



RIKA
AFRICA

Annual Report 2023

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Shaping Africa's future human capital leaders

RIKA Leadership Programme: Empowering visionaries to lead, transform, and innovate for a thriving Africa.

“

If we're going to move the needle on the development of the continent, we need to develop human capital assets.

Susan Githuku
RIKA Co Founder & Executive Director

Executive Summary

2023 emerged as a year of significant growth and achievement. This period saw us expand our educational offerings, reflecting our ambition and ability to meet the standing demand for our programs. Our curriculum, thoughtfully crafted to address the unique challenges of the 21st century, was successfully delivered to two distinct cohorts. This effort underscored our dedication to equipping future leaders for the nuances of the fourth industrial revolution.

A key achievement was the enrichment of our faculty, enhancing the depth and diversity of our educational experience. The addition of respected educators, including Debbie Hollis, complemented the expertise of our existing faculty, collectively embodying a progressive and comprehensive teaching approach. This synergy between new and veteran faculty members led to increased student engagement, contributing to a vibrant and immersive learning environment that benefits from a blend of established wisdom and fresh perspectives.

Programme management and operational excellence were a key theme of the year. We adeptly managed the logistical and academic aspects of running two cohorts, a feat that demonstrated our ability to grow and adapt. The graduation of 23 fellows from our third cohort was a celebratory moment, embodying our core mission: to nurture leaders who are ready to make significant contributions in their professional fields and communities.

Financially, our approach was characterized by careful fiscal management and alignment with the expectations of our partners, Blue Haven Initiative and Impact Assets ensuring the sustainability of our program. We modestly remained within budgets, showcasing our fiscal prudence

The remarkable career advancements of our alumni, with over half achieving promotions soon after graduation, attested to the effectiveness of our programme and its value to the professional community.

RIKA's participation in international and regional events, such as the SHRM in the USA and conferences in South Africa and Uganda, played a critical role in increasing our brand visibility. These engagements not only enriched our curriculum with global insights but also helped us forge valuable partnerships. These accomplishments pave the way for continued growth and influence.

Looking ahead to 2024, RIKA is invigorated by strong potential opportunities. While we remain prudently conservative in our growth goals, our strategic vision and unwavering commitment to excellence position us to further shape the landscape of human capital management leadership development in Africa.

Words from the Executive Director

Reflecting on the transformative journey of RIKA in 2023, I am filled with pride and gratitude. This year, we have not only solidified RIKA's standing as a premier institution for leadership excellence but have also broadened our impact through strategic expansion and network building.

Our growth this year was marked by successfully hosting two cohorts, a first in our history, demonstrating our operational agility and commitment to reach a wider audience of aspiring leaders. The dynamic and inclusive learning environment fostered by our diverse faculty has been central to this achievement. We also celebrated the significant career advancements of our alumni, affirming the effectiveness of our programs in fostering career growth.

A key focus of our efforts has been on expanding RIKA's reach beyond our immediate geographic boundaries. Engaging in high-level networks and conferences globally, including the SHRM conference in the USA and significant events in South Africa and Uganda, has not only enhanced our brand visibility but has also opened doors to new collaborations and learning opportunities.

These international engagements have been vital in infusing our curriculum with a global perspective and preparing our fellows for leadership roles on the world stage.

As we embark on the journey into 2024, our dedication to nurturing exceptional leaders remains unwavering.

We are poised to embrace the evolving challenges and opportunities in the leadership landscape, fortified by our successes and the partnerships we have cultivated. I am optimistic about the future of RIKA and the impactful leaders we are shaping, who will drive progress and innovation across the African continent and beyond.

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Thank you for your continued support and belief in our mission. Together, we are shaping a future where effective, ethical leadership is at the forefront of societal progress.

Susan Githuku
Executive Director

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This past year, as RIKA’s Programme Director, I have had the distinct pleasure of overseeing a period of remarkable growth and enrichment in both our operations and academic offerings.

Natalie Manga
Programme Director

Words from the Programme Director

As we stand at the cusp of a new year, it is with a sense of profound accomplishment and anticipation that I reflect on our journey through 2023.

The expansion to two cohorts this year was a bold stride towards fulfilling the ever-growing demand for quality leadership training. Our ability to effectively double our intake is a testament to the robustness and adaptability of our operational capabilities. This milestone not only demonstrated our commitment to reach and develop more leaders but also reaffirmed our absorptive capacity.

Our curriculum has remained responsive to the evolving dynamics of the global marketplace, integrating advanced leadership concepts and practices that prepare our fellows to be at the forefront of change. The addition of new modules and learning methodologies has ensured that each cohort experiences a fresh and impactful learning journey.

The business development efforts led by myself and our Executive Director have been instrumental in expanding our reach and enhancing the RIKA brand. Our active engagements across continents, from the SHRM conference in the USA to conferences in South Africa and Uganda, have paved the way for collaborations that enrich our fellows’ learning experiences and broaden their professional horizons.

In 2023, we also celebrated the substantial career advancements of our alumni, with over 50% of our graduates from the first two cohorts receiving promotions within six months—a clear indicator of the transformative impact of our programs. These accomplishments underscore the value that organizations place on the skills and insights provided by a RIKA education.

