



African
Management
Institute

2021 Impact Report

Skills to Power Growth and Impact

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Sandra Kemama, pictured in the middle, leads a team at M-Gas, which has offered AMI learning to its staff.

About AMI

AMI enables ambitious businesses & entrepreneurs across Africa to thrive.

- AMI is pioneering practical business learning for Africa that equips entrepreneurs, leaders and managers with the tools and training they need to succeed.



- **We believe...** skilled people build thriving businesses, thriving businesses create quality jobs, and quality jobs drive prosperity and dignity.

- **AMI across Africa** AMI across Africa AMI has over 75 staff with offices and presence in eight countries: Ethiopia, Ghana, Kenya*, Nigeria, Rwanda*, Senegal, South Africa*, and Uganda.

* Indicates an AMI office

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2021

Skills to Power Growth and Impact

At AMI, we are convinced that Africa's ambitious entrepreneurs and leaders are the key to driving sustainable human progress on the continent.

In this report, we will share how AMI's work in 2021 - building skills for growth with ambitious entrepreneurs, businesses and their teams - helped unlock business growth, create jobs, improve livelihoods and strengthen whole systems to withstand the turbulence of our times and support thriving communities.





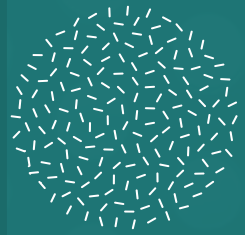
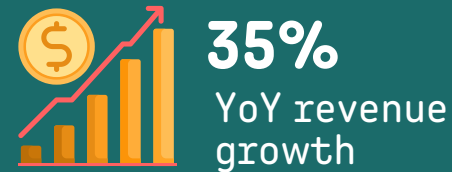
2021 Impact Overview

20,907

individuals and businesses engaged by AMI in 2021



In our flagship business growth programmes:



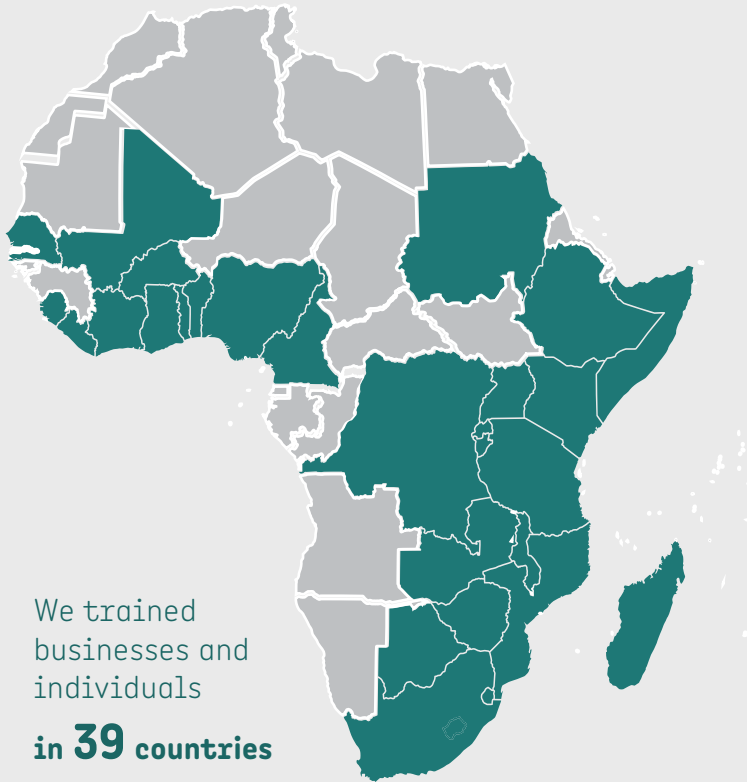
Notes:

- See page 5-6 for breakdown of individuals and businesses reached.
- See page 45 for impact measurement methodology.



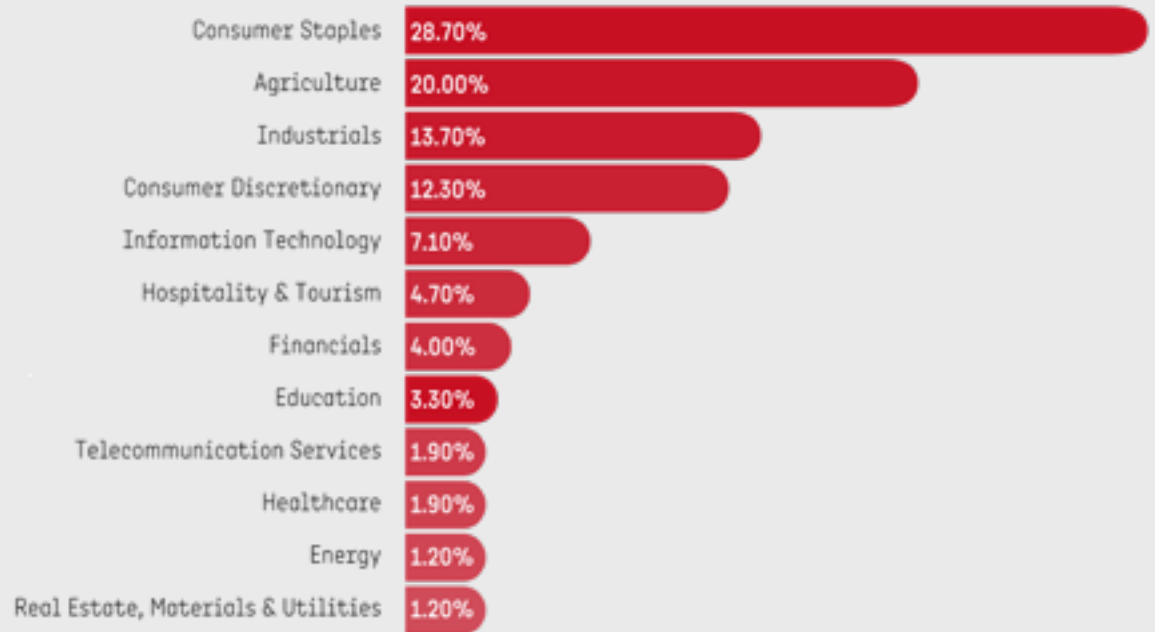
Our Reach by Country and Sector

Businesses & Participants Reached by Country



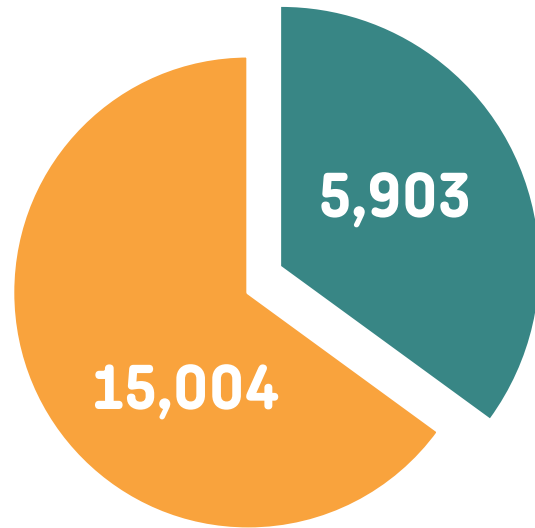
and in **5** different languages
(English, French, Kinyarwanda, Swahili and Amharic).

