



Builders of Africa's Future 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
BAF	Builders of Africa's Future
LSM	Learner Success Manager

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MEET THE ENTREPRENEURS BUILDERS OF AFRICA'S FUTURE (BAF) 2024



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1. Introduction, Insights and Key Metrics



1.1. Introduction



This is the final report for the implementation of the **Builders of Africa's Future (BAF) 2024**, an enterprise program by the African Diaspora Network (ADN) that supports African entrepreneurs. African Management Institute has been the BAF enterprise trainer since 2022 and the lead funders are the Conrad N. Hilton Foundation and United States African Development Foundation.

The main objective of the program is to support African entrepreneurs running early-stage nonprofits or for-profit businesses to scale their ventures and impact in the areas of health, education, energy, agriculture, financial inclusion, gender inclusion, nutrition, commerce, industrial development, and other socioeconomic goods. As part of this program, the BAF graduates were offered the opportunity to virtually pitch their business to the African Diaspora's network who were keen to either invest or recommend investors who would be well suited for the businesses. The pitch was managed by ADN and successfully hosted on the 22nd of August 2024.

ABOUT THIS REPORT

The BAF 2024 final report will focus on providing an update on the activities that had been planned and implemented for the BAF program, beginning May 2024. It will also highlight results from the progress review survey that was sent out to the BAF participants before graduation to understand the impact that the four-month training program has had on their lives and businesses. Additionally, this report will focus on providing an overview of the BAF program as a whole since inception.

1.1. Introduction

Pitch Session – 22 August 2024

The pitch session was held on 22nd of August 2024 with a mock pitch on the 15th of August 2024. The BAF pitch is one of the highlights of this programme with high emphasis of having the participants investor ready once they complete the MEA programme.

For this recent pitching component, the suggestion of having the tools and resources shared in the earlier phases was adopted and done. The pitching canvas, and pitch template tool together with the Trident Fish Farm Case study was shared during Phase 2.

The objective of the pitch session was to offer the entrepreneurs an opportunity to pitch their businesses to funders with the goal of having some of them paired with the funders or given/receive referrals to more fitting funders. The participants each presented their pitches that were either pre-recorded or live, and the mentors and investors on the call shared feedback and asked questions. The participants had an opportunity to join smaller groups per industry where the potential funders joined based on their interest/focus. Here, they addressed any questions that the funders had and they also got to exchange details for follow ups.

AMI assisted the entrepreneurs by getting them ready with the phases. Pitch templates were also made available to them to prepare for the pitch day. ADN also gave the entrepreneurs a video and guideline for pitching successfully.

In attendance was the primary client ADN and their network of investors/funders, as well as mentors. The session was arranged and managed by ADN.

1.2. Insights (BAF 2022 vs 2023 vs 2024)

This section will take a brief look at the comparisons between the 2022 - 2024 BAF cohorts.

Graduation Rate

2022 – 100% graduation rate for 11/11 participants

2023 – 90% graduation rate for 9/10 participants

2024 - 93% graduation rate for 14/15 participants

Downloaded tools

2022 - The 3 most popular tools downloaded: Growth Goal Tracker, User Persona, Annual Analysis

2023 – The 3 most popular tools downloaded: OKR tracker, Growth goal tracker, profit and loss statement template

2024 - The 3 most popular tools downloaded: Growth Goal tracker, User Persona, SWOT Analysis, Pitching Canvas

Progress Review survey

2022 - 82% responded to the progress review

2023 - 80% responded to the progress review

2024 - 93% responded to the progress review

Application of programme learnings

2022 – 89% stated that they apply what they have learned

2023 – 90% stated that they apply what they have learned

2024 - 89% stated that they apply what they have learned

Challenges

Some participants had challenges working with their mentors due to scheduling challenges and difference in time zones.

