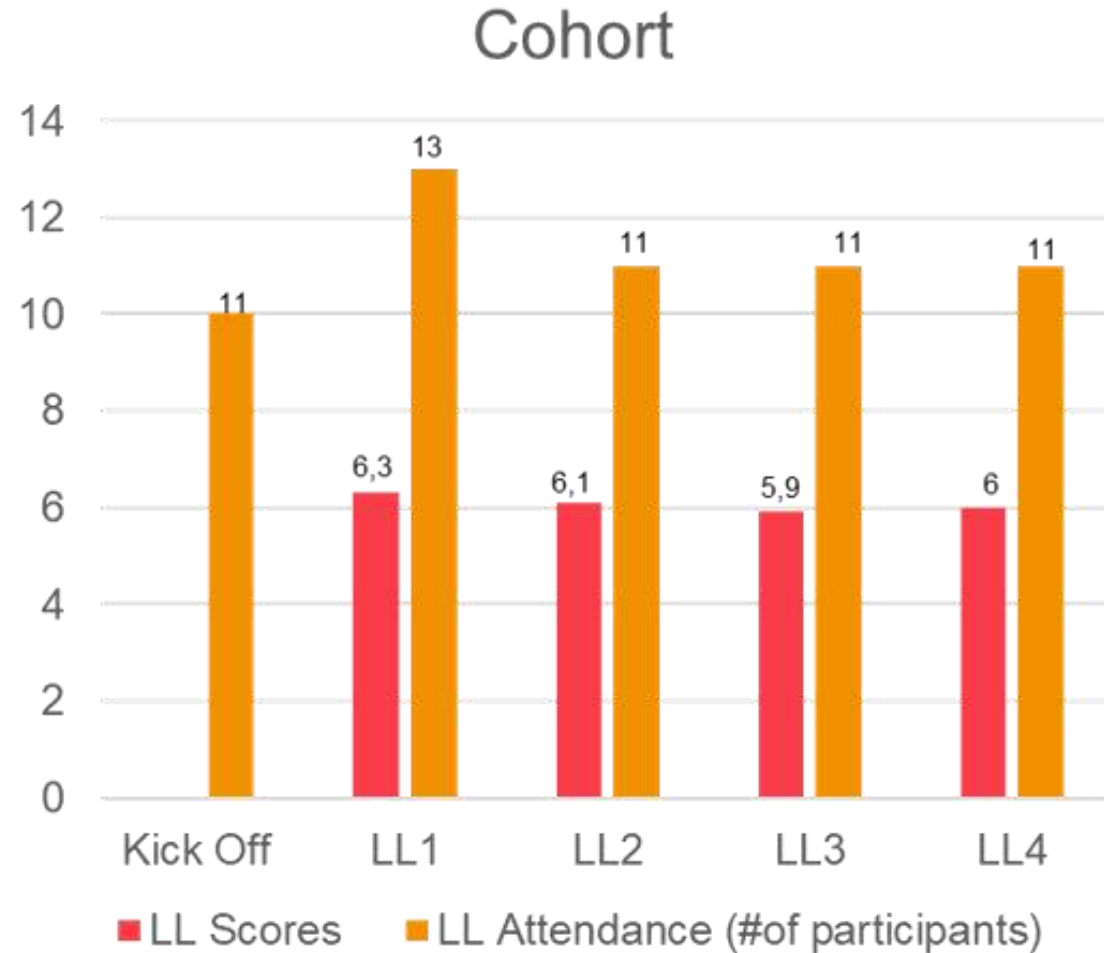
- The learning lab dates were shared with the participants straight after the kick-off. Our Learner Success Manager (LSM) also shared a WhatsApp link for the Sisters to join as a platform to send reminders, share important programme communication and also motivate the participants on their learning journey. For each LL, an email correspondence was sent out and phone calls were made to ensure that the participants did not miss the opportunity to continue their learning journey.
- Recordings of the LLs were added to the SYSE online academy under AMI's platform straight after the session so that those who missed it could catch up.

Online platform activity

- Participants were introduced to tools and resources that would assist them with their businesses in each phase. They were then encouraged to download these tools and resources in order to apply them in their operations so as to come back with feedback or questions that the LSA could also assist with where necessary.

