Builders of Africa's Future 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
BAF	Builders of Africa's Future
LSM	Learner Success Manager
TA	Technical Assistance

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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) 2023**, 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 12th of September 2023.

ABOUT THIS REPORT

The BAF 2023 final report will focus on providing an update on the activities that had been planned and implemented for the BAF program, beginning June 2023. 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 three-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.

1.2. Insights (BAF 2022 vs 2023)

This section will take a brief look at the comparisons between the AMI-led 2022 and 2023 BAF cohorts.

Graduation rate

2022 – 100% graduation rate for 11/11 participants

2023 – 90% graduation rate for 9/10 participants

- Graduation slightly dipped in 2023 due to 1 participant not completing core milestones, despite consistent follow up and support provided by AMI's Learner Success Manager.

Platform engagement

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

- It is noticeable that tools related to planning and objective-setting are consistently the most common tools downloaded across both cohorts.

Final survey completion

2022 - 82% responded to the progress review

2023 - 90% responded to the progress review

- The response rate increased from 82% in 2022 to 90% in 2023. The higher response rate suggests improved cohort-level engagement which has resulted in obtaining more valuable feedback and insights.

Application of program learnings

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

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

- Applied learning is consistently increasing, supporting the improved effectiveness of the AMI-led BAF program.

1.3. Key Metrics Snapshot: Participation

Participants demographics by gender

Male   4 (40%)
Female   6 (60%)

Active participants

10 enrolled participants
- **9/10** businesses were active throughout their BAF learning journey

Graduation rate[1]

- 9/10* (90%)

*1 participant did not graduate due to incompletion of core milestones

Platform engagement

#383 Tools & Resources downloaded
#17 Online Courses completed*

*Each BAF graduate completed an average of 2 online courses

Popular tools downloaded

- Growth Goal Tracker
- OKR Tracker
- Profit and loss statement template

Post-programme survey response

- **(9/10) 90%** 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

NPS

NPS Score of **100%***

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

Learnings applied

- **5/10** confirmed that they apply what they learned from the program in their businesses immediately.
- **4/10** yes, they apply what they learned occasionally
- **1/10** not submitted

Recommend BAF program

6/10 stated that they would recommend this program with ratings of 10

3/10 gave a rating of 9

Rating scale

1 | Extremely unlikely

3-5 | Most unlikely to unlikely

6-10 | Somewhat likely to extremely likely

Program expectations

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

2. Testimonials

2.1. BAF Testimonials

"I loved the break out sessions and the role play. Those allowed me get to know the other BAF members and what they are doing but also their experiences."
Grace Nakibaala, *Innov Asepsis Limited*

"Bilha!! She was on top of us, encouraged us and ensured that reminders for assignments were sent. The support and one-on-one touch points cannot be overemphasized."
Olufunto Boroffice, *Chanja Datti*

"The variety of mentors from platforms related to my work was a very good resource to me. I loved the easy access to resources, the encouragement from the team and the fellow participants. We used the Bookkeeping course to help in keeping record of our expenses for our promotional video project."
Virtue Oboro, *Tiny Hearts Technology*

"We're keeping sales records in a more organized way, and we've developed a growth plan that we're executing. The Bookkeeping course, Growth Planner and Sales Record tool were most useful to me. We adapted the tools for our purposes and implemented it within our sales team to better track all transactions. We now have a more organized way to track all sales and record them in our bookkeeping system. Using the AMI tools simplified our operational efficiency."
**Godwin Benson**, *Tuteria*

"I was amazed by the solutions people on the cohort are doing. It's been an amazing journey that has helped me relearn things that I already knew about the business and am able to see the grand picture of the impact we are making for a better Africa through solutions of pharmacies."

Adeola Ayoola, *Farmasi Africa*

"Our mentors have helped us strategize our businesses so as to pivot in areas that we never imagined. The AMI tools have helped us in recruitment of 7 new employees through the National Service Scheme. It was a good opportunity to connect with other entrepreneurs and find solutions to make Africa great."

