



RIKA
AFRICA

Annual Report 2024

04 — Executive Summary

Welcome Messages

- 06 — From the Executive Director
- 08 — From the Programme Director
- 10 — From the Head of Faculty

About RIKA

- 12 — The RIKA Story
- 14 — Vision and Core Values
- 15 — The RIKA Ecosystem

Highlights of 2024

- 16 — Highlights
- 26 — 2024 in Numbers
- 29 — Success Stories - 29
- 31 — Sponsorship and Scholarships

Programme Delivery

- 33 — Highlights
- 34 — Curriculum Innovations
- 35 — Feedback

RIKA Financial Overview

- 38 — Highlights
- 43 — Forward-Looking Strategies

Strategic Initiatives And Future Plans

- 44 — Expanding Programme Offerings
- 45 — Building Strategic Partnerships

Governance and Operational Excellence

- 49 — Governance Structure
- 51 — Operational Highlights
- 53 — Future Focus

A Future of Leadership Excellence

- 53 — Goals for 2025



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

2024 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 41 fellows from our fourth and fifth cohorts 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 2025, 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.

Foreword from the Executive Director

As we reflect on 2024, I am filled with immense pride and gratitude for the journey we have undertaken together. This year has been a defining one for RIKA—a year of growth, innovation, and impact.

From the successful graduation of Cohorts 4 and 5 to the inaugural RIKA Annual Summit, we have not only demonstrated resilience but also deepened our commitment to transforming leadership across Africa.

RIKA's mission of cultivating changemakers is more urgent and relevant than ever.

The challenges faced by our Fellows, faculty, and partners—whether economic, social, or organizational—underscore the importance of equipping leaders with the skills, mindsets, and toolsets to navigate uncertainty and drive sustainable progress.

Our accomplishments this year are a testament to the dedication of our team, the trust of our sponsors and partners, and the courage of our Fellows. Together, we are creating a community of practice that transcends borders, industries, and generations—a network of leaders committed to shaping a brighter future for Africa and beyond.

As we look ahead to 2025, our focus remains on strengthening our core, expanding our offerings, and deepening our impact. I invite you to continue walking this journey with us, as together we build a legacy of transformative leadership.

Susan Githuku
Executive Director

“

RIKA's journey exemplifies the strength of vision, resilience, and a shared commitment to shaping Africa's leadership landscape for generations to come.

“

As we conclude our third full year of operations, I am proud of what we have accomplished together and energized by the opportunities that lie ahead.

Letter from the Programme Director

It is my pleasure to present the RIKA Annual Report for 2024, a year that has challenged and inspired us in equal measure.

This year, we saw 21 outstanding Fellows graduate from Cohort 4 and another 21 from Cohort 5, bringing our total alumni to 108 across 12 countries. These individuals represent the best of what RIKA stands for—leadership excellence, cross-sector collaboration, and a commitment to creating meaningful impact in their organizations and communities.

Our journey has not been without challenges. Macroeconomic pressures, tuition payment delays, and the increasing complexity of human capital needs have required us to adapt, innovate, and remain steadfast in our mission. Yet, these challenges have only strengthened our resolve. This year, we secured a partnership with AIHR to enhance our curriculum, hosted the inaugural RIKA Summit, and relocated to a modern workspace at KOFISI Square. These milestones demonstrate our commitment to excellence and continuous improvement.

As we look toward 2025, our goals are ambitious: to expand our flagship programme, launch new course offerings, and deepen engagement with our alumni. These efforts will position RIKA as the premier platform for leadership development in Africa, a place where leaders come to grow, connect, and make a difference.

Thank you for your continued support, belief, and partnership in this transformative journey. Together, we are building something extraordinary.

Natalie Manga

Editor & Programme Director, RIKA

Reflections from the Head of Faculty

As Head of Faculty, I am privileged to witness the transformational journeys of our Fellows and the unwavering dedication of our teaching team. 2024 has been an exceptional year for RIKA, one that highlights both the challenges and the opportunities inherent in leadership development.

Our faculty has worked tirelessly to deliver an engaging and rigorous curriculum, supported by a global network of thought leaders. From Lucy Quist's impactful session on leadership to the introduction of AIHR for data analytics and design thinking, our content continues to evolve in step with the demands of the Fourth Industrial Revolution.

This year, I have been particularly struck by the resilience and ambition of our Fellows. Despite economic pressures and the demands of their roles, they have embraced the RIKA experience with curiosity and determination.

