



sinap's

2021 IMPACT REPORT

“I PLANTED, APOLLOS WATERED, BUT GOD GAVE THE GROWTH.
SO NEITHER HE WHO PLANTS NOR HE WHO WATERS IS
ANYTHING, BUT ONLY GOD WHO GIVES THE GROWTH.”

1 CORINTHIANS 3:6-7

THE IMPORTANCE OF HUMILITY IN MEASURING IMPACT

Most of the images and metaphors used in Scripture, especially in the teachings of Jesus, center on the growth of living things. When Jesus taught about His kingdom, He shared agrarian examples from everyday life, like a mustard seed, sheep and goats, and wheat and tares. Jesus helps us understand that transformation comes from God by focusing on living things. Like a farmer who works his fields but depends on the rain and sun, we do not control how God moves, His timing, or the extent of His work. In 1 Corinthians 3:5-9, Paul also uses agricultural imagery to clarify this point.

“What then is Apollos? What is Paul? Servants through whom you believed, as the Lord assigned to each. I planted, Apollos watered,

but God gave the growth. So neither he who plants nor he who waters is anything, but only God who gives the growth. He who plants and he who waters are one, and each will receive his wages according to his labor. For we are God’s fellow workers. You are God’s field, God’s building.”

Paul understood that he and Apollos played a vital role in the growth of the Corinthians, but he rightly attributed the power for transformation to God. This tension between God’s power and our role provides the basis for defining and measuring impact in our work.

Visit [Sinapis.org/SpiritualMetrics](https://sinapis.org/SpiritualMetrics) to learn more about this framework.

We have equipped thousands of entrepreneurs in emerging markets to integrate their faith into their work and grow businesses that create economic, social, and spiritual impact. We serve entrepreneurs with excellence and invest significant resources to pursue accurate impact measurement. Just like Paul, we know that we cannot manufacture change alone. Yet, we understand our organization plays a core role in helping entrepreneurs grow

healthy companies and grow in their relationship with God and others.

It is our desire at Sinapis to approach the process of measuring impact through an open-handed, humble posture, realizing our call to serve entrepreneurs but recognizing that it is God who establishes the work of our hands (Psalm 90:17).



HOW WE MEASURE IMPACT AT SINAPIS

At Sinapis, we seek to understand and measure the impact of our work on the lives and communities of the entrepreneurs we serve. Since our founding in 2010, we have maintained a clear theory of change and a robust annual impact dashboard. This framework and set of metrics help us link our mission and purpose to specific, tangible outputs. While there are limits to our ability to quantify transformation, these tools provide vital feedback for

Data Collection Methodology

We survey entrepreneurs on the first and last day of each program and at the end of each week of class to gauge how they understand and apply the content. Every January, we administer our annual alumni survey using a team of staff and consultants to cross-check and clean the data. We put considerable effort each year into improving our survey design and collection process to ensure we capture the most accurate data possible.

Our annual impact survey is opt-in. Given the hectic schedules of most entrepreneurs and the growing size of our alumni base, we are proud of our 2021 survey response rate of 42%. This represents more than 700 alumni across our global network. We improve our

improving our services and understanding the impact of entrepreneurship on poverty alleviation and human flourishing. This report provides greater insight into our process, assumptions, and methodologies to honor God and bless as many lives as possible.

data collection strategies yearly to make the survey process smooth and beneficial for our alumni.

We use different evaluation methods to understand the impact of our programs. Beyond several types of surveys administered throughout the program journey, we also hold multiple focus groups each year to explore themes that emerge from the survey process. This mix of quantitative and qualitative methods provides a more holistic way of listening to entrepreneurs' feedback, improving our services, and evaluating impact. Our team collected all the data included in this report during our December 2021 survey.



Grace Mbugua, founder of Jeilo Creations, inspecting one of her luxury handbags with a team member.

SINAPIS EXISTS TO...

Our mission at Sinapis is to make disciples and alleviate poverty through the power of entrepreneurship. We have equipped over 7,000 men and women with the tools they need to launch and grow businesses in emerging market countries. We have the vision to develop a vibrant community of faith-driven entrepreneurs in every country we serve.

2021 proved that emerging market entrepreneurs are resilient change agents. Our alumni are entrepreneurs by choice, not by necessity. Courage and creativity are woven into their nature. God has called these leaders to offer valuable products and services, create dignified jobs that alleviate poverty, and fund the work of the church from inside the culture.

Our mission is achieved through our three strategic pillars.

MODEL	Build robust Kingdom entrepreneurship communities in Kenya, Uganda, and Rwanda
EQUIP	Equip other organizations in emerging markets to train and accelerate Kingdom entrepreneurs
INSPIRE	Share learning and tools to promote entrepreneurship and Kingdom business worldwide

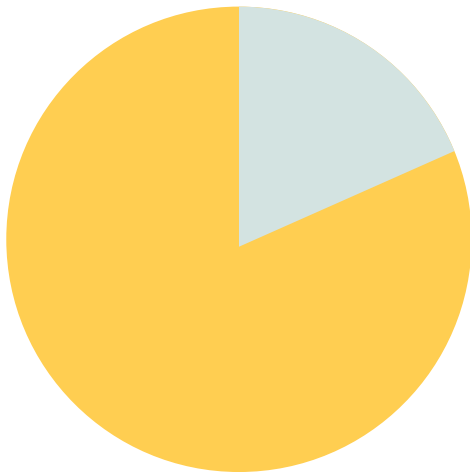


Martin Kibisu, Associate Director of Innovation and Growth at Sinapis, facilitating a discussion on innovation with entrepreneurs.