4.3. Learning Lab Statistics

- **KO** | The Kick Off was attended by 11 sisters. The Sisters were engaged from the onset and they connected with each other through the virtual breakout sessions.
- **LL** | Overall LL Attendance with an average of 11 sisters for all sessions. Only Learning lab 2 had the full count of participants attending.
- **LL Scores** | LL scores were good despite some sisters missing some questions in the feedback poll. The average was 6.1



*LL Ratings description: 1- 3 (Very Poor) | 4 (Moderate) | 5(Just right) | 6 (Excellent) | 7(Very Excellent)

4.4. Online Platform Activity

This graph depicts the numbers achieved by the participants in the different phases.

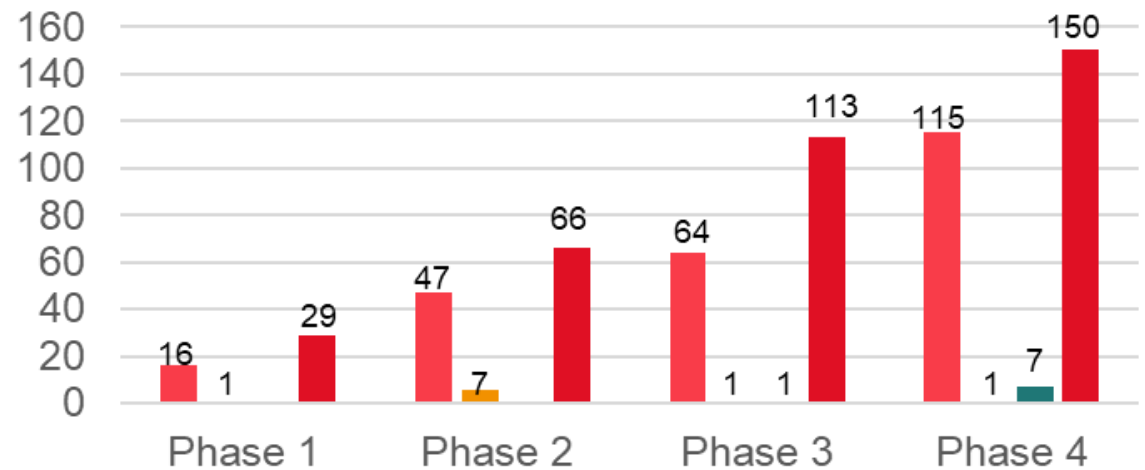
The participants downloaded quite a number of tools. Overall, the four most popular tools are:

- Planning Backwards (*same as last cohort*)
- Pitching Canvas
- Getting things done
- Value Proposition Canvas (*same as last cohort*)

- Resources were not downloaded a lot with this cohort.

- Participants only completed the one course for the programme:
Entrepreneurship: Idea to Action
 - Sign-ins increased gradually and that was coupled by number of downloads achieved.
 - A large number of tools were downloaded in phase 3 which was attached to the topic: Make and Manage money
 - 9 courses enrolled in over the 4 phases
 - 8 courses completed by the end of phase 4

Cohort



- # of Bus sign ins
- # of course enrolments
- # of course completions
- # of tools downloaded

4.5. Platform Activity Per Phase

Description	# of sign-ins per phase	# of tools + resources downloaded per phase	# of courses enrolled in (per phase)	# of courses completed (per phase)	Comment
COHORT 11 active participants					<p>It's encouraging to see that majority of the businesses signed into the platform to either download tools and resources or finish courses.</p> <p>The sisters didn't extend their horizons by enrolling into other courses, they only completed the mandatory course.</p>
Learning Lab 1	7 Businesses 16 total sign ins	29 tools	1	0	
Learning Lab 2	11 Businesses 47 total sign-ins	66 tools 55 Resources	6	0	
Learning Lab 3	11 Businesses 64 total sign ins	113 tools 55 Resources	1	1	
Learning Lab 4	11 Businesses 115 total sign ins	150 tools 125 resources	1	7	
Overall totals	11 Businesses 115 total sign-ins	150 tools 125 resources	9	8	



5. Impact Measurement & Programme Outcome



5.1. Impact measurement

AMI conducted two programme surveys to gauge feedback from participants:

1. **The Pulse Check survey** was shared by AMI at the end of Phase 2 to assess the progress they had made in implementing new practices in their social enterprises as well as overall feedback on their experience so far. **11 out of 11 active Sisters (100%)** completed this survey.
1. **The Progress Review survey** was sent at the end of the programme to assess the impact the programme has had on the entrepreneurs. The main aim of the progress review survey was to gather feedback and data to measure the impact of the SYSE programme overall from the participants' perspective and how they were utilising the knowledge gained and the tools they accessed. We received **11 out of 11 (100%)** responses.