Mathias Yabe, *AkoFresh*
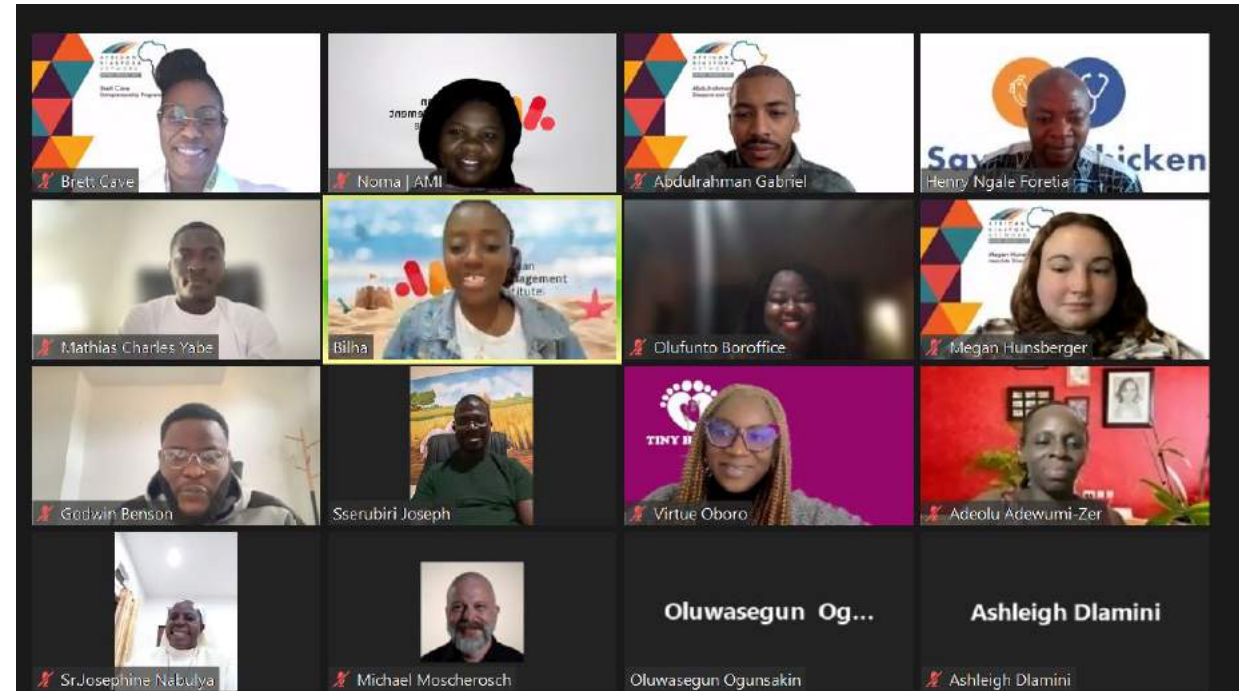
3. Program Overview