Businesses Reached By Sector





Our Reach by Intervention



New participants engaged through AMI's light-touch Thrive Community for entrepreneurs and their teams



Participants in AMI's structured learning programmes



Leaders, managers and professionals from **338 companies** participated in AMI workplace learning programmes

Entrepreneurs and their teams from **3,565 MSMEs** supported by AMI business growth programmes'



993

MSMEs supported by AMI's core business growth programmes



2,572

MSMEs & entrepreneurs who participated in light touch business programmes

Skills to Power Growth and Impact:

Letter from the founders

Nigerian chicken farmer Adeoye Oadewale came frighteningly close to collapse during Covid-19. But a few simple changes - refocusing on what his customers needed, understanding how to manage cash - meant he was able to restructure and eventually start growing again.

His business, Wales Agro, has since created 14 jobs, adding 5 jobs in 2021 alone. His team, 45% female, is a mix of skilled individuals, including an accountant, and unskilled workers who pack and clean feeders and perform other physical tasks. More importantly, his business is providing high protein food at a time of rising food prices.

Adeoye Oadewale's story demonstrates the out-sized impact that can be generated by Africa's ambitious organisations when they are equipped with the tools and skills to succeed.

When one entrepreneur like Adeoye invests in skills development for themselves and their team, we see transformation extend exponentially. Jobs are protected and created, livelihoods are improved, communities supported, and eventually, whole systems are strengthened.

Our story of 2021, and every year, answers the question; what could happen if Adeoye's story was multiplied?

As Africa's ambitious businesses emerge from the Covid-19 pandemic only to face further economic headwinds, we believe more than ever that their job creating power and drive for innovation are critical for the future of the continent.

They have the potential to address the big threats and opportunities of our time, as the continent strives to feed itself, power progress sustainably and elevate women.

Some innovations will be small-scale and local, like those pioneered by Adeoye Oadewale and other MSMEs on our Grow Your Business programme. Others will leapfrog planet-harming legacy systems with innovative new solutions, like the participants on our UKAID-supported Empowering Managers programme for clean energy access.

And others, like those generated by the 80 delegates on our Centre for African Leaders in Agriculture (CALA) Advanced Leadership Programme with AGRA, will tackle the big challenges of food security through African-led problem solving. Solutions of all levels will be driven by future-fit leaders with the skills to power growth and transformation.

At AMI, we are already working to scale and deepen our impact in 2022, based on what we've learned in 2021 and from the last eight years as a business.

Thank you for reading this report. We look forward to partnering to create jobs, improve livelihoods, develop future-fit leaders from the marketplace to the boardroom, and shift systems for equitable and sustainable human progress.

Warmly,



Rebecca Harrison,
AMI Co-Founder



Jonathan Cook,
AMI Co-Founder

This report highlights three main areas of impact:

1 Growing Businesses and Improved Livelihoods

Businesses supported by AMI through our flagship Grow Your Business Programme bounced back strongly in 2021 with a 35% median revenue increase..

● See page 11-19 for more details.

2 Flourishing People

Businesses are creating jobs again - 3.9 jobs each. They are also investing in their teams with a 103% increase in businesses enrolling in our Grow Your Business Programme and a 59% increase in enrollments in our Workplace Learning Programmes.

● See page 20-23 for more details.

3 Stronger Systems

Beyond contributing to the fight for decent work and economic growth, we deepened our impact and contribution in 2021 to the United Nations Sustainable Development Goals (SDGs).

● See page 34-41 for more details.



Focus Areas

-  Decent work and economic growth
-  Expanding our partnerships in agriculture
-  Building management talent in green energy
-  Fostering resilient infrastructure, inclusive and sustainable innovation
-  Focus on women-owned businesses

SECTION 1

Powering Micro, Small & Medium-Sized Business Growth & Recovery

Entrepreneur & Business
Growth Programmes



Driving growth and recovery

In 2021, Covid continued to create challenges for businesses globally and across Africa. However, businesses equipped with the skills and tools for resilience were best positioned to survive, recover and grow. AMI's entrepreneur and business growth programmes supported MSMEs to strengthen and grow their businesses.

We delivered support through three areas; delivering robust research-backed business growth and resilience programmes, offering shorter business Bootcamps (specifically in Rwanda in partnership with the Mastercard Foundation's Rwanda COVID-19 Recovery and Resilience Program (CRRP)), and providing our free Thrive community resources (email subscription and events).

We delivered 3 types of support to MSMEs:



Flagship business growth and resilience support

Rigorous 6-month research-backed programmes focusing on practical tools and habits.



Business Bootcamps

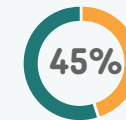
Shorter programmes that focus on specific practices, specifically in Rwanda in partnership with the Mastercard Foundation.



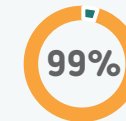
Thrive Community

Free light-touch community and resources (newsletters and events) to entrepreneurs and their teams.

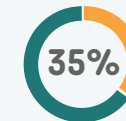
A sample of businesses that completed our flagship business growth programmes over the last 3 years reported the following impact in 2021:



45% of businesses were women-owned



99% survival rate



35% avg. increase in revenue



3.9 jobs created per business on average

Scaling a chilli export business, despite pandemic shocks

Rwanda



*Twahirwa Dieudonné,
Founder and Managing Director,
Gashora Farm*

If you want to hear a story out of a crisis, you have to talk to people like Dieudonné. Like many, his Gashora chilli export farm, founded in 2013, never anticipated the impact of the pandemic. He never imagined having to keep business going while the world shut down.

As restrictions tightened, Twahirwa and his team had to quickly rethink their strategy. Fortunately, his good relationship with one of his financiers, the Development Bank of Rwanda, connected him to AMI's Grow Your Agribusiness Programme, which is aimed at equipping Agri-business owners like him across Africa with skills and tools to overcome shocks and setbacks resulting from economic crisis.

After some time on the programme, Twahirwa started thinking more broadly. He got the skills and tools to diversify his pool of suppliers. He applied AMI's cash flow management tool along with lessons on strategic management to rethink how he was running the business.

Ultimately, he decided to reduce the size of his farm in order to reduce his expenses and began outsourcing through other local farmers. Gashora Farm has since increased the number of partner smallholder farmers far beyond Rwanda and DRC borders. He now works in partnership with smallholder farmers in Kenya, Tanzania, Zimbabwe, and Malawi.

“As a result of this program, we have managed to increase the number of smallholder farmers that we work with to around 10,000.”

As she helps her employees solve problems, Patie tracks her fashion business money better



South Africa

*Patie Botha,
Founder, Patie M Apparel*

As a fashion designer who studied building construction, Patie quickly got employed in the clothing industry upon graduation. It was then that she identified a need for more clothing businesses, so she quit her first job and opened Patie M Apparel in 2017. Patie M Apparel designs and creates swimwear and lingerie for young working women as well as custom designs for men and young children. The business also trains young men and women in her trade in a 6-week programme that equips them with technical skills in sewing and pattern-making, along with some basic business knowledge. This is a significant part of the business that Patie began. She aspired to not only train her own employees but to help girls in her community, including teenage pregnant girls without access to opportunities and education.

After the training, some girls either stay to work in her business with her or start their own. So far, three trainees have gone on to build successful businesses and four trainees (a man and 3 women) are currently employed at Patie M apparel.

As she updated her social media pages one day, Patie learned about the AMI training on social media. Through the training, Patie was able to work on her financial management. Now, she tracks her paperwork and takes note of financial details in order to keep a trail and make better business decisions. She has also started delegating work to her team.