5.2. Qualitative Feedback - Pulse Checks

Pulse check Cohort 1: 92% NPS score

Pulse check Cohort 1: 100% (11/11) response rate

Below, participants were asked: What has been your biggest insight from the Entrepreneurship: From Idea to Action course so far?

- Writing a business plan.
- Business model Marketing plan.
- When I have the skills and I know my value proposition then I will be able to remain focused.
- The nine building block of BMC.
- Good planning is key for a successful Social Enterprise.
- The customers are interested in the product which adds value. The Business Model Canvas ensures planning that leads to profit.
- That in order to make a profit I need to plan well, make proper research, involve others with like minded ideas and focus on solving the customer problems rather than my own.
- The nine building blocks of BMC.
- Most of the things have been an eye opener to me and the biggest insight have got is that to succeed in any enterprise i need to sit and plan that is to make a business plan which entails looking at all blocks of business canvas which even makes the work lighter because i will operate on a plan.
- Before starting a social enterprise, they need to know what problem is my business trying to help my customers to solve. This is very key to me.
- Things can be done if only they are done in the right way with the right resources.

When asked what could be improved or what is missing from the SYSE programme, majority of the responses centered on the following:

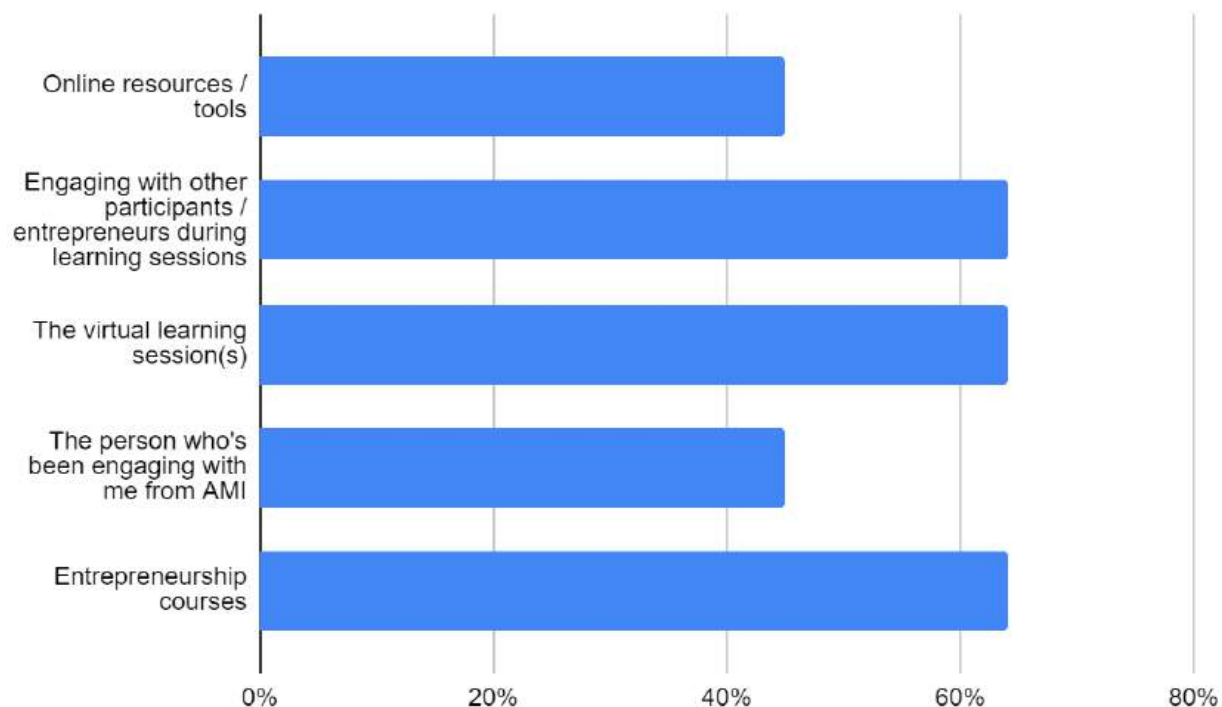
- Access to finance.
- Mentorship – at this stage, the mentors/mentees had not been paired.

