



AFRICAN
MANAGEMENT
INITIATIVE



AMI IMPACT SNAPSHOT

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INTRODUCTION

The African Management Initiative (AMI) is a social enterprise delivering Africa's first scalable solution for skills and enterprise development. We help transform African organisations, and we empower entrepreneurs, managers, entry-level workers and job-seekers through practical and affordable learning tools. This report provides a snapshot of our impact during 2018.

IMPACT HIGHLIGHTS

Over **8,700** individuals from **10 African countries** participated in **28 AMI programmes** in 2018. Of these AMI participants, **71%** were women. That brings our total reach to date through structured blended learning programmes to just over **26,600**, including **22,000** entrepreneurs. **62,000** people in total have engaged with the AMI online platform, having downloaded over 1.14 million tools.

Most of our work at AMI comes from partners with organisations that want to help entrepreneurs build businesses, or young people develop skills. We started new partnerships or extended existing work in 2018 with organisations like the Arab Women's Enterprise Fund and Enclude in Egypt. In Kenya and South Africa, we trained urban SMEs in partnership with Equity Bank, KCB Bank and Property Point, and reached rural micro-enterprises with Lundin Foundation and GIZ.

QUICK FACTS

To date, AMI has reached over **26,600** people through our blended learning programmes

71% of our participants last year were women

AMI graduates are more skilled after an AMI programme

97% of programme participants apply what they learn at work

95% of client CEOs/HR leads saw improvements in management & leadership skills among their employees

100% of CEOs/HR leads saw tangible performance improvements in their staff



AMI programmes lead to better company performance



90% of clients said business improved after they ran AMI learning programmes with their employees

86% directly link these changes to AMI programmes

The impact is even stronger with small businesses & entrepreneurs

99% of entrepreneurs on our SME programmes reported improved business performance after engaging with AMI

over 60% increased revenue and more than 40% were able to create new jobs³

All entrepreneurs linked the improvement in the performance of their businesses to AMI programmes



¹ Based on post-programme survey of participants
² Based on post-programme survey of company CEOs/client leads
³ Based on self-reported data from entrepreneurs in post-programme survey
All programmes statistics are on a rolling basis ending in 2018





NTOMB'XOLO'S STORY

" We usually get toolkits from AMI, so I print them, laminate them and give them to the staff who help me in my shop - and I tell them, this is how we deal with a difficult customer, this is how we record things...

I've seen changes like the team are growing - even my customers...acknowledge that they see changes in my team."

- Ntomb'xolo Mhlongo

Owner, Kiosk at Unilever, Start Your Business Programme, KwaMashu Township, South Africa

WHAT DOES AMI DO?

Skills development is one of the most exciting challenges and pressing needs facing Africa. At AMI, we've developed a practical and scalable solution that is transforming organisations and careers across the continent. AMI has developed a unique blended learning model to help entrepreneurs, employees and young people develop the skills and habits they need to succeed at work and build their business. We help thousands of individuals and organisations across Africa create jobs, accelerate careers and improve livelihoods.

AMI operates at scale across geographies by combining our web and mobile social learning platform with experiential 'Learning Lab' workshops and structured opportunities for peer learning and on-the-job training. We deliver world-class learning and development at 10-20% of the cost of high-quality African business education, creating huge potential for impact at scale.



IN NUMBERS

key developments in the past 12 months

\$1.8M | The size of our Series A investment

We were thrilled to close a new funding round to support expansion. French impact investment firm Investisseurs & Partenaires (I&P) invested \$1M in AMI, joining our existing funders AHL Ventures and Argidius Foundation, who also contributed to the \$1.8M round. We're looking forward to reaching new people and places with this investment, and deepening our impact.

\$4.5M | Our biggest partnership yet

We finished the year by closing a \$4.5M partnership with Mastercard Foundation to train 7,000 youth in Rwanda to build their skills and businesses in the hospitality and tourism sector. The project kicked off in early 2019.

38 new clients | We engaged with 38 new business clients

This brings our total to date to 62 businesses engaged directly across Africa.

9 New Partnerships | Reaching over 8,000 small and micro enterprises

Most of our work at AMI comes from partners with organisations that want to help entrepreneurs build businesses, or young people develop skills. We started new partnerships or extended existing work in 2018 with organisations like the Arab Women's Enterprise Fund and Enclude in Egypt. We trained urban SMEs in partnership with Equity Bank and KCB Bank, and reached rural micro-enterprises with Lundin Foundation and GIZ, all in Kenya.



69 | Our Net Promoter Score

This score is the same as Amazon and higher than Netflix! NPS is a key gauge of customer loyalty and satisfaction. Anything over 50 is considered excellent.

2 | The number of programmes working to strengthen public sector management

This is done through partners in health and agriculture/food security.

3 | The number of languages AMI can work in

AMI programmes and courses are available in English, Swahili, and Arabic. We're adding French soon.

63 | The number of interactive video-based courses

From Book-keeping Basics, to Coaching for Managers, video-based courses are available on the AMI platform. We also have 14 customisations for specific countries and sectors.





EQUIPPING SMALL BUSINESS OWNERS TO SUCCEED

How the 'Grow Your Business' Programme turned around a struggling venture.