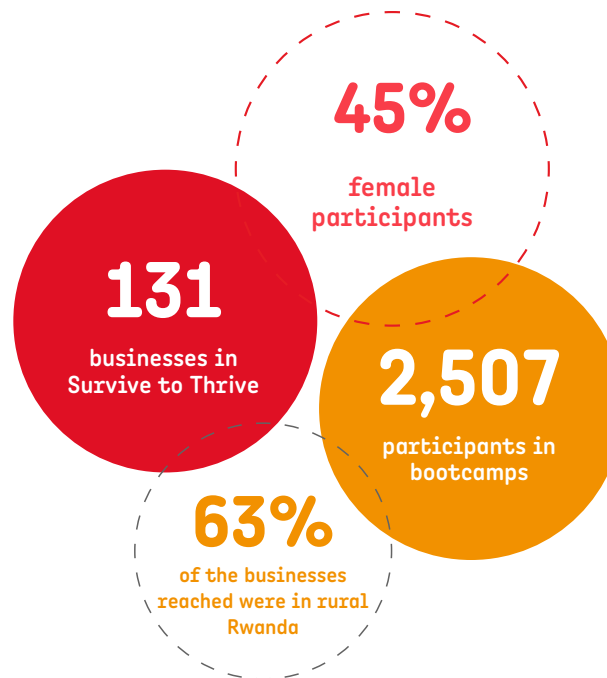
“Before, I gave an employee a task and the moment they encountered a problem, I’d solve it for them and end up doing the work. But the AMI programme taught me to support them in finding solutions. That way, my do-it-all tendency was overcome, for the good of my business.”

Partnering with Mastercard Foundation and Rwanda Development Board to help Rwandan Businesses Recover

The COVID-19 pandemic threw small businesses into unfamiliar territory. Many entrepreneurs lacked the skills, knowledge, and tools to adapt, and were forced to close. To help mitigate the challenges of COVID for Rwanda's MSMEs, AMI partnered with the Mastercard Foundation (MCF) and Rwanda Development Board (RDB) to implement Rwanda's Covid-19 Response Recovery Programme (CRRP), supporting 3,388 businesses, protecting almost 12,000 jobs and creating 3,572 new jobs.

As part of CRRP, AMI delivered 3 programmes:

- 1 Business Survival Bootcamp, a 2-month virtual programme focused on navigating the Covid-19 crisis.
- 2 Take Your Business Online Bootcamp, a 2-month virtual programmes focused on eCommerce and using online business tools.
- 3 Survive to Thrive, a more intensive 4-month practical and virtual programme to help MSMEs implement key business practices to build resilience and growth.



Overall participating businesses preserved **11,861 jobs** (just over half full-time), and created **3,572 new jobs**, of which about two-thirds are full-time.



“Supporting economic recovery is one of our key areas of focus under the Mastercard Foundation Recovery and Resilience Program—and that means supporting micro, small and medium-sized businesses. We are thrilled that we expanded our partnership with AMI to offer entrepreneurs the tools and knowledge they need not just to rebound from the COVID-19 crisis, but to emerge more resilient.”

Rica Rwigamba,
Country Head at the
Mastercard Foundation



“When Covid-19 broke out, I was about to shut down my business doors. After AMI’s Survive to Thrive programme, I gained skills including problem-solving, business risk assessment, decision making and scenario planning which helped me to keep my business running and increased my revenues.”

Patrick Irankunda,
Founder of JAP Group Limited



“Thanks to AMI’s Business Survival Bootcamp programme, I learnt how to identify and assess business risks and scenario planning which made it easier for my business to cope with challenges that most businesses had been facing. I decided to digitize my services and enable other entrepreneurs get access to the programme as well”

Alfred Kayijuka,
Step in Technology and Business Limited

E-Commerce Highlight

AMI aims to keep abreast with entrepreneurs’ needs and behaviours through frequent market research.

In 2021, AMI conducted research in Rwanda and identified the need to help entrepreneurs understand and leverage digital marketing and online presence through social media platforms and strategies. Subsequently, AMI developed and introduced a Digital Marketing & E-commerce Bootcamp. The Bootcamp provides entrepreneurs with tools and templates they can use to develop a successful digital marketing strategy for their business.

925 MSMEs



benefited from the Digital Marketing & E-commerce Bootcamp in 2021

Tracking finances to improve income at a catering business

Kenya



*Petronilla Maria Nzomo,
Founder, Peca Catering Services*

Petronilla Nzomo started Peca Catering Services in 2012. As a new mother, she needed the extra income, so she turned her cooking hobby into a company. Operating in Kilifi County, Kenya, Petronilla employs 4 permanent, and 6-8 temporary staff, mostly youth.

The company has a CSR programme in which they train youth in cooking and baking skills, to set them up for future employment. Petronilla learned about the AMI programme via a WhatsApp group, from another participant, and quickly signed up, eager to improve how she ran her business.

She has been using the tools from the programme to focus her time on the most critical tasks, and to learn how to track her finances to make better decisions.

“When I started the business, I was doing everything myself from marketing, shopping and cooking, but now I have learnt to delegate. 90% of what I was doing I have delegated and now I focus on the 10%,” she said.

“I used to spend fast, often using client money to shop and counting the remainder as profit, but now I distinguish what I buy, from what the business buys, I record everything daily, in fact, in January, I started to officially pay myself.”

How AMI helped Linda get her smile back amidst a pandemic

Rwanda



**Linda Grace Rugema,
Little Smiles**

After the birth of her first baby, Linda couldn't access quality children's products, so she thought up an idea. And That's how Little Smiles was born.

Run by entrepreneur Linda Grace Rugema, in Kigali, the children's clothing and accessories store offers accessories and essentials like clothes, shoes, furniture, and, car seats, feeding chairs, among others.

Come 2020 however, Linda had to grapple with the challenges of the pandemic. "Our sales declined, we closed some locations but we still had to cover operational costs. Getting products became costly as shipping costs rocketed. Good cash flow became a challenge too, due to declining sales," said Linda.

Through a previous participant, Linda learnt about and joined AMI's Business Survival Bootcamp. "I signed up for the programme because as a business owner, I wanted to specifically deal with my pandemic business owner challenges."

She adds "I wanted to find better ways of managing my business so that I could stay in. The training was resourceful, it came at a time when I really needed it. I was able to access the practical tools including the sales report tool, the stock keeping tool, purchase and expenses tool, that enabled me to manage and organise my business better."

"What I liked the most about the AMI programme was the interactive sessions we had. Learning with AMI was fun and very practical. The class was lively. Listening to other businesses made me feel like I was not alone, which encouraged me to keep pushing."

The programme not only benefited Linda, but her staff as she quips.

"My staff also got to experience the programme. After downloading the tools from the platform, I passed them around internally. This has since helped us assess our profits and run things better."

Despite the pandemic, Linda kept her business vibrant towards becoming a one-stop baby accessory shop. She still wants customers to be able to walk in and find everything they need.

Linda's persistence and perseverance, alongside AMI's Bootcamp insights, are what was needed to add a little smile to her business, even in times tough as the pandemic.

Learning by Diving Deeper: MIT-led Randomised Control Trial of Business Growth Programme in Kenya Begins

Research plays a critical role in discovering what prevents SME growth and developing strategies that address how to scale resilient enterprises.

With our partners, Argidius Foundation and Private Enterprise Development in Low-Income Countries (PEDL), independent researchers from MIT are conducting a Randomised Control Trial (RCT) of AMI's Grow Your Business Programme (GYB) in Kenya.

The overall objective of the research project is to determine whether SME owners who take the AMI Business Growth Programme outperform a control group, in terms of productivity, revenue, profit and job creation.

At the end of the research project in 2023, the research team will compile the results into findings, which will be published internationally in academic journals and also circulated more broadly within the MSME support ecosystem.