Program Breakdown

78%
ENTREPRENEUR ACADEMY

This program for early-stage to growth-stage entrepreneurs is an intensive, highly practical, four-month MBA alternative. It equips entrepreneurs to increase revenue, implement financial management systems, grow as a leader, and create a Kingdom business plan.



22%
ASPIRE LAUNCHPAD

This idea-stage program guides entrepreneurs through a process to test and hone their ideas while training them in business fundamentals and how to integrate faith with their work.

ENTREPRENEUR ACADEMY

6 HOURS IN CLASS PER WEEK
16 WEEKS

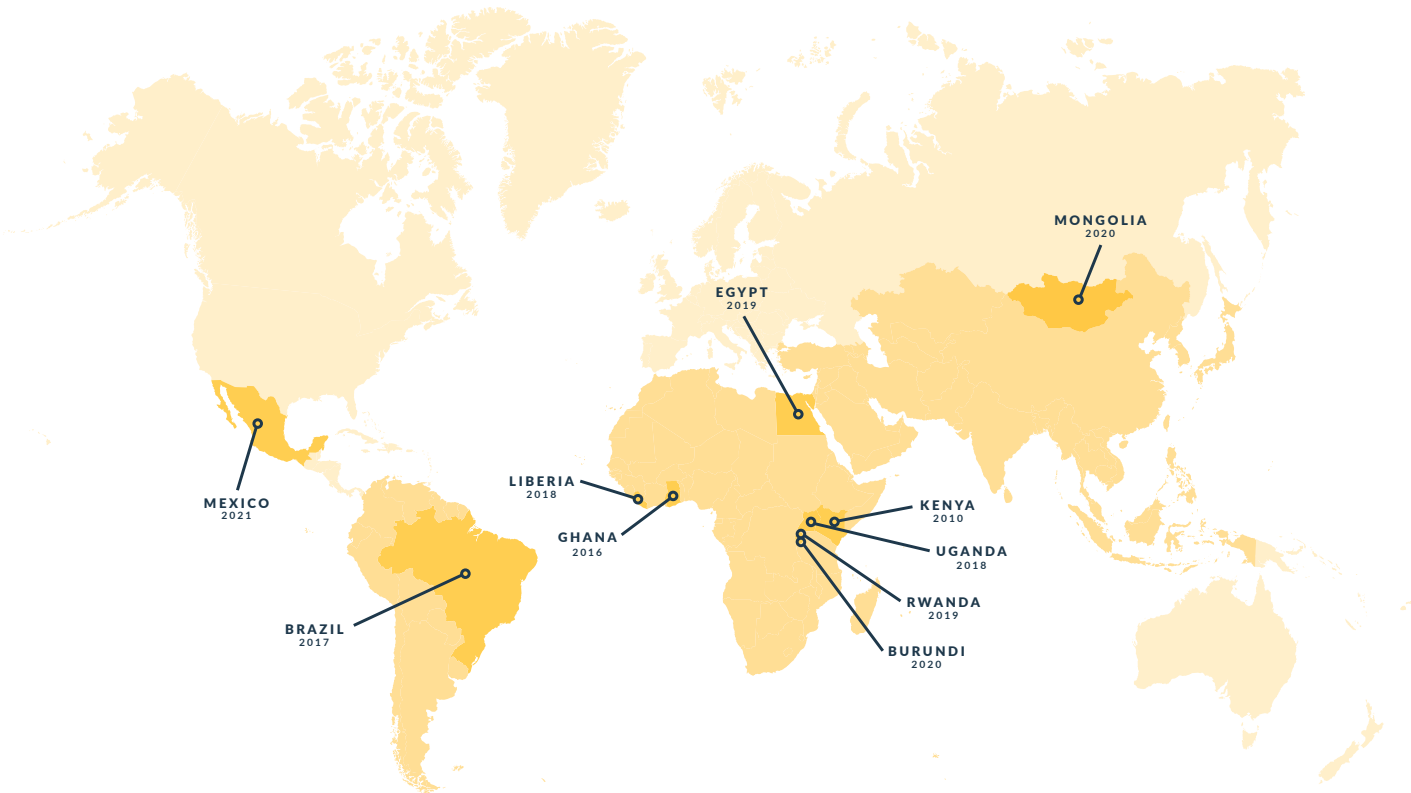
1,622 GRADUATES GLOBALLY SINCE 2011

ASPIRE LAUNCHPAD

3.5 HOURS IN CLASS PER WEEK
9 WEEKS

WHERE WE WORK

Sinapis launched in Kenya in 2011, and Kenyan entrepreneurs represent 68% of our global alumni. Since 2016, Sinapis also began operations in Uganda and Rwanda, and organizations serving in seven additional countries joined our network. Sinapis partners with local organizations in emerging and frontier markets who share our mission, possess the business skill to train and accelerate entrepreneurs, and have a revenue model that allows them to sustain their growth.

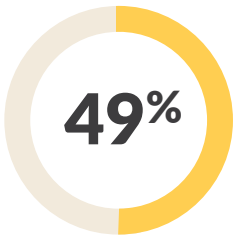


WHO WE SERVE

At Sinapis, we equip entrepreneurs to launch and grow small and medium enterprises (SMEs). These companies have 3-250 employees and are commercially viable with significant potential and ambition for growth.