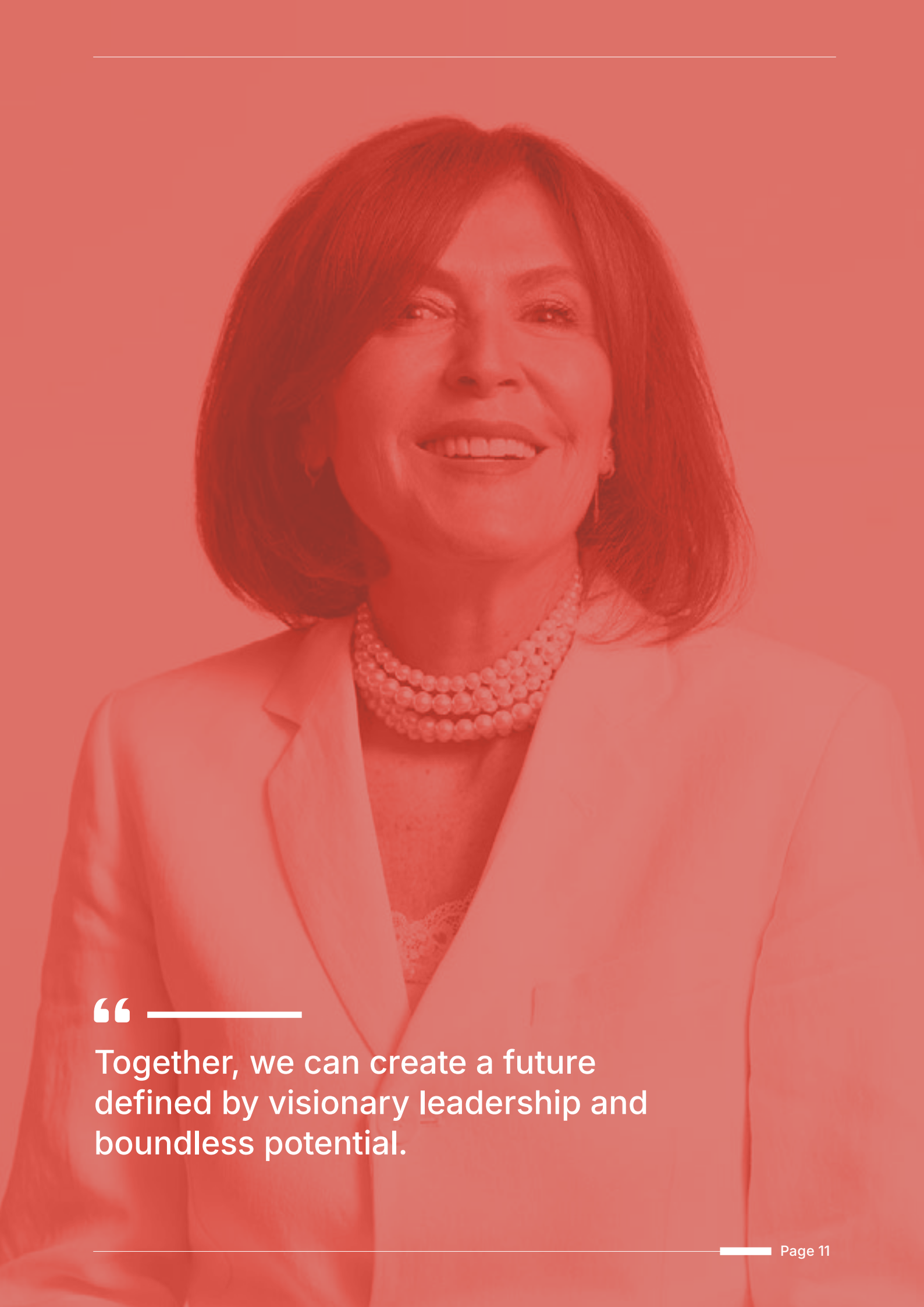
The feedback we've received—from the critical acclaim for Debbie Hollis' elective on critical thinking to the high level of participation in peer-to-peer learning—reinforces the value of what we do.

Looking forward, my focus is on maintaining the high standards of our teaching, diversifying our faculty, and ensuring that every module remains fresh, relevant, and impactful. I am also committed to supporting the programme office in nurturing the RIKA Community of Practice, which has already shown immense promise as a space for collaboration, mentorship, and lifelong learning.

RIKA is more than a programme; it is a movement. I invite all of you—faculty, alumni, and partners—to continue building this legacy with us.

Deborah Exell

Head of Faculty



“
Together, we can create a future defined by visionary leadership and boundless potential.

About RIKA

The name RIKA is derived from a Bantu word that signifies “people who have gone through an initiation ceremony together and are expected to go on and do good things.”

This ethos lies at the heart of what RIKA seeks to achieve: to create a transformative journey for leaders, equipping them with the skills, mindsets, and toolsets to drive meaningful and sustainable change.

Our Mission

To nurture visionary leaders across Africa who align human capital with organizational strategy, fostering innovation and sustainable growth.

RIKA is committed to empowering leaders who can navigate the complexities of an ever-changing world, lead with purpose, and inspire those around them to do the same.

We aim to catalyze leadership excellence, ensuring that our Fellows are not only prepared for today’s challenges but are also shaping the future of their organizations and communities.

Our Vision

To cultivate a network of transformative leaders whose influence shapes organizations, drives societal progress, and creates lasting solutions to Africa’s most pressing challenges.

Our Core Values:

1. Excellence in Leadership:

We are dedicated to delivering world-class training that empowers leaders to achieve organizational and societal impact.

2. Collaboration and Inclusivity:

RIKA thrives on diverse perspectives, fostering collaboration across sectors, industries, and geographies to create inclusive solutions.

3. Continuous Learning and Innovation:

We embrace a culture of curiosity, encouraging leaders to evolve with the times and drive forward-thinking practices.

4. Integrity and Accountability:

Our Fellows are held to the highest ethical standards, ensuring that their leadership reflects a deep commitment to trust and transparency.

5. Impact-Driven Action:

Every initiative, course, and partnership is designed to deliver tangible results, with a focus on creating measurable and meaningful change.

The RIKA Ecosystem and Community of Practice

At its core, RIKA is more than a leadership programme; it is an ecosystem that fosters lifelong growth, collaboration, and impact.