1,400
businessses

will be recruited
and allocated
randomly to
treatment and
control groups

The AMI Grow Your Business programme is delivered virtually through our experienced coaches & trainers and the AMI Learn platform.

We invite partners who are interested to enrol their Kenya-based SMEs to our Grow Your Business Programme to get in touch with our sourcing team through the email address info@africanmanagers.org

Learn more about the Grow Your Business Programme here:
africanmanagers.org/gyb

How “Survive to Thrive” gave Wamaitha the tools to survive a spinning business world.

Kenya



Wamaitha Karanja,
Founder and Lead Associate at
Kernel Associates

Even the finest dreams need shock absorbers, so when Wamaitha Karanja, Founder and Lead Associate at Kernel Associates in Nairobi, embarked on her human resource dream, few things had ever challenged her like the 2020 pandemic.

“When I went into business, I thought that it would be easy. But that only happened until the pandemic hit and my mind went blank. As the business owner I felt mentally stuck.”

Wamaitha describes herself as a woman living with delicious ambiguity. She believes in leading from the heart and emphasises the importance of extending kindness into the boardroom. Having worked in the human resource industry for over 10 years, her love and passion for people that is also inspired by her mum, pushed her to start Kernel Associates, which offers Kenya-centric solutions and approaches to recruitment.

Like many other business owners, Wamaitha describes the last two years as a time she had to pause, reflect and adjust a lot in her business. “I was experiencing a lot of burnouts. I was fearful and anxious at the same time so when AMI accepted my application into Survive to Thrive, I was thrilled.”

Wamaitha hit the ground running and began implementing strategies to keep her business afloat. Through lessons on risk management, cash flow and strategic planning, she began evaluating all her sources of revenue.

To her surprise, what used to generate the most revenue was now contributing only 25% of her total. “We were kept afloat by a business line we’d not fully dedicated resources and time to. I was surprised by what a shift in mindset towards my business could do.”

Something she would have barely learnt without joining Survive to Thrive.

During this season, one of Kernel’s big projects stalled, and part of their payment for work delivered was delayed affecting cash flow and salaries.

Through this experience she adopted financial planning and forecasting lessons picked up from AMI. Wamaitha would later combine efforts with her finance manager to revise their client contracting and billing processes. “I have an entire folder saved on my laptop full of AMI resources. Now, before we take on any client or project, we ensure that we have a well written contract with clear timelines and a proper billing structure.”

Through this programme, Wamaitha also learnt the importance of mental wellness as a business owner.

“This programme reminded me of the importance of leading with the heart and mind concurrently and that is how I began holding regular check-ins with my team. This gave me an opportunity to openly talk about our financial status as we worked on adjusting our model for compensation. We now compensate employees on a contractual basis which is working well so far.”

“The AMI four action template is one among the many tools that I will carry everywhere I go. It’s through this template that I was able to identify what to eliminate, reduce, raise and create. Eventually we survived! And to our surprise, we managed to pay off a few debts and increase our associates’ stipend. All this is thanks to AMI.”

SECTION 2

Power Skills to Grow Leaders and Teams

Advancing Leadership,
Management and
Professional Skills



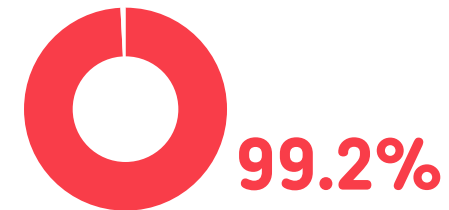
The skills needed to manage people, inspire transformation, and lead growth are far from “soft” skills. Powerful professional skills - or “power skills” - are required in today’s dynamic business or organisational environments to navigate both the everyday challenges and the unexpected.

At AMI we believe empowering managers, leaders and teams helps business and organisations to grow and be more successful, powers game changing results in growing Africa’s economy and addressing the continent’s greatest challenges.

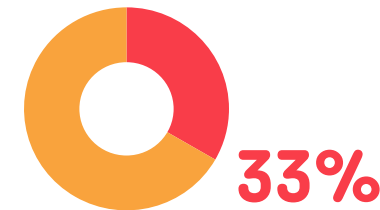
In 2021, AMI offered a range of workplace learning programmes - open enrollment in the market, in-house programmes with clients, and impact driven programmes with partners focused on specific sectors to drive transformation, with the following results:

- In 2021, 1055 senior leaders, managers & employees from 338 companies went through our workplace learning programmes for employees in ambitious businesses; 37% of participants were women.
- We reached 880 managers through our Management Development Programme, which focuses on elevating the performance of team leaders and middle-level managers. Participants gain effective tools and strategies in key areas such as leadership, supervision, project management, team building, and problem-solving.
- We reached 83 participants through our Thrive at Work Programme which is designed for non-management staff to improve practical professional skills. Topics cover goal setting, time management, prioritising skills, teamwork, communication skills, personal productivity, and emotional intelligence.

We analysed feedback from managers who participated in our programme:



of the managers who participated in AMI’s programmes, confirmed that they apply the learnings often on their day jobs














got a new job, promotion or salary increment, which they attributed to AMI’s training

76% net promoter score



our workplace learning programmes are well received by participants seeking to advance careers and leaders aiming to boost company productivity

The most significant outcomes from participants of AMI's workplace learning programmes

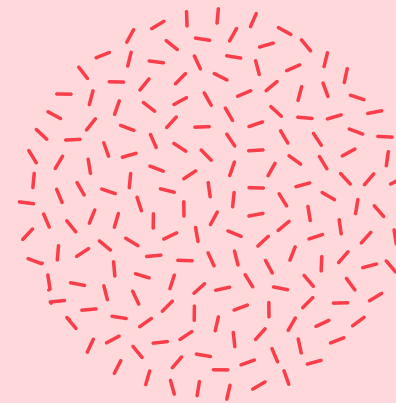
-  Time management and prioritization
-  More efficient
-  Emotional intelligence
-  Collaboration
-  Increased productivity
-  Better team management
-  Stress management
-  Better communicator
-  Self management
-  Developed business plan
-  Team player

Featured Partners



We chose AMI because it offered the most relevant training for our team. We were looking for a learning experience that would help our team be more productive and not take up too much time and the Thrive at Work Programme worked perfectly.

Abdou Wahab,
CEO, Cogelec, Senegal





PARTNER SPOTLIGHT

**Powering the M-Gas
growth force in Kenya
with management skills**



Nine years ago, in the tropical leafy neighbourhoods of Dar es Salaam, Andron Mendes needed to refill his cooking gas for his new family. The cost was expensive. Able to afford the refill, he wondered how families without the resources could afford the cost when faced with a similar decision. With that thought, Tanzania's KopaGas was born as an idea. It became a reality when he started working with mechanical engineer Sebastian Rodriguez-Sanchez to make a pay-as-you-go cooking gas service.

By 2018, KopaGas was making sales and history in Tanzania, selling the company to United Kingdom-based Circle Gas. At the time the acquisition was heralded as "the largest ever pure private equity investment in the clean cooking technology sector." Circle Gas, which now operates M-Gas Solutions (formerly KopaGas) in Tanzania and M-Gas in Kenya, is known for the innovations Mendes and Rodriguez-Sanches led to develop smarter meters for liquid propane gas (LPG) cylinders linked to payments made through East Africa's robust mobile payment services. In Kenya, M-Gas has a strategic operating agreement with Safaricom.