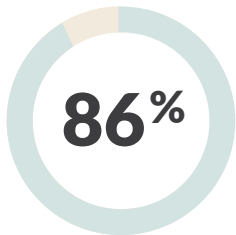
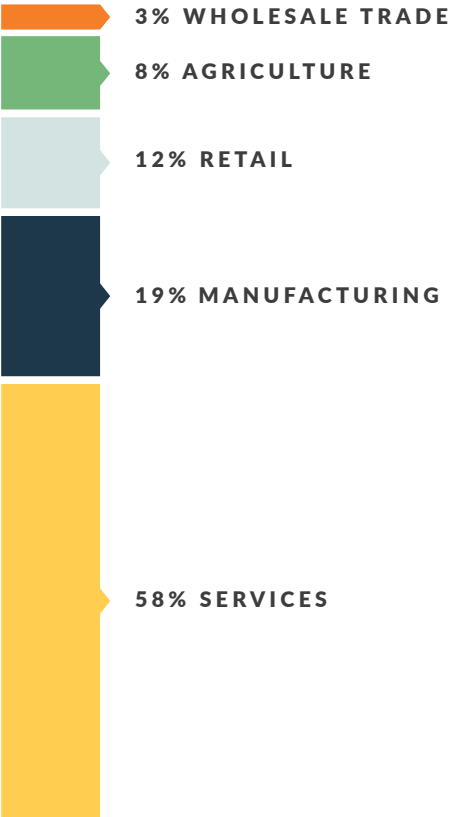
AVERAGE AGE WHEN THEY FIRST ENGAGE SINAPIS



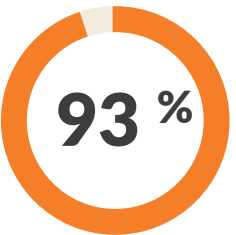
FEMALE



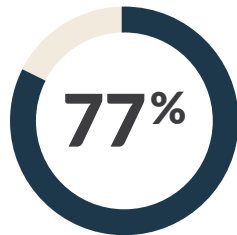
AVERAGE NUMBER OF EMPLOYEES



OF BUSINESSES GENERATE LESS THAN \$100K/YR IN REVENUE WHEN THEY JOIN A SINAPIS PROGRAM



HAVE A COLLEGE DEGREE OR HIGHER



HAVE REGISTERED BUSINESSES

In comparison, only 21% of SMEs in Kenya are formally registered (Kenya Association of Manufacturers). These informal businesses cannot access all public services offered to SMEs, nor can they obtain many types of funding. Registering a business is a critical step in long-term business growth and scalability. It is also an important way to serve the community and country by creating formal jobs and paying benefits and taxes.

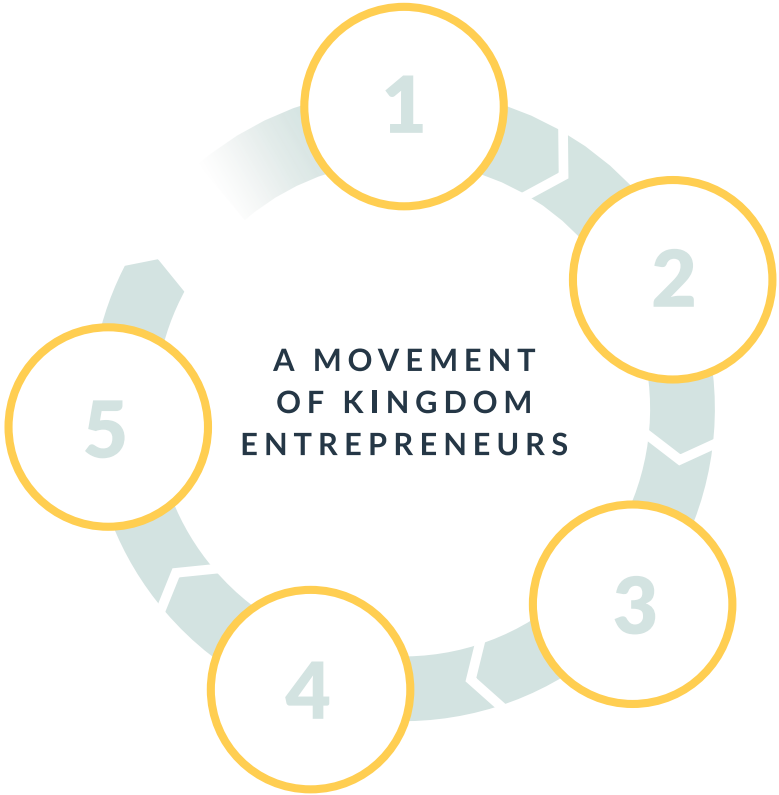


Mark Kaigwa, founder of NENDO

THEORY OF CHANGE

Sinapis supports entrepreneurs who desire to grow profitable companies with the potential to scale. We provide intensive business training, ongoing alumni communities, advisory services, access to investment capital, and exposure to Christ-centered business principles that equip entrepreneurs to triumph over ethical challenges.

As these entrepreneurs become successful in business, they create sustainable jobs that alleviate poverty. With this success comes greater societal influence to transform the business culture for the glory of God and the opportunity to disciple others.



- 1

EQUIP KINGDOM ENTREPRENEURS
Sinapis serves entrepreneurs of any faith or none. We are passionate about integrating business training, acceleration, and advisory services with biblical principles.
- 2

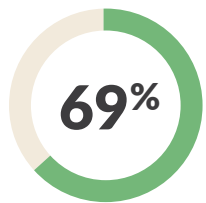
WHO BUILD KINGDOM BUSINESSES
Kingdom businesses are profitable, healthy companies committed to loving God and loving people.
- 3

GROW THE LOCAL ECONOMY
As our alumni build their companies, they contribute to local economic growth. With this growth, they create and sustain jobs, which is the best way to alleviate poverty.
- 4

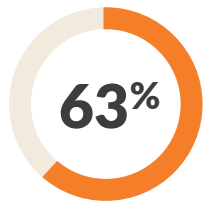
TRANSFORM BUSINESS CULTURE & SOCIETY
Entrepreneurs are leaders. Business success brings opportunities to influence the marketplace and stand against corruption.
- 5

MAKE DISCIPLES WHO MULTIPLY
The marketplace provides regular, authentic opportunities for spiritual conversation while generating resources needed to fund local ministry.