The RIKA Ecosystem:

RIKA connects leaders, faculty, alumni, and partners in a dynamic network designed to amplify individual and collective success.

Through our carefully curated curriculum, global faculty, and strong partnerships, RIKA bridges the gap between global best practices and local realities, ensuring relevance and applicability across diverse contexts.

The Community of Practice:

RIKA Fellows and alumni form a Community of Practice, a vibrant, cross-sectoral group committed to sharing insights, exchanging ideas, and supporting one another in their leadership journeys.

This community provides a structured platform for collaboration through:

Alumni Networks:

Opportunities for Fellows to engage, mentor, and inspire future cohorts.

Peer Learning

Interactive sessions that emphasize shared experiences and best practices.

Thought Leadership

Regular virtual sessions and in-person events featuring industry experts and alumni who exemplify transformative leadership.

The RIKA ecosystem is designed to create ripple effects—empowering leaders who will, in turn, inspire others to innovate, grow, and create a better future for their organizations and communities.

2024 Highlights and Achievements

2024 has been a transformative year for RIKA, marked by growth, resilience, and impactful milestones.



Overview of the Year

From the successful graduation of Cohorts 4 and 5 to the hosting of our inaugural RIKA Annual Summit, we have continued to expand our reach, deepen our curriculum, and strengthen our community of practice. This year also saw critical advancements in strategic partnerships and operational efficiency, positioning RIKA as an emerging leader in human capital development across Africa. Our alumni network has grown to 108 Fellows, representing 12 countries and diverse sectors.

We introduced curriculum enhancements, welcomed world-class faculty and speakers, and engaged with stakeholders to ensure RIKA remains at the forefront of leadership development on the continent.

Despite challenges posed by macroeconomic factors, we navigated the landscape with agility and determination, reaffirming our commitment to building the next generation of organizational changemakers.



Graduations

With these two graduations, RIKA has now equipped 108 Fellows with the skills, mindsets, and toolsets necessary to lead in today's complex environments.

Cohort 4 Graduation:

The fourth cohort, comprising 21 Fellows from six countries, graduated in May 2024. This diverse group of leaders represented industries ranging from financial services and NGOs to healthcare and technology.

Despite a slight reduction in cohort size due to withdrawals, the programme delivered strong outcomes, with all graduating Fellows demonstrating enhanced capabilities and readiness to tackle organizational challenges.



The graduation ceremonies provided an opportunity for Fellows to connect, celebrate their achievements, and begin their journey as part of the growing RIKA alumni network.

Cohort 5 Graduation:

Cohort 5, our most geographically diverse group to date, graduated 21 Fellows from seven countries in November 2024.

Fellows included employer-sponsored participants from leading organizations such as Equity Bank, Pharo Foundation, Mastercard Foundation, and Prudential Insurance, underscoring RIKA's appeal across sectors.



Inaugural RIKA Annual Summit

The inaugural RIKA Annual Summit, held in November 2024, was a milestone event, bringing together Fellows, alumni, faculty, and industry leaders to celebrate achievements and foster thought leadership.



Highlights of the Summit



Esteemed Speakers
Keynote addresses by Daniel Wanjira, Director of Strategic Initiatives at Blue Haven Initiative, and Prof. PLO Lumumba captivated attendees, providing visionary insights into human capital management and Africa's potential.



Theme and Discussions
The Summit focused on the intersection of leadership, innovation, and resilience in a rapidly changing world, with sessions exploring topics such as organizational leadership in a BANI world, the future of work, and driving systemic change.



Fellow Achievements
The Summit also featured the graduation ceremony for Cohort 5, offering a platform to recognize Fellows' accomplishments and inspire the broader Rika community.



Networking Opportunities
Over 150 participants engaged in dynamic discussions, forging connections that promise to catalyze future collaborations and growth.



Feedback from the Summit has been overwhelmingly positive, affirming its role as a pivotal event for the Rika ecosystem.

Relocation to KOFISI Square

In 2024, RIKA relocated its offices to KOFISI Square, Riverside, Nairobi, a strategic move aimed at enhancing operational efficiency and creating a conducive environment for collaboration and growth.

Key Benefits of the Relocation

Enhanced Workspace

The modern facilities at KOFISI Square provide our team with state-of-the-art amenities, enabling increased productivity and innovation.

Professional Ambiance

The new office aligns with RIKA's ethos of excellence, reflecting the calibre of our programmes and the professionalism of our team.

Central Location

Situated in Nairobi's business hub, KOFISI Square enhances accessibility for Fellows, faculty, and stakeholders, fostering stronger engagement and collaboration.

This relocation marks a significant milestone in RIKA's journey, signalling our readiness to scale operations and deliver even greater value to our community.

Key Partnerships and Collaborations

Strategic partnerships have been integral to RIKA's progress in 2024, enabling us to enhance our curriculum, expand our reach, and sustain our operations.

Blue Haven Initiative

As RIKA's founding partner, Blue Haven Initiative continues to provide invaluable support, sponsorship and guidance. This year, their strategic insights and financial backing were instrumental in sustaining our operations and advancing our mission.

AIHR Partnership

RIKA partnered with the Academy to Innovate HR (AIHR), a leading global institution for HR training, to deliver modules on Data Analytics and Design Thinking from 2025 to 2029. These modules align with the demands of the future of work, equipping Fellows with cutting-edge skills in human capital management.

