

Start Your Social Enterprise: Final Impact Report



Host Organization



Funder



Enterprise Trainer



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1. Introduction



This is the Final Report for the implementation of the Start Your Social Enterprise (SYSE) programme, in partnership with the African Diaspora Network (ADN) through the Conrad N. Hilton Foundation.

The objective of the ADN-AMI partnership through the SYSE programme, was to train Catholic Sisters who were transforming their work from charity models to business models of development. The goal was to support 12 Sisters with early-stage businesses or ideas to help their ventures and also make them ready to apply for the Builders of Africa's Future Programme.

ABOUT THIS REPORT

This Final Report will focus on providing an update on the activities that had been planned and implemented for the SYSE programme, beginning October 2021. It will also highlight results from the progress review survey that was sent out to the programme participants before graduation to understand the impact the 4-month training programme has had on their lives and businesses. Additionally, this report will focus on providing an overview of the cohort programme as a whole since inception.

1.1 SYSE Key Metrics : Impact



83% of the 12 participants graduated, while 17% did not successfully meet the graduation criteria due to busy schedules and infrastructure challenges- power and laptop

Out of the **10** who successfully graduated, **100%** submitted their feedback using AMI's Progress Review survey

90% of those who responded to the Progress Review survey found that they are applying what they learnt in the Programme already

When asked whether they feel more confident about launching their business idea, **70% stated that they feel very confident**

70% also shared they found **AMI's programme more helpful** compared to other business programmes they have taken, while **20%** indicated that they **have never received training before**

90% NPS score

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

**Graduation criteria includes: attending at least $\frac{3}{4}$ learning sessions, completing the key course, Entrepreneurship: From Idea to Action and submitting responses to 2 key AMI surveys*

1.1 Overall Key Metrics : Engagement

82% average learning lab attendance rate for the SYSE programme (AMI hosted a total of 4 learning sessions)

Of the graduated participants, the person who signed in least on AMI's platform signed in **31** times while the person who signed in most signed in **331** times

100% of the participants said that the Programme achieved what they hoped it would

SYSE most popular tools

- Business Model Canvas
- Market Research and Segmentation
- Revenue, Costs and Cash Flow









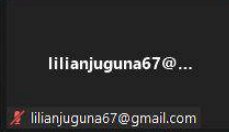












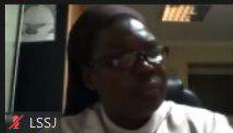
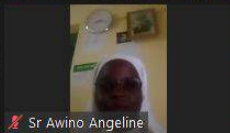

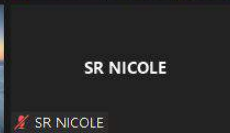
There was robust engagement in the WhatsApp group throughout the duration of the programme and even after graduation, with: - learning, religious and interpersonal chats taking place

All the participants who graduated signed in on AMI's platform, with **100%** actively engaging with the resources and courses. There was **1,665** tools + resources downloaded

Sister Testimonials



Recording...

 Debra Pacio	 Faduma Mohamed AMI	 Almaz Negash, African Diasp...	 Stivelia Emily Macloud - SYSE	 Angelique, Conrad N. Hilton F...
 Tevin Nzei - AMI	 Juunza Mwangani - SYSE	 Sr Agatha - SYSE	 lilianjuguna67@...	 Sr. Mary - SYSE
 SR. JOSEPHINE IHMR- SYSE	 Sr. Lucy O.A - SYSE	 Jane Wakahiu	 Camille Linquier AMI	 Njeri Cecilia
 Bridgita Mwawasi	 Sr Rosalia Sakayombo	 MRUMA TUNU	 SR. JANE FRANCES KABAGAA...	 sr christine/sr bakhita
 SR. ROSE THUMITHO - SYSE	 LSSJ	 Sr Awino Angeline	 Celestine Naslali - SYSE	 SR NICOLE

Sisters Juunza's Story

"I think what is unique about this programme that AMI took us through, is the way they arranged the steps that made you think about everything to do with the business. I started to think about my business very seriously - in terms of considering the different players in my environment. I started looking at our suppliers - who are they? And our partners - what are they looking from us? Most of all, we looked at our customers - can we address their needs? All these questions, I went through it all and I realized through this programme that we weren't the only ones who wanted to offer our type of service! There were other competitors and I started to think through - what are their offerings? what can make our value stronger? All these questions needed to be answered. I was beginning to get excited about the business - this is going to work out! At the moment I feel so inspired to carry on with the business, and AMI's SYSE programme was the best in firing me up. I am very grateful. Thank you very much!"