As we move into 2024, we are poised to build on these foundations with an even greater commitment to excellence. We will continue to foster a learning environment that is not only intellectually stimulating but also supportive and nurturing.

Our focus will be on empowering our fellows to not just navigate but shape the future, equipped with the tools and insights necessary for leadership in an increasingly complex world.

I extend my heartfelt gratitude to our faculty for their unwavering dedication and to our fellows for their engagement and trust in RIKA. Your collective contributions have been the driving force behind our success. Together, we will continue to elevate leadership standards and make a lasting impact on the African continent and beyond.

Words from the Head of Faculty

As we turn the page on another dynamic year at RIKA, I am filled with immense pride in reflecting on the strides we have made in academic excellence and leadership development. 2023 has been a pivotal year for us, one where we not only expanded our cohort intake but also deepened the impact of our curriculum.

Our faculty, a diverse and passionate group of thought leaders and industry experts, have been the cornerstone of RIKA's success. Their dedication to fostering a stimulating and supportive learning environment has empowered our students to surpass their own expectations. This year, we have seen our cohorts engage with complex concepts, apply critical thinking to real-world challenges, and grow into leadership roles that influence and inspire.

The introduction of two cohorts in a single year was ambitious, but it was a challenge we met with enthusiasm and strategic planning. It required us to scale our operations, diversify our teaching methodologies, and reinforce our commitment to personalized education.

Moreover, our travels to international conferences, including the SHRM in the

USA, have brought fresh perspectives and cutting-edge practices into our classrooms. We have woven these insights into our teaching, ensuring that RIKA remains at the forefront of leadership education.

Looking ahead to 2024, we are excited to continue this trajectory of growth and innovation. We will introduce new subjects that reflect the latest global trends, further tailor our approach to meet the needs of our diverse student body, and strengthen our position as a leader in shaping Africa's future.

Thank you to our students, faculty, and all the members of the RIKA community for your unwavering support and commitment to excellence. Together, we are not just teaching leadership; we are leading the way in education.

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The success of this expansion speaks volumes about the adaptability and resilience of our academic team and students alike.

Deborah Exell
Head of Faculty

The RIKA story

In 2019, Blue Haven Initiative (BHI), an Impact Investment family office in Boston, Massachusetts, initiated support for African organizations to maximize their potential through human capital management investment. BHI collaborated with Human Performance Dynamics Africa (HPDA), based in Kenya, to craft a leadership curriculum for African professionals.

The primary aim: nurture a new breed of Chief Human Resource Officers equipped to address the challenges of the fourth industrial revolution in Africa.

Three key factors aligned to make this proposition particularly timely:

01/

First, the Continent is seen as the next global frontier of growth. According to a 2019 Brookings Institute Report, Africa's population of about 1.2 billion people is projected to reach 1.7 billion by 2030. The World Economic Forum also estimates that by 2030, Sub Saharan Africa will be home to 20% of the working-age population, expanding its workforce by more than the rest of the world combined.

02/

Second, the 4th Industrial revolution has brought about a global convergence of physical and virtual environments and unleashed a new age of Volatility, Uncertainty, Complexity and Ambiguity (VUCA), rendering unpredictable socio-economic outcomes and tenuous workplaces that have new and changing requirements. As the ultimate responsibility for organisations coping with the challenges of VUCA lies with its leaders, particularly those charged with the responsibility of stewarding the human capital management function, the spotlight fell on these functional leaders who must be equipped to be anticipatory game changersthose who must navigate ambiguity and complexity and never lose focus on employee engagement and productivity.

03/

Third, not all leaders of the function are equipped to adapt or demonstrate requisite agility. Indeed, despite the evolutions the HR function has gone through over the last several decades, doubts about the value it adds to organizational performance remain. Global studies suggest HR departments may be poised for impact, but require additional support to re-configure their work and add value in the new dispensation. A 2020 BHI commissioned survey of over 400 CEOs, HR and other functional leaders in Africa suggested that HR leaders demonstrate certain technical and soft skill capability gaps that prevent them from unleashing the power and potential of the function.

From 2019 to 2021, BHI sponsored curriculum development led by former Fortune 50 CHRO Susan Wakhungu-Githuku. 38 global organizations, including Wharton, INSEAD, and UC Berkeley, were invited to bid for the project.

Exell Intel, founded by former Accenture and Coca-Cola Talent Executive Deborah Exell, won the tender and developed the programme.

Our Mission

To empower and nurture visionary leaders in Sub-Saharan Africa through cutting-edge leadership development programmes; talent placements and organizational productivity enablers, fostering institutional transformations that drive unparalleled economic and societal growth.

Our Vision

A future where every people manager in Sub-Saharan Africa is a catalyst for positive change, driving organizational success, and contributing to the elevation of the entire region on the global stage.

10 Guiding Principles Guide Our Aspirations

1. Global Perspective

We maintain a global perspective, drawing upon best practices and insights from around the world while tailoring them to the unique context of Sub-Saharan Africa.

2. Pan-Africanism

We promote Pan-Africanism, embracing unity, solidarity, and collaboration across the African continent to foster progress, development, and empowerment.