The company
has gone from
50
employees in
2020 to
1200

The expansion that happened since 2018, across Tanzania and into Kenya, also came with rapid growth in management teams more specifically for the Kenyan team. The company has gone from 50 employees in 2020 to 1200 by July 2022 in just the last year and a half. This expansion to Kenya in January 2020, came with its own challenges, happening just as the unexpected global pandemic reached East Africa. And yet, despite Covid, demand for M-Gas' products remained high and the company adapted and continued operations.

"The team kept growing by the day," said Faith Maranga, the Learning and Development Manager at M-Gas. "The majority of employees were young with little or no experience in employment. Most managers were either new or first-time managers who were tasked to lead groups of around ten to fifteen people. There was a huge gap in terms of people management, supervisory and leadership skills. We needed to upskill the team."



“To us as M-gas, learning takes the center stage of the whole strategy and that is why we partnered with AMI in 2021. To achieve our purpose of transforming people’s lives which includes our own employees, we must upskill, reskill, and help our employees grow so that they can grow the organization and transform the lives of our customers,”

Martin Kimani,
Managing Director at M-GAS Kenya.

That’s when M-Gas turned to AMI to support and power up their growing workforce.

AMI collaborated with M-Gas to deliver management training to 60 managers, with more signing up for the MDP. The programme focused on equipping their new and middle managers with the tools they needed to communicate effectively, problem solve, take ownership and accountability for their work, give and receive feedback and build strong teams.

In addition to a customised core curriculum of in-person workshops and online courses through AMI’s online learning platform, the programme also featured an on-the-job project, also known as a change challenge, which is a practical project that allowed the participants to put into practice what they were learning while using practical resources provided to them to demonstrate their understanding. Through the programme the participants also received mentorship through an accountability partner model integrated as part of the programme.

“To us as M-gas, learning takes the center stage of the whole strategy and that is why we partnered with AMI in 2021. To achieve our purpose of transforming people’s lives which includes our own employees, we must

upskill, reskill, and help our employees grow so that they can grow the organization and transform the lives of our customers,” said Martin Kimani, the Managing Director at M-GAS Kenya.

The impact on the M-Gas team was significant. 100% participants graduated from the programme where they reported improvement in their own performance as team members.

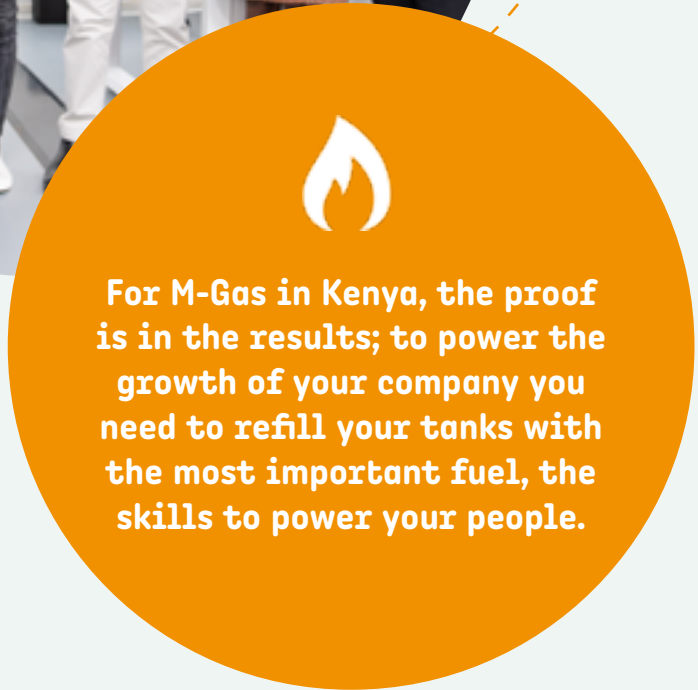
“I was able to encourage task ownership and increase trust and collaboration within the team using the “Who’s got the monkey” and coaching tools. The growth mindset learning lab also helped me rethink my HSSE M-Gas presentation making the weekly TOOL BOX TALKS (TBT) meetings more exciting. Over a short time, the attendance increased from 100 attendees to 695 attendees,” said Anne Njoroge, the then Learning & Development Assistant at M-Gas who has since been promoted to HSSE officer after graduating from the AMI program.

In addition, the team projects helped address real challenges in the organisation and even saw 42% participants report personal progress at work either through a salary increase, promotion or new job.



“The overall team performance has improved which has led to improved customer experience and growth. The self-paced learning was amazing and I would absolutely recommend AMI,” concluded Maranga.

For M-Gas in Kenya, the proof is in the results; to power the growth of your company you need to refill your tanks with the most important fuel, the skills to power your people.



For M-Gas in Kenya, the proof is in the results; to power the growth of your company you need to refill your tanks with the most important fuel, the skills to power your people.



Partnering with Mastercard Foundation Inspiring Managers Programme

In 2019, AMI announced a partnership with the Mastercard Foundation to contribute to the Hanga Ahazaza initiative focused on increasing employment opportunities for young people while expanding the hospitality and tourism sector in Rwanda.

AMI contributes to Hanga Ahazaza through two programmes over a five year period. AMI's 'Inspiring Managers' programme will ultimately support 3,800 supervisors and aspiring supervisors in the hospitality and tourism sector to develop their management skills. AMI's 'Grow Your Business' programme also supports medium and small businesses in the hospitality and tourism sector.

Results to Date




So far the programme has reached 1019 Managers from 474 Companies. In 2021, 393 managers in the hospitality industry went through Inspiring Managers.



85%

of Inspiring Managers participants who completed a recent survey indicated that their competencies have improved.



The facilitators and overall coordination of the programme was great and one thing I enjoyed most about AMI was the tools. I can clearly see the difference in my team. They all participated in the programme through me. They manage their time better which has made me understand the value of empowering my team.

Vincent Uwitonze,
Rwanda



PARTNER SPOTLIGHT

Inspired Managers Keep Rwanda's Hospitality and Tourism Industry Flying High



Over the last two decades, Rwanda has positioned itself as a leading luxury eco-tourism and events destination. RwandAir, the country's national airline, has been central in promoting tourism and trade in the country.

When Covid-19 hit, the RwandAir fleet and workforce were grounded. After several months the airline's management was able to navigate these challenges and come out even stronger thanks to the skills gained through AMI's Inspiring Managers programme.

Established in 2002, RwandAir is one of Africa's fastest-growing airlines. The airline serves 26 destinations across 21 countries throughout western, central, eastern and southern Africa, the Middle East, Asia and Europe.

With more than 700 employees, the airline also plays a central role in the country's thriving hospitality and tourism industry. In the fourth quarter of 2021 alone, hospitality and tourism services generated 49% of the country's Gross Domestic Product (GDP) as a result of foreign currency revenues and job creation.

However, Rwandan businesses of all sizes were not immune to the impacts of Covid-19. For RwandAir, it wasn't just the bottom line that took a hit due to reduced tourism and flights. Challenges were also felt as remote work changed how the company managed its teams and ensured productivity.

Fortunately, 70 RwandAir leaders from across the company had enrolled in AMI's Inspiring Managers Programme.

Designed for businesses in Rwanda's hospitality and tourism sector, Inspiring Managers has been offered by AMI since 2019 in partnership with the Mastercard Foundation.

The programme supports organisations and companies in the sector to upskill managers and bolster a key sector of Rwanda's economy as a result.

Focused on equipping emerging and established managers with skills to improve their capacity and motivate their teams, Inspiring Managers also provides access to practical tools to help

participants apply the skills gained in their workplaces.

In the three years the programme has delivered in Rwanda, more than 20 leading hotels and other institutions have participated. Eighty-five percent of participants who completed a recent survey indicated that how their competencies improved.