1.3. Key Metrics Snapshot: Participation

Participants demographics by gender

Male	9
Female	7

Information taken from submitted pre-programme survey. This consisted of 16 Business Owners and 1 team members

Active participants

16 enrolled participants

- **15/15** active businesses were active in the Cohort

Graduation rate¹

- 14/15 (93%)

Platform engagement

366 Tools & Resources downloaded

15 Business sign ins to the AMI academy

Popular tools downloaded

- Growth goal tracker
- SWOT Analysis
- Pitching Canvas
- User Persona

10/11 participants said they made progress towards their goals since starting the programme which can be linked to the most popular tool, Growth Goal Tracker

Post-programme survey response

- **(14/15) 93%** response rate to the post-program (progress review) survey

¹**Graduation criteria** includes completing core surveys, attending at least 3 out of the 4 learning labs, enrolling and completing the Bookkeeping Basics course

1.3. Key Metrics Snapshot: Feedback

NPS

NPS Score of **86%***

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

•Progress review survey

Recommend BAF program

8/13 stated that they would recommend this programme with ratings of 10

5/13 gave a rating of 7 and above

Rating scale

1 | Extremely unlikely

3-5 | Most unlikely to unlikely

6-10 | Somewhat likely to extremely likely

•Progress review survey

Learnings applied

- **69%** confirmed that they **apply** what they learned from the programme in their businesses immediately.
- **23%** - yes, they apply what they learned occasionally
- **8%** - Not immediately but maybe in the future

•Pulse Check Survey 1

Program expectations

100% of respondents indicated that the BAF program had achieved what that they hoped it would.

•Progress review survey

2. Testimonials

“I have been able to improve on my marketing skills, now I have so many customers compared to the ones I had before, and the sales have also increased .”

Gertrudes Tusiime, *Boni Consilii Girls' Vocational secondary SS Piggery and Hort Culture project*



“What stood out for me is the group exercises we had. This enables us to learn from each other's ventures , identify similarities and synergies.”

Muhammed Danso, *Startup incubator Gambia*



“Bilha was an amazing coordinator, whereby she could personally follow up on me and reminding me about my assignments.”

Rebecca Aime, *Patapia*



“I loved how the courses were presented and the contents. The I now know things that I didn't know before which are very useful in business now such as setting goals, strategies of achieving the goals, record keeping. Generally book keeping and financial analysis were helpful for me.”

Sister Catherine Tente, *Servants of Mary Bakery*



2.1. BAF Testimonials

"The Builders of Africa's Future program has been instrumental in helping Virgin Green Renewable Energy refine our business model, improve our record keeping, this alone has streamlined our operations and impact because we are able to utilize the resources that we have effectively.

The mentorship and resources provided through helped me with knowledge on knowing how to pitch my business, this alone recently helped secure additional financial resources from National Technology Business Centre an Institution within the Ministry Science and Technology in Zambia.

Lastly through the knowledge of knowing how to pitch, after a series of interviews from Res4Africa Foundation and it's partners I was recently selected as one of the six innovators across Africa to participate in the 2024 RAISEAfrica program which provide me with funding of up to €20,000 plus a fully funded trip to Milan Italy to go and pitch in front of investors and program partners"

Lazarous Siwelwa, *Founder - Virgin Green Renewable Energy - Zambia*



Lazarous Siwelwa
CEO & Founder
Ponaa Briquettes

3. Program Overview

3.1. Program Overview

Kick-off

- A kick-off session was scheduled with all program participants to walk them through the program 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: Getting set up for growth

- The objective of this session was to help BAF entrepreneurs get their businesses set up for growth - this means assessing where they are now, where they want to go, and what strategic activities will get them there in the short and medium-term. In this phase, AMI provided them with the tools to assess how the business environment is changing, and what this means for their strategic priorities. At the end of the phase, participating entrepreneurs have identified their key priorities for the next couple of months and how to measure progress.

Phase 2: Innovation: Identifying growth opportunities

- The objective of this session was to guide participants in identifying and evaluating growth opportunities for their business. This phase was focused on helping BAF entrepreneurs identify opportunities to either diversify their products, pivot their offering or approach new markets/channels/delivery models. Businesses that are constantly identifying new ways to serve their customers are more likely to grow.