SYSE Graduate - Zambia



Sister Jane's Story

“My course has helped me come up with a Business Plan. We started looking at the whole Business Model. Then we went to ideation - where we were told that business ideas always solves someone's challenge and address a real need - even if you have a real business but you are not addressing someone's real or perceived needs you will have a hard time convincing customers. With that, I found that my community needs to improve the maternal-child health. Very many mothers would come to our facility but very few could deliver there. We did the research as we were told in this training and found out that these mothers needed ultrasound scans, the ambulance, they needed center services so that the maternal health can be improved. So we started making plans - operational plans, key resources, positions strategies. Then from there we went to market plans - the market size to see who will be benefit from these services, will these services be utilized by these numbers? We looked at competitors and how to deal with them, how to stand out to be different. Lastly we concluded by making money and managing money - all this was to see if our enterprise would be self-sustained. Pregnancy complications are predictable, but I am serving in a very rural community where these complications are not predictable. So we are planning to have our Business Plan so that people can support us to have the Ultrasound in place, services in place so that we can reduce the maternal mortality and mobility rates.”

SYSE graduate - Uganda



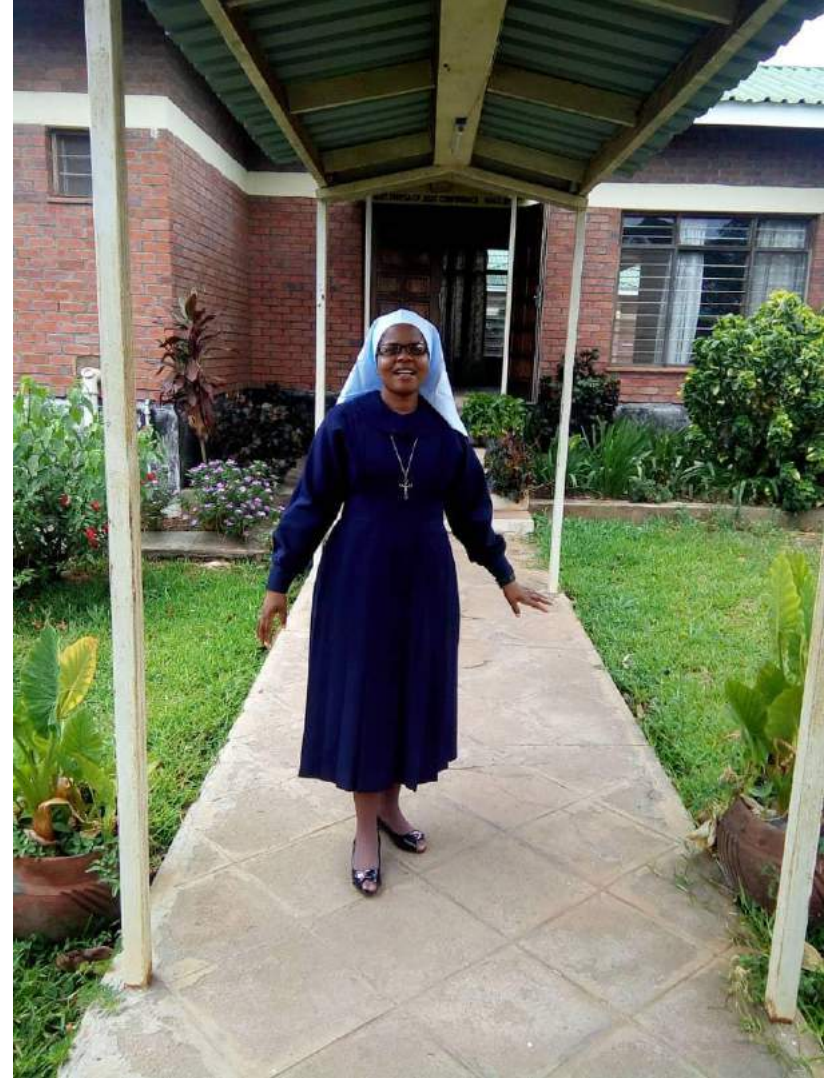
Sister Stivelia's Story

"This course has helped me in many ways. I have learnt to do Market Mapping, I didn't know that us nuns can do a market research, we depended on partners to that for us. We are planting ginger, and most people during these Covid-19 time are using ginger. And here in Malawi, the companies who have been using ginger have been importing from other countries. We have realized that what we are doing will help us and our partners as well.

I have also learnt that in each business we have to know that we are not the first ones in that business. So, we have to have a unique value proposition. We have also learnt the importance of having a Business plan which will guide us on what to do, what not to do and the competitors as well.

In brief, I have learnt a lot and these things will help us in our business and I have a passion in bringing a change in our community. I believe that I will make it!"