"Before the AMI Inspiring Managers Programme, I was the kind who did all my tasks alone, but after the training, I learnt how to communicate effectively and share responsibilities with my team.

These days, I use this new approach with the staff that I lead," says Assia Uwimana, Customer Relations Manager at RwandAir.

In the fourth quarter of 2021 alone, hospitality and tourism services generated 49% of the country's Gross Domestic Product (GDP) as a result of foreign currency revenues and job creation.





We have started to experience great changes at our workplace including better delivery of customer service, which is our number one goal.”

Yvonne Manzi Makolo,
Chief Executive Officer, RwandAir

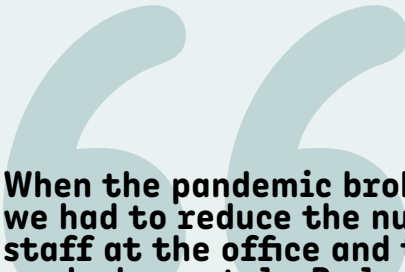
“RwandAir’s partnership with the African Management Institute has empowered our managers, which improved the efficiency of the teams they manage,” says Yvonne Manzi Makolo, Chief Executive Officer of RwandAir.

“We have started to experience great changes at our workplace including better delivery of customer service, which is our number one goal,” she says.

“The African Management Institute came at the right time,” says Aloys Musoni, Customer End-user Outreach Station at RwandAir. She believes managers need more professional skills to help them carry out their daily duties and inspire their teams to deliver and offer better services to the customers. “AMI has helped our teams to be in a better position to achieve RwandAir’s main objective of providing world-class services to our passengers,” says Aloys.

As RwandAir returns to the skies and tourism to pre-Covid levels, one thing passengers can count on is the initiative behind the inspired RwandAir experience, an inspired manager.

As AMI and Mastercard Foundation continue to support the hospitality and tourism sector to rebound, we look forward to more inspired managers enabling the sector to reach new heights.



When the pandemic broke out, we had to reduce the number of staff at the office and the rest worked remotely. By learning from the programme how to communicate effectively, I became confident to empower my teammates to accomplish their daily tasks irrespective of where we worked from.”

Anthony Gatsinzi,
Cargo Planning & Pricing
Manager, RwandaAir

SECTION 3

Partnering for Impact:
Areas of Focus



Ambitious businesses can, and will, help tackle the continent's big challenges.

Beyond our focus on enabling ambitious businesses and their teams to thrive, AMI deepened partnerships to scale impact in 2021 and address four key themes:



Strengthening Agriculture & Food Systems

Supporting businesses and leaders in agriculture to strengthen food systems.



Developing Future-Fit Leaders for the Green Economy

Training future-fit teams with skills to power growth at green energy access companies.



Supporting Women Entrepreneurs

Embedding gender-lens thinking across our work to explicitly elevate women and address gender imbalance.



Entrepreneurial Ecosystem Strengthening

Starting to moving beyond programme delivery to strengthen entrepreneurial ecosystems.



Keeping the UN Sustainable Development Goals in Focus

In 2021 AMI's partnerships and programmes kept the United Nations Sustainable Development Goals (SDGs) in focus and aligned to our work.

AMI's entire portfolio is generally focused on creating **Decent Work and Economic Growth (SDG 8)** and fostering resilient **infrastructure, inclusive and sustainable innovation (SDG 9)**.




In 2021 we also were able to achieve specific impact toward other SDGs by:

- expanding our partnerships in the agriculture sector (**SDG 2: Zero Hunger**),
- focusing explicitly on women-owned businesses - which we know create more jobs for women (**SDG 5: Gender Equality**),
- and working to build management talent in Africa's green energy sector (**SDG 7: Affordable and Clean Energy**).



We believe passionately that building skills for the future across these different areas can amplify the impact of Africa's ambitious businesses and leaders, strengthening their contribution to the SDGs beyond decent work and economic growth to include food security, energy access and gender equality.



Strengthening Agriculture & Food Systems

MSMEs play an essential role in Africa’s food systems, and in working toward SDG2’s ambitious goal of zero hunger by 2030. Sometimes referred to as the “hidden-middle,” entrepreneurs bring innovative business models that can help unlock the smallholder production capacity required to end hunger.

Africa’s ambitious agriculture businesses need support to grow more quickly, absorb capital, drive innovation in the sector, and provide inputs/ innovations that unlock further smallholder farmer capacity. In addition, leadership skills are required at every level, including policy makers and ecosystem influencers to create an enabling environment for sector growth for MSMEs, smallholder farmers and innovators.

As we build out our Agriculture and Food Systems practice, we are working with a range of partners to apply our expertise in building MSMEs, management capacity as well as youth entrepreneurship across agriculture and agribusiness value chains to strengthen food systems in the face of climate change.

In 2021, agriculture and food systems businesses represented more than 20% of the total MSMEs supported by AMI. We adapted several of our core business growth and resilience programmes specifically for the sector in partnership with AGRA, Aceli, COLEACP and Farm Africa, and launched an ambitious pan-African programme with AGRA for senior leaders across the public, private and civil society sectors.



Our virtual Grow Your Agribusiness programme with Aceli Africa supported 101 small and growing businesses to weather the challenges of Covid and build more resilient businesses and teams, in Kenya, Rwanda, Tanzania and Uganda. We trained an additional 54 MSMEs through a similar programme with Farm Africa .



We delivered our virtual business survival bootcamps in partnership with COLEACP, to help businesses that trade with the European Union to survive pandemic lockdowns.

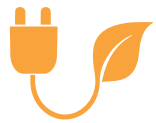


We’re working at the country policy and leadership levels to support critical food systems and agriculture priorities. AMI, the Alliance for a Green Revolution In Africa (AGRA) and USAID’s Policy LINK, launched the Centre for African Leaders In Agriculture (CALA) in 2021.

The Centre’s inaugural Advanced Leadership Programme by the end of 2023 will have supported 160 leaders from eight focus countries across the continent in government, public and private sector to deliver on agriculture sector priorities over the next three years.



We look forward to deepening these partnerships and others, planting the “super seed” of skills development for leadership and business growth to strengthen Africa’s food systems.



Developing Future-Fit Leaders for the Green Economy



Sylvia Achando, the collections team Lead at Solar Panda Kenya, along with her team at the Solar Panda call centre.

Sylvia Achando, 31, was just out of college when she began her career in solar energy. She now leads the collections department at Solar Panda, which provides innovative home solar to remote villages Kenya.

A lot has changed ever since she first started out 7 years ago. So, growth for Sylvia has meant, not just hard work but upskilling. She is part of an unheralded and unlikely category of middle managers responsible for driving energy access and combating climate change across Africa. Managers like her oversee around 150,000 people employed in Africa's off-grid sector.

Like any emerging professional, Sylvia had to grow her skills as responsibilities in her company grew. Through Solar Panda, Sylvia, along with 500 emerging leaders across 85 companies, levelled up their management skills under UKAID's Transforming Energy Access platform and its Empowering Managers programme, implemented by AMI.

The focus of the programme, part of a consortium within the Off-Grid Talent Initiative (OGTI), was to improve managerial capacity and, consequently, the impact of companies in delivering private sector solutions. "I used to struggle with giving feedback, now I am able to communicate effectively and delegate tasks, which has helped the team's performance," she reflects.

In 2021, the UK government during COP26 announced a new 'scale-up' funding to the tune of £126 million for Transforming Energy Access (TEA). With programmes like Empowering Managers initially funded by TEA, in managers like Sylvia are getting a vote of confidence.