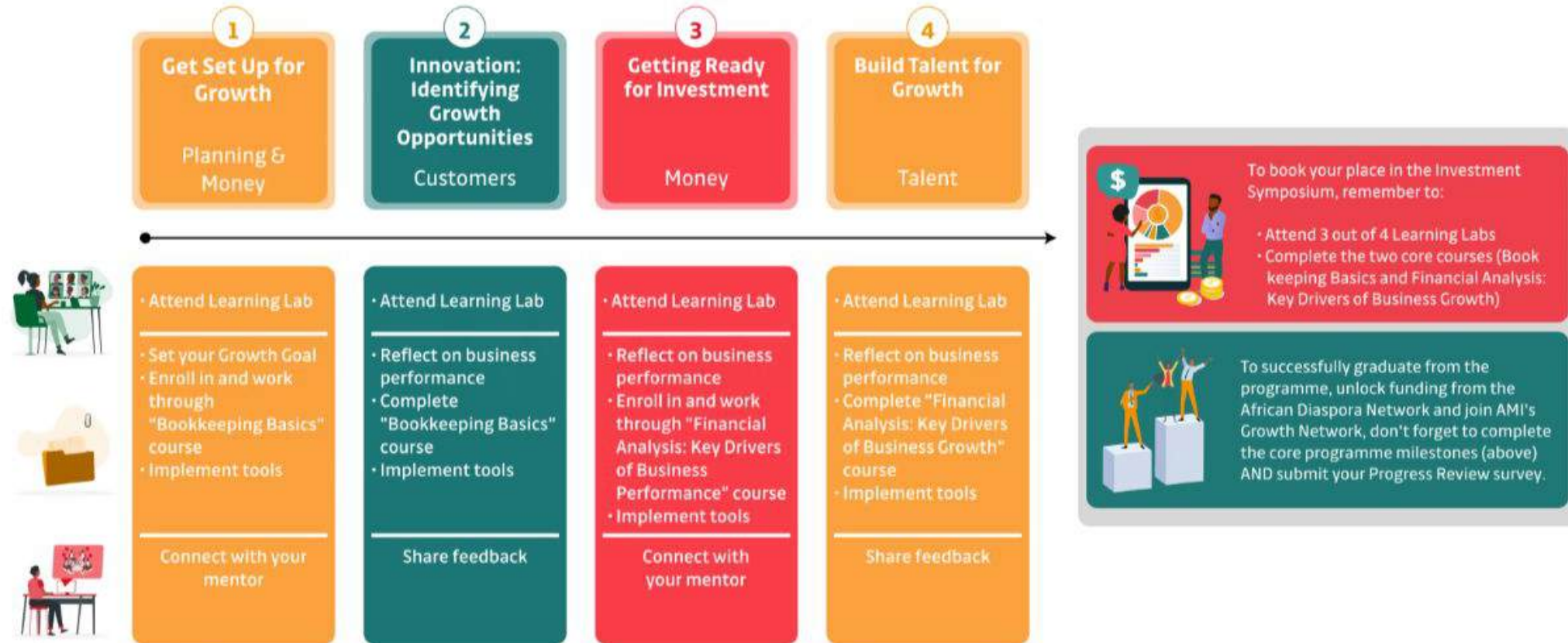
Phase 3: Getting ready for investment

- The session focused on accessing finance (ahead of the virtual pitch session) by including the following:
 - Reviewing the pros and cons of different types of finance available in the market – including the specific landscape of finance products available.
 - Practice pitching for finance and look at the reasons many businesses are not successful.
 - Finally, looking at how to prepare for access to finance – and digging into AMI's 'Preparing to Access Finance for your Business' tool

Phase 4: Build talent for for growth

- The objective of this session is to guide entrepreneurs in exploring core Talent practices that focus on building their core structures for growth. The phase focuses on helping entrepreneurs in building great teams to support continuous improvement and growth.

3.3. The BAF Program Journey



3.4. Skills Gained Through Program

- BAF participants were asked to indicate elements that they found useful in the online coursework. They could choose as many as they liked. The table on the right indicates the number of participants who found each element useful.
- The participants appreciated the short videos with each lesson as they were concise and very informative. If gave them further perspective of what they would've covered in the learning labs. The Lesson resources give an overview of relevant tool that businesses could use to improve their business processes and practices which could then be implemented.

