



Builders of Africa's Future 2022

Final Report

Funders



Enterprise Trainer



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1. Introduction



This is the final report for the implementation of the **Builders of Africa's Future (BAF)**, an enterprise program by the African Diaspora Network (ADN) that supports African entrepreneurs. African Management Institute is the enterprise trainer 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 pitch their business at the 2022 virtual African Diaspora Investment Symposium (ADIS22). As the academic partner for the 2022 BAF program, the African Management Institute delivered and implemented a two-month capacity-building program to enable the 2022 Builders to strengthen and grow their businesses, as well as empower them to get ready for investment and the virtual ADIS22 pitch session.

ABOUT THIS REPORT

This final report will focus on providing an update on the activities that had been planned and implemented for the BAF program, beginning April 2022. It will also highlight results from the progress review survey that was sent out to the BAF program participants before graduation to understand the impact that the two-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 BAF Key Metrics : Impact



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100% of the 11 participants successfully graduated!

**Three graduated from the Start Your Social Enterprise (SYSE) preparatory training*

Out of the **11** who successfully graduated, **82%** submitted their feedback using AMI's Progress Review survey

78% of those who completed the progress review survey shared they feel **more confident in engaging with investors & raising capital for their businesses**

44% of those who completed the progress review survey highlighted that the content of the program was pitched at the right level

All BAF graduates indicated that the online courses and resources they managed to explore were extremely useful

80% NPS score

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

**Graduation criteria includes: attend at least $\frac{3}{4}$ learning sessions, complete 2 core courses and the progress review survey*

1.1 Overall Key Metrics : Engagement



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95% average learning lab attendance rate for the BAF program (AMI hosted a total of 4 learning sessions in 2 months)

89% of those who completed the progress review survey highlighted that they found their BAF facilitator **excellent**

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

BAF most popular tools

- Growth Goal Tracker
- User Persona
- Annual Analysis

BAF most popular courses

- Bookkeeping Basics
- Financial Analysis | Key Drivers of Business Growth
- Strategic Business Planning

All BAF graduates completed the mandatory 2 core courses, as well as downloaded a total of **662** tools + resources

Dr. Hanane Chaibainou's Story

“I would like to thank the African Diaspora Network, Conrad N. Hilton Foundation, USADF, AMI and all the mentors, for this opportunity and the wealth of knowledge that was shared in this program.

As Mother Teresa would say, ‘Not all of us can do great things, but all of us can do small things with great love.’ I really think this initiative was thoroughly organized.

There’s no doubt that we have received the necessary foundation needed to excel and do all the things with love and excellence. It’s been an honor to be surrounded by a group of talented and inspiring entrepreneurs in the 2022 cohort.

There are so many features of the program that we have benefitted from – the support with the assignments and making sure we uploaded them in time was very helpful.

The most useful part of the program, especially for someone who does not have a business background, was helping us with the planning through bookkeeping, financial performance tracking, key drivers of business growth as well as pitching to investors and articulating a clear ask. Doing this program with a mentor and having specific feedback on my pitch deck was really great.”



BAF graduate - Morocco



Justine Abuga's Story

“During this learning program, we really invested our energy in tightening up our numbers because we were struggling to expand.

Thanks to the Financial Analysis tool, we were able to hone down on the ‘Pay as You Go financing’ model which we actually began implementing a month into the program. We have now shifted our model 360 degrees, where the schools (our customers) can pay for the energy they need.

This has been our biggest turnaround since starting the program, in ensuring that our financial position is in check.”

BAF graduate - Kenya



Sister Jane's Story

"I have realized that in the course of tracking performance each month we can easily tell in which months we generate more money than other months. Then we also learnt that using sales records, we can follow up on our debtors. As a result, in the month of May and June we recovered \$80. What we are going to do differently after recognizing seasonality in our Health Centre, is we shall stock more drugs for high peak seasons and stock less in the low income months, so that we don't keep more cash in stock"

BAF Graduate - Uganda





“The financial tracking tool is an eye opener. I never knew how to track my numbers and now ever since the program start, I have been tracking my business performance every month and this has helped me to make right decisions and plan ahead of time.” -
Hyasintha Ntuyeko, Tanzania



“It has helped me to have a better grip on my business in terms expenditure, productivity, and improved revenue. From now on, I will keep my records more consistently and more accurately for better decision making.” - **Sister Juunza Mwangani, Zambia**



Justine Abuga,
CEO and Founder,
Ecobora (Kenya)



George Akilimali,
CEO & Co-Founder,
Smartcore
Enterprise Limited
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LSOSF, Co-Founder,
Mother Kevin
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Overview of program & participants

2. Overview of program and participants



This section provides an overview of the BAF program learning journey, program engagement and the overall profile of the enrolled participants. This data was gathered from the pre-program survey that all participants are required to fully complete as a prerequisite to joining the program.

