



2020

IMPACT REPORT



A WORD FROM THE REGIONAL DIRECTOR

Sweet are the uses of adversity, Shakespeare famously said.

The pandemic has tested all of us in ways we could not have possibly imagined a short nine months ago. It was unthinkable that an entire economic system could be turned off - just like that. We did not realize there was an off-switch that could be flipped at will!

But these are unprecedented times, and for any one to have said they had clarity in this season, would be overstating the unknown. For us at TBN East Africa, it has inspired a year of reflection and unusual boldness at the same time. And we have the crisis to thank for many things.

Like most every entity that was pushed to, we are leveraging technology. At the start of the lockdown, we pivoted our training and coaching to go fully online. Some training modules will remain online even post - Covid. 53 entrepreneurs benefitted from the Business Continuity and Recovery (BCR) program - our crisis response training and coaching curriculum. We also helped raise close to USD 4 Million in direct impact investment for the businesses in our fold. And to top this up, we had more alumni gatherings than we had plan planned for; a whooping 18, not the 4 that were in our book in January. On the back of all this engagement, we saw the entrepreneurs in our community bend over backward for each other, like we have not seen before. Out of this came winning collaborations and new ventures.

Society has conditioned us to only celebrate success stories. But the truth is that there is a lot more to learn from failure than success.




And so at TBN, we celebrate every small victory in our entrepreneurial community. And just like we do success, we also celebrate failed attempts. 2020 is not leaving our community unscathed. As we wind up a year that has been like no other, some of these businesses are facing an existential crisis. But, in the grand scheme of things, failure is a good thing. It means that you have tried something good and in doing (and failing), you are closer to success.

So our wish for you this Christmas season is that you will get much needed rest for this end of year, and renewed hope for the year ahead.

Excelsior!

JACOB ZIKUSOOKA
REGIONAL DIRECTOR



TACKLING POVERTY THROUGH BUSINESS

The Transformational Business Network (East Africa) supports both early and growth-stage entrepreneurs to scale their businesses and secure investment. We leverage on our networks, skills and resources to achieve this. Our current support is focused on business continuity and recovery, as entrepreneurs grapple with the knock-on effect on the economy occasioned by the COVID-19 global pandemic. As part of the wider Transformational Business Network globally, our mission is to alleviate poverty by growing and scaling impactful businesses. These, in turn, create jobs that improve livelihoods and lift people out of poverty.

TBN East Africa's mission is hinged on three key pillars:

- **Capacity:** Through our flagship training “Scale for Success” program (Business Continuity and Recovery in these COVID times), we develop investable pipeline through accelerating the businesses we engage.
- **Capital:** Through our global investor network, we mobilize impact investment for our entrepreneurs. For the last three years, we have helped raise in excess of USD 3 Million.
- **Community:** Not only do we facilitate collaboration in our entrepreneur community but are also actively involved in transforming business culture by building a critical mass of value-based, like-minded entrepreneurs.

SCALE FOR SUCCESS



Scale for Success is an experiential learning-based training and coaching program which guides a cohort of entrepreneurs to develop an effective business strategy, drive revenue growth, streamline operations, understand requirements for scaling and become investment-ready.

150

Entrepreneurs trained

248

New jobs created

INVESTMENT ADVISORY



TBN's Investment Advisory Services (IAS) provides bespoke financial consultancy support to entrepreneurs and investors across the investment cycle.

This includes:

- Pre-investment advisory
- Transaction Brokerage
- Post-Investment Support

PEER TO PEER MENTORSHIP

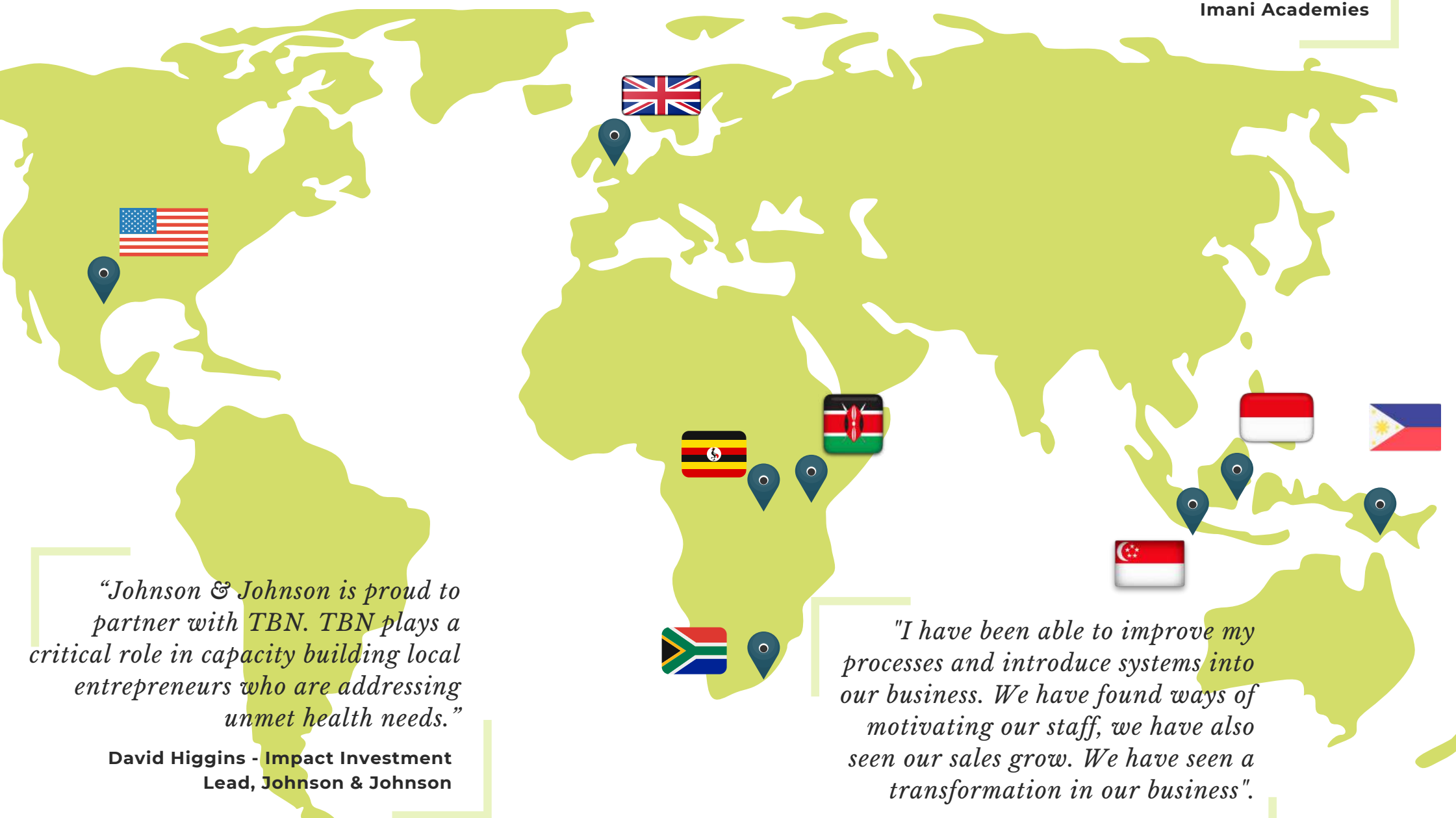


Entrepreneurs become part of an exclusive community of purpose-driven entrepreneurs where they share experiences and learnings and hold each other accountable for continuous growth

WE BELIEVE MOVEMENTS CAN TRANSFORM THE WORLD

TBN opened my eyes to a whole new dimension of looking at my business. I began to work ON the business and not just IN the business.

Ivan Agaba - Founder, Imani Academies



“Johnson & Johnson is proud to partner with TBN. TBN plays a critical role in capacity building local entrepreneurs who are addressing unmet health needs.”

David Higgins - Impact Investment Lead, Johnson & Johnson

“I have been able to improve my processes and introduce systems into our business. We have found ways of motivating our staff, we have also seen our sales grow. We have seen a transformation in our business”.