As you reflect on your coursework, which elements of the course did you find useful?	Number of participants who indicated usefulness
Videos (3-5 minute video, introducing key concept or tool)	11
Quizzes (short quiz after each video)	9
Lesson activities (activity to complete to implement the key tool for your business)	10
Lesson resources (key tool to complete activity)	12
Case study (completed case study version of key tool)	10
Lesson summaries (text / written summary of each lesson video)	9
Audio (audio of each lesson video)	6

The above data has been taken from the final progress review survey with a 93% (14 out of 15) response rate

4. Cohort Overview and Engagement

4.1. Cohort Overview

The initial cohort was made up of 16 participants which included Sister Gertrude, Sister Lusina and Sister Catherine from the 2023 SYSE cohort. It included participants who are business owners. As it's an African cohort, the following countries were represented: Kenya, Uganda, Guinea, Zambia, Ghana, Tanzania, Nigeria, Gambia, Rwanda. We see a repeat in businesses from Nigeria, Uganda, Ghana and Kenya.

The industries that were represented include: Renewable, Agriculture, Healthcare, Education, Microfinance, Social innovation

This cohort received mentorship during the programme with actual pairing happening during Phase 3.

Sister Deborah Jamali dropped off during phase 4 and Nasser Diallo failed to complete key milestones in due time.

Official programme timeline	Extension timeline	Revised graduation date
02 May - 22 August 2024	22 - 29 August 2024	29 August 2024

Description	Enrolled Cohort	Non-Starters (Did not attend any session)	Active	Drop-offs (Unresponsive)	Graduated As of 03/10/2024	Participants who have not completed core milestones	Participants potentially graduating post 30/09/2023
Cohort	1	0	15	1	14	1/15	0/15 ¹

¹ One participant was unresponsive and thus has not graduated.

4.2. Cohort Engagement

The following section depicts the engagement by BAF participants from kick off through graduation. It also details the participants' online engagement with AMI's learning platform.

Learning Lab Statistics

- The learning lab (LL) dates were shared with the participants straight after the kick-off. Our Learner Success Manager also shared a WhatsApp group chat link for the participants to join as a platform to send reminders, share important program 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 BAF 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 online 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 AMI team could also assist with where necessary.

4.3. Learning Lab Statistics

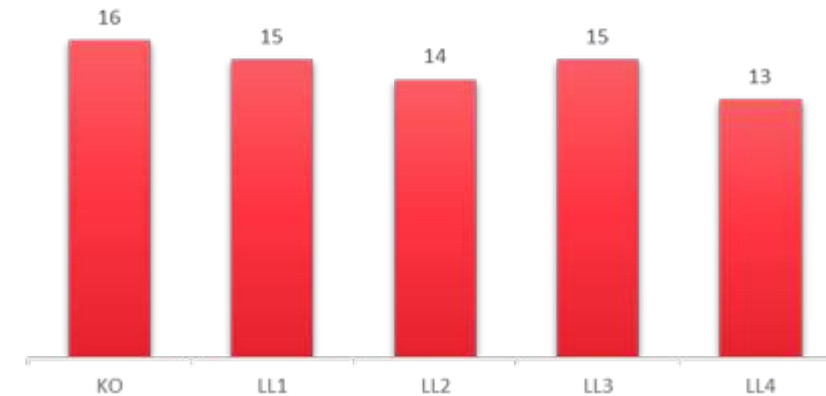
KO | The kick off was well attended with a full house of 16 participants and 16 businesses represented. The participants were excited and curious about the programme expectations.

LL | This cohort showed commitment from the beginning. At least 13 companies were represented throughout the phases with the last learning lab having 13 attendees which was the lowest in terms of attendance. The sessions were highly interactive and most participants were keen to listen and learn.

Facilitator | The facilitator, Marang, always spent time explaining concepts to ensure maximum understanding. This was Marang's 3rd cohort and she is well versed in understanding the different businesses and what they need to cover in order to graduate and find value in the programme.

LL Scores | The learning lab scores are depicted in the table. In the last two LL, the technology question was taken away hence the low scores as they are not consistent with the first two phases. Low scores are also as a result of some participants skipping questions as they are not aware of the entire 6 questions on the poll.