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 identifed 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.
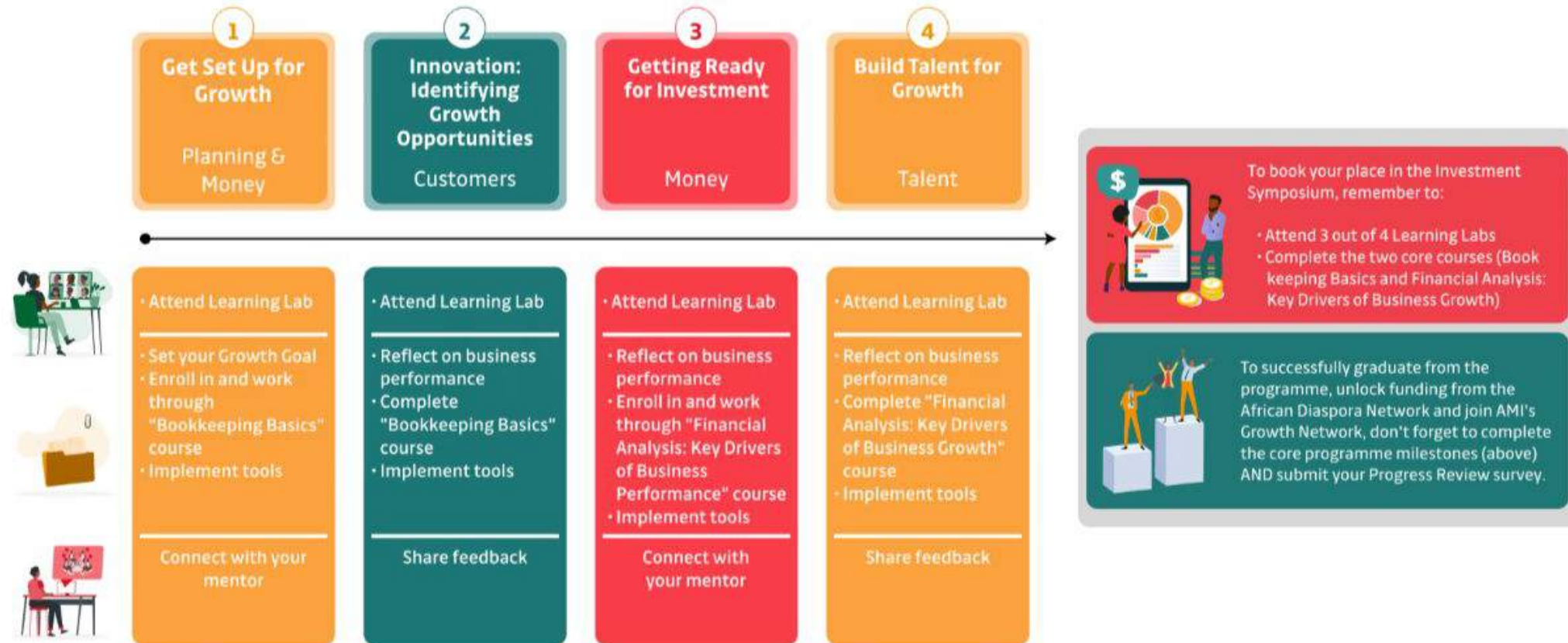
Phase 3: Getting ready for investment
- The session focused on accessing finance (ahead of the virtual pitch session) by including the following:
  - Reviewing the pros and cons of different types of finance available in the market – including the specific landscape of finance products available.
  - 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.

1 Get Set Up for Growth

Planning & Money

- Attend Learning Lab
- Set your Growth Goal
- Enroll in and work through "Bookkeeping Basics" course
- Implement tools

Connect with your mentor

2 Innovation: Identifying Growth Opportunities

Customers

- Attend Learning Lab
- Reflect on business performance
- Complete "Bookkeeping Basics" course
- Implement tools

Share feedback

3 Getting Ready for Investment

Money

- Attend Learning Lab
- Reflect on business performance
- Enroll in and work through "Financial Analysis: Key Drivers of Business Performance" course
- Implement tools

Connect with your mentor

4 Build Talent for Growth

Talent

- Attend Learning Lab
- Reflect on business performance
- Complete "Financial Analysis: Key Drivers of Business Growth" course
- Implement tools

Share feedback

To book your place in the Investment Symposium, remember to:

- Attend 3 out of 4 Learning Labs
- Complete the two core courses (Book keeping Basics and Financial Analysis: Key Drivers of Business Growth)

To successfully graduate from the programme, unlock funding from the African Diaspora Network and join AMI's Growth Network, don't forget to complete the core programme milestones (above) AND submit your Progress Review survey.

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.

- When asked how likely they would recommend AMI's online courses, 69% of the BAF cohort indicated that they would extremely and very likely recommend AMI's **Marketing: Getting Started, Bookkeeping Basics, Managing People, Problem Solving, and Goal-Setting** courses to someone else

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)	5
Quizzes (short quiz after each video)	7
Lesson activities (activity to complete to implement the key tool for your business)	5
Lesson resources (key tool to complete activity)	5
Case study (completed case study version of key tool)	3
Lesson summaries (text / written summary of each lesson video)	4
Audio (audio of each lesson video)	2

The above data has been taken from the final progress review survey with a 90% (9 out of 10) response rate

4. Cohort Overview and Engagement

4.1. Cohort Overview

The initial 2023 BAF cohort was made up of 10 participants which included Sister Josephine Nabulya who had completed the 2022 SYSE programme and was selected to be part of the 2023 BAF cohort.
The BAF cohort of 2023 comprised of CEOs, Founders, Co-founders and a Treasurer, from **Nigeria, Cameroon, Uganda, Ghana and Kenya.**
The industries that were represented include: **Education, FinTech, Bee Farming, Coffee Farming, Poultry Farming, Recycling, Green Energy, HealthTech, and Health Innovation.**

This cohort received mentorship throughout the programme, facilitated by the African Diaspora Network.