To understand the impact of the program on the BAF 2022 participants, an analysis of the progress review survey results was also done and is detailed later in this report.

2.1 Overview of BAF participants

The eleven participating businesses are 100% African-led and owned and represent the following sectors: healthcare, education, agriculture, renewable energy, and menstrual health.

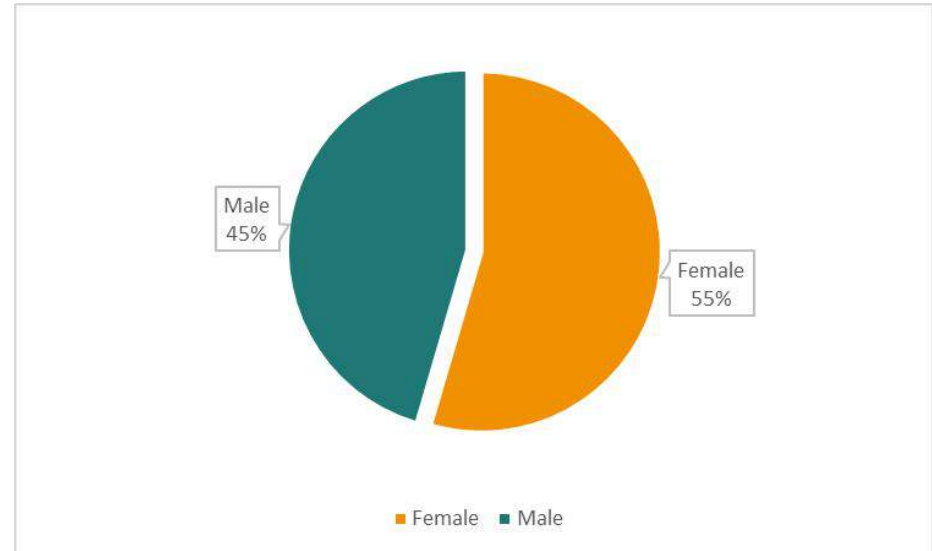
Country Representation

Members of BAF2022 cohort represented six countries:

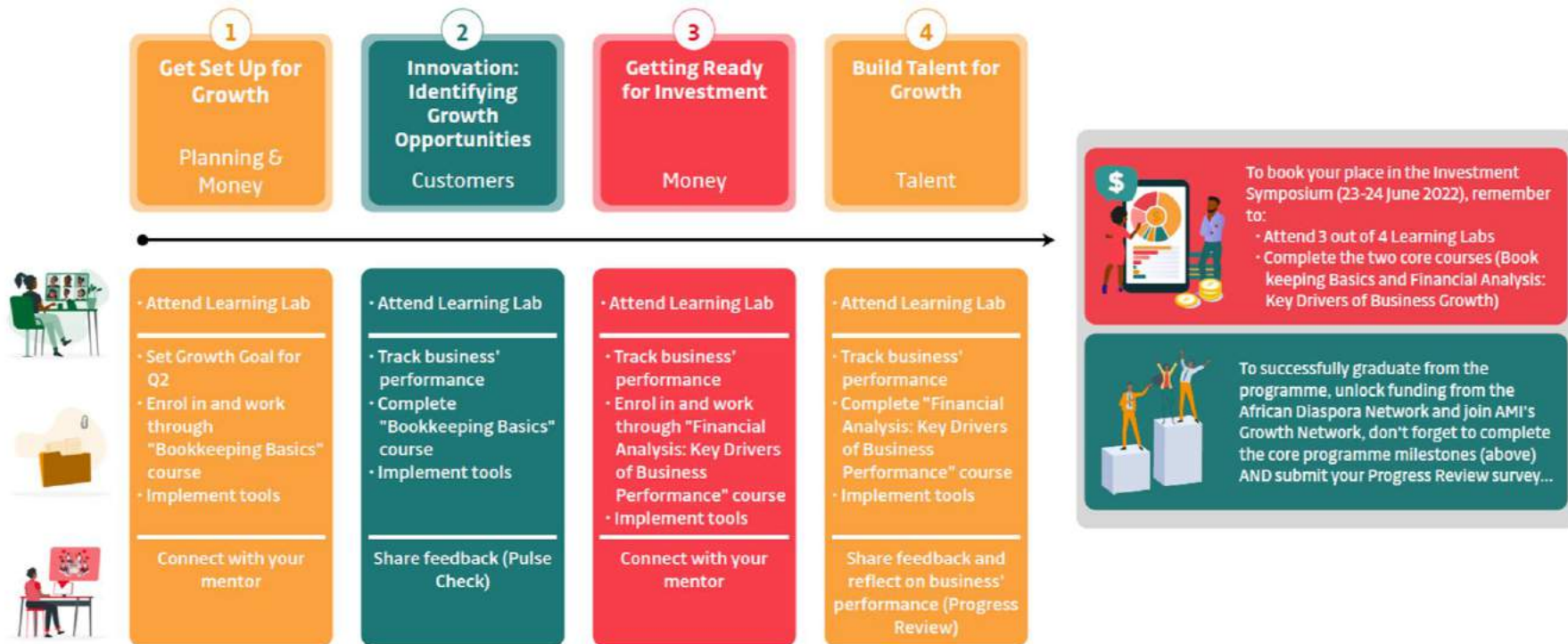
- Ghana
- Kenya
- Morocco
- Tanzania
- Uganda
- Zambia

Gender Breakdown

55% of the BAF22 cohort are female entrepreneurs



2.2 Overview of the BAF program



2.2 Overview of AMI's Platform



English



Builders of Africa's ...



JOURNEY

WALL

RESOURCES

COURSES



Builders of Africa's Future programme (2022)

Welcome to your "Builders of Africa's Future" online learning academy! This programme is all about supporting you, and your business, to grow. We do this by connecting you (right here in this academy) to practical and easy-to-use tools and courses, providing opportunities for you to connect with fellow ambitious entrepreneurs in virtual Learning Labs and by supporting you to implement and strengthen the core business habits that will help you to confidently and clearly pitch your business to prospective investors and funders at the upcoming Investment Symposium. Scroll down the page to find your Learning Journey - don't forget to check this out every week for a snapshot of where you are in your "Builders of Africa's Future" journey, the critical actions to focus on each week, and a preview of what's coming next!

2.2 Overview of the BAF program



In addition to the four virtual learning labs, all 11 BAF participants were provided access to AMI's online platform through the “Builders of Africa’s Future program” Academy. The Academy houses over 5 online courses, 3 toolkits, and 60+ downloadable tools.

AMI's program manager provided continuous support throughout the program to the 2022 BAF cohort participants by constantly engaging them via email, on WhatsApp and phone calls, driving them to continue their learning outside of the virtual sessions by completing the 2 core courses, Bookkeeping Basics and Financial Analysis | Key Drivers of Business Growth, as well as engaging with their mentors assigned by ADN.

All 11 BAF graduates engaged with the program by attending at least 3 out of the 4 learning sessions, completing the 2 core courses, connecting with their BAF mentors, downloading resources from their online academy, pitching at ADIS22, and completing key surveys administered by AMI.

As a result, we noted a **100% graduation rate** with the BAF 2022 graduates, despite the short program duration.

All 11 BAF graduates were invited to join AMI's Growth Network after graduation – an exclusive Pan-African community of graduated entrepreneurs from AMI's programs. This means that in addition to premium services such as networking events, the BAF 2022 graduates also have continued access to AMI's learning platform.



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Program Outcomes and Impact Measurement

3. Program Outcomes and Impact Measurement



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

AMI sent the progress review survey a few weeks before graduation to the BAF participants, to assess the impact the 2-month program has had on the 2022 Builders.

This survey was shared with all program participants.