Collaborations with Local Stakeholders

Partnerships with organizations such as the Institute of Human Resource Management (IHRM) in Kenya and various sponsoring employers have bolstered RIKA's credibility and impact.

Employer sponsorships increased in 2024, demonstrating the growing recognition of RIKA's value by leading organizations across the continent.

These collaborations have not only enriched our programmes but have also positioned RIKA as a hub for leadership excellence and innovation.

Programme Impact

RIKA's alumni network is a testament to its growing influence across Africa and its commitment to developing visionary leaders equipped to navigate complexity and drive impact.



108

Number of Students

By the end of 2024, RIKA has successfully graduated 108 Fellows across five cohorts. This achievement reflects consistent growth and the increasing demand for the programme.



Industries Reached

Alumni represent a broad spectrum of industries, including financial services, healthcare, technology, agriculture, non-profits, and public administration. This diversity underscores RIKA's relevance across sectors and its ability to address varied leadership challenges.



70/30%

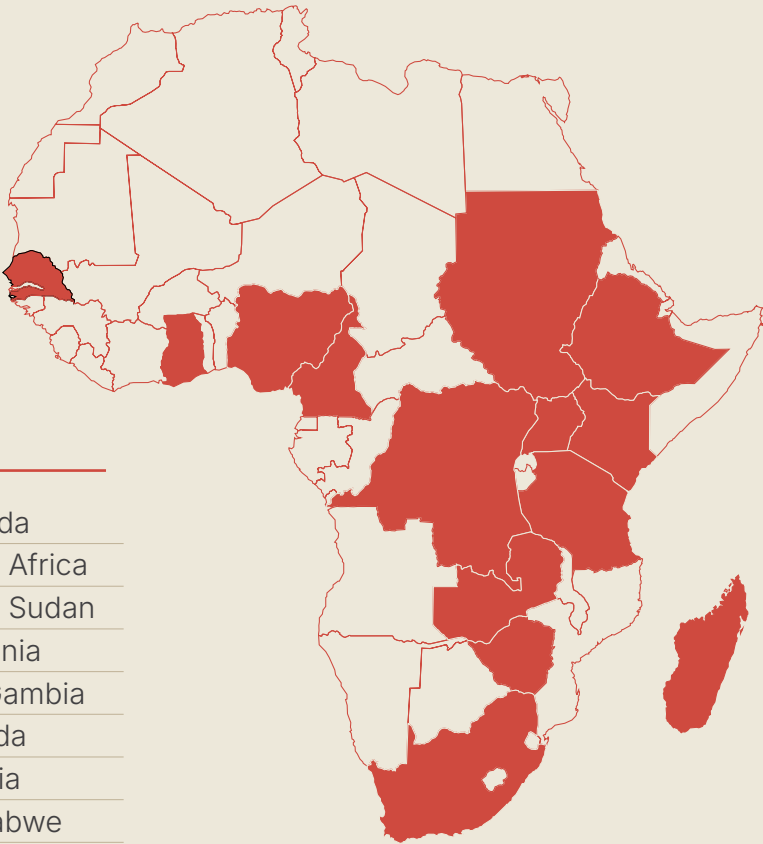
Gender Distribution

RIKA continues to champion inclusivity, with women comprising approximately 70% of the total alumni, demonstrating the programme's success in empowering women leaders to take on transformative roles.



Cameroon
Democratic
Republic
of Congo
Ethiopia
Ghana
Kenya
Madagascar
Nigeria

Rwanda
South Africa
South Sudan
Tanzania
The Gambia
Uganda
Zambia
Zimbabwe



The growth in alumni numbers and diversity reflects RIKA's commitment to nurturing leaders who can make a meaningful impact across Africa's socio-economic landscape.

Participant Success Stories

RIKA alumni are emerging as changemakers, demonstrating enhanced capabilities, confidence, and influence within their organizations and communities. Below are select profiles showcasing their professional achievements:



Rita Muigai
Vice President, People at MEDA
Based in Toronto and Nairobi, Rita is driving transformative initiatives at MEDA, leveraging her enhanced strategic capabilities and cross-cultural leadership skills to shape the organization's global impact.



Mukunya Mugo
Head of HR at Oxfam International Secretariat
Transitioning from consultancy to a global leadership role, Mukunya has demonstrated the ability to navigate complex organizational challenges and foster a forward-thinking HR agenda.



Liz Robertson
Strategic Leader at KOFISI
Liz has spearheaded a 10-year strategic upgrade, integrating her organizational perspective with practical action to position KOFISI for its next phase of growth.



Sheila Nyanjui
Understudy to Functional Leader at Living Goods
Sheila's return to her former organization in an elevated role highlights the recognition of her enhanced value and leadership potential post-RIKA.

Expanding Reach: Alumni and Sectoral Diversity

RIKA's footprint continues to grow, both geographically and sectorally, enhancing its relevance and impact.

New Sectors

In 2024, RIKA expanded its reach into new industries, including renewable energy, agribusiness, and technology startups. This diversification ensures the programme remains relevant to evolving economic and industry trends.

Geographic Expansion

The addition of Fellows from Madagascar and Ethiopia marked a significant milestone in expanding RIKA's pan-African reach. The programme continues to attract participants from regions that have historically lacked access to world-class leadership development opportunities.