3. Future-Focused

We maintain a future-focused mindset, anticipating and preparing visionary leaders for the challenges and opportunities of tomorrow while addressing the needs of today.

4. Excellence

We strive for excellence and high standards in all aspects of our work and service delivery, ensuring our programs and practices meet or exceed international benchmarks.

5. Partnerships

We foster collaboration and synergies with stakeholders, organizations, and communities to leverage collective strengths and resources for greater impact and sustainability.

6. Adaptability

We seek to be agile and adaptable in responding to the evolving needs and challenges of the region, proactively adjusting programs and approaches to maximize impact.

7. Collaboration

We encourage the attitude of doing more together and ubuntu, drawing from our founding name RIKA - people who seek and strengthen each other for the common good.

8. Enthusiasm

We infuse enthusiasm into our work, fostering a passionate and energetic approach to achieving our mission and driving positive change.

9. Results-Oriented

We focus on delivering tangible results and measurable outcomes, holding ourselves accountable for the impact of our efforts.

10. Sustainability

We strive for the sustainability of our programs and initiatives by considering their long-term impact on individuals, organizations, and the broader society.

Management and Governance

At RIKA, governance is not merely a concept but a fundamental principle that permeates every layer of our operations and strategy.

We understand that robust governance is essential for ensuring the organization possesses the necessary capacity, capability, and management structures to support our mission effectively and mitigate any undue risks. This commitment to governance continued to underscore our dedication to excellence, transparency, and accountability in all our 2023 endeavours.

Governance structure at RIKA is rooted in a strategic division of labour between our co-founders, Blue Haven Initiative and HPD Africa, each bringing unique strengths and focus areas to the table. This division of responsibilities is not just a testament to our individual capabilities but also a reflection of our unified vision for RIKA's impact on leadership development across Africa. The effectiveness of this structure is evident in the organization's growth, highlighting how complementary roles can drive success.

Blue Haven Initiative plays a pivotal role, acting not only as a co-visionary architect but also as the chief financial steward, underpinning our mission with a steadfast commitment to sustainable growth and strategic foresight.

With an unwavering focus on our mission and the identification of strategic opportunities, Blue Haven Initiative's fundamental responsibility is to secure the funding that is essential for both sustaining and scaling RIKA's operations.

Beyond financial contributions, Blue Haven Initiative plays an instrumental role in the oversight of programme management. This ensures that the implementation of our programmes not only adheres to the highest standards of excellence and impact but also aligns with our strategic goals and mission.

HPD Africa, on the other hand, is the operational dynamo, focusing on the practical aspects of bringing RIKA’s mission to life. This role centres on:

Programme Implementation

Envisions and ensures the effective delivery of RIKA’s programmes, adhering to the highest quality standards and fulfilling the intended student impact.

Curriculum Development

Actively participates in refining RIKA’s curriculum by identifying leadership trends, incorporating best practices, and maintaining relevance to market and student needs. Collaborates with experts and faculty to design both rigorous and pertinent programs.

Faculty Identification

Plays an essential role in recruiting top-tier faculty who are experts in their fields, passionate about teaching, and resonate with RIKA’s mission, ensuring a dynamic and engaging learning environment.

Student Support

Guarantees comprehensive support for students throughout their educational journey, including academic advice, mentorship, and resource access, fostering an environment conducive to success.

Operational Management

Oversees RIKA’s daily operations, coordinating with staff, faculty, and partners to guarantee smooth program execution and operational excellence.

Marketing

Leads the development and execution of marketing strategies to boost RIKA’s brand visibility and engagement, utilizing digital marketing, social media, and other channels to communicate the institution’s value proposition effectively.

Business Development

Drives business development efforts, establishing strategic partnerships and exploring new markets to enhance the accessibility and impact of RIKA’s programs, ensuring the institution’s leadership in its field.

Strategic Growth

Beyond immediate operational tasks, it contributes to RIKA’s strategic expansion by setting long-term objectives, identifying growth initiatives, and maintaining the innovation and relevance of its offerings.

Leveraging Our Strengths

This division of responsibilities has proven to be highly effective, creating a balanced governance structure that leverages their respective strengths.

Management Structure and Responsibilities

Navigating leadership and operational excellence within the RIKA team.

Since 2022 and continuing into 2023, the management structure at RIKA has been adeptly led by the Executive Director, who is responsible for guiding the organization’s overarching vision, strategy, and governance. The Executive Director’s role is pivotal in ensuring that RIKA’s operations are in full alignment with our mission, acting as the primary point of contact with the co-Founder, overseeing financial reporting, and spearheading our communication and marketing initiatives.

Supporting the Executive Director is the Programme Director, whose responsibilities are critical to the management of the educational framework, faculty supervision, and overall program administration. The Programme Director serves as the initial point of contact for both current and prospective students, ensuring teaching excellence and overseeing the pedagogical experience. This role is instrumental in enriching our students’ educational journey, making it impactful and reflective of RIKA’s commitment to innovation, excellence, and leadership development.

Complementing the efforts of the Executive Director and Programme Director, the Programme Coordinator plays a vital operational role. From managing technology platforms such as Canvas to overseeing document management and coordinating communication tools like Zoom and the website, the Programme Coordinator ensures the seamless operation of our programs and effective information dissemination to both students and faculty.