SYSE graduate - Malawi



Other testimonials

“I appreciate everything - it was amazing. The facilitators were audible enough, the practical part of it was great.” - **Sister Angeline, Kenya**

“I love learning online and interacting with friends, I love the outstanding knowledge and maturity exhibited by our managers, instructors, and students” - **Sister Rose, Uganda**

“The AMI Manager was always available for assistance whenever he was called upon, this was very encouraging.” - **Sister Mary, Kenya**

The business plan generated will work as my guide in my social enterprise” - **Sister Josephine, Uganda**





Overview of programme & participants

2. Overview of programme and participants



This section provides an overview of the SYSE programme learning journey, programme engagement and the overall profile of the enrolled participants. This data was gathered from the pre-programme survey that all participants are required to fully complete as a prerequisite to joining the programme. The main thing done here is the age analysis.

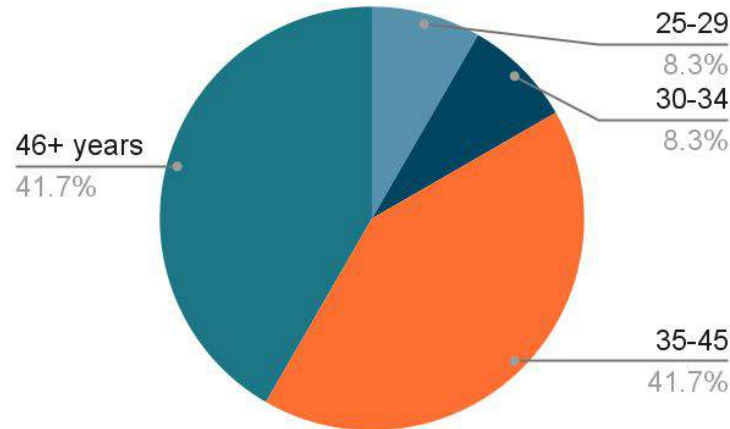
To understand the impact of the programme on the Sisters, an analysis of the post-programme survey results was also done and is detailed later in this report.

2.1 Overview of SYSE participants

Age Breakdown

In terms of age, majority of the SYSE participants fall between the ages of 46+ years, followed by the 35-45 years bracket. These combined age bracket was totaling to 83.4% of the participants with 1 participant being between the age bracket of 25 - 29 years and the remaining participant between the age bracket of 30 - 34 years.

The participants in the 46+ age bracket had challenges with grasping the usage of the online learning tools and AMI made more time to take them through the concepts.



2.2 Overview of SYSE programme

1 Your Model & Market	Topic Business Model & Market
	Key Tools Business Model Canvas Customer Profiling Tool Market Research & Segmentation Tool
	1 Learning Lab E:I2A Course

2 Make a Plan	Topic Key Resources & Marketing Plan
	Key Tools Resources Matrix Operation Plan Positioning Strategies
	1 Learning Lab E:I2A Course

3 Make & Manage Money	Topic Financial Planning & Finance your Business
	Key Tools Revenue, Costs Cashflow Modelling Tool Raising Funds Template

4 Your Business Plan & Pitch	Topic Art of the Pitch & Business Plan
	Key Tools Pitching Canvas Business Plan
	1 Learning Lab

2.2 Overview of AMI's Platform



English

Start Your Social Enterprise(...)