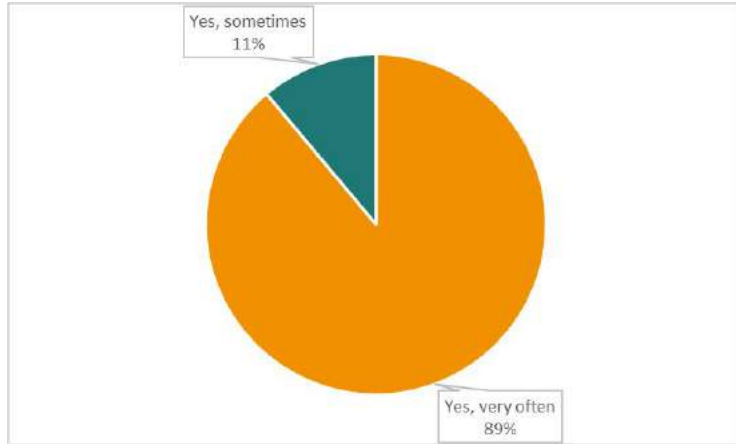
82% of the graduated participants completed this survey.

The following analysis of the program impact is thus based on the responses from the progress review survey.



3. Program Outcomes and Impact Measurement

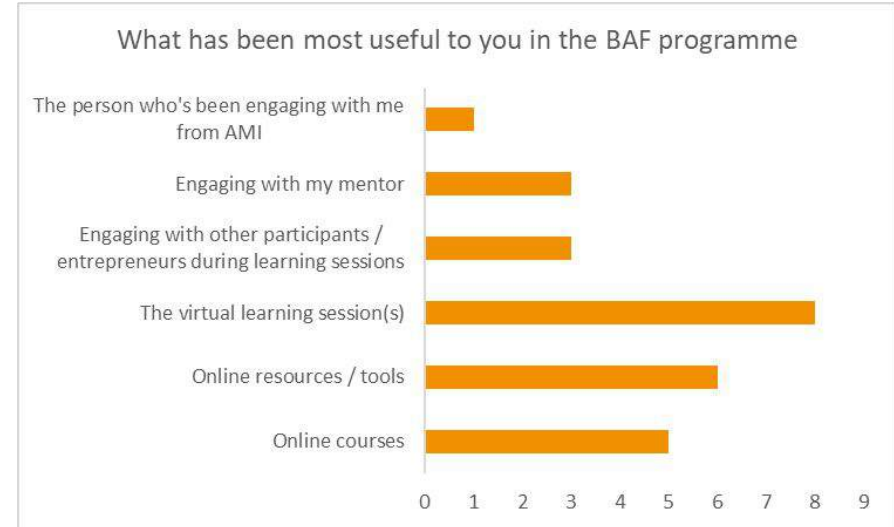
Application of key learnings



When asked whether they were applying what they learnt from the program in their businesses, **100%** of the participants responded yes, with 89% indicating that they were very often applying what they learnt. For the 1 BAF graduate who indicated that he sometimes applies what he learnt, he later shared in the survey responses that tracking his business performance has enabled him to develop a strategy for better growth.

Program Aspect Usefulness

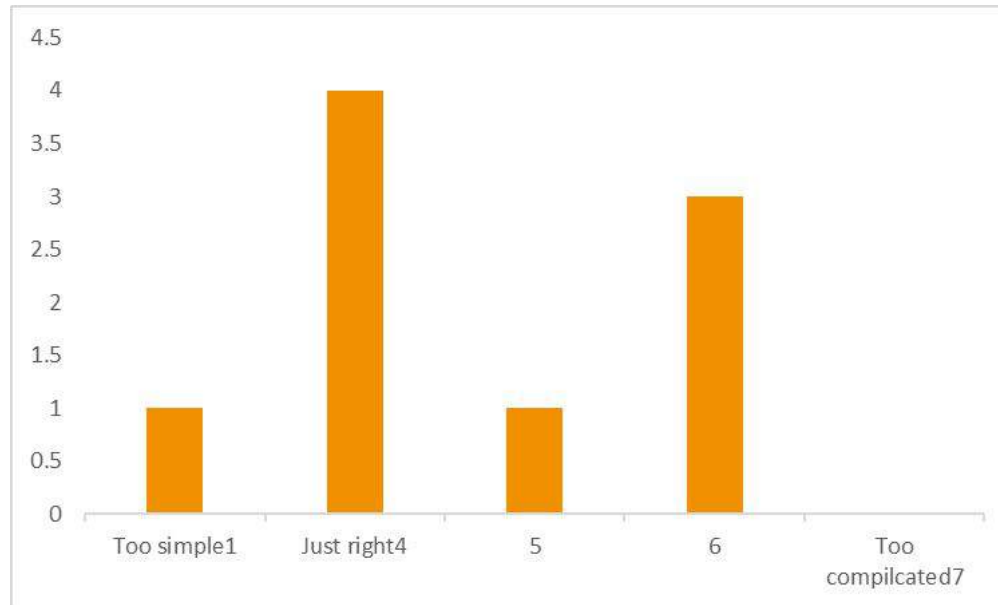
Participants were asked to indicate what aspects of the BAF program has been most useful to them as an entrepreneur. BAF graduates strongly resonated with the virtual sessions run by AMI, at 89%, with the online resources/tools they accessed coming in second at 67%