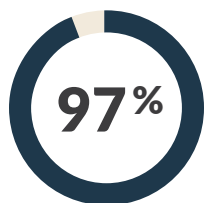
1 EQUIP KINGDOM ENTREPRENEURS



OF ENTREPRENEURS INDICATE THAT THEIR FAITH WAS SIGNIFICANTLY STRENGTHENED BY PARTICIPATING IN A SINAPIS PROGRAM



OF ALUMNI INDICATE THAT THEY LEARNED SOMETHING DURING THEIR SINAPIS EXPERIENCE THAT SAVED THEIR BUSINESS FROM FAILURE



OF FEMALE ALUMNI AGREE OR STRONGLY AGREE THAT THEIR EXPERIENCE WITH SINAPIS BOOSTED THEIR SELF-CONFIDENCE IN THEIR ABILITIES AS A PERSON AND/OR BUSINESS OWNER

“THE SINAPIS PROGRAM IS THE MAIN REASON MY BUSINESS HAS NOT FAILED AS MOST STARTUPS DO. SINAPIS SHOULD ENSURE THEY EXPAND THEIR REACH TO MORE PEOPLE AND TOWNS.”

FRED OTIENO, KENYA - ACADEMY



Sinapis Alumni Champions. Each champion makes a leadership commitment to keep cohorts of alumni connected and engaged.

Net Promotor Score: 87.8 - 2021 | 81.9 - All Time

The “NPS” is a widely used metric that asks respondents to rate the likelihood that they would recommend a company, product, or service to a friend or colleague. World-class NPS is typically anything over 70. Learn more at [NetPromoter.com](https://www.netpromoter.com).

2 WHO BUILD KINGDOM BUSINESSES

113% GROWTH RATE IN REVENUE WITHIN THE FIRST YEAR AFTER COMPLETING SINAPIS TRAINING

63% AVERAGE GROWTH RATE IN REVENUES (CAGR) FOR ALUMNI SINCE STARTING A SINAPIS PROGRAM

The CAGR (compound annual growth rate) of alumni tends to differ by business size. For idea-stage or very early-stage businesses that complete the Aspire Launchpad, businesses on average grow 190% year on year since completing the course. For existing businesses with more traction that complete the Sinapis Entrepreneur Academy, the average annual growth rate is 30%.

75% OF ALUMNI ARE ACTIVELY FOLLOWING A PLAN FOR INTEGRATING THEIR FAITH WITH THEIR BUSINESS

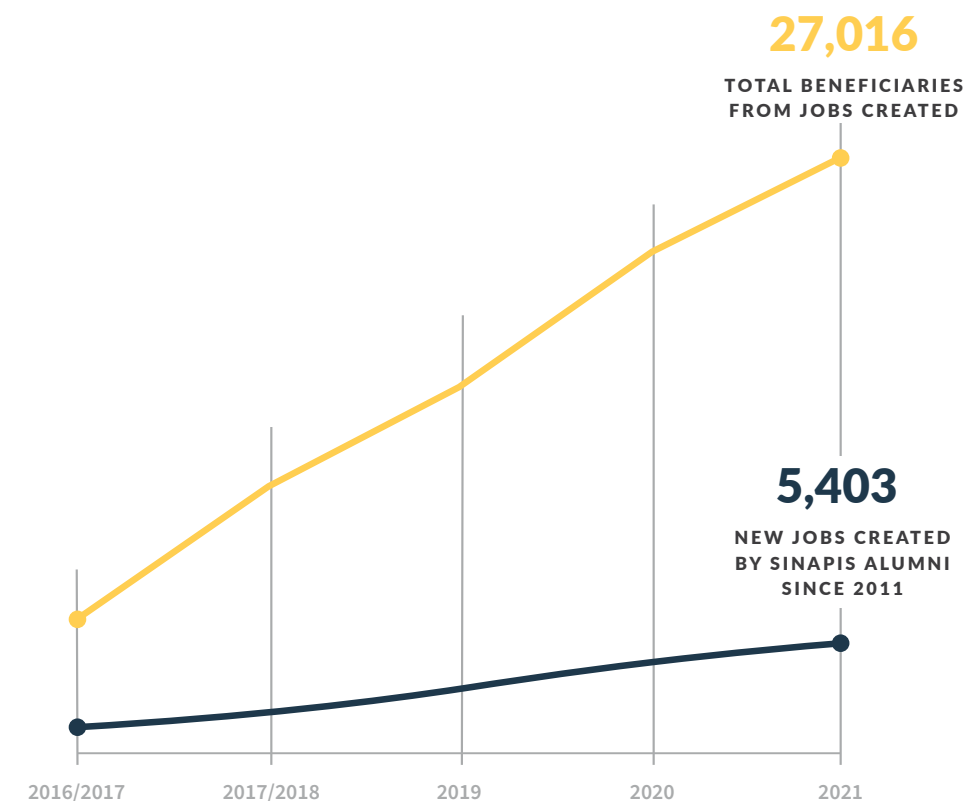
73% OF ALUMNI ARE STILL IN BUSINESS THREE YEARS AFTER COMPLETING SINAPIS TRAINING

Recent studies have found that 46% of small businesses in Kenya do not make it past their first year of operations¹, and that 70% of SMEs in Kenya fail within their first three years.²

¹ Kenya 2016 MSME Survey, Kenya National Bureau of Statistics

² Douglas, J., Douglas, A., Muturi, D., and Ochieng, J. 'An Exploratory Study of Critical Success Factors for SMEs in Kenya.' International Conference on Excellence in Services, September 2017, Verona, Italy.

