



Start Your Social Enterprise 2023 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
LSA	Learner Success Associate
TA	Technical Assistance

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1. Introduction, Insights and Key Metrics

1.1. Introduction

SUMMARY

The Start Your Social Enterprise (SYSE) program is designed to support Catholic Sisters with their journey as Social Enterprise entrepreneurs. The program 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 program two to three sisters will get a chance to be selected as part of the Builders of Africa's Future 2024 cohort that undertakes AMI's Micro-Enterprise Accelerator program.

Lastly, the SYSE program 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 program.
- Highlight the engagement that took place during the sessions and on our AMI on-line 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 program.

1.2. Insights (SYSE 2022 vs 2023)

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

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

Progress Review survey

With both years, we witnessed a 100% response rate for this survey.

Application of programme learnings

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

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

Challenges

The same challenges were noted with both cohorts in terms of technical savviness and being able to access/navigate content on the online platform.

Recommendations

One of the recommendations for 2022 was to include mentors for the program. In 2023, this recommendation was fulfilled with paired mentors for the 9 active Sisters.

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

Participants demographics by age

35 - 39 years old	4
40 - 44 years old	1
45 + years old	2

Information taken from submitted pre-program survey

Active Participants

11 enrolled participants (%)

- 9/11 active businesses were active in the Cohort

Graduation Count

- 7/9 (78%)

Platform engagement

120 Tools & Resources downloaded

337 AMI academy sign-ins

9 sisters signed in

Popular tools downloaded

- Planning Backwards
- Market Research and segmentation
- Business Model Canvas
- Value Proposition Canvas
- Getting things done

Post-programme survey response

- (9/9)100% response rate to the post-program (progress review) survey

Graduation criteria included completing the pre-program 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

NPS

NPS Score of **89%***

* 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 program 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

2)

Learnings applied

- **6** of the 9 sisters confirmed that they **very often apply** what they learned from the program in their businesses.
- **1** of the 9 sisters yes, they **sometimes apply** what they learned.
- **2** of the 9 sisters yes, they **don't apply** what they learned. These are the two sisters who were inactive but still completed the survey.

100% of participants' expectations met

90% of respondents indicated that the program **had achieved** what that they hoped it would.

10% of respondents indicated that the program **somewhat achieved** what they hoped it would.

Above based on 9 active participants count

Feedback was collected from the 9 active sisters who submitted post-program progress review surveys. Even though 2 didn't graduate yet, they completed the final progress review survey. They are the ones with low scores in some instances.

2. Testimonials



2.1. SYSE

Celebration Testimonials (1 of 1)



“I am very happy to have reached this milestone. This has been a very fruitful journey. I have learned about the value of networking and mentorship. My mentor helped me think about other opportunities beyond what I had in mind. I learned about the importance of having a business plan, which has helped me a lot. I am very thankful to the AMI. Through encouragement, I am here today even after being on the verge of giving up. Thank you, AMI!”

Sr. Lusina Ng'eny, Missionary Benedictine Sisters

“We celebrate each and every one of you for helping us get this far. A big thing many people fear is business plan development. But I now feel very comfortable to say that I can develop a business plan. Thank you for helping us in affirming the change we would like to bring to our society. You have just provided us with a staircase, and now the journey begins. Thank you to my mentor, Dr. Kathy, for your time and support. I really appreciate you! God bless you!”

Sr. Susan Mbare, Precious Blood Missionary Sisters

“Thank you for empowering us and for the skills you imparted to us. This program has helped me to do my business in a more orderly way—the pitching, value proposition, etc. I am also very grateful to Bilha; she has been very patient and helpful. Thank you to my mentor, Kumbutso, for your support. I now know that my business will be very helpful in helping my community in farming.”

Sr. Gertrude Tusiime, Good Counsel Sisters

Learning Testimonials (1 of 2)

“When I was doing the market research, we realized that the women are not earning enough from their farming. We then began working on local poultry and shared with the community to help these women earn a living. We then identified those women and saw what we were doing. We have poultry and are raising them organically. We now have 10 farmers and are doing very well.

The part that I plan on working hard on is the value proposition. I am imparting skills to them. I also thank my mentor, who has a background in making poultry feed and is willing to collaborate with me to improve my business. My strategy is to diversify my enterprise, not just with the local chicken. I am thinking of venturing into other fields, such as crop farming. We can also raise other animals like cows.”