Speciosa Nguku - Co-Founder of Machakos Orthopedics

A GLOBAL REVIEW

TBN was founded in 2003 by Kim Tan and Stuart McGreevy, seasoned entrepreneurs and investors who wanted to shift the development paradigm from aid to enterprise. TBN has now grown into an international movement and leveraging its network of more than 2,000 members across 7 countries; we have created over 1,500 jobs, supported over 150 entrepreneurs to scale their businesses and mobilised more than £55m in investment.

TBN CRISIS RESPONSE AND INTERVENTION

The current COVID-19 pandemic has increased the need and demand for business support services as businesses continue to grapple with the knock-on effects of the pandemic. When COVID hit, TBN- EA pivoted its flagship program, Scale for Success, so that it could meet the current needs of businesses which included cash flow constraints as a result of reduced revenue and increased business costs, low demand due to changing customer needs, supplier challenges brought about by the lock downs amongst others.

The Business Continuity and Recovery (BCR) Program is an innovative model designed to help businesses meet the demands of this “new normal.”

Over the life of the program, entrepreneurs have actively review their business models, interrogate their value proposition, and better understand their customer needs. This, in addition to adapting their revenue streams and cost structures, TBN has also supported entrepreneurs realign their business systems to maximize the opportunities that the crisis invariably brings.

The first cohort comprised of 20 alumni businesses that have graduated from the Scale for Success Program and was completed in June 2020 (3 months). The feedback for this new program has been overwhelmingly positive, with many entrepreneurs implementing lots of changes within their businesses based on the learnings.

The second cohort comprised of newly recruited agribusinesses in partnership with AGF, forming TBN’s 12th cohort. This group is comprised of 21 businesses drawn from the Agribusiness sector and have recently completed the 6-month program in November 2020.



88%

OVERALL
SATISFACTION RATE

“

TESTIMONIALS

BCR program is a useful and timely intervention. Scenario planning as part of the program has been very useful to us. It has enabled us fully appreciate the magnitude of the challenges our business face as a result of Covid-19. We are grateful!

BCR program has given us strong reassurance that there can be opportunities in adversity like what Covid presents. All we need to do is to have the courage to look hard enough! A big thank you to TBN.

Nakupurat construction and general suppliers limited

David Osamba - Nyabon Enterprises Ltd

PARTNERSHIPS

INTERNATIONAL TRADE CENTRE (ITC) - PARTNERSHIP

ITC's Market Access Upgrade Program (MARKUP) is a regional development initiative that aims to contribute to the economic growth of the East African Community (EAC).

TBN partnered with ITC to facilitate the EAC Market Access Upgrade Program to capacity build and implement activities of small and medium sized enterprises in the cocoa and coffee sectors in Uganda, through local training and coaching solutions.

After a highly successful partnership with ITC in 2019, TBN launched its second cohort of the EAC Market Access Upgrade Program with a total of 30 entrepreneurs. The program focused on business fundamentals, financial management and investor readiness combined with one on one coaching sessions and investor introductions for the selected businesses

ITC and country partners (TBN inclusive), in collaboration with the East African Community Secretariat, are also developing an information platform to make it easy for MSMEs to find and link to financing providers and business support services that match their needs. The platform, called the Financing Gateway, will show publicly available information on the purpose, criteria, and conditions of access to financing and support services to allow users to short-list and then link directly to providers' Internet sites or agents' contact details.



The is the most relevant training ever offered to coops. You can imagine how the online training gave us the confidence to handle our contain packaging today. We kept on referring to the day four video all the time. It has saved us a lot of money and stress. Thanks .

LAZAROUS BWAMBALE - BUNDIKAKEMBA GROWERS COOPERATIVE SOCIETY LTD

GLOBAL ALLIANCE FOR IMPROVED NUTRITION (GAIN) - PARTNERSHIP

In January 2020, TBN was contracted by GAIN to help them develop a pipeline of investable businesses within the nutrition value chain in Kenya. Between March and July 2020, TBN compiled a database, administered surveys and collected data that highlighted the financial and technical needs of these businesses. There were delays in carrying out surveys occasioned by the outbreak of COVID-19 in the country and the precautionary measures passed by the government to curb the spread of the virus.

PARTNERSHIPS

There was a total of 23 responses with businesses drawn from a variety of sectors. These included, dairy processing, milling, market aggregation, fish and fish feed production, agricultural distribution, farm input provision, day old chick provision, agricultural value addition and post-harvest storage solution provision.