3 GROW THE LOCAL ECONOMY

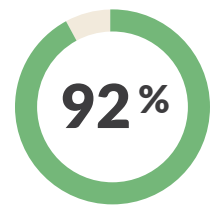


\$85.8M
IN ANNUAL REVENUE EARNED
BY SINAPIS ALUMNI

\$61.6M
IN INVESTMENT CAPITAL
RAISED BY SINAPIS ALUMNI

44,495
LIVES IMPACTED BY THE
TOTAL NUMBER OF JOBS

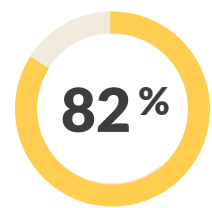
4 TRANSFORM BUSINESS CULTURE & SOCIETY



OF ALUMNI AGREE OR STRONGLY AGREE THAT THEY ARE A MORE GENEROUS PERSON IN GIVING THEIR TIME, TALENT, & RESOURCES AS A RESULT OF THEIR EXPERIENCE WITH SINAPIS

"IT WAS AMAZING! THE *JOURNEY OF GENEROSITY (JOG)* EXPERIENCE WAS A REVELATION AND REMINDED ME THAT GENEROSITY IS ONE OF THE TOP THINGS IN BUILDING GOD'S KINGDOM. I HAVE LEARNED THAT IT IS NOT JUST ABOUT MONEY. I NOW SHARE THE WORD WITH THOSE AROUND ME, SHARE LESSONS FROM THE JOG BOOK WITH MY CHILDREN, AND HAVE OPENED UP A GENEROSITY ACCOUNT THAT I USE FOR CHARITY."

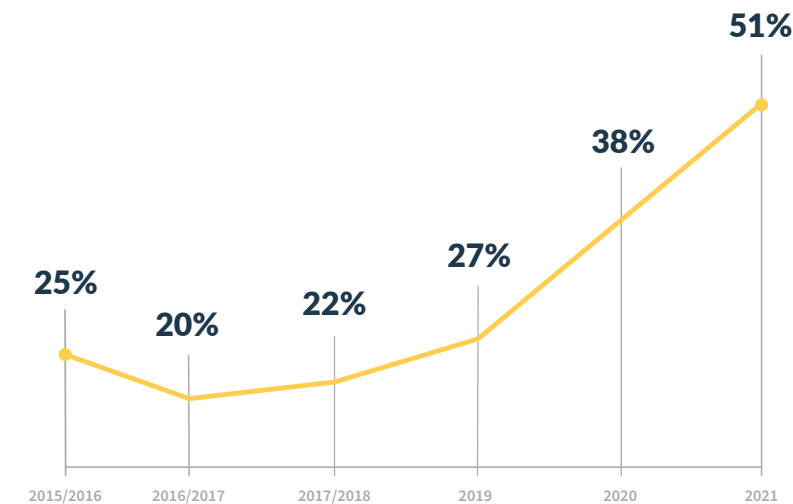
AIDAH RHONAH MAVUMIRIZI, UGANDA - ASPIRE LAUNCHPAD AND ENTREPRENEUR ACADEMY



OF ALUMNI WHO JOINED A SINAPIS PROGRAM WITH NO CLEAR COMMITMENT TO STAND AGAINST CORRUPTION NOW REFUSE TO GIVE OR RECEIVE BRIBES AS A DIRECT RESULT OF WHAT THEY LEARNED

5 MAKE DISCIPLES WHO MULTIPLY

Entrepreneurs leading companies dedicated to Christ have incredible opportunities to build redemptive relationships with employees, customers, vendors, and the community. As they weave the values of God's kingdom into their businesses, they can share the transformative power of the Gospel in word and deed.