Official programme timeline	Extension timeline	Revised graduation date
13 June - 24 September 2023	2 days	26 September 2023

Description	Enrolled Cohort	Non-Starters *(Did not attend any session)*	Active	Drop-offs *(Unresponsive)*	Graduated As of 26/09/2023	Participants who have not completed core milestones	Participants potentially graduating post 26/09/2023	Final graduation count
Cohort	10	0	10	0	6/10	4/10	3/10	9/10

AMI extended grace to the 3 participants who had potential to complete all core milestones. The extension included 1-1 follow ups and support my AMI's Learner Success Manager to ensure the 3 BAF participants specifically completed their online coursework and submitted their response to the progress review survey. As a result, the graduation rate jumped to 90% from 60% as of October 31st.

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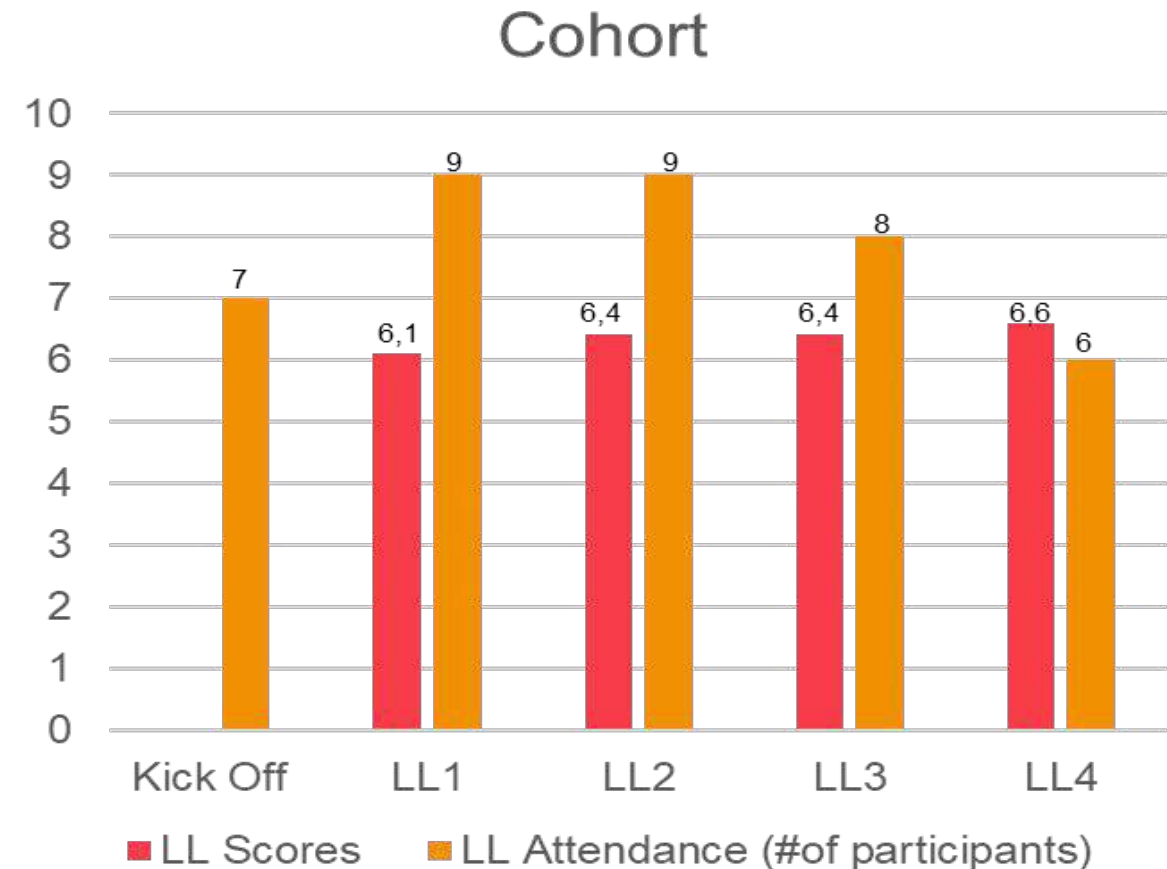
Online Platform Activity
- Participants were introduced to online tools and resources that would assist them with their businesses in each phase. They were then encouraged to download these tools and resources in order to apply them in their operations so as to come back with feedback or questions that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

4.3. Learning Lab Statistics

- **KO |** - Attendance was at 90% as the entrepreneurs expressed curiosity of the program.