5.3. Qualitative Feedback - Progress Review

Progress Review: 100% NPS score

Progress Review: 100% (11/11) response rate

Below is a breakdown of what the participants enjoyed according to the options provided in the survey. They could select a maximum of 3 options:



When asked what can be improved, majority of the respondents indicated the following:

- Access to finance
- Mentorship – at this stage, the mentors/mentees had not been paired.

5.3. Qualitative Feedback - Progress Review

Progress Review: 100% NPS score

Progress Review: 100% (11/11) response rate



Confidence Level / Feedback

When asked if they feel confident to launch or drive their business forward:

- 4 Sisters said they are very confident with a rating of 7/7
- 5 Sisters said they are confident with a rating of 6/7
- 2 Sisters said they are somewhat confident with a rating of 5/7

Ratings of 4 and below mean that the participant was not confident and none of the sisters gave those ratings.



6. Challenges, Recommendations and Wins



6.1. Challenges and Recommendations (1 of 2)

Challenge	Description	Recommendations
Networking issues / accessibility	Two sisters were struggling to connect for a long period in the LLs and this was due to lack of network in their areas.	ADN mentioned that with the next cohort they would look into providing data / network solutions. However, by the time this option was suggested to the sisters, they had already made arrangements with the LSM and their connections improved.
Online platform log-in challenges	Having difficulties with logging in and navigating the platform is a norm with programmes as the users are new to the online platform. It becomes more difficult when the sisters are not familiar with tech with it's use on a daily basis.	Bilha, the LSM, conducted 1-on-1 sessions with the struggling Sisters to walk them through the navigation of the platform.
Course completion/navigation challenges	This challenge is also related to tech savviness where Sisters were not familiar with how to access the courses and completing quizzes, etc.	Bilha provided "How to videos" for the Sisters. Some sisters reach out to Bilha and each other on WhatsApp as well and that platform encouraged peer learning as they assisted each other a lot.
Mentorship	Mentor introduction and pairing happened towards the end of the programme and support would've been more useful if it happened earlier in the programme. The Sisters even mentioned this in their pulse check survey responses as they felt the early mentorship would've assisted them in this journey and beyond.	ADN needs to source and complete mentor pairing earlier in the programme. AMI is willing to have an expanded role for the mentorship in the next round to support ADN

6.1. Challenges and Recommendations (2 of 2)

Challenges	Description	Recommendations
Drop-offs	<p>Participants that were no longer interested in the programme due to various reasons. Some were unable to continue due to time constraints, travelling overseas, and very tight schedules that could not allow them to attend sessions.</p> <p>Sister Helen expressed interest in dropping off and became unresponsive henceforth. Sister Lydia started off picking up calls from the LSM but eventually, due to time constraints, she stopped picking them up and was regarded as a drop off.</p>	<p>Drop offs must be flagged as soon as possible and their feedback for dropping off must be documented for programme reference.</p>
Low course completions	<p>The Sisters were invested in the programme but lacked time and motivation to continue.</p>	<p>Support sessions have to be included in the planning of the programme as they do go a long way. These could be implemented in the middle or at the end of the programme to further assist participants. The support sessions would have to be planned and budgeted for just as learning labs and pod sessions.</p>

Programme Wins

- High graduation rate of 82%.
- Engaging cohort of sisters who were very committed to the programmes.
- Good learning lab attendance of average 11 sisters.
- Great feedback scores of an average 6.1.
- Potential drop off sisters due to technical issues who made it against all odds. They have now graduated.
- Programme met the expectation of the sisters - (comparing beginning and end of programme) They now:
 - Know how to prepare a business plan
 - Know how to make and manage money

7 Sisters indicated that the programme absolutely achieved what they hoped it would.

4 Sisters indicated that the programme somewhat achieved what they hoped it would.



7. Appendix



Appendix A - Certificate of Completion



CERTIFICATE OF COMPLETION

PRESENTED TO

Ann Njenga

For successfully completing the African Management Institute's 4-month
Start Your Social Enterprise (SYSE) 2024

June, 2024

Date of Completion

Almaz Negash
Founder & Executive Director,
African Diaspora Network

Jonathan Cook
Chairman, AMI



African
Management
Institute

THANK YOU

Faduma Mohamed
Lead, Partner Programmes
faduma@africanmanagers.org

Nomakhaya Ntshobane
Senior Programme Manager
nomakhaya@africanmanagers.org



Bilha Wangui
Learner Success Associate
bilha@africanmanagers.org

www.africanmanagers.org | [@africanmanagers](https://twitter.com/africanmanagers)