A majority of the businesses were involved in more than one of the above-mentioned activities.

GAIN is set to launch a fund, dubbed 'N3F' to assist businesses in the nutrition value chain across Africa. The fund will be managed by Incofin Investment Management and is targeting to provide financial and technical support to between 10 and 15 of the shortlisted Kenyan businesses.

AFRICA GUARANTEE FUND (AGF) - PARTNERSHIP

The inaugural Africa Guarantee Fund cohort kicked off in May 2020 with 23 businesses. The cohort comprised of entrepreneurs from both Uganda and Kenya and worked through both business recovery and continuity topics through weekly trainings and coaching sessions over six months, with the kind support of AGF,

TBN is supporting business in the Agri sector through COVID and into a period of growth. We have seen great progress in each business and will continue to support them towards financial linkages and accessing capital.

NSSF UGANDA - PARTNERSHIP

In October 2020, TBN has started coaching 5 NSSF funded highly-scalable entrepreneurs in investment readiness in order to help them raise capital through investor introductions and an investor pitch day, scheduled for early 2021.

Training includes personalized support to the entrepreneurs in areas of developing their pitch decks, elevator pitches and business model canvas. We are honoured to partner with NSSF and look forward to rolling out this program more widely throughout Uganda



The trainings were timely and very informative. I look forward to the engagement, much more learning and above all networking.

We are putting our house in order to accommodate any opportunities available, as we embrace the vision and mission of TBN.

CHARLES KAREIREHO - MBALE ARABICA COFFEE ROASTERS LIMITED



<h2>HIGHLIGHTS TO DATE</h2>	<h1>150</h1> <p>ENTREPRENEURS TRAINED</p>	<h2>BCR LAUNCH</h2> <p>A NEW & INNOVATIVE PROGRAM</p>
<h1>20</h1> <p>ONGOING PARTNERSHIPS</p>	<h1>554</h1> <p>NEW JOBS CREATED</p>	<h1>35%</h1> <p>FEMALE - LED ENTERPRISES</p>
<h1>>\$3M</h1> <p>INVESTMENT COMPLETED</p>		<h1>>1M</h1> <p>CUSTOMERS REACHED</p>

ALUMNI PROGRAM

The Alumni Engagement has been one of the most successful and fast-growing services. During the Covid-19 crisis, TBN has seen the entrepreneurs receive great value from TBN's network, events and trainings. TBN delivered a unique "Business Continuity and Recovery" program free of charge to 30 of its Alumni and saw a great response in internal support between members, a greater survival rate for business and an increased engagement at events.

The Alumni value support beyond the 6 month program has been providing additional learning opportunities through training, events and financial linkages. In light of this, TBN will pivot its strategy to place a stronger emphasis on ongoing alumni support.

"Excellent idea to have alumni engagements during the C-19 period. They have proven very useful for us entrepreneurs"

David Osamba - Nyabon Enterprises

CASE STUDY: DAKTARI AFRICA

Daktari Africa is a unique web-based telemedicine solution that aims to facilitate the delivery of responsible and compliant healthcare to the general public.

In the context of global lockdowns and physical distancing to help flatten the COVID-19 curve, Daktari Africa has leveraged on its award-winning telehealth platform (National Innovation Award, 2016) which has proven fundamental to keeping patients and their healthcare providers connected and safe. Through TBN, Daktari Africa has partnered with other healthcare providers such as Machakos Orthopaedics to provide online consultations which are proving to be an effective and sustainable patient-care solution.

TBN is proud to have been part of their growth and impact journey in providing quality healthcare solutions in Kenya.

INVESTMENT



ST ELIZA
HEALTH CARE SERVICES LTD
We Treat God Heals Jeremiah:30:17

“**TBN IS COMMITTED TO PROVIDING ENTREPRENEURS WITH SUPPORT FOR BUSINESS CONTINUITY AND RECOVERY THROUGH COVID-19 AND BEYOND**”

This year, we are excited to announce that St. Eliza Healthcare services - Uganda received an emergency fund from one of our investors within the network. This was aimed at supporting the business to remain afloat as they battle the COVID - 19 pandemic crisis.