- **LL | -** Average attendance at 78% across all four learning labs with high engagement and interaction throughout the sessions. We experienced a drop in attendance for the last LL 4 due to participants' conflicting schedules.

- **LL Scores* |** - Average (6.3) with LL2 having fewer responses as most had dropped off by end of the session.

Phase	# of responses	Overall Learning Lab Score
1	90%	6.0
2	40%	6.1
3	80%	6.6
4	70%	6.6

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

Cohort
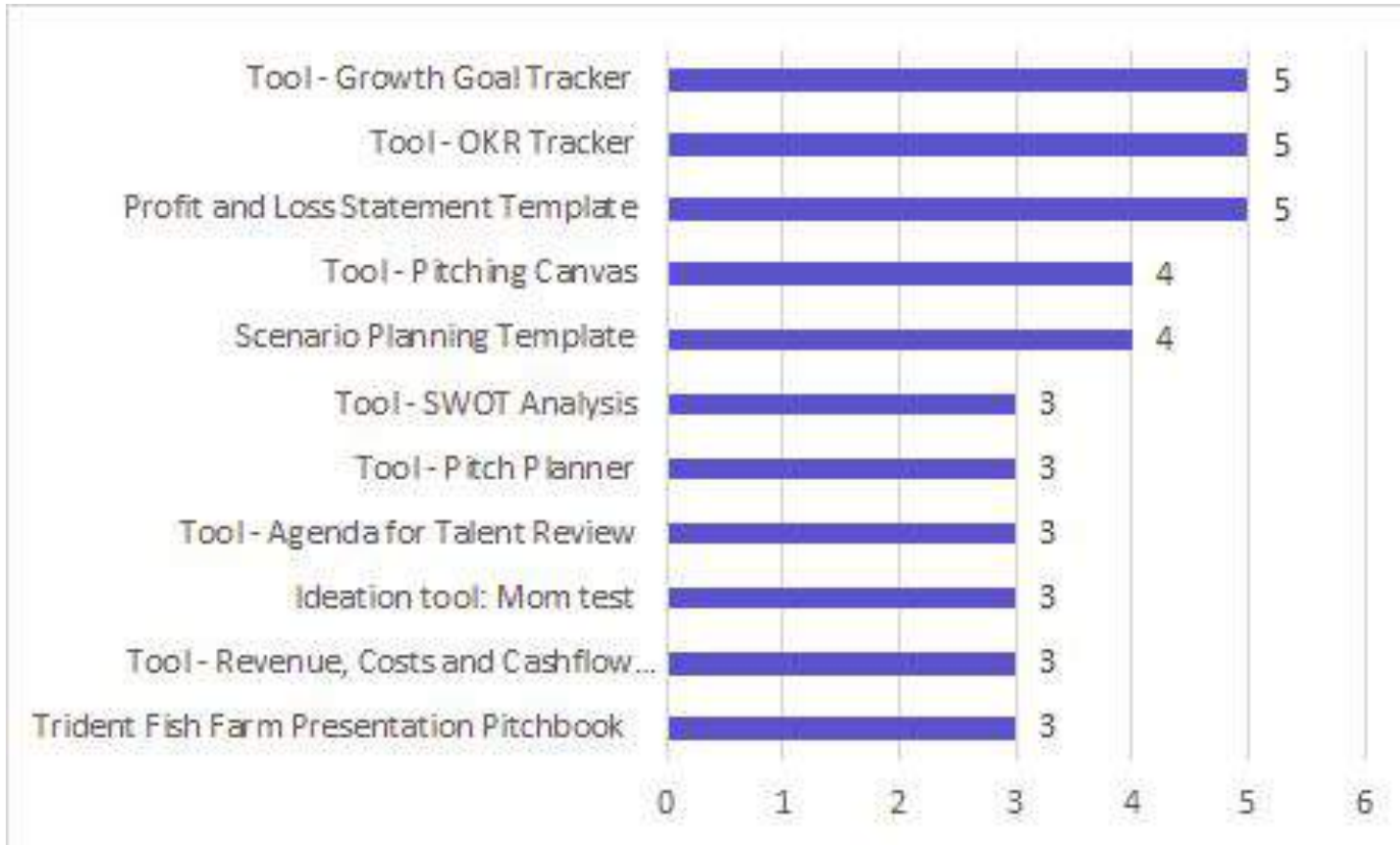

LL Scores | LL Attendance (#of participants)