This central leadership ensures that our strategic objectives are not just envisioned but effectively realized.

Highlights of 2023

2023 saw the convergence of a diverse cadre of professionals from all corners of the African continent. Our cohort of 45 was a mix of high-ranking professionals, from Heads of Human Resources to Senior Business Partners, Finance Officers and Chief Operating Officers, each seeking to elevate their leadership skills through our Flagship development program.

Demographics and Sponsorship

The demographic spread of the cohort was impressive, with participants representing nine different countries, underscoring RIKA's pan-African influence. The majority hailed from Kenya, but there was also a significant presence from Ghana, Uganda, and strong contingents from Nigeria, Zambia, Madagascar, and Cameroon. Notably, half of the cohort benefited from the BHI scholarship, highlighting RIKA's commitment to making premier leadership education accessible to deserving candidates across the continent. Moreover, the substantial employer sponsorship for 37.5% of the participants demonstrated the trust and value that organizations place in our program to further their employees' growth. Meanwhile, a significant 41.66% of the cohort were self-funded, showcasing the individuals' investment in their own leadership journey and their unwavering dedication to personal and professional betterment.

Career Advancements

The RIKA program has consistently proven to be an effective springboard for career advancement. This was evidenced by the fact that more than half of the graduates from our first two cohorts achieved promotions within a mere six months post-graduation. Such a remarkable advancement rate underscored the practical impact and relevance of our curriculum, with employers readily recognizing and rewarding the enriched capabilities and leadership acumen nurtured through our program.

Financial Aspects

Financially, the program's structure facilitated its expansive reach. The scholarships and early bird discounts we offered played an integral role in making the program accessible to a broader audience. The financial commitment from both individuals and organizations alike reflected a shared belief in the substantial return on investment that RIKA's leadership training promises.

The narrative of 2023 for RIKA's leadership program is one of growth, impact, and unyielding commitment to leadership excellence. The data paints a picture of a program that is not just surviving but thriving—consistently drawing dedicated professionals and forward-thinking organizations. Such a pattern reinforces RIKA's esteemed place in the realm of professional development and signifies a promising trajectory for the cultivation of leadership across the African continent.

Reflecting on the past twelve months reveals that 2023 has indeed been a transformative year for RIKA. Our journey has been marked by significant growth, impactful collaborations, and a steadfast dedication to nurturing exemplary leadership skills.

41.66%

of the cohort were self-funded.

Expanding Global and Regional Reach

Our strategic endeavours at the start of the year set the stage for expanding RIKA's influence beyond our established boundaries. The SHRM conference in the USA was a particularly notable event, positioning us among the vanguard of human capital management thought leaders and sparking invaluable international connections. These interactions have infused our practices with global perspectives, enriching the learning experiences we offer.

Within the African continent, our engagements in South Africa and Uganda were not just symbolic showings but strategic manoeuvres to fortify RIKA's presence. The Uganda conference proved to be a fertile ground for business development, laying the groundwork for future partnerships and collaborative ventures. Such regional activities have not only bolstered our brand's visibility but have also solidified our reputation as a conduit for cutting-edge dialogue in human capital innovation.

Curriculum Innovation and Delivery

In the year 2023, RIKA's pursuit of curricular excellence took a leap forward as we meticulously refined our educational offerings to align with the evolving paradigms of leadership and management.

This year, more than ever, our curriculum stood as the cornerstone of our mission, intricately designed to not only test the intellect of our fellows but also to inspire them to challenge and surpass the status quo. By weaving in contemporary trends and leveraging state-of-the-art technological advancements, we have ensured that our programs are not just current but also future-ready.

The rigor embedded in our coursework demands a high level of engagement and critical analysis, fostering a learning environment that is both intellectually stimulating and practically relevant.

As we move forward, we see our educational offerings not just as a transfer of knowledge but as a transformative experience that prepares leaders for the complexities of the modern business landscape. The positive feedback and outcomes we have observed this year serve as a testament to the effectiveness and impact of our renewed curriculum.

Faculty Development and Diversification

The expansion and diversification of our faculty in 2023 have significantly enhanced the educational journey at RIKA.

By blending the wisdom of seasoned professionals like Deborah Exell with the fresh perspectives of dynamic educators such as Debbie Hollis, we have cultivated a rich and diverse educational ecosystem. This deliberate composition of our faculty ensures that our fellows receive a well-rounded and multifaceted education, drawing from a wellspring of varied experiences and teaching styles.

We have also placed a strong emphasis on the continuous professional growth of our faculty, empowering them through development programs that ensure they remain thought leaders in their respective domains.

This year's focus on faculty development has ensured that our educators are not just teachers but also mentors, visionaries, and innovators. They bring to RIKA a passion for teaching that is matched by their deep industry knowledge and a desire to foster the next generation of leaders.

Dynamic Learning Environments and Participant Engagement

Our classrooms buzzed with an unprecedented level of fellow participation, making every learning session a lively exchange of ideas. The introduction of concise and potent assignments was met with appreciation, striking the perfect balance between depth and manageability.

Our distinctive in-class break-up groups have continued to serve as a catalyst for community building and in-depth understanding, a feature that our fellows have consistently celebrated for its effectiveness in enhancing the collective learning experience.