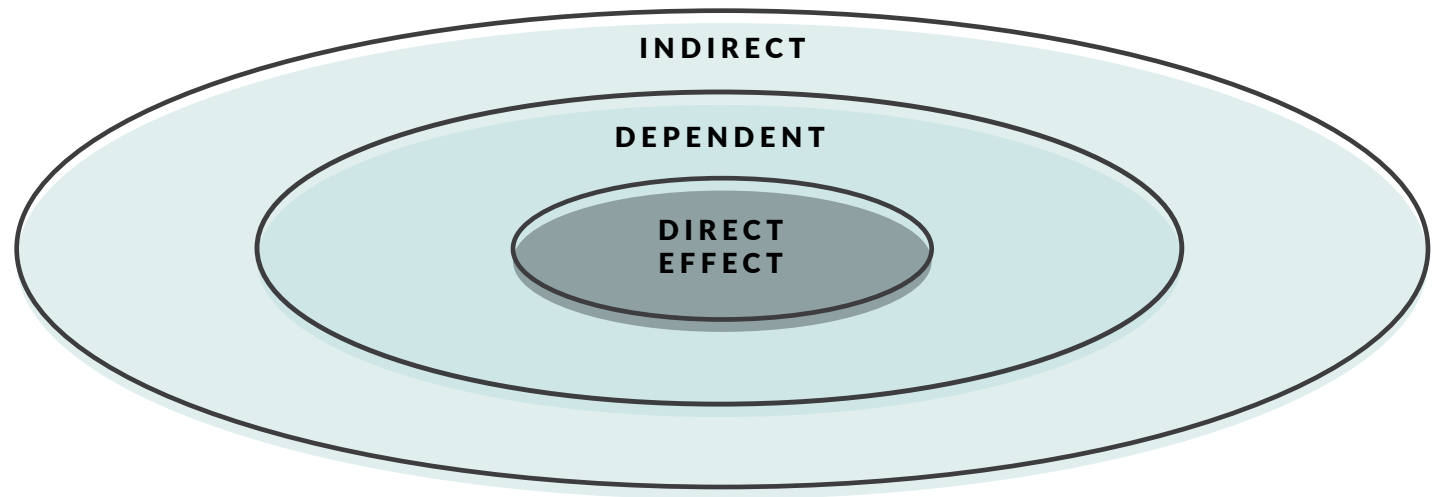
51%

OF ALUMNI IN 2021 REPORT THAT SOMEONE HAS BECOME A CHRISTIAN THROUGH THEIR KINGDOM BUSINESS

THE IMPACT RIPPLE EFFECT

Economic development literature has increasingly highlighted the importance of indirect effects in measuring the total impact created by a project or organization. These effects can also be understood as ripple effects: the additional impact that occurs due to the creation of the primary impact.

At Sinapis, our impact data has historically focused on the transformation and growth of the entrepreneurs we serve and the businesses they lead. Over the past year, we have sought to better understand the other types of impact that occur through these entrepreneurs’ businesses. While we have observed the impact supporting one entrepreneur can have on an entire community, we have not, until recently, attempted to measure or structure this transformation. We now categorize impact at three levels: direct, dependent, and indirect.



DIRECT IMPACT

Direct impact reflects changes in an entrepreneur’s life (personal skills, growth as a leader, spiritual transformation, quality of relationships, generosity, etc.) and the company they lead (revenue growth, jobs created and sustained, capital raised, profitability).

VALUE VILLAGES

38
NEW JOBS
CREATED IN 2021
(INCLUDING
PART-TIME AND
SEASONAL JOBS)

12
STAFF IN
PERMANENT
POSITIONS



James Ambani, co-founder and CEO, Value Villages, inspecting the fish drying process.

Local Impact

Value Villages is a fish, feed, and fish leather processing company based in Turkana, Kenya. Its co-founder and CEO, James Ambani, leads the company’s efforts to leverage the full value of the fishing industry to benefit the local community. Value Villages processes fish for food, converts the skin into luxury leather, and turns the fish waste into poultry feed for local farmers. Value Villages created 38 new jobs in 2021, including 12 permanent and 26 part-time and seasonal positions.

DEPENDENT IMPACT

People need jobs. A paycheck is one of the most effective, sustainable, and dignified ways to bring a family out of poverty. In emerging market economies, unemployment means stomachs go hungry. Kids miss the chance to get an education. People die of preventable diseases. Parents lose their dignity just trying to survive. A job can change all that.

Improving Lives

About 50% of Value Villages’ workforce consists of women. In Turkana, women are vital in managing households, as most men seek employment from neighboring communities. These jobs improve children’s lives by providing consistent food, clothing, and school fees. To ensure James’ workforce has the opportunity to provide for their families, he shuts down operations the day after payday so employees have time to travel to the city center to purchase supplies. Before James started

60

PEOPLE DEPENDING ON THE WAGES OF THE 12 FULL-TIME POSITIONS (NOT INCLUDING PART-TIME OR SEASONAL WORKERS)

operations in the village, most of his female employees earned a living selling local alcoholic brews. This has now stopped due to the stable income he provides. His male employees are also benefiting. Several have purchased motorcycles for taxi services, boats for fishing, and materials to create fishing nets to supplement their incomes.



INDIRECT IMPACT

Profitable businesses impact suppliers, customers, and the wider community. Consider that every nonprofit, local church, and government depends on the net income generated by profitable companies for their existence.

Local Benefits

The 80 fishermen providing fish to Value Villages have seen an increase in wages as the purchase price of fish increases, and Value Villages is seeing an increase in the number of fishermen looking to sell their catch. James sees businesses starting and growing all around his factory. Motorcycle taxis bring fishermen to and from Lake Turkana, money market agents help fishermen transact their electronically delivered wages, and food kiosks and shops now dot the roads around the factory.

Local poultry farmers are thrilled that Value Villages is now producing complex poultry feed, rather than creating fish meal from fish waste. This benefits farmers by making quality poultry feed available, since few could afford expensive poultry feed transported into this remote, drought-stricken area of Kenya. Farmers are reporting increased egg production and chickens that grow bigger and faster. James sees these as all positive movements to supply the local community with eggs and more affordable protein sources.

FROM FINANCIAL CLUTTER TO CLARITY OF BUSINESS AND SOCIAL VISION

Western Silk Road

Sandra is the owner of Western Silk Road, a company that produces honey and cosmetic products. The firm's impact goes beyond the supermarket shelves by networking with 1,500 farmers in Uganda to help them establish their own businesses. By providing mentorship, consultancy, and equipment, as well as loans to help keep children in school, Sandra and her company are able to help Ugandan communities grow and profit.

WATCH



Visit [Sinapis.org/blog/SandraEjang](https://sinapis.org/blog/SandraEjang) to hear more of Sandra's story.



KINGDOM BUSINESS FRAMEWORK EVALUATION

What is a “Kingdom Business?”

We define a Kingdom business as an enterprise directed by the Holy Spirit and managed by a godly leader that uses its time, talent, and money to meet the spiritual and/or physical needs of the surrounding community. Approximately 20% of the Sinapis Entrepreneur Academy focuses on our Kingdom Business Framework, a practical set of seven principles to guide the implementation of faith into business. While many of the entrepreneurs who join Sinapis courses are drawn to the idea of running a Kingdom business, they need tools, supportive relationships, and time to make this a practical reality.

Kingdom Business Principles Across Other Sinapis Products

In the Aspire Launchpad, idea and early-stage entrepreneurs are taken through a lighter-touch version of our Kingdom business principles. These focus on developing a clear sense of calling, creating a great work environment for staff and clients, stewarding resources wisely, and growing in their relationship with God as they lead their companies.