Cross-Sectoral Learning

The diversity of alumni enables cross-sectoral collaboration, with Fellows sharing insights and strategies from different industries. This approach fosters innovation and equips leaders with the adaptability to address complex challenges.

The broadening of RIKA's alumni base reinforces its mission to develop leaders who can contribute meaningfully across multiple dimensions of Africa's growth story.

Employer Sponsorship and Scholarships

RIKA's funding model prioritizes accessibility and inclusivity, ensuring that high-potential candidates from diverse backgrounds can participate in the programme.

Employer Sponsorship

Over 60% of RIKA Fellows have been sponsored by their employers, reflecting the growing recognition of RIKA as a strategic investment in organizational leadership development. Sponsoring organizations include Equity Bank, Mastercard Foundation, Prudential Insurance, and Living Goods.

Scholarships

RIKA has provided scholarships to 33% of its alumni, enabling candidates with financial constraints but exceptional potential to access the programme. These scholarships are awarded based on demonstrated need, capability, and leadership promise.

Impact on Accessibility

The combination of employer sponsorships and scholarships has broadened RIKA's accessibility, ensuring that candidates from diverse sectors and socio-economic backgrounds can benefit from the programme.

Encouraging Employer Buy-In

Many organizations sponsoring Fellows have reported measurable benefits, including improved leadership capacity and enhanced employee retention. This feedback underscores the value RIKA brings not only to individuals but also to the organizations they serve.

By maintaining a robust and equitable funding structure, RIKA ensures that it remains a beacon of opportunity for leaders across Africa, regardless of their financial circumstances.

Programme Delivery

Faculty Excellence and Contributions
RIKA's faculty remains the cornerstone of its success, delivering transformative learning experiences through a blend of expertise, innovation, and dedication.



Core Faculty Highlights

The contributions of Deborah Exell, Debbie Hollis, and Taaka Awori have been instrumental in shaping the RIKA experience. Their deep subject matter expertise and engaging teaching styles have consistently received high praise from Fellows.

Deborah Exell's mastery of modules such as Organizational Design and HR in the Future of Work has elevated participants' strategic thinking capabilities.

Debbie Hollis's elective on Critical Thinking has become a standout feature, equipping Fellows with essential decision-making tools.

Taaka Awori's focus on Leadership Evolution has inspired Fellows to adopt transformational approaches within their organizations.

Esteemed Guest Speakers

RIKA welcomed several high-calibre guest speakers in 2024, including:

Lucy Quist, renowned for her insights on Leadership in Africa, who captivated Fellows during the Leadership module.

Prof. PLO Lumumba, whose thought-provoking session on Transformative Leadership for Africa left a lasting impact.

Jean-François Cousin, a global coach, whose practical strategies for leadership development were highly appreciated.

These contributions have not only enriched the curriculum but have also fostered a culture of excellence that defines RIKA.

Curriculum Innovations

2024 marked significant advancements in RIKA’s curriculum, ensuring relevance in an ever-changing business landscape.

New Module Partnerships

A major milestone was the partnership with AIHR (Academy to Innovate HR), which introduced cutting-edge modules on Data Analytics and Design Thinking for HR. These modules are vital for equipping Fellows with skills aligned with the demands of the Fourth Industrial Revolution.

Content Updates

Several modules underwent updates to incorporate emerging trends and best practices:

- HR in the Future of Work was enriched with insights on hybrid working models, diversity, equity, and inclusion (DEI), and employee well-being.

- Strategic Leadership now integrates case studies highlighting leadership in volatile, uncertain, complex, and ambiguous (VUCA) environments.
- Total Rewards was expanded to include innovative approaches to employee engagement and personalized reward systems.

Electives for Specialized Learning

New electives, such as Critical Thinking for Leaders and Technology Integration in HR Practices, were introduced, allowing Fellows to tailor their learning experiences to their unique career paths.

These innovations reflect RIKA's commitment to delivering a forward-thinking and impactful curriculum that empowers leaders to drive meaningful change.

Feedback and Insights from Fellows

Feedback from Fellows provides invaluable insights that shape RIKA's ongoing refinement and evolution.

Survey Insights

Surveys conducted after each module revealed consistently high satisfaction rates, with over 90% of Fellows rating the programme as impactful and relevant to their professional growth. Key highlights include: A strong appreciation for the practical application of concepts learned. High praise for peer-to-peer learning opportunities during breakout discussions. Requests for more case studies and real-world scenarios to deepen understanding.

“

The Leadership module changed my perspective entirely. It wasn't just about leading teams but about inspiring and aligning them with a shared vision.

Sheila Nyanjui
Cohort 1



“

Data Analytics and Design Thinking opened my eyes to how HR can drive tangible business outcomes. These are skills I never thought I would acquire in a leadership programme.

Mukunya Mugo
Cohort 3



Challenges Identified

While the programme received overwhelming positive feedback, Fellows highlighted a few areas for improvement:

- Scheduling conflicts occasionally impacted attendance, leading to greater reliance on recorded sessions.
- Fellows requested additional alumni networking sessions to foster ongoing collaboration and mentorship.



RIKA Financial Overview

Financial Highlights and Sustainability

2024 has been a year of financial adaptability and strategic management as RIKA navigated macroeconomic challenges while maintaining operational excellence.