The BAF participants prioritized completing the 2 mandatory courses i.e Bookkeeping Basics and Financial Analysis. These courses were made mandatory so as to support the entrepreneurs in getting ready for the virtual pitch event.
We noticed a high enrollment in the Strategic Planning course but low completion rate likely due to the fact that it was not mandatory for the cohort to complete it.

From the progress review survey, 4 out of the 10 BAF participants shared that the Bookkeeping Basics course helped drive improvement in their organization of financial records, making financial visibility easier and more manageable.

The most popular tools downloaded are mainly influenced by the learning labs such as OKR Tracker and Growth Goal Tracker.

From the progress review survey, the Growth Goal Tracker tool was most mentioned as the tool that supported team synergy on goal alignment.

Some tools were also influenced by the two mandatory courses i.e Profit and Loss Statement and Pitching Canvas.

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)
10 enrolled participants, 9 active participants on the platform				
Phase 1	8 Businesses 108 total sum	69	8	0
Phase 2	9 Businesses 116 total sum	129	11	2
Phase 3	9 businesses 126 total sum	183	16	4
Phase 4	9 Businesses 172 total sum	379	22	9
TOTAL	186	383	24	17

Insights

90% of the BAF participants signed in to their online academy hosted on AMI's platform.

AMI noticed a gradual increase in platform activity. The virtual pitch event and graduation were strong motivators in driving programme engagement and application of key learnings.

Each BAF graduate completed an average of 2 online courses.

5. Impact Measurement & Program 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.

1. **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 **9 out of 10 (90%)** responses.

Pulse check Cohort 1: 89% NPS score
Pulse check Cohort 1: 90% (9/10) 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 | **89%**
- Online courses | **44%**
- Engaging with other participants / entrepreneurs during learning sessions | **56%**
- The person who's been engaging with me from AMI | **44%**
- The virtual learning session(s) | **67%**

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

- More opportunity for management and leadership skills

Pulse check Cohort 2: 78% NPS score
Pulse check Cohort 2: 90% (9/10) Response rate

Below participants were asked what had been most useful to them in Phases 3 and 4? They could select a maximum of 3 options.

- Online resources / tools | **67%**
- Online courses | **44%**
- Engaging with other participants / entrepreneurs during learning sessions | **56%**
- The person who's been engaging with me from AMI | **22%**
- The virtual learning session(s) | **78%**

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

- More leadership and management units/topics in the programme
- Suggests a mobile-friendly platform

The feedback from the pulse check surveys were instrumental in driving ongoing engagement with the BAF cohort.
From the above, participants consistently appreciated the virtual learning sessions, the online platform, and peer interactions - a testament to AMI's methodology and design of the BAF program.
Consistent feedback on the need for more leadership and management resources has been noted in section 6 of this report with recommendations moving forward.

5.3. Qualitative Feedback

Progress Review: **100% NPS score**
**Progress Review:** **(9/10) 90% response rate**

Given the strong NPS Score, we asked the respondents to share more on what stood out as amazing on the BAF program:

- Everything stood out amazingly, and the facilitators knew their content so well, and their style of delivery was so fun and understandable.
- I really benefited from the mentors
- I loved the live sessions the most. The lectures and breakout rooms were very useful.
- The tools especially the finance tools that I was struggling with. I loved the break out sessions and the role play. Those allowed me to get to know the other BAF members and what they are doing but also their experiences.
- Bilha!! She was on top of us, encouraged us and ensured that reminders for assignments were sent. The support and one-on-one touch points cannot be overemphasized.
- The topics and assistance were practical.

What can be improved?