The diversity of titles within this group served as a testament to the program's widespread recognition and its ability to attract and mould top-tier leadership talent.

Clarifying Roles and Responsibilities

In 2023, the role of the Programme Director at RIKA transcended administrative duties, becoming a pivotal force in our strategic growth and outreach. Through a series of compelling presentations and strategic networking, the Programme Director forged significant connections with individuals and organizations that echo our mission and values. Engagements with esteemed institutions like Ashesi University and the African Management Network proved to be particularly fruitful, laying the groundwork for collaborations that promise to enhance our educational impact.

These interactions have not only expanded our professional network but have also placed RIKA in pivotal discussions centred around educational innovation and leadership in Africa. This proactive approach by the Programme Director is poised to unlock new opportunities, ensuring that RIKA continues to grow not just in size but in influence and capability, solidifying our position as a leader in management and leadership training on the continent.

Introducing Artificial Intelligence

RIKA adopted a forward-thinking approach in content and knowledge dissemination, particularly highlighted by a special session on artificial intelligence led by our Executive Director.

By delving into the intricacies of AI and generative AI, which stand at the forefront of modern technological advancement, we equipped our leaders with the knowledge and tools necessary to navigate the complexities of the digital age.

This session underscored RIKA’s commitment to innovation and our proactive stance on integrating cutting-edge technology into leadership training.

The session not only reflected our dedication to staying ahead of industry trends but also emphasized the importance we place on ensuring that our fellows are well-prepared to harness these technologies effectively. This initiative is a clear indication that RIKA is setting the standard for future-focused leadership education, empowering today’s leaders to become adept and informed decision-makers in an AI-driven world.

Operational Excellence and Fiscal Discipline

RIKA’s operational achievements this year have been characterized by efficiency and a seamless learning experience for all participants.

We have maintained a disciplined approach to our finances, ensuring judicious use of resources while still delivering top-tier educational services. Efforts to refine our financial processes to better meet the standards of BHI Management and Impact Assets have laid a solid foundation for enhanced fiscal operations moving forward. This proactive approach signifies our commitment to operational excellence and fiscal accountability.

Milestones and Achievements

The graduation of Cohort 3 was a landmark event, encapsulating the collective success and personal achievements of our fellows.

This celebratory occasion offered a window into the empowering community that RIKA has fostered. Sharing their transformative experiences, the fellows’ testimonials underscored the profound personal and professional growth facilitated by their time at RIKA. Furthermore, our enhanced participant recruitment strategies have set new industry benchmarks, distinguishing RIKA as a pioneer in leadership development. Witnessing the career advancement of our alumni has been exceptionally rewarding; more than half of our Cohort 1 and 2 graduates have achieved notable professional advancements within six months of completing their programs. Such achievements are vital indicators of RIKA’s impact, affirming that our programs not only impart knowledge but also empower our fellows to ascend to roles of greater influence and responsibility.

In closing, the year 2023 was one of growth and success for RIKA. Our carefully crafted courses, expert faculty, relevant curriculum, engaged classroom culture, and the achievements of our fellows all contribute to a narrative of a thriving institution.



2023 was one of growth and success for RIKA. As we look to the future, we are confident that the foundation we have built will support continued excellence and innovation in the years to come.

2023 In Numbers

These analytics provide an overview of RIKA’s student demographics, including gender, sector representation, and geographic distribution, showcasing the reach and diversity of the programme.



72

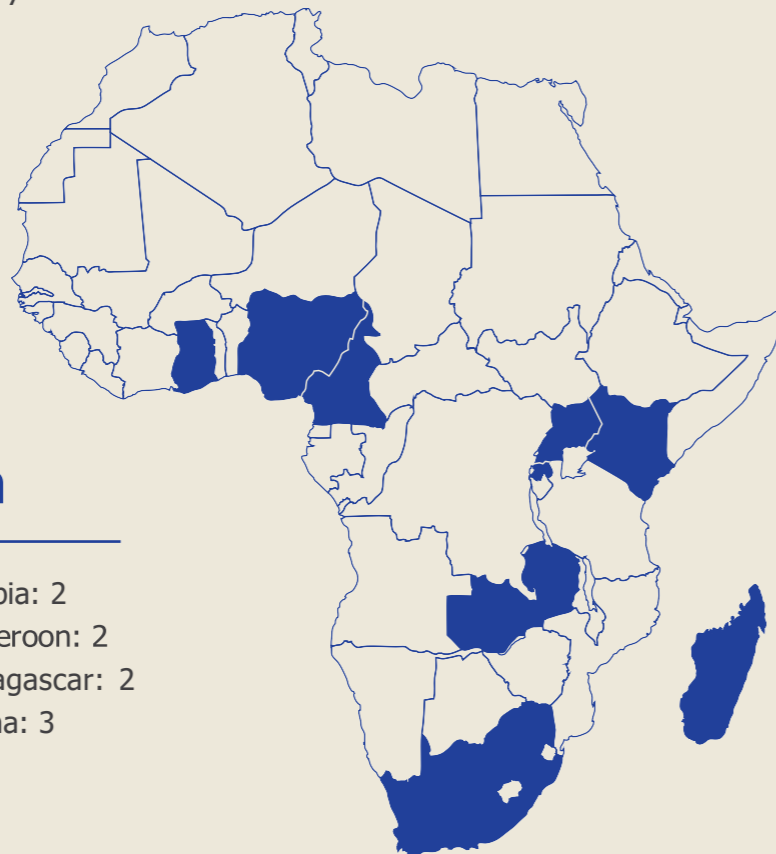
Number of Students

RIKA has enrolled a total of 72 students across all three cohorts of which 69 have graduated successfully.