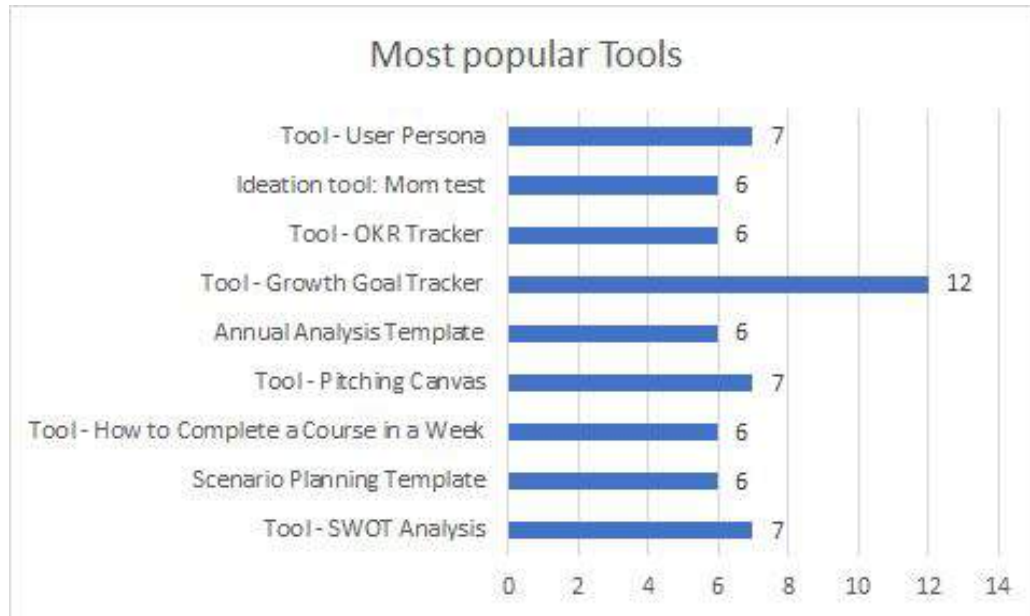
LL Attendance



Phase	# of responses	Overall Learning Lab Score
1	90%	6.1
2	50%	6.0
3	80%	4.9
4	60%	4.8

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

4.4. Online Platform Activity



The most popular tools downloaded are mainly influenced by the learning labs such as Growth Goal Tracker. Some tools were also influenced by two mandatory courses i.e SWOT Analysis and pitching canvas. The tools were also effective in preparing their business pitches for the pitch session.



The participants prioritized completing the mandatory courses i.e Bookkeeping Basics and Financial Analysis

Note: The completion of Entrepreneurship and Marketing courses were by one business who completed 4 courses.

Businesses will still be encouraged to complete courses until the academy is closed.

- 14/15 have completed the two mandatory courses.
- 1/15 are to complete the Financial analysis course
- 0/15 - Has not started any of the courses.

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)
COHORT 15 active participants				
Learning Lab 1	14 Businesses	84	9	3
Learning Lab 2	14 Businesses	112 (Per/phase - 28)	11 (Per/phase - 2)	5 (Per/phase - 2)
Learning Lab 3	15 businesses	222 (Per/phase - 110)	20 (Per/phase - 9)	10 (Per/phase - 5)
Learning Lab 4	15 Businesses	366 (Per/phase - 144)	33 (Per/phase - 13)	27 (Per/phase - 17)
Overall scores	15 Businesses	366	33	27

Insights

From the start, the participants showed strong dedication to the program's success. Most businesses logged into the platform, began taking courses, and downloaded many tools. Their commitment remained consistent throughout the program.

14/16 businesses completed at least 1 course.

5. Impact Measurement & Programme Outcome

5.1. Impact Measurement

AMI conducted two feedback surveys to gauge feedback from BAF participants:

1. **The Pulse Check surveys** were shared by AMI to assess the progress participants had made in implementing new practices in their businesses as well as overall feedback on their experience thus far.
2. **The Progress Review survey** was sent before graduation to assess the impact the program 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 BAF program overall from the participants' perspective and how they were utilising the knowledge gained and the tools they accessed. We received **14 out of 15 (93%)** responses.

Pulse check Cohort 1: 85% NPS score

Pulse check Cohort 1: 87% (13/15) Response rate

Below participants were asked what had been most useful to them in Phases 1 and 2? They could select a maximum of 3 options.

- Online resources / tools | **62%**
- Online courses | **92%**
- Engaging with other participants / entrepreneurs during learning sessions | **69%**
- The person who's been engaging with me from AMI | **38%**
- The virtual learning session(s) | **77%**

Q. What could be improved or what is missing from this programme?

- The mentorship needs to be enhanced as the mentors are mostly busy, it will be crucial to strengthen it with clear outcomes that can be tracked from both the mentors and participants perspective. Mentors were either busy or not available hence difficult to connect.