Sr. Gladys Bosibori, Daughter of the Sacred Heart

“Our enterprise is Servants of Mary Bakery. My idea was very small when we started. It was from the experience we had. We saw the sponsored children could not go to tertiary school, so we figured there was a huge market need for a bakery.

“In terms of our business model, we looked at the resources and the key activities we have. How do we relate with our customers? I realized it is very important to hear from the customers to understand their problems and figure out solutions.

“I identified that most of our customers are coming from the school population. So our business model is selling directly to businesses and customers. What was very interesting was finding the market. I found my addressable market size and identified the demography of my customers. Then I did my analysis and found out that most of our customers are coming from the upper and lower classes as well as from rural and urban areas.

“After learning, I came to understand that our business is very big and we can scale our impact. I feel we can expand and buy a bigger machine. We are now looking for a partner who can help us with this in order to expand our business.”

Sr. Catherine Tente, Little Servant of Mary Immaculate

Learning Testimonials (2 of 2)

“Our enterprise is dishwasher liquid soap. Our goal is to support young women to attain the life they are looking forward to, despite being impacted by teenage pregnancy. This program helped me to get this soap to the certifying bureau to get it certified. It also helped me to handle the different customers I have.

The program also taught me how to reach my customers. For those with smartphones, they advertise the product on their platforms. For those without smartphones, we rely on a word-of-mouth marketing strategy.

Our enterprise is also supporting the girls completing their secondary school. The business model canvas has really been very helpful. It is my key every day when I wake up. I have it pasted on the wall of my bedroom.”

Sr. Debora Taziwona Jamali, Religious of the Sacred Heart of Mary

“Our business is a printing place. We work with hospitals, schools, business organizations, and religious communities. I have learned a lot on how to deal with customers. At first, we were receiving customers who express their trust in us and ask for certain services. But after going through the course, I realized that gaining the trust of the customers is very crucial—understanding and addressing their needs.

“I also learned that we are not only competing with others but supporting one another as well. When we looked at our weaknesses, I learned that some of our staff are not adequately trained.

“Our goal now is to train at least two new personnel since our business is growing. We also need more machines to cater to the needs of our customers. We receive high demand from schools who want us to print exercise books and other materials which have their logos. We are now looking for a bigger printer that can print a lot of materials at once.”

Sr. Josephine Ndinda Kitonyi, Orante Sisters of Assumption

Photo Opportunity: Online Learning Lab Session

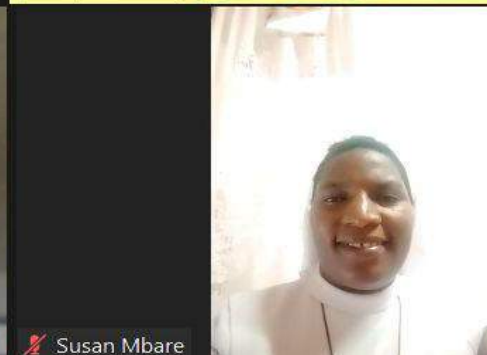
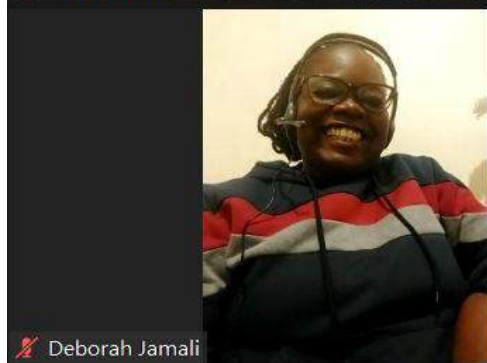