Sector Distribution

- Start-Ups: 7
- Corporate/Banks/FMCG: 32
- Not For Profit: 18
- Parastatal: 6
- Self Employed: 4



Country Distribution

- Kenya: 45
- Uganda: 9
- Nigeria: 3
- South Africa: 1
- Rwanda: 2
- Zambia: 2
- Cameroon: 2
- Madagascar: 2
- Ghana: 3



Functional Distribution

- Human Resources (HR): 61
- Finance: 2
- Operations: 2
- Consulting: 3



59/41%

Funding

A significant portion of students, 41 in total, have been sponsored by their employers, making up about 59% of the total. The remaining 28 students, or approximately 41%, have been self-funded. The support from employers also highlights the value they see in the RIKA program, investing in the growth and development of their human capital.



14/11

Scholarship Distribution

There have been 14 full scholarships awarded and 11 partial scholarships. The presence of scholarships further demonstrates RIKA’s dedication to accessibility and diversity within its cohorts.



Functional Representation

Most students have come from the HR sector, with 61 participants. Other sectors represented include: Finance: 2, Operations: 2, Consulting: 3, Academia: 1



81/19%

Gender Distribution

Out of the 69 students, 56 have been women, which is approximately 81% of the total student body, while 13 have been men, representing roughly 19%.

Student Feedback

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I was a functional HR leader when I embarked on RIKA, but I am departing with a completely transformed perspective on leadership. I now see myself as a global business leader poised for exponential growth and ready to make a significant impact on the business landscape.

I might have initially felt like a dwarf, but today I stand as a giant.

The program instilled in me a new growth mindset, making me more nimble, agile, and a design thinker. I am now well-equipped to navigate the complexities of the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) world and drive organizations to new heights.

I have discovered the immense potential within me.

Juliet Najuma - Living Goods, Uganda
Cohort 3



“

I enrolled in the RIKA Leadership Program during my transition from a middle management role to a senior management position, where I was tasked with overseeing a diverse and multi-generational workforce. I must say that the timing of this program couldn't have been more perfect. It provided me with the essential skills and insights needed to navigate the ever-changing dynamics of the modern workforce.

In today's leadership landscape, it is imperative that we possess the ability to lead and motivate diverse teams, foster inclusivity, and create an environment where all employees can flourish. The RIKA Leadership Program played a pivotal role in my journey as a human capital leader.

It not only reshaped my mindset but also equipped me with the new capabilities required to lead agile transformations within our HR Department. This program has been instrumental in my professional growth and has enabled me to adapt and excel in the rapidly evolving world of human resources management.

Siphiwe Namposya Mwaba
- Bank Of Zambia, Lusaka Zambia
Cohort 2



“

My journey with RIKA has been nothing short of exhilarating and incredibly transformative! What truly sets the RIKA Leadership Program apart is its innovative curriculum, which incorporates cutting-edge leadership theories, practical frameworks, and innovative tools. Unlike more traditional leadership development approaches, this program is designed to be highly experiential, offering real-life scenarios, simulations, case studies, and practical exercises.

One of the program's standout features is the choice of a diverse group of experienced mentors and faculty members from various industries.

Ehtermaryam, Ethiopia
Cohort 2



“

Let's just say I enjoyed each and every module because each of them was applicable to my HR, Business and Leadership work.

What I loved most was the use of practical examples and use of data to have meaningful board room conversations. The data insights, case studies and project work made the learning stick! The CEO Memo was my favourite exercise!

Emily Kamunde Osoro
Trademark East Africa, Kenya
Cohort 2



“

The experiential learning I.e the hands on exercises , simulations provided practical experiences that mirror real world challenges allowing us to devotion and practice the leadership skills, the small group discussions where we would seek advice, share experiences and provide feedback amongst each other, and the various facilitators who provided valuable insights into the latest trends and challenges

June Adembesa
Cohort 2



“

The conversations around scenario modelling and people analytics were particularly insightful because they gave me new perspectives on how to present people data, trends and analyses that enable leaders make informed data led decisions.

Eva Wasuna - Absa Barclays Bank, Kenya
Cohort 2



Strategic Focus For 2024

RIKA's agenda for 2024 is focused on programmatic expansion, strategic networking events, and governance enhancement to drive organizational growth.

We will conduct two Leadership Training programs for Cohort 4 and 5, targeting 20-25 high-calibre professionals per class. Tuition fees will be reduced by 30% to appreciate the costs of similar programmes in as well as the depreciation of the Kenya shilling vis a vis the US Dollar.

The year will also mark the launch of the inaugural Talent, Productivity, and Growth Conference, with an expected participation of 300 delegates. This conference is positioned to be a keystone event, integrating thought leadership and industry best practices, aimed at driving significant discourse in human capital development. We will undertake this with the support of a Corporate Partner.