The feedback from the pulse check surveys were instrumental in driving ongoing engagement with the BAF cohort.

The above data shows that online courses was ranked as the highest in terms of most useful. Most of the businesses had enrolled in at least 1 course by phase 3 and they successfully completed their mandatory course by phase 4. This shows commitment and interest in the mandatory course (Bookkeeping) which they found relevant for their businesses.

5.3 Qualitative Feedback - Key learnings

Progress Review: 86% NPS score

Progress Review: (14/15) 93% Response rate

Participants were asked more feedback about their programme highlights and changes that they have experienced since they were part of the programme. Below we have captured a few feedback points from our progress review surveys.

What could be changed?

- Absent mentor (ADN needs more clear and good handling of this component)
- The buddy system wasn't seamless
- Having more entrepreneurial collaboration to share ideas and engage with each other. (Pod session suggestion?)

Programme Highlights:

- Tools such as : Growth goal tracker and bookkeeping basics
- Courses such as : financial Analysis course and bookkeeping
- Learner Success Manager's support
- Virtual lessons
- Group Exercises in sessions

Changes seen since starting the programme?

- Keeping track of records and planning properly
- Tracking customers and stock
- Being able to pitch to investors
- Being able to manage team more effectively
- Being able to develop monthly goals

One business noted nothing yet as it's still too early

Improvement in your business since engaging with AMI

Improved revenue	Yes = 10 / No = 4
Increased profitability	Yes = 9 / No = 5
Created jobs	Yes = 9 / No = 5

Only 1 business responded "No" to all 3 questions.

6. Challenges, Mitigations, Recommendations and Wins

6.1. Challenges, Mitigations and Recommendations

Challenges	Mitigations	Recommendations
<p>Time allocation Participants initially struggling to balance their time commitments to the program with their business responsibilities, as they were still adapting to the learning pace and integrating it into their routines.</p>	<p>AMI shared the full training schedule with the cohort at kick off stage to support participants in efficiently planning their time</p>	<p>Consistent and detailed proper communication of the expected outcomes and effort to complete the program during recruitment and at the start of the program</p>
<p>Mentorship Some mentorship sessions started slightly later than anticipated due to challenges reaching out to each other (mentor/mentee). One mentee reported that they were not able to get the connection time right with their mentor.</p>	<p>-</p>	<p>Early mentorship introductions by ADN can be done to mitigate cases where the first meeting takes longer than anticipated especially keeping in mind different time zones</p>

Programme Wins

- Great attendance and participation of the virtual sessions.
- Graduation rate of 93%.
- Well done mentorship collaboration in preparing businesses pitch presentations.
- Highly active cohort who stayed engaged throughout the programme.
- Course enrolment per business and milestone completions.
- The collaboration efforts between AMI and ADN ensured a smooth and successful learning experience for the participants and mentors.
- Successful mock and pitch session with all the participants representing their businesses in an informative manner.

6.3. Next Steps

We look forward to renewing this partnership and to scale the impact. For the next contract we recommend:

- Increasing the number of participants per cohort will not only amplify our impact but also enhance the likelihood of businesses accessing funding.
- We will concentrate on businesses that are more finance-ready and those that experience significant challenges in accessing finance. Our previous experience indicates that effective business development support (BDS) for SMEs seeking funding should focus on moving those who are "60% ready for finance" to "100% ready" for their first round of funding. This approach is more beneficial than a broader emphasis on management capacity building, which is often more relevant for businesses at earlier stages of the finance access journey. AMI is eager to collaborate with ADN to implement this strategy through our diagnostic screening process during recruitment.

Additionally, if it would be beneficial for ADN, AMI is open to participating in any fundraising initiatives for the project. We are happy to assist with proposal development, provide insights into our evidence-based approach, or conduct product demos for potential funders.

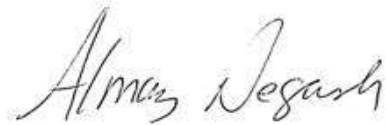
7. Appendix



BUILDERS OF AFRICA'S FUTURE 2024

This certificate of completion is presented to

Aisha Abdullahi



Almaz Negash, Founder and Executive
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Jonathan Cook
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Thank You

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