Revenue Streams

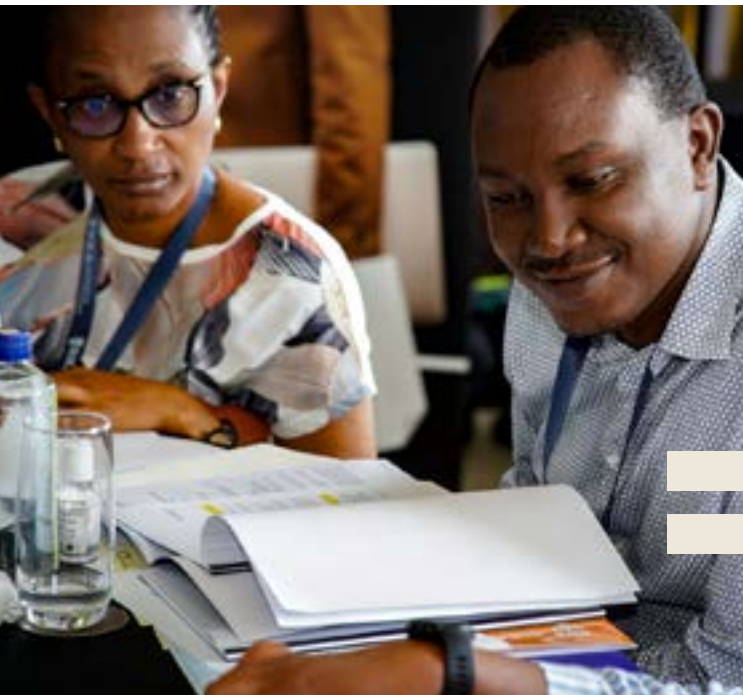
RIKA generated revenue through a mix of programme fees, employer sponsorships, and strategic partnerships. Notable contributions from organizations like Blue Haven Initiative and Impact Assets have provided a stable foundation for operations.

Fee Collection

Despite challenges posed by regional economic conditions, fee collection remained robust, with 85% of Cohort 5 participants completing their payments. Employer sponsorships accounted for the majority of fully funded Fellows.

Scholarships

RIKA allocated 33% of its revenue to scholarships, ensuring that high-potential candidates with financial constraints could participate. This reflects RIKA's commitment to inclusivity and diversity.



Cost Management

Efficient cost management remained a priority to ensure financial sustainability without compromising the quality of programme delivery.

Faculty Costs

Efforts to optimize faculty costs included diversifying the teaching team and engaging guest speakers at lower unit costs. This allowed RIKA to maintain high-caliber instruction while managing expenses effectively.

Operational Savings

The relocation to KOFISI Square has streamlined operational expenses, offering a modern and cost-effective workspace that supports collaboration and productivity.

Invoicing Efficiency

The consolidation of invoicing for management and programme costs to biannual cycles improved cash flow management and reduced administrative overhead.



Challenges and Mitigation Strategies

Economic conditions presented financial challenges that required proactive management and strategic adjustments.



Macroeconomic Pressures

Elevated inflation, increased taxation, and currency depreciation in Sub-Saharan Africa impacted the affordability of the programme for self-funded Fellows. Rika introduced flexible payment plans to mitigate these challenges.

Outstanding Payments

While most organizations sponsoring Fellows fulfilled their commitments, a few faced financial difficulties, delaying payments. Rika is closely monitoring these cases and engaging sponsors to secure outstanding balances.

Non-Payment Issues

Two self-funded Fellows completed the programme without making any payments. Legal action is being considered to address these cases and deter future occurrences.

Budget Allocation

Strategic allocation of resources ensured that key priorities were funded while maintaining financial discipline.

Programme Delivery

The largest portion of the budget was allocated to curriculum delivery, faculty remuneration, and participant support.

Summit Costs

The inaugural Rika Annual Summit required significant investment, partially offset by sponsorships and participant entry fees. The event underscored Rika's value proposition and provided a platform for business development.

Scholarship Fund

A dedicated scholarship fund enabled 8 participants in Cohort 5 to access the programme at reduced costs, furthering Rika's mission of accessibility and inclusivity.



Forward-Looking Strategies

RIKA is taking deliberate steps to ensure financial resilience and growth in the coming years.



Diversifying Revenue Streams

Plans to introduce new programmes and expand the flagship offering aim to increase enrolment and generate additional income.

Strengthening Partnerships

Collaboration with global institutions like AIHR and local organizations will provide new opportunities for sponsorships and funding.

Enhanced Business Development

Dedicated professional support will be engaged to expand outreach and attract a broader network of participants and sponsors.

Cost Optimization

Continuous review of operational and programme delivery expenses will ensure efficiency and sustainability



Strategic Initiatives And Future Plans

RIKA will implement various strategies to further its mission of developing leaders and driving sustainable impact in the coming year.



Expanding Programme Offerings

RIKA is poised to diversify its curriculum in 2025, introducing new courses to address evolving leadership and organizational needs across Africa.

New Programmes

Plans are underway to launch three new courses in 2025:

- **Digital Transformation Leadership:** Equipping leaders with the tools to drive digital innovation and transformation within their organizations.
- **Governance in a BANI World:** Preparing leaders to navigate governance complexities and contribute effectively to board-level decision-making.
- **Emerging Leaders Programme:** A three-day immersive experience designed to prepare high-potential individuals for significant leadership roles.