In the Fast Track Accelerator, growth-stage alumni meet monthly for “Kingdom Business Night,” where they share a meal and discuss real challenges with integrating faith in their work from the past month. Alumni help each other work through their business and personal issues and support each other in applying the Kingdom Business principles.



Early-stage entrepreneurs engaging in the Sinapis Aspire Launchpad program in Nairobi, Kenya.

Alumni Survey

We are incredibly proud of our alumni, who, in addition to growing their revenues and hiring more employees, are positively changing the communities around them. Approximately two-thirds of our alumni agree or strongly agree that they are following all the Kingdom business principles and that their Sinapis experience was critical in developing a mindset around how to apply them at work.

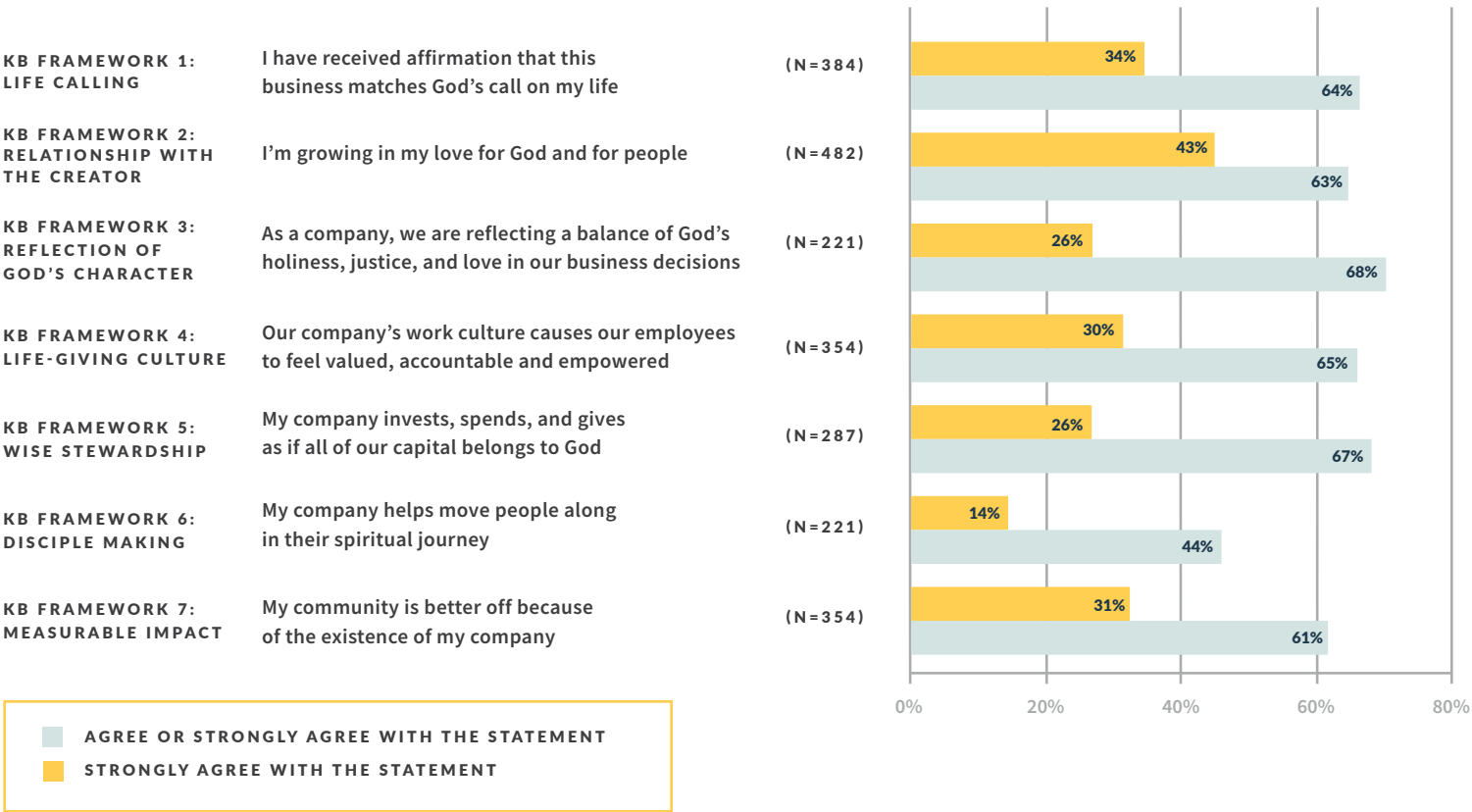
We surveyed alumni to ask if they believe they are growing in the seven elements of the Kingdom Business Framework as they integrate them within their business. Then we asked if Sinapis played a significant role in their growth in that character quality. Initial analysis on a sample of 607 of these alumni across Kenya, Uganda, and Brazil indicates that alumni who are applying the principles since their journey with Sinapis have created jobs at a 2.5x or higher rate than alumni who are not actively applying the principles.¹ While this initial finding does not prove causation, it is encouraging and will provide the basis for a longer study into the benefits of the Framework on business outcomes.

¹ Rate was different across different principles. Outliers were excluded.