Photo Opportunity: SYSE Graduation













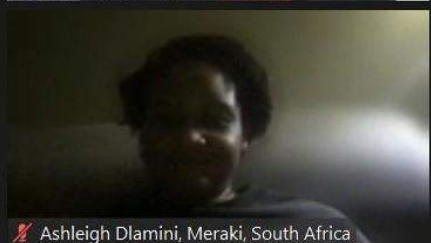









 <p>Bilha - AMI Kenya</p>	 <p>Nomakhaya Ntshobane</p>	 <p>Brett Cave- ADN</p>	 <p>Muhammed Bah - ADN</p>	 <p>Debra Pacio - ADN</p>
 <p>Angelique, CN Hilton Foundation</p>	 <p>SR. CATHERINE TENTE</p>	 <p>Jodie Hanson-Nortey Hilton Foundation USA</p>	 <p>Sister Josephine Ndinda- Picard Press Tanzania</p>	 <p>Coltrida Mooya</p>
 <p>Ashleigh Dlamini, Meraki, South Africa</p>	 <p>Susan, St.Thomas Kilakala Health Centre, Tanz...</p>	 <p>Lusina Ngeny</p>	 <p>Gladys Bosibori</p>	 <p>GERTRUDE TUSIIME</p>
 <p>Kumbutso Takomana_Aichi Company_Malawi...</p>	 <p>Deborah Jamali</p>	 <p>Benard Nyachieo</p>	 <p>Alfred Wanyonyi</p>	 <p>Francis Matongo</p>



Photo Opportunity: ADIS23



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: 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 4: 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 Program

- Participants were asked to indicate how they have improved in certain areas since participating in the SYSE program. As can be seen on the right, all ratings given by the participants ranged from 5-7*. Lower ratings between 1-4* were available, but they were not chosen.
- The most common improvement area that the Sisters indicated in their response were: Developing operations plans, Identifying business cash gaps and Preparing their business pitches.

Have you improved in any of the below areas since participating in the program?	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	2	3	4	9
Identifying my market, including my customers and competitors	1	4	4	9
Articulating my business' unique value proposition	0	4	5	9
Developing an operations plan	0	2	7	9
Developing a sales and marketing plan for my business	0	5	4	9
Forecasting revenue and costs for my business	0	4	5	9
Identifying whether my business has a cash gap (and practical steps to take to access finance)	2	6	1	9
Preparing my business pitch	2	6	1	9

*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. Participant Overview

The initial 2023 SYSE Cohort was made up of 11 participants however, we had 2 drop offs making the active cohort 9. Out of the 9, 7 Sisters successfully completed the program and were eligible for graduation. The other two sisters have not completed their key core milestones but 1 of the 2 sisters shows great potential and interest to finish their program to graduate. Interestingly enough, all the sisters completed their progress review surveys. More information about that will be provided later in the report.

The participants were made up of Catholic sisters from Kenya, Zambia, Uganda, Tanzania. They are all social enterprise owners with the following industries represented: horticulture, microfinance, education, human resources and printing.

Official Program Timeline	Extension Timeline	Graduation Date
24 January 2023 – 18 May 2023	Graduation 18 – 31 May 2023	31 May 2023

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 As at 31 May 2023	Participants who have not completed core milestones	Participants showing potential to graduate after official graduation date
Cohort	11	2	9	2	7/9	2/9	1/2