Future Expansion

By 2026, RIKA will further broaden its offerings, introducing specialized modules focused on Sustainability Leadership and AI-Driven Talent Management.

Strengthening Business Development

To support the anticipated growth, RIKA is scaling its business development efforts across Africa and beyond.

Dedicated Business Development Team

Plans are in place to engage professional support to target new markets and build strategic partnerships.

Regional Outreach

Focused efforts to attract participants from underrepresented regions in Sub-Saharan Africa, including Francophone and Lusophone countries.

Digital Marketing Strategies

Enhanced digital presence through targeted campaigns, leveraging social media and the RIKA website to drive applications and build brand awareness.

Connected, Informed, Empowered

Fostering ongoing collaboration and learning among RIKA Fellows remains a priority.

Alumni Platform

The establishment of an interactive alumni portal will facilitate networking, resource sharing, and access to continuous learning opportunities.

Communities of Practice

Structured forums for alumni to engage in sector-specific discussions, mentorship, and collaborative problem-solving.

Regular Virtual Sessions

Bi-monthly webinars featuring guest speakers and expert panels on emerging trends and best practices in leadership and human capital management.

Enhancing Faculty Diversity

RIKA aims to diversify its teaching team to bring fresh perspectives and expertise.

Cross-Continental Faculty

Plans to engage faculty from across Africa and the Diaspora to provide a broader range of insights and approaches.

Emerging Faculty Development

Identifying and mentoring emerging educators to contribute to RIKA's programmes.

Optimized Faculty Costs

Balancing faculty expansion with sustainable cost management to maintain high-quality learning experiences.

Building Strategic Partnerships

Collaborations with global and local organizations will amplify RIKA's reach and impact..

Existing Partnerships

Continued engagement with Blue Haven Initiative, AIHR, and other stakeholders to enhance curriculum quality and broaden RIKA's network.

New Collaborations

Exploring partnerships with African universities, professional associations, and corporate entities to co-develop and sponsor programmes.

Sponsorship Initiatives

Targeted efforts to secure sponsorships for the RIKA Annual Summit and scholarship funds to support accessibility.

Expanding RIKA's Footprint

RIKA is strategically expanding its geographical reach to become a truly pan-African programme.

Country Representation

Focused efforts to include participants from countries not yet represented in RIKA cohorts.

Language Accessibility

Considering multilingual programme delivery to accommodate participants from Francophone and Lusophone Africa.

Regional Hubs

Exploring the feasibility of regional hubs to host localized training and networking events.

Governance and Operational Excellence

With a clear governance structure and collaborative leadership, RIKA is well-positioned to lead the charge in transformative leadership development.

Governance Structure

RIKA's governance framework is designed to ensure accountability, strategic direction, and alignment with its mission of cultivating transformative leadership across Africa.

Office of the Executive Director

Led by the Executive Director, this role is pivotal in providing strategic oversight and ensuring RIKA's long-term sustainability and impact. The Executive Director collaborates with distinguished professionals and key stakeholders to:

- Define and steer RIKA's strategic initiatives and long-term goals.
- Offer high-level oversight of curriculum direction and alignment with global best practices in leadership development.
- Foster key partnerships and collaborations to expand RIKA's reach and influence.
- Oversee impact measurement and reporting to ensure continued relevance and excellence.



Programme Office

The Programme Office, under the leadership of the Programme Director, serves as the operational backbone of RIKA. It ensures seamless programme delivery, stakeholder engagement, and overall organizational efficiency. Key roles within the Programme Office include:

Programme Director

Manages the Programme Office, driving operational success and ensuring all commitments to Fellows, faculty, and partners are met. The Programme Director is also responsible for:

- Reporting to RIKA’s sponsor and other key stakeholders.
- Measuring programme impact and producing detailed reports that reflect RIKA’s progress and achievements.
- Collaborating with the Finance Officer to align budgets and expenditures with programme goals.

Programme Manager

Handles all operational aspects, including student liaison, platform management, and ensuring smooth day-to-day functioning of programme logistics.

Marketing and Insights Analyst

Focuses on social media strategy, high-level reporting, and external liaison, ensuring RIKA’s brand visibility and outreach remain robust.

Finance Officer

Responsible for all financial operations, including budgeting, invoicing, and financial reporting. The Finance Officer works closely with a team of external auditors and tax advisors to ensure compliance, transparency, and financial sustainability.

Collaborative Decision-Making

Inclusivity and collaboration are at the heart of RIKA’s governance model. Input from faculty, alumni, and Fellows informs key decisions, ensuring that the organization remains responsive to the needs of its community while maintaining its commitment to excellence.

This governance structure reflects RIKA’s dedication to innovation, impact, and a shared vision of leadership transformation across the continent. By maintaining a clear division of responsibilities and fostering collaboration at every level, RIKA ensures that its programmes are not only operationally sound but also strategically impactful

Operational Highlights

RIKA’s operational strategies in 2024 have been focused on efficiency, resilience, and scalability.

Relocation to KOFISI Square

This move provided RIKA with a modern, collaborative workspace that enhances team productivity and supports its growing operational needs. The state-of-the-art facilities align with RIKA’s mission of fostering excellence and innovation.

Financial Oversight

Effective financial management has been a cornerstone of operations, with streamlined invoicing cycles and close monitoring of budget allocation ensuring transparency and sustainability.