3. Program Outcomes and Impact Measurement

Program Content

- 44% of the BAF graduates that responded to the progress review survey indicated that the content of the program was pitched at the right level when asked to rate on a scale of 1 to 7.
- 3 graduates rated the content at 6, one graduate rated it at 5 and the remaining graduate rated the content as 'Too Simple'.
- When asked whether the program achieved what they hoped it would, all the participants said that it did.

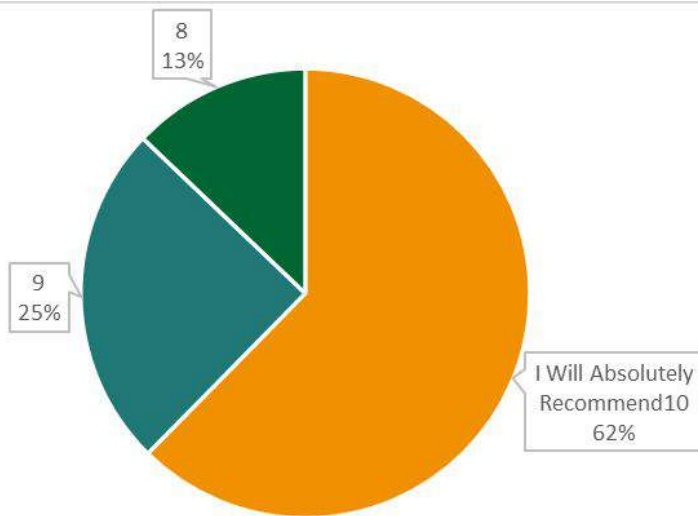


3. Program Outcomes and Impact Measurement

NPS Score

To gauge the participants' level of satisfaction with the program, 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, 7 BAF graduates who responded to the survey indicated a '9' and a '10' meaning they would absolutely recommend this program to someone else. The BAF graduate who polled an 8 is neutral.

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

“The live sessions were the most effective and engaging for me”

“The tools that we could use on our own for various business activities and records was just the best for a startup.”



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Challenges, Mitigations, and Recommendations

4. Challenges, Mitigations & Recommendations



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

Challenges & Risks	Mitigations
<p>Program Duration It was challenging to ensure the participants complete the key milestones within the short timeframe</p>	<p>To support the BAF participants, especially the 2 who faced platform issues, Tevin put in a lot of effort and time to upload assignments for those that were struggling with the tech, shared regular reminders and scheduled weekly zoom sessions for any participant/s who needed extra support. We also noted high expectations from the Sisters who expected a similar granular level of support that they had received from the Start Your Social Enterprise (SYSE) preparatory training.</p>
<p>Program Duration BAF participants struggled to engage with each aspect of the program given the short timeframe</p>	<p>Both AMI and ADN sent out regular communications and follow up on key program aspects such as the ADIS22 event, mentorship, course completion, virtual learning sessions and survey completions.</p>

Key Recommendation: Lengthen program duration up to 4-5 months to allow participants to fully engage with all program aspects, as well as have adequate time to prepare for the Investment Symposium



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.

Learn more about Builders of Africa's Future

- [Visit our website](#)
- Read the [African Diaspora Investment Symposium 2022 Impact Report](#), featuring the 2022 Builders of Africa's Future
- See our [BAF22 session recordings](#) on our Youtube

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