JOURNEY

WALL

RESOURCES

COURSES



Start Your Social Enterprise(SYSE) Programme

The Start Your Social Enterprise programme is designed to support you as you embark on your entrepreneurial journey. In this programme, we'll explore various aspects of business, how to identify and assess business ideas, and guide you as you compile your business plan. Through this programme, we'll also build a community of aspiring entrepreneurs, and provide spaces for you to network, share insights and support each other on this entrepreneurial journey!

My Courses



Influencing Others



Academy Contacts (17)



2.2 Overview of the SYSE programme



In addition to the 4 virtual learning labs, all 12 of the SYSE participants were provided access to AMI's online platform through the "Start Your Social Enterprise" Academy. The Academy houses over 3 online courses, 3 toolkits, and 60+ downloadable tools.

AMI's Programme Manager provided continuous support throughout the programme to the aspiring entrepreneurs by constantly engaging via email, on WhatsApp and phone calls, driving them to continue their learning outside of the virtual sessions by completing the key online course: Entrepreneurship - From Idea to Action that would help them prepare an impactful business plan for their social enterprises.

All 12 SYSE participants engaged with the programme, by either attending the learning sessions, enrolling for the key online course, and/or downloading a tool from AMI's platform.

However, **83%** successfully graduated from the programme, meaning they attended at least 3/4 virtual learning sessions, completed the Entrepreneurship - From Idea to Action, and submitted their final assignment (their business plan).

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

All 12 SYSE participants were given an extra 2 weeks of platform access to their online academy after the virtual graduation on February 17th 2022. After the request of the participants, AMI further extended the access to AMI's platform until March 21st 2022.



Programme Outcomes and Impact Measurement

3. Programme Outcome and Impact Measurement



The remaining part of programme implementation was focused on outcome and impact measurement.

AMI sent the Post-Programme survey a few weeks before graduation to the SYSE participants, to assess the impact the programme has had on the Sisters. This survey was shared with all programme participants.

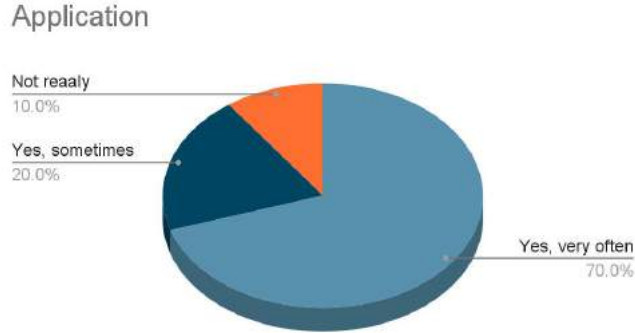
100% of the graduated participants completed this survey.

The following analysis of the programme impact is thus based on the responses from the post-programme survey

3. SYSE Programme Outcome and Impact Measurement



Application of what was learnt on the programme



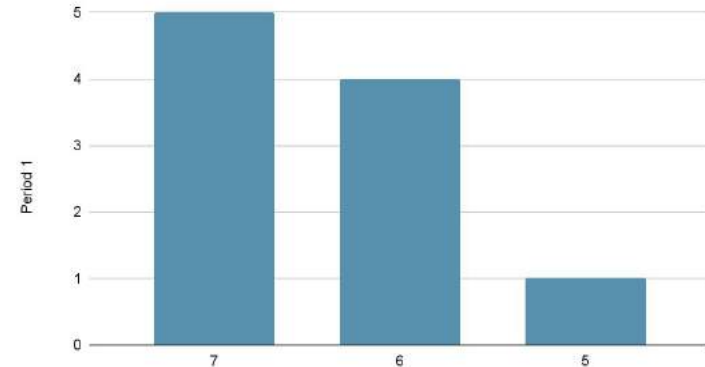
When asked whether they were applying what they learnt from the programme in their enterprises, **90%** of the participants responded yes, with 70% indicating that they were very often applying what they learnt. The rest of the 20% indicated that they were sometimes applying what they had learnt on the programme in their businesses. The participant who said no shared that she is seeking funds to start her social enterprise.