Enhanced Digital Infrastructure

Investments in digital tools and platforms have improved programme delivery and participant engagement. For example:

- The introduction of a dynamic alumni portal to facilitate ongoing networking and learning.
- Upgrades to the RIKA website to enhance user experience and streamline applications.



Strategic Risk Management Framework

Proactively identifying and mitigating risks has been a priority for RIKA in 2024.

Financial Risks

Addressed through flexible payment plans, scholarships, and closer engagement with sponsoring organizations to ensure timely fee payments.

Operational Risks

Mitigated through robust contingency planning, including the rescheduling of the inaugural Summit and adjustments to faculty availability for seamless programme delivery.

Reputation Risks

Maintained through consistent delivery of high-quality programmes and transparent communication with stakeholders during challenges such as student withdrawals and economic constraints.

Compliance and Ethical Standards

RIKA adheres to the highest standards of integrity, transparency, and ethical conduct.

Regulatory Compliance

Full compliance with local tax regulations and employment laws, even in the face of challenges such as Kenya Revenue Authority audits.

Data Protection

Safeguarding the privacy and confidentiality of participant data through secure systems and compliance with data protection laws.

Equity and Inclusion

Upholding principles of diversity and inclusion in all aspects of operations, from participant selection to faculty hiring.

Future Focus

RIKA's governance and operational strategies are intentionally designed to evolve alongside its ambitious goals for growth and impact. As the organization continues to innovate, adapt, and refine its approach, several key areas of focus will guide its future development:

Strengthening Governance (Year 5 and Beyond)

While RIKA does not currently have an Advisory Board, plans are in place to establish one in the fifth year of programme delivery. This board will aim to bring together distinguished leaders from diverse regions and sectors, ensuring a wide range of perspectives and expertise to guide RIKA's long-term strategy and growth.

Operational Scalability

As RIKA prepares to launch new programmes and expand participant numbers, it is prioritizing the enhancement of its operational capacity. This includes investments in team development, and streamlined processes to support seamless delivery while maintaining the high standards of its offerings.

Continuous Improvement and Innovation

RIKA is committed to regular reviews of its governance and operational practices. This ensures alignment with emerging trends, global best practices, and the evolving needs of its stakeholders, allowing the organization to remain a leader in leadership development across Africa.

Flexibility for Experimentation

In its formative years, RIKA continues to explore, innovate, and refine what works best. This deliberate approach allows the organization to respond to feedback, adapt to changing landscapes, and build a solid foundation for sustainable growth.

A future of leadership excellence

RIKA's future is one of collaboration, innovation, and growth, empowering leaders to drive meaningful change in a dynamic, interconnected world

Strategic Goals for 2025

RIKA is entering 2025 with a clear vision for growth, impact, and excellence. Our strategic priorities include:

Expanding Programme Offerings

Introducing new courses tailored to emerging leadership and organizational need

Increasing Cohort Size

Scaling the flagship HR Leadership Programme in 2025 while maintaining the high quality of learning and engagement.

Enhancing Alumni Engagement

Strengthening the RIKA Community of Practice through bi-monthly webinars, regional networking events, and an alumni portal.

Strengthening Partnerships

Collaboration with global and local stakeholders will be pivotal in driving RIKA's goals.

Deepening Current Partnerships

Expanding engagements with partners to enhance curriculum quality and financial resilience.

Establishing New Collaborations

Seeking partnerships to co-develop programmes and increase sponsorship opportunities.

Sponsorship Growth

Targeted outreach to secure additional sponsorships for both programme delivery and events such as the Annual Summit.



Innovations in Programme Delivery

RIKA is committed to staying at the forefront of leadership education by:

Curriculum Evolution

Introducing modules focused on sustainability, AI-driven talent management, and adaptive leadership to address changing industry demands.

Faculty Development

Increasing the diversity of faculty by engaging experts from Africa and the Diaspora, fostering a rich exchange of ideas and perspectives.

Digital Learning Platforms

Leveraging technology to enhance the learning experience, including hybrid delivery options and interactive online tools.



Expanding Geographic Reach

RIKA aims to grow its footprint across Africa and beyond.

Targeting New Regions

Actively recruiting participants from underrepresented regions such as Francophone and Lusophone Africa.

Language Inclusivity

Exploring multilingual programme offerings to make RIKA accessible to a broader audience.

Regional Hubs

Evaluating the feasibility of establishing hubs in key African cities to deliver localized training and networking opportunities.

Fostering Financial Sustainability

Financial resilience remains a core focus as RIKA grows.

Diversified Revenue Streams

Generating income through new programmes, alumni subscriptions, and targeted sponsorships.

Optimized Cost Management

Balancing operational efficiency with programme expansion to sustain quality and accessibility.

Scholarship Fund Expansion

Securing additional funding to support high-potential candidates from diverse backgrounds.



Building Thought Leadership

Positioning RIKA as a leader in human capital development across Africa.

Content Creation

Publishing insights, case studies, and white papers to share RIKA's expertise and amplify its impact.

Annual Summit Growth

Elevating the RIKA Annual Summit as a premier event for leadership and organizational innovation.

Engaging Public Discourse

Participating in conferences and dialogues to influence policies and practices in leadership development.

Believing in better leadership.

rikaafrica.com



RIKA AFRICA
KOFISI Square, Riverside Drive,
Nairobi, Kenya



Tel: +254 716 424 932
Email: info@rikalearning.org
rikaafrica.com