After St. Eliza received funding, they have been able to achieve quite a number of milestones such as boosting their stock levels, purchase of protective equipment against COVID 19, supplier retention, payment of rent and salaries for their staff. They have also been able to move to their new premises and licence their pharmacy.

They have launched a 'state of art laboratory' which is the most affordable in Gayaza, Uganda. This was aimed at fulfilling their mission of providing access to, quality, affordable and professional medication.



9
Permanent Employees (3 of them newly hired)



146
Patients reached, providing free medicine delivery and Non-Communicable Disease Screening



180+
Patients seen per-day



EVENTS

TBN VIRTUAL ALUMNI EVENTS - NAVIGATING THROUGH THE COVID-19 CRISIS

For the past months, TBN has hosted approximately 18 alumni events virtually since March - each one attended by 20-40 entrepreneurs. The events' themes have been focused towards *navigating through the COVID-19 crisis* - aimed at supporting the businesses build resilience and continuity. The virtual events have a carefully selected expert panels with the aim of adding more value and knowledge to the attendees.

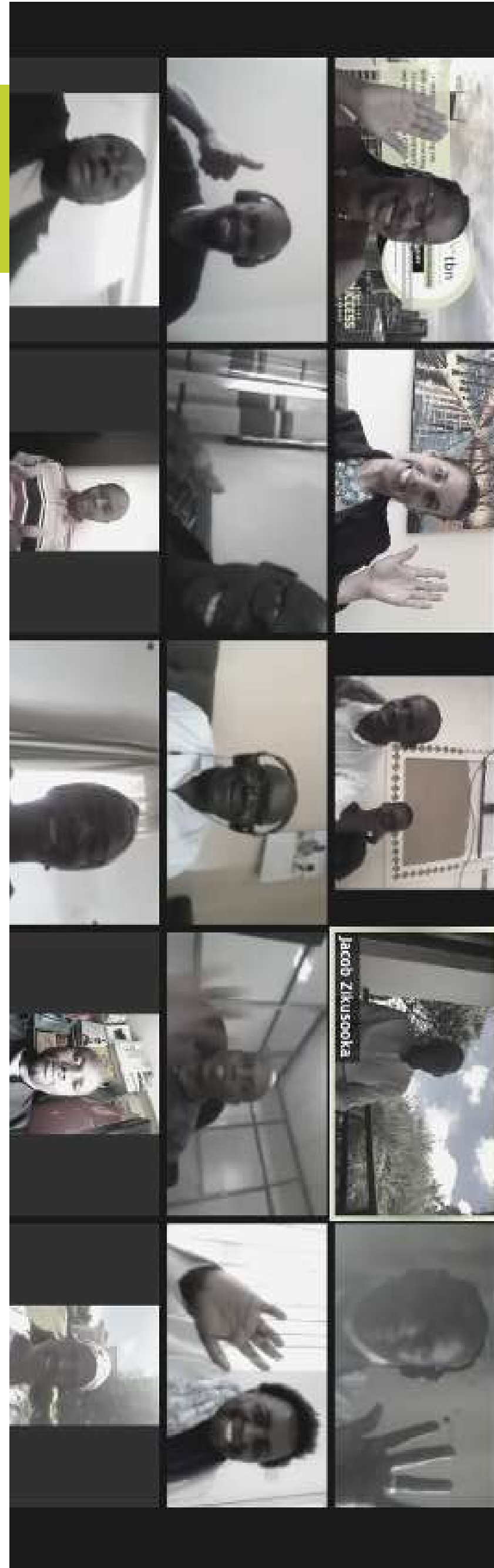
The uptake exceeded our expectations as many of the entrepreneur have highlighted the value gained from the events and the learnings applied into their businesses. There has been a notable increase in attendance of the alumni events due to the strategized virtual approach taken and the convenient timings for the events.

"The webinars have been very useful and timely"

"Sincerely grateful to be part of the event, it was very valuable."

"Sharing with and hearing from other entrepreneurs on how everyone is responding to the challenges occasioned by Covid-19."

"Thanks, TBN Team. I was happy to be on this virtual event. It was short but insights will last and last."



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