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

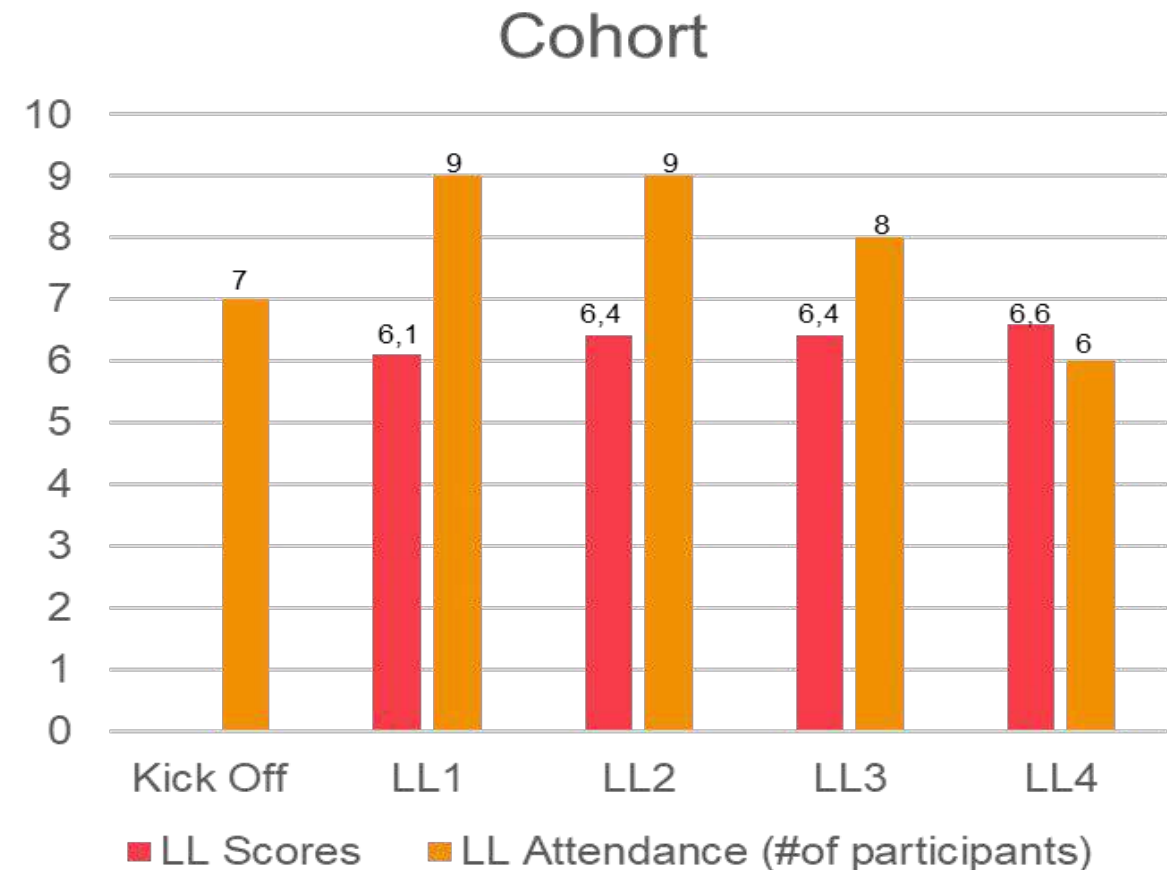
- The learning lab dates were shared with the participants straight after the kick-off. Our Learner Success Associate (LSA) also shared a WhatsApp link for the Sisters to join as a platform to send reminders, share important program communication and also motivate the participants on their learning journey. 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 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 had 7 sisters attend because some sisters were not aware of what the program was about. However, those who missed KO attended LL1. The Sisters were engaged from the onset and they connected with each other through the virtual breakout sessions.
- **LL** | Lowest attendance during the final LL4 was because some of the Sisters were attending to various errands. During the LLs, internet connectivity was not an issue, the Sisters joined and shared their views and insights on various topics. LL1 - LL3 were well attended.
- **LL Scores** | All scores were good regardless of the challenges such as technology during some sessions. The scores were all out of 7*, thus what was submitted rated in the high numbers.



*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.

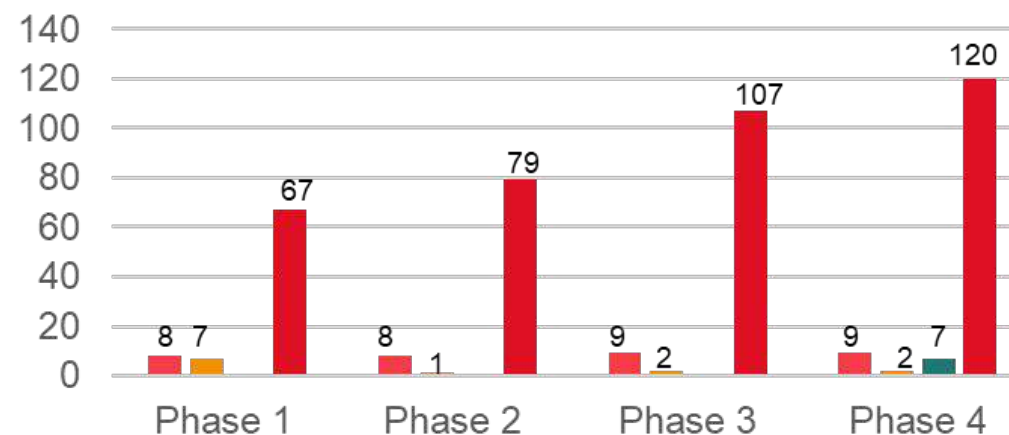
The participants downloaded quite a number of tools. Overall, the four most popular tools are:

- Planning Backwards
- Market Research and Segmentation
- Business Model Canvas
- Value Proposition Canvas

Participants were required to complete the core SYSE course: **Entrepreneurship: Idea to Action**

- Average of 8 sign-ins per phase
- Average of 93 tools downloaded over the 4 phases
- 12 courses enrolled in over the 4 phases
- 7 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)
9 enrolled participants, 7 active participants				
Learning Lab 1	156	67	7	0
Learning Lab 2	195 (+39)	79 (+12)	0	0
Learning Lab 3	285 (+90)	107 (+28)	0	0
Learning Lab 4	337 (+52)	120 (+13)	2	7
Overall totals	337 <i>(7 active participant)</i>	120 <i>(avg 30 per active participant)</i>	9	7 <i>(One course per sister was completed and submitted to their mentors for review)</i>

Comment(s)

The Sisters were quite active online to download tools and resources.

The Sisters completed 1 course throughout the program and the course was titled:

**Entrepreneurship:
Idea to Action**

Through the phases, the participants were supported and motivated to complete milestones and continue exploring the platform.

5. Impact Measurement & Program Outcome

5.1. Impact Measurement

AMI conducted two program 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. **All 9 active Sisters (100%)** completed this survey.
2. **The Progress Review survey** was sent at the end of the program 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 SYSE program overall from the participants' perspective and how they were utilising the knowledge gained and the tools they accessed. We received **9 out of 9 (100%)** responses.

Even though 7 out of the 9 active Sisters graduated, all the Sisters completed both surveys.

5.2. Qualitative Feedback - Pulse Checks

Pulse check Cohort 1: 89% NPS score

Pulse check Cohort 1: 100% 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 | **78%**
- Online courses | **44%**
- Engaging with other participants / entrepreneurs during learning sessions | **22%**
- The person who's been engaging with me from AMI | **11%**
- The virtual learning session(s) | **56%**

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

- Access to Finance component, as this came up on numerous occasions from the participants. They want access to finance or guidance on this.
- Earlier introduction of mentors, with clearer information on what is expected of them, would help to support the participants even more.

5.3. Qualitative Feedback - Progress Review

Progress Review: 89 % NPS score

Progress Review: 100% response rate

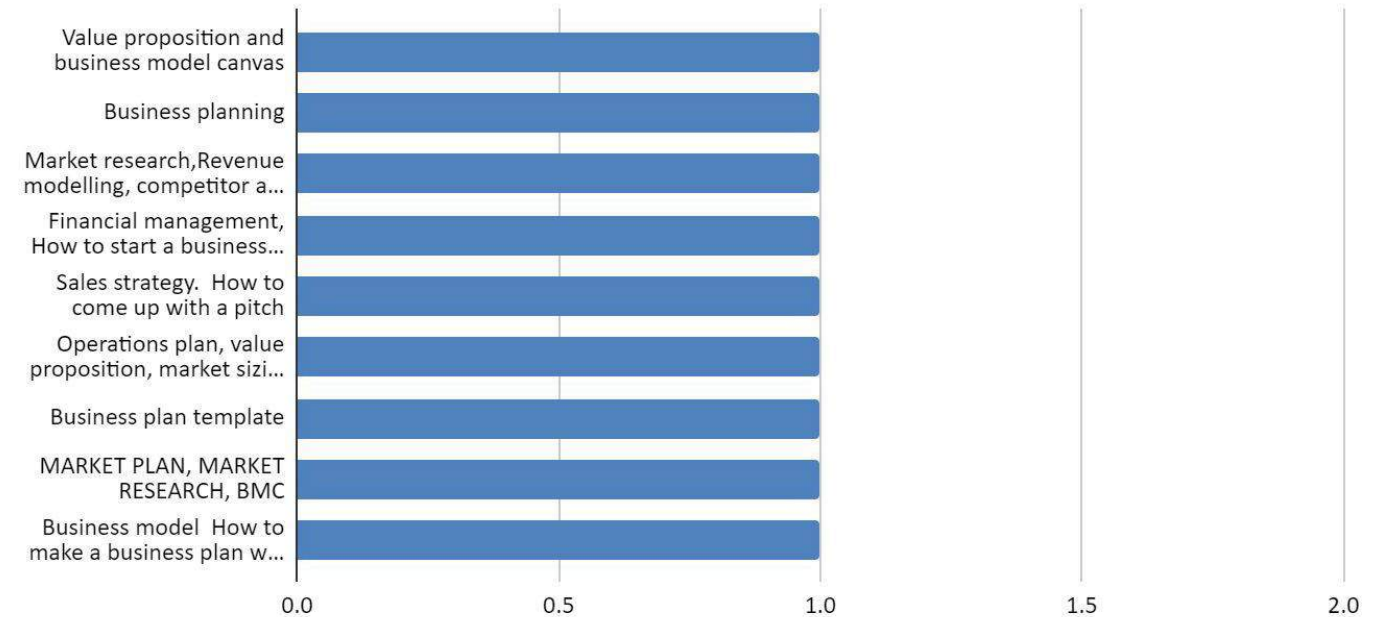
Below is a breakdown of what the participants enjoyed according to the options provided in the survey. They could select a maximum of 3 options:

- Online resources / tools | **56%**
- Engaging with other participants / entrepreneurs during learning sessions | **56%**
- The virtual learning session(s) | **56%**
- The person who's been engaging with me from AMI | **44%**
- Online courses | **44 %**

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

- To bring in mentors earlier and help them understand their roles with the mentees.

What are the specific tools and resources that you've found most useful in Phases 3 and 4?(Open-Ended Response)



Count of We'd love to know more - what are the specific tool/s and resource/s that you've found mos...

6. Challenges, Recommendations and Wins

6.1. Challenges and Recommendations (1 of 2)

Challenge	Description ²⁾	Recommendations
Networking issues / accessibility	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
Online platform log-in challenges	A few Sisters struggled to log in and this was due to lack of tech savviness on the Sisters' part.	Bilha, the LSA, 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.
program handover and initiation	Lack of proper program introduction/handover from the initiating Sister Celestine. Due to this, we had 2 drop offs from the onset of the program.	Constant follow ups with Sister Celestine and providing Sisters with relevant information about the program prior to the commencement of the program.
Mentorship	Mentor introduction and pairing happened at the end of the program and support would've been more useful if it happened earlier in the program.	ADN needs to source and complete mentor pairing earlier in the program.

6.1. Challenges and Recommendations (2 of 2)

Challenges	Description	Recommendations
Drop-offs	Participants that were no longer interested in the program 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.	Drop offs must be flagged as soon as possible and their feedback for dropping off must be documented for program reference.
Low course completions	The Sisters were invested in the program but lacked time and motivation to continue.	Support sessions have to be included in the planning of the program as they do go a long way. These could be implemented in the middle or at the end of the program to further assist participants. The support sessions would have to be planned and budgeted for just as learning labs and pod sessions.

Program Wins

- High graduation rate of 78%.
 - Engaging cohort during session seen with sisters who advised that the content was relevant to the success of their businesses.
 - Very committed mentors who came in late but made a huge impact in the successful completion of the business plans and final assignment review.
 - program met the expectation of the sisters - (comparing beginning and end of program) They now:
 - Know how to prepare a business plan
 - Know how to make and manage money
 - Learned more skills on sustainable enterprise building
 - Are empowered with more skills and knowledge for the good establishment of business. E.g. 1. Know more about the golden rule on SMART goals 2. Feasibility of effective businesses.
- 7 Sisters indicated that the program achieved what they hoped it would.
2 Sisters indicated that the program somewhat achieved what they hoped it would. These two sisters are the ones who didn't fully commit to the program of finish their milestones.

Participants shared positive feedback around

7. Appendix



Appendix A - Certificate of Completion



CERTIFICATE OF COMPLETION

PRESENTED TO

Catherine Tente

For successfully completing the African Management Institute's 4-month

Start Your Social Enterprise (SYSE) Programme

May, 2023

Date of Completion

Almaz Negash

Founder & Executive Director,
African Diaspora Network

Jonathan Cook

Chairman, AMI



Thank You

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