Additionally, RIKA will host its first annual Alumni and Community of Practice Summit, with a target of 150 participants. Over 100 will be alumni. This summit is intended to strengthen our alumni network, providing a platform for continuous professional development and engagement with RIKA's extended community.

To support these initiatives, we will enhance our governance by instituting an Advisory Board. This board will be tasked with providing strategic oversight, ensuring program fidelity, and guiding our business development, fundraising and certification efforts. The inclusion of HPDA and BHI will ensure governance practices are in alignment with stakeholder expectations.

The Executive Director will assume a greater role in the management of RIKA's activities to support the increased operational demand.

We will also undertake more marketing and business development efforts in different countries.

Despite a reduction in tuition fees given reduction in tuition amount per student, we target revenues of no less than \$190,000 in 2024

1

RIKA Flagship Programme
Cohort 4
February - May 2024

2

RIKA Flagship Programme
Cohort 5
August - November 2024

3

RIKA Inaugural
Talent Productivity and
Growth Conference
May 2024

4

RIKA inaugural Alumni
and COP Summit
November 2024

We face a clear SWOT:

Strengths

1. Robust Curriculum

A well-designed program that effectively addresses the critical aspects of modern leadership, tailored to the unique challenges of the 21st century.

2. Diverse and Expert Faculty

A mix of seasoned educators and industry practitioners offering a wealth of knowledge and experience.

3. High Engagement Levels

Exceptional in-class participation and interaction, indicative of the program's relevance and the quality of delivery.

4. Operational Capacity

Proven ability to manage multiple cohorts annually, demonstrating scalability and organizational efficiency.

5. Alumni Success

Notable career advancements post-graduation, with over 50% of alumni from early cohorts receiving promotions.

6. Strong Financial Management

Tight control over expenditure and a clear understanding of fiscal needs, ensuring sustainability.

Weaknesses

1. Faculty Dependency

Initial over-reliance on specific faculty members, which may pose risks to program continuity.

2. Financial Fragility

3. Financial Process Alignment

Ongoing challenges in aligning financial management and invoicing processes with partner expectations.

4. Brand Differentiation

The need to further establish and differentiate the RIKA brand from other institutions and programs.

Opportunities

1. Global Networking

Expansion of the network through conferences and partnerships, including the recent sponsorship for the annual cohort.

2. Curriculum Expansion

Potential for introducing new subjects and learning methods to stay ahead of industry trends.

3. Technological Integration

Opportunities to adopt new technologies for immersive learning experiences.

4. Inclusivity Initiatives

Expansion of scholarship programs to attract a more diverse participant base.

5. Strategic Collaborations

Potential partnerships with global entities to enhance curriculum and provide international exposure.

Threats

1. Competitive Market

The growing number of leadership programs competing for the same audience.

2. Economic Uncertainties

Global economic fluctuations that could affect funding and sponsorship opportunities.

3. Technological Disruptions

Rapid advancements in technology that could outpace the current curriculum structure.

4. Cultural Adaptability

The challenge of ensuring the program remains relevant across diverse cultural contexts.

Considering the Future

As we turn the page to 2024, RIKA embraces a strategic vision that builds upon the solid achievements of the previous year. Our focus is to fortify our brand's identity, crafting a narrative of distinction and leadership within the industry.

We are committed to not just maintaining but elevating the standards that define our educational and developmental offerings.

Educational Initiatives:

The coming year will see the continuation of our esteemed cohort program, with two new cohorts each comprising 20-25 handpicked participants. These cohorts are designed to be incubators for innovative thought, providing an environment where emerging leaders can flourish. By maintaining an optimal number of participants, we ensure personalized attention and a rich collaborative experience. Our educational initiatives are thus meticulously crafted to foster individual potential and collective growth.

Talent, Productivity, and Growth Conference:

The introduction of the Talent, Productivity, and Growth Conference in 2024 marks a milestone in RIKA's calendar. This premier event promises to be a crucible for professional development, with a robust agenda that sets new standards for industry innovation. Through a strategic partnership with a leading Corporate Sponsor, we will offer an unrivalled platform for networking and knowledge exchange. The conference is envisioned as a yearly highlight that will not only inspire participants but also shape the future trajectory of the industry.



Further testament to our burgeoning prestige is the interest from a South African entity and a Netherlands-based institution, seeking to explore collaborative ventures with us, which acknowledges our serial achievements and growing international repute.

RIKA Alumni Network:

In December, we will proudly unveil the RIKA Alumni Network, a new initiative that connects past participants in a robust community of practice. Approximately 120 alumni will form the inaugural cohort of this network, fostering a tapestry of relationships and continuous learning. This network will serve as a hub for ongoing professional development and a resource for current participants. The establishment of the Alumni Network is a testament to RIKA’s enduring impact and the value we place on lifelong connections.

Ceremonial Graduations:

The graduations of Cohorts 4 and 5 will be celebrated with the pomp and circumstance befitting our institution’s reputation. These ceremonies will not only recognize the hard work and achievements of our participants but also symbolize their transition to industry-ready professionals. By marking these milestones ceremonially, we reaffirm our commitment to recognizing and honouring educational excellence.