Impact data from the Empowering Managers programme illustrates the efficacy of such upskilling, indicating how they are already paying dividends for both the sector's rising managerial talent, as well as businesses.

For example, after the programme, 82% of companies participating noted improvements in their company's key performance metric. 73% also reported increased company revenues whilst 100% of participants reported improved management skills.

Joy Asuke, HR manager for Solar Panda, enrolled seven other women managers along with Sylvia into the programme with the intention of helping them excel in the sector's uniqueness. "It's a very unique space where negotiation, communication, and critical thinking skills are very important. Team managers who work with local communities have to navigate, educate, and convince towards purchasing solar kits," says Joy, who manages Panda's 250 staff.

Joy adds, "Women are doing better in management positions, and as an organisation, we are keen to grow them in leadership because we see them bring a lot of commitment, patience, and a go-getter spirit quality, critical in the rural communities we work."

Companies within Africa's green sector, therefore, need managers with skill beyond communication, teamwork, project planning, problem-solving and entrepreneurial mindset. These businesses also require leaders who can drive private sector solutions to the climate crisis: working with remote teams in rural areas, building innovative clean energy products, creating jobs, improving livelihoods, and developing products that lower greenhouse gas emissions.

As those like Sylvia become business owners and part of 'middle-management', they continue to be, on the frontlines of combating climate change across the continent. A fact that makes their development and place in the clean energy sector very serious business!

Supporting Women Entrepreneurs

Women entrepreneurs are critical to a thriving and inclusive economy and yet women face numerous challenges in growing their businesses. At AMI we bring a gender lens to all our programmes, but we are particularly committed to supporting women business owners because of the out-sized impact they can deliver for women across the workforce.

Looking at our 2021 Impact Data

To better understand the impact of supporting women entrepreneurs, and to ensure our programmes truly meet their needs, AMI carried out a gender-disaggregated analysis of our programme data, plus deeper analysis of a smaller sample.

Our data shows that investing in MSMEs, and investing in women-owned MSMEs in particular, has outsized impact on gender equality, with AMI-supported MSMEs creating more jobs for women than men in 2021, and women business owners significantly more likely to employ other women:

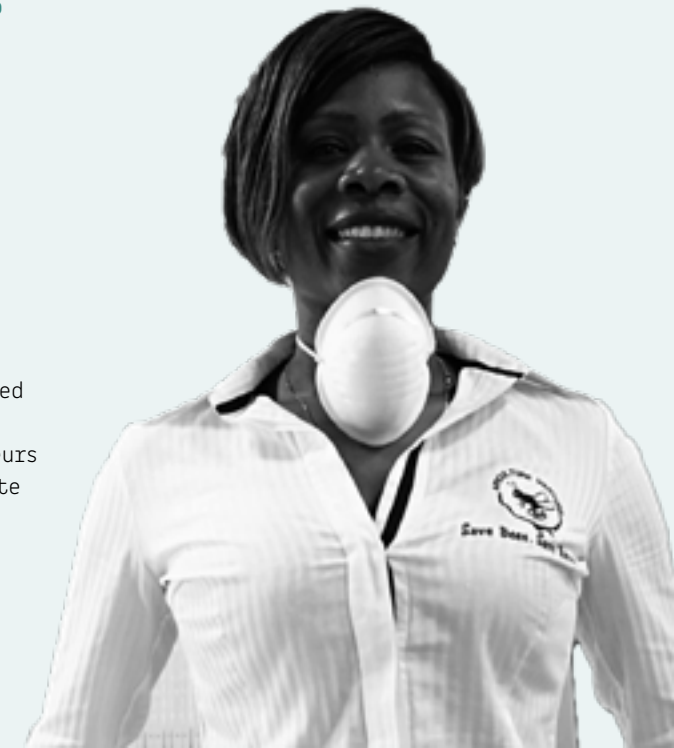
Here is what our 2021 data tells us:

- **MSMEs in general are creators of jobs for women.** Businesses analysed by AMI (both men and women-owned) created **more total jobs for women** than for men in 2021.
- **Women entrepreneurs appear to create more jobs than men, per \$ of revenue.** Women entrepreneurs created 58% of the new full-time jobs, even though they accounted for less than half the sample, and even though they reported lower revenue.
- **Women entrepreneurs also employ more women.** 72% of women entrepreneurs report a female employee headcount of more than 50%, compared to 42% of male entrepreneurs
- **AMI is achieving close to parity on our entrepreneurship and business growth programmes, at 45% female participants.** We have found that intentional targeting, with strong female representation in advertising materials, has been effective.
- **There is more to do, however, given the outsized impact women entrepreneurs can have on their communities.** Despite creating more jobs, women-founded enterprises grew at a slower pace than men, which has likely been compounded by the impact of Covid-19.

Going forward, AMI is taking a gender lens and research-backed approach to programme design, to improve experience and maximise opportunity for success for both women entrepreneurs and the women they employ. We will soon be publishing a white paper on our findings and approach for the future.



Investing in MSMEs, and investing in women-owned MSMEs in particular, has outsized impact on gender equality





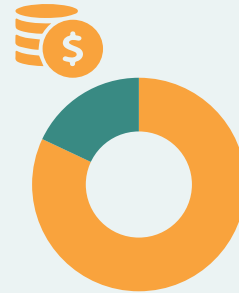
Entrepreneurial Ecosystem Strengthening

In addition to delivering world-class business development services (BDS) programming directly to MSMEs, AMI is focused on strengthening the broader African BDS ecosystem. Our vision is for a BDS ecosystem that delivers research-backed, results-driven interventions to MSMEs of all segments at scale, sustainably. We believe that BDS must be integrated with access to markets and finance to drive real growth for MSMEs. Our online platform provides us with a unique resource that the ecosystem can leverage to serve MSMEs at scale.

In 2021, we worked on several ecosystem-building projects.

We worked with our partners Impact Hub to train managers in entrepreneur support organisations across the continent in critical skills for hub sustainability and responsible leadership. 82% of leaders reported an increase in hub revenue since engaging in the programme, with 76% attributing growth to AMI.

In partnership with Entrepreneur Support Organisations (ESOs), Nexgen Academy with Village Capital and the Dutch Good Growth Fund, we built power skills for middle level managers with participants reporting improved ability to attract capital, reduce costs and increase inbound interest and/or pipeline.



Through training managers in partnership with Impact Hub, **82%** of the participants indicated stable or growing revenues since programme inception, with **76%** attributing the growth to AMI.



Additionally, with the Dutch Good Growth Fund we concluded a Business Continuity Programme for entrepreneur support organisations and the MSMEs that they support, focused on managing risk to operations brought about by the pandemic. 88% of participants indicated stable or growing revenues since programme inception, with 90% of these noting they were using AMI business survival tools in their ESO or MSME.

Building on this work, AMI formed partnerships for several new ecosystem-focused projects in 2021, for launch in 2022. Specifically, AMI is beginning to experiment with embedding our model and methodology within existing public and private systems of MSME support. We are exploring various approaches, ranging from Training-of-Trainers in job centres and T-VETs in Ethiopia, and with loan officers at a microfinance institution in Egypt, to the development of government-gazetted business support standards in Uganda, in partnership with the country's Private Sector Federation (PSFU). We are still early in our systems work, but believe there are various options for embedding AMI's approach for indirect delivery within existing systems to reach hundreds of thousands of businesses, impacting millions of lives, in the next 5 years.

We look forward to the increased reach these projects enable, and to sharing our learnings from implementation.