Tool Usefulness

Participants were asked to rate how useful they had found the tools they downloaded and used specifically at the end of the programme.

They were asked to rate this against a 7 point rating scale where 1 was not useful at all and 7 was extremely useful. The following are the ratings given:

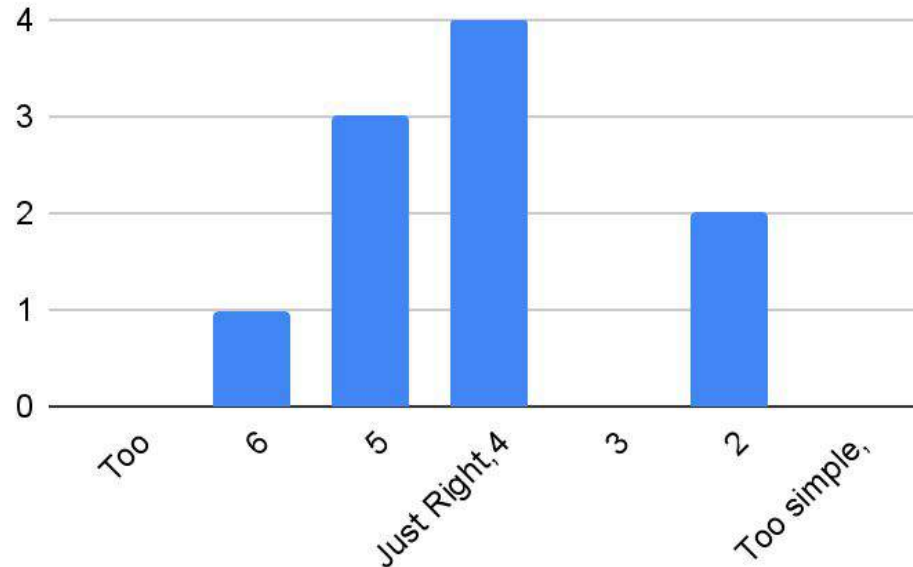
Usefulness of Tools Downloaded



3. SYSE Programme Outcome and Impact Measurement

Programme content

40% of the SYSE graduated participants that responded to the progress review survey indicated that the content of the programme was pitched at the right level when asked to rate on a scale of 1 to 7. One person rated the content at 6, three participants rated it at 5 and the remaining two participants rated the content at 2. When asked whether the programme achieved what they hoped it would, all the participants said that it did.

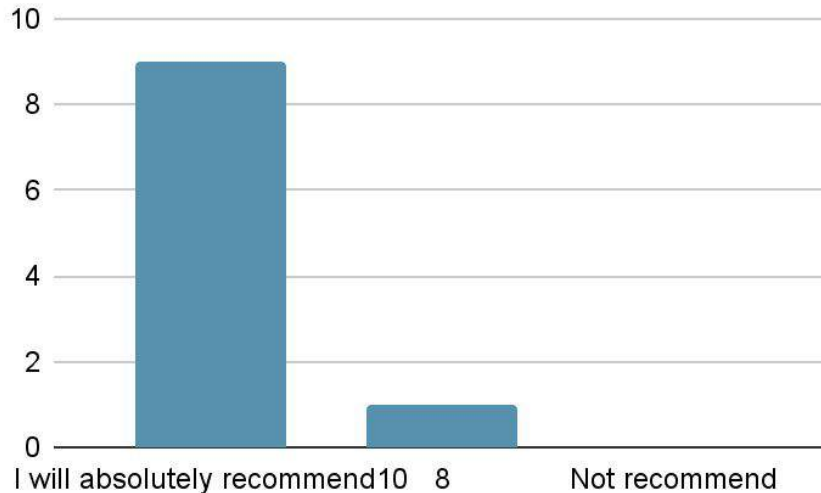


3. SYSE Programme Outcome and Impact Measurement

NPS Score

To gauge the participants' level of satisfaction with the programme, they were asked to indicate how likely they were to recommend AMI to someone (a colleague, friend or other business). The scale against which they were asked to rate AMI is a 10 star scale where 1 = Not At All Likely and 10 = I Will Absolutely Recommend).