Just prior to enrolling in AMI's Grow Your Business (GYB) programme, Margaret Mugala's business, Dimples Restaurant and Lounge in Nairobi, was struggling. She owed \$30,000 to the bank and risked imminent foreclosure. Then Margaret joined the GYB programme, which was offered through KCB Biashara Club. A network for small and medium enterprises, the KCB Biashara Club wanted to provide its members with practical tools to support business growth. They turned to AMI and our highly effective, research-backed learning programmes.

PRACTICAL TOOLS FOR REAL BUSINESS NEEDS

During the six-month GYB programme, Margaret and 68 other participants participated in three in-person Learning Lab workshops, met monthly in small peer groups, and engaged with AMI's extensive online library of courses and tools. The programme was tailored for the needs of each business and allowed each entrepreneur the flexibility to learn in his or her own time.

At the start of GYB, each participant was challenged to select several organisational practises that could be leveraged to grow their business. Margaret decided to focus on negotiating with suppliers, budgeting, and capturing money transactions, and engaged with the online courses and tools that would increase her skills in these areas.



THE IMPACT

100% saw a positive difference in their business after taking the programme*

70% of businesses increased their revenue after participating in the programme**

*Based on post-programme survey of participants

**Based on self-reporting annual revenue data for 2018 and 2019 (excluding major outliers)

"The business has gone up, the profits have gone up, and I was able to repay my loan. AMI is more practical than other programmes because they go all the way to the level of showing you how to do it... And those tools are tools that you use forever."

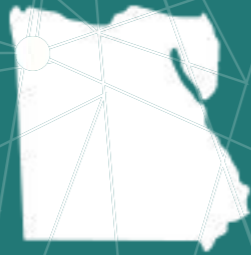
-Margaret Mugala, owner of Dimples Restaurant and Lounge

TRANSFORMATIONAL IMPACT

Every single participant saw a change in their business, and over 45% reported improved operational efficiency. On average, each enterprise increased revenue by 60% — all within one year. There was a 100% increase in loan uptake among programme participants, as their credit-worthiness improved. KCB Bank reported a significant increase of over 30% in its net promoter score among SME clients after offering GYB, alongside other non-financial services.

Learn more about our 'Grow Your Business' programme by watching our [video](#)





EMPOWERING FEMALE ENTREPRENEURS IN EGYPT

How the Digital Financial Services programme equipped women to grow their businesses

Hend Gamal, a micro-entrepreneur in Egypt, had a cosmetics retail business but didn't know how to expand beyond her ten clients. Like many Egyptian women entrepreneurs, she had entered the business world with several disadvantages, compared to her male counterparts.

BRIDGING THE KNOWLEDGE GAP

AMI, in collaboration with the Arab Women's Enterprise Fund and Enclude Solutions, identified three key areas in which a lack of information hampered women entrepreneurs: digital financial services, financial products and services, and business growth strategies.

Most capacity-building programmes in Egypt overlook women entrepreneurs; AMI and our partners wanted to bridge the gap. Recruiting micro-entrepreneurs through Tasaheel Microfinance as participants, we offered a six-month, data-driven programme on Digital Financial Services (DFS) and key entrepreneurship skills. Over 2,800 entrepreneurs, mostly women, signed up for the course.

The programme, which began in April 2018, focused on practical business skills such as book-keeping, marketing, business planning, and leveraging digital payments. Hend Gamal and her fellow Strivers, called such because of their ambition to grow, attended three in-person Learning Labs and remained connected to one another through social networking and on-going peer support. They also had access to video-based online courses, as well as tools and assignments that enabled on-the-job application - all in their native Arabic.



THE IMPACT

72% of entrepreneurs completed the DFS programme
77% of the participants indicated they have changed how they do business*

*Based on self-reported mid programme survey.

“This is a great solution for clients who live at a distance. I will test it by asking to collect the money from the clients and send it to me via Vodafone Cash.”

- Hayam Hussein, clothing retailer

NEW BUSINESS EXPERTISE APPLIED

Since completing the course, participants have been applying new strategies and tools to broaden their business opportunities. One business woman grew her online cosmetics shop into a wholesale venture that now employs three people. Three Strivers who met through the programme collaborated to create a one-stop wedding resource of make-up artistry, wedding clothing, and event planning services. Another participant used business-positioning strategies to help her husband establish a painting business.

Only four months after starting the DFS programme, Hend Gamal had successfully increased her client base from 10 to 60. She credits the marketing strategies she learned as a major factor in her growing business. Her next step: introducing digital payment options to her customers. By empowering business women in Egypt with practical business tools, AMI and our partners are enabling them to meet their full economic potential.



SUCCESS STORIES

“ I wasn’t keeping records, but after the AMI programme, I decided to implement record keeping. I created a budget and was able to minimize my expenses. I also added new product lines and diversified my business. My revenues have increased by 43% and I have now employed more people. ”

- **Peterson Mejjah**, *Sauti Traders*

“ Before AMI’s programme, I didn’t keep track of my stock. I started to track my stock and this helped me reduce my costs. I also started focusing on new channels of marketing to promote my bakery. My profits have increased by 80% and I want to keep growing my customer base. ”

- **Mohammed Twaha**, *Mabrook Bakery*

LEARN MORE

To explore a partnership, or to learn more about how AMI can support your learning needs - whether for your own staff or for the entrepreneurs or youth you support, please contact:

info@africanmanagers.org

OR

www.africanmanagers.org





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