



RIKA  
LEADERSHIP  
PROGRAMME

# Building the next generation of Human Capital Management Leaders

Annual Report 2022

# RIKA

A cohort of like minded individuals who are destined to do great things and have undergone a significant mutual initiation.

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# RIKA MISSION

“

**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

## Words from the RIKA Executive Director

Building human capital is more critical in sub-Saharan Africa than anywhere else in the world.

In 2020 - what now seems like an earlier era - the team at