The following is an analysis of the responses received:



As shown, the 9 SYSE graduates who responded to the survey indicated '10' meaning they would absolutely recommend this programme to someone else. The SYSE graduate who polled an 8 is neutral.

A few comments shared by the SYSE graduates, explaining their rating:

“The business plan generated will work as my guide in my social enterprise”

“I love learning online and interacting with friends, I love the outstanding knowledge and maturity exhibited by our managers, instructors, and students.”



Challenges, risks and mitigations

4. Challenges, risks and mitigations

The table below summarizes challenges faced in both cohorts, while also documenting the proactive mitigation measures of these risks

Challenges & Risks	Mitigations
<p>Difficulty with online learning tools Majority of the Sisters were unfamiliar with Zoom (which we used to run the learning labs), and also how to navigate an online learning platform, specifically the coursework.</p>	<p>To support the Sisters, we put in a lot of effort and time to support them, by holding platform demo sessions outside of the learning labs, scheduling phone calls with those who were struggling, and in the last weeks of graduation, we also held weekly Friday check-ins for the Sisters.</p>
<p>Grasping of the content The Sisters took time to understand the concepts in the coursework, as well as what was covered in the learning sessions</p>	<p>AMI did try to enforce the flipped classroom model to help with this, but it was challenging for the Sisters to complete units before the learning labs. The Sisters relied on the Programme Manager to coach them through what was covered in the learning labs, as well as walking them through the tools and units during his weekly check-ins</p>
<p>Internet Challenges Some of the Sisters experienced difficulties in attending the Learning Labs and even accessing the platform.</p>	<p>Through sheer persistence and determination, the Sisters were able join the Learning Labs. However, we did note that there were drop offs during the sessions. The sessions were also recorded and uploaded to AMI's platform in case any participant missed a significant part of the virtual sessions.</p>

5. Moving Forward: Recommendations



- Determine the participants' level of tech savviness and understanding of online learning tools such as zoom, prior to the programme kick-off so as to readily prepare and guide them beforehand.
- Create more intentional peer-to-peer learning opportunities for future SYSE cohorts, outside of the learning sessions. To do this, AMI recommends utilizing the kick-off session as a space to encourage participants from the get-go to pair up as course buddies so as to foster this type of learning.
- Clearly communicate during the kick-off session the flow of the programme. i.e; how the coursework ties to the learning sessions, emphasizing the flipped classroom model and also clearly outlining the end goal (the final assignment is building your business plan).
- The Sisters wanted a space to pitch and practice Unit 5.1 of the Entrepreneurship course. This could be a group activity in the final learning session.
- To include a mentorship component for future SYSE cohorts so that participants may have a sounding board as they create their business plan.

5. Moving Forward: Opportunities



Virtual Learning Needs

African Diaspora Network surveyed the Sisters to better understand their needs in a virtual learning space. The following responses capture a summary of the areas of support mentioned by the Sisters:

How can we better support you in a virtual learning space? Do you have any needs in technology that the program can support you with?

- Airtime for virtual learning
- iPads - durable, portable, and easily used to capture photos and videos for making reports
- Support with poor internet connection - access to bundles
- Laptop access - it is difficult to concentrate when sharing a computer
- Access to computer skills training and technology
- Support with modern project writing
- Access to data MB and storage to help with Internet challenges
- Scholarship and support for an online Master's in social enterprise for sustainability, potentially through Santa Clara University or another institution



Founded in 2010, **African Diaspora Network (ADN)** is a Silicon Valley-based nonprofit that promotes entrepreneurship and economic development on the African continent and in the communities we live.

Visit us at africandiasporanetwork.org. For more information on Start Your Social Enterprise, contact:

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Start Your Social Enterprise Thank You!

CONRAD N.



FOUNDATION