- Having a more mobile-friendly platform especially for course enrollment and continuation.

Evaluation of AMI experience compared to other business training programs

More helpful
33.3%

Much more helpful
66.7%
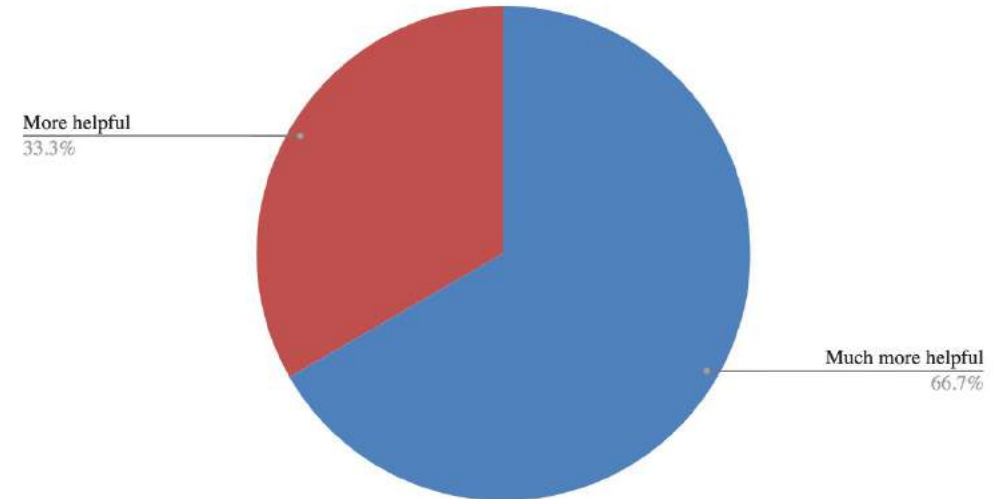
6. Challenges, Mitigations, Recommendations and Wins

6.1. Challenges, Mitigations and Recommendations

Challenges	Mitigations	Recommendations
Tech-savviness - Participants struggled to enroll for courses in the first 2 months	AMI's Learner Success Manager conducted regular 1-1 follow ups to closely guide participants on how to navigate the platform	ADN indicated that they could provide data support / network solutions for the next cohort
Time allocation to the programme was not well managed by participants and some found it hard to juggle their business while committing to the program	AMI shared the full training schedule with the cohort at kick off stage to support participants in efficiently planning their time	Consistent and detailed proper communication of the expected outcomes and effort to complete the program during recruitment and at the start of the program
Course completion of the 2 mandatory AMI courses proved to be a challenge. This initially impacted the graduation rate, with 3 participants needing more time after graduation	AMI extended the timeline by 4-5 weeks to give ample time to willing BAF participants to complete the remainder of their online coursework	Course completion was made mandatory for the 2023 cohort to support participants in preparing for the virtual pitch event. Moving forward, we can highly encourage course completion but remove it as a graduation requirement
Need for leadership/management topics by participants from feedback collected from participants	AMI made available online courses such as 'Managing People' in the BAF online academy	Moving forward, AMI can include additional online management courses from our library of content and tie it to the virtual learning sessions
Mentorship - Some mentorship sessions started slightly later than anticipated due to challenges reaching out to each other	-	Early mentorship introductions by ADN to mitigate cases where the first meeting takes longer than anticipated especially keeping in mind different time zones

Programme Wins

- The planning of the BAF 2023 implementation was more efficient and supported early planning to ensure the program duration was longer than 2 months. This allowed sufficient participation and engagement with the BAF 2023 participants.
- Successful virtual pitch event on 12th September managed by the African Diaspora Network where all 10 BAF entrepreneurs successfully presented their pitches to investors.
- High graduation rate of 90%, and sustainable impact on BAF entrepreneurs' evidenced by the post-programme feedback.
- The mentorship element of the BAF programme greatly supported participants in adequately preparing their pitches ahead of the virtual pitch event.
- The collaboration efforts between AMI and ADN ensured a smooth and successful learning experience for the participants and mentors.

7. Appendix

BUILDERS OF AFRICA'S FUTURE 2023

This certificate of completion is presented to

Almaz Negash, Founder and Executive Director, African Diaspora Network

Jonathan Cook
Chairman, African Management Institute

Thank You

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