SINAPIS ALUMNI APPLICATION OF THE KINGDOM BUSINESS FRAMEWORK

% of alumni who agree that they are following the framework and claim that Sinapis had a significant or very significant contribution to their growth in this quality

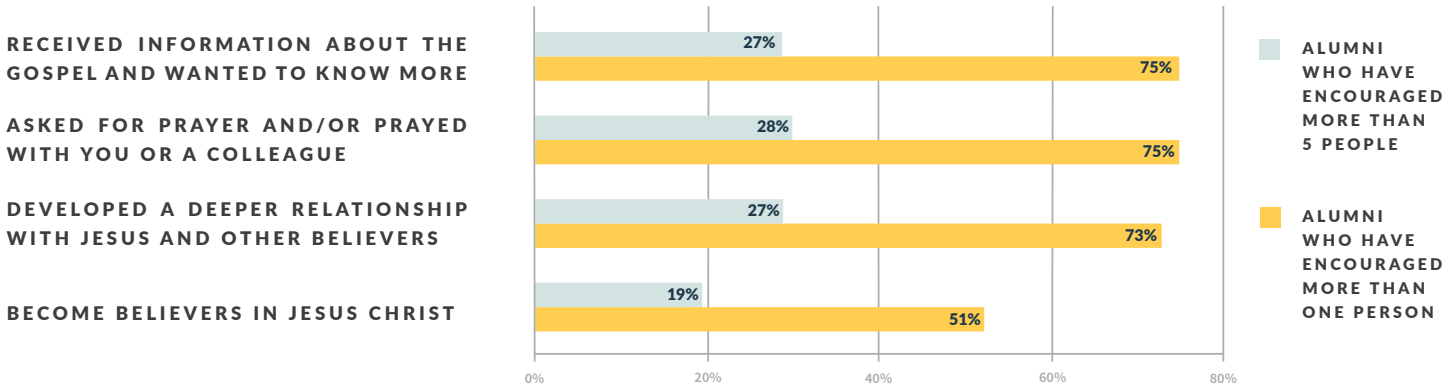
Sample size (n=552) includes alumni in Kenya, Uganda, and Brazil



SINAPIS ALUMNI MAKING DISCIPLES THROUGH THEIR BUSINESS

% of alumni who have encouraged people in part of their spiritual journey

Sample size (n=540) includes alumni in East Africa only (both Academy and Aspire)



“FOLLOWING THE PANDEMIC, MY BUSINESS STRUCTURES CHANGED A LOT. SINAPIS WALKED ME THROUGH THIS PHASE AND HELPED ME UNDERSTAND THAT MY BUSINESS IS MY CALLING. DESPITE THE PREVAILING SITUATION, I BELIEVE THIS IS GOD’S PURPOSE FOR MY LIFE. SINAPIS CONTINUALLY REMINDED ME OF MY MISSION AND CONNECTS ME TO OTHERS WHO PROVIDE ENCOURAGEMENT AND OPPORTUNITIES TO DO BUSINESS WITH.”

TIMOTHY KYULA, KENYA - ENTREPRENEUR ACADEMY



SAVIOUR AGOBAH

LiteMedya, a Publishing Company Based in Accra, Ghana

The Academy program introduced Saviour to the idea that he could incorporate his Christian faith into developing organizational values and operational guidelines. These newly defined values increased Saviour’s awareness of his role in growing a healthy business as his employees internalized these values and became more dedicated to the company. The result has been a significant increase in sales and greater customer loyalty, resulting in a growing word-of-mouth marketing strategy.

As a testament to the growth and financial discipline of LiteMedya, they have recently acquired property to house their operations, which will position them for anticipated growth.

“THE FOUR-MONTH ENTREPRENEUR ACADEMY REVOLUTIONIZED HOW I RUN LITEMEDYA.”

PROJECT IMPACT

Since 2019, Sinapis has managed major projects in partnership with government agencies and foundations. These relationships have allowed us to expand our reach and serve more entrepreneurs across all stages of business development. The funding we’ve received has increased our capacity by adding staff and equipping us with new skills.

We launched the Kenya Catalytic Jobs Fund (KCJF) in 2019 in partnership with UK Aid. KCJF is a £5M, four-year program designed to test and support innovations that stimulate job creation in Kenya’s manufacturing, agriculture, and informal sectors. Sinapis provides grants and technical assistance to 19 high-growth, innovative Kenyan companies through the fund.

BY THE END OF 2021, THE COMPANIES SUPPORTED BY KCJF CREATED **1,040 DIRECT JOBS** (STAFF WITHIN THEIR COMPANIES) AND **102,028 INDIRECT JOBS**.

These numbers include farmers who experience large income increases, computer illiterate youth who receive training and steady work in data labeling, women trained in construction skills and placed in permanent jobs, and waste pickers who double their incomes through supplying waste to a KCJF portfolio company.

In early 2021, Sinapis launched the Cherie Blair Foundation for Women’s Road to Growth Program in Kenya. Road to Growth supports women entrepreneurs by providing increased access to business support, technology, networks, and finance.

BY THE END OF 2021, SINAPIS DISSEMINATED THE FOUNDATION’S HERVENTURE MOBILE APP TO **4,205 WOMEN ENTREPRENEURS** ACROSS KENYA. **94%** REPORTED BUSINESS IMPROVEMENTS AFTER USING THE APP.

The app has 36 modules housed in a beautiful, practical interface, covering topics from setting up e-commerce shops to approaching local banks for funding. Sinapis also facilitated an advocacy and leadership program for over 200 women and graduated 109 women through the Road to Growth financial literacy program, a seven-week online course focusing on how to prepare financial records and have conversations with financial institutions.

Working with the Cherie Blair Foundation has given Sinapis access to women entrepreneurs across Kenya and the opportunity to open up channels in many other strategic Kenyan cities. The project has also provided several strong partnerships with local banks offering free workshops and meetings for women entrepreneurs looking to raise commercial funding.



94% of HerVenture app users apply their new learnings to their business.

ENTREPRENEURS ON A **MISSION**



SINAPIS.ORG