PARTNER SPOTLIGHT

Advancing African Food Systems

Centre for African Leaders in Agriculture (CALA)





With Africa’s food security and sustainability playing a central role in the continent’s economic growth and adaptation to climate change, AMI partnered with the Alliance for a Green Revolution in Africa (AGRA) and USAID’s Policy LINK to launch the Centre for African Leaders in Agriculture (CALA) in 2021. An AGRA-led initiative, the initiative is financed by the German Cooperation through KfW Development Bank. AMI is CALA’s lead implementation and learning partner and USAID’s Policy LINK leads the design and rollout of the leadership programme’s coaching component.

CALA’s practical leadership programmes focus on delivering results in the following areas:

1



Enabling leaders to better drive and deliver on national agricultural transformation initiatives, through increased collaboration and leadership capacity

2



Preparing the next generation of public and private sector leaders to meet the succession challenge in Africa’s agriculture sector

3



Increasing agriculture leadership and sector prioritization capabilities for improved implementation

CALA offers a highly competitive Advanced Leadership Programme. This is a 16-month learning journey that emphasises collaborative and practical learning experiences focused on supporting agriculture sector leaders to develop their capacities to implement their country’s flagship programs and attain progress toward agricultural transformation.

The programme targets agriculture sector leaders from government, the private sector and civil society from eight anglophone focus countries – Ethiopia, Ghana, Kenya, Malawi, Nigeria, Rwanda, Tanzania and Uganda.

The inaugural cohort consists of 80 individuals from the eight focus countries and boasts a representation of 44% participants from governments, 31% from the private sector and 25% from civil society.

Visit cala.agra.org to learn more.

The programme’s content on building a team has helped us think through collaboration and...what makes sense from the African perspective. It goes from thinking about getting the job done, to how can we collaborate to bring transformation to the sector.



Thule Lenneiyie,
Coordinator, Agriculture Transformation Office,
Kenya Ministry of Agriculture, Livestock,
Fisheries & Cooperatives,
Advanced Leadership Programme, Cohort 1 Member

SECTION 4

AMI Team in 2021



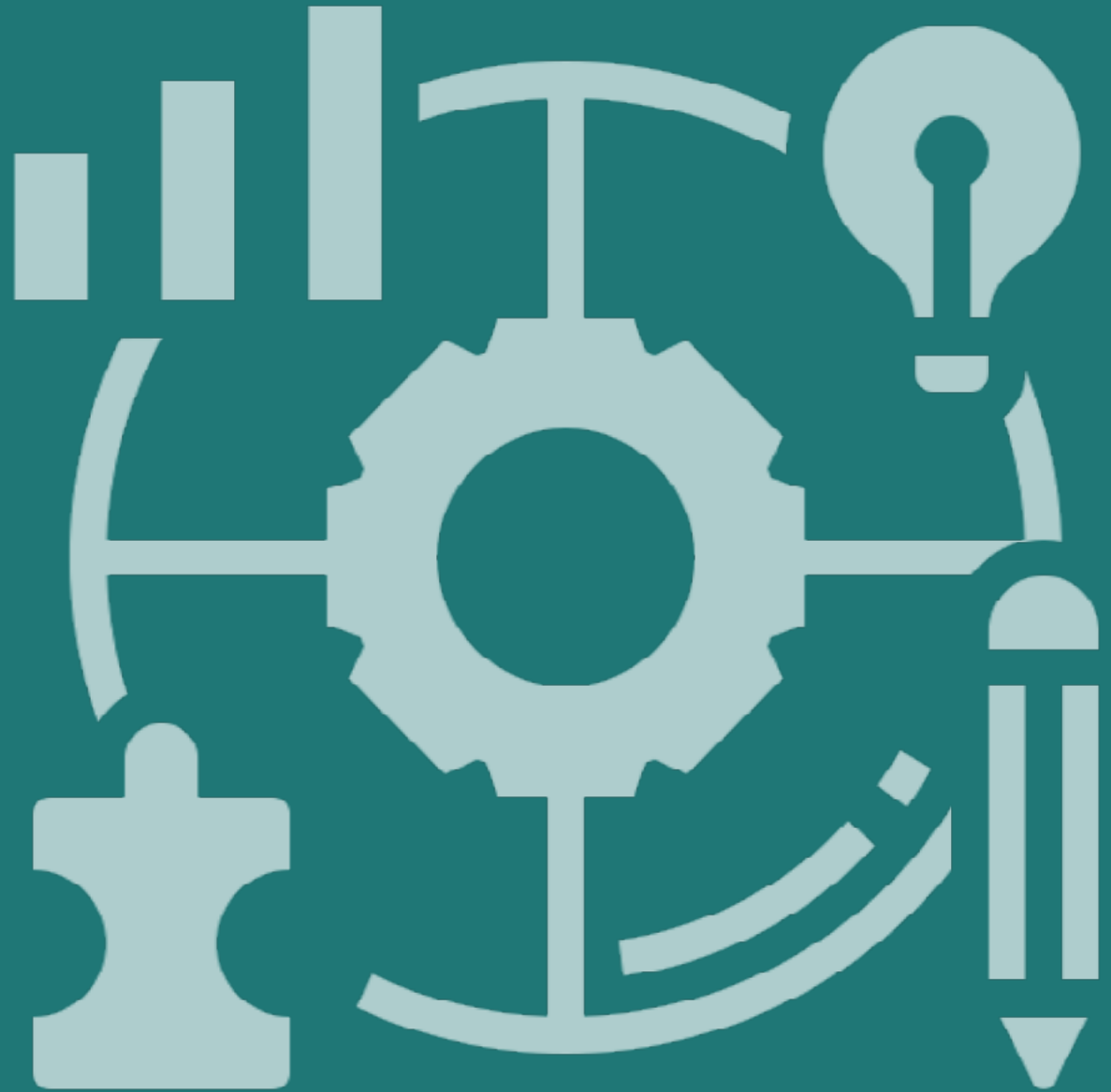
2021 Highlights

We are as excited to create a thriving work environment for our own team, as we are building thriving businesses and workplaces for others.



ANNEX

AMI Impact Report Methodology





HOW AMI CALCULATES REACH AND IMPACT

- To avoid double counting in our ‘reach’ data, AMI counts the number of participants who started a programme in that year. This number does not include participants who started a programme the previous year and continued into the year under analysis.
- Data related to impact outcomes such as business health (increased revenue, increased profits, survival rate, jobs created etc) or career advancement (salary increase, promotion etc) are calculated based on businesses and participants who are either still active in or have completed the programme in the calendar year and provide impact data as part of required reporting. It excludes businesses that dropped out of the programme. Our average completion rate is 82%.
- AMI collects impact metrics for all programmes. However, our most rigorous annual MSME enterprise-level impact analysis is conducted only for graduates of our flagship business programmes. As AMI’s business growth programmes grow in scope and volume, we now use a combination of different approaches to collect data.
- For our partner programmes, we gather 1 year of data after programme completion, and seek to survey the entire population. The response rate for this group was 68%

- For our core Grow Your Business programme, we collect business data for 3 years following programme completion. For 2021, the population was 541 businesses. For a 90% confidence level we selected a sample of 181, stratified on Gender, Cohort, Nationality, Headcount and Business Performance, Rural/Urban location, and randomized. The response rate was 70%. To make up the numbers to over 200, we selected additional firms purposively to be as representative of the 541 as possible.
- It is interesting to note that the business survival rate, revenue growth and job creation numbers were relatively consistent between the partner-programme group, and the sample from the larger open programme group, creating further confidence around the data.



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