The graduations will serve as both a culmination of our participants’ journeys and a gateway to their future successes.

Commitment to Excellence:

Our commitment to excellence is the cornerstone of every initiative we undertake, ensuring that each is executed with precision and integrity. We understand that the repeatability of our ventures is crucial for sustained impact and brand elevation. As such, every program and project are designed to be both scalable and adaptable, meeting the evolving needs of the industry. RIKA’s dedication to excellence is unwavering, setting a benchmark that resonates with our stakeholders and the community at large.

Executive Director’s Engagement:

The Executive Director will increase their engagement in RIKA’s activities, reaffirming the leadership’s dedication to hands-on involvement. This will include leading in-person and hybrid development sessions, providing participants with unparalleled access to industry expertise. The Talent, Growth, and Productivity Conference will benefit significantly from the Executive Director’s vision and guidance. By investing personal time and effort, the Executive Director embodies the organizational values of leadership and commitment to excellence.

Tuition Fees Adjustment:

In an adaptive response to the economic climate, particularly the Kenya Shilling’s significant depreciation, we will reduce our Flagship programme tuition fees from \$6,500 to \$5,000. This adjustment is an investment in our participants’ futures, enhancing the affordability and accessibility of our programmes. The revised fee structure is also an indicator of our commitment to providing value while considering the broader economic factors that affect our participants. This strategic decision is in line with our sustainability goals and our pledge to make quality education more inclusive.

Financial Strategy for 2024:

For the forthcoming year, we have meticulously prepared a financial strategy that reflects both our ambitions and our commitment to fiscal responsibility. Our proposed budget of \$864,000 for 2024 is carefully calibrated to support the strategic initiatives that will drive our growth. This increase from the previous year’s budget of \$734,100 is a calculated step towards expanding our offerings and enhancing our impact. We are confident that this investment will yield significant returns in terms of educational outcomes and brand prestige.

Projected Financials:

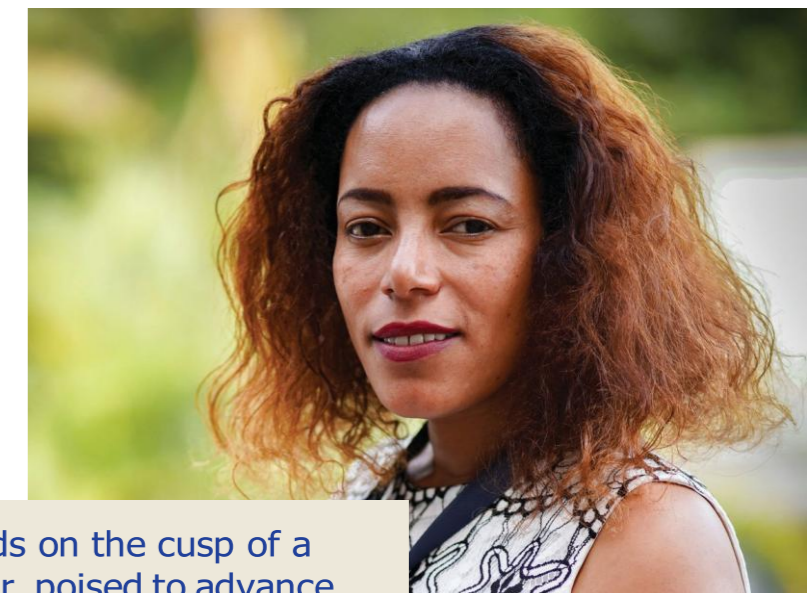
Looking ahead, we project revenues of approximately \$150,000, complemented by a current bank balance that mirrors this figure. These projections are conservative yet optimistic, accounting for pending payments and ensuring a buffer for unforeseen expenses. Our financial planning is rooted in pragmatism, aiming to maximize resources while expanding our reach. The expected financial outcomes are a testament to our strategic acumen and commitment to sustainable growth.

Enhancing Governance:

RIKA is set to fortify its organizational framework through strategic governance enhancements. We plan to establish a Board of Strategic Advisors, a pivotal step that will not only bolster our thought leadership but also amplify our fundraising capabilities and advance our pursuit of global certifications. This board will play an oversight role, providing guidance and support to the

program office, ensuring that our operations align with our strategic goals and adhere to the highest standards of excellence. With dedicated seats for representatives from HPDA and BHI or IA, we will ensure that our stakeholders’ perspectives are integrated into our decision-making processes. This evolution in our governance structure is anticipated to drive our program to new heights, enhancing our ability to shape the future of leadership development across the globe.

With each strategic initiative, from educational cohorts to our flagship conference, we reaffirm our dedication to excellence and our role as industry catalysts. As we navigate the financial landscape with foresight, we maintain our commitment to accessibility and sustainability. RIKA is set to not only achieve our goals for 2024 but to surpass them, fostering a legacy that will resonate for years to come. The partnership discussions with respected institutions in South Africa and the Netherlands further illustrate the increasing recognition of RIKA’s impact and potential for global collaborative success.




RIKA stands on the cusp of a pivotal year, poised to advance our mission of cultivating talent and driving innovation.

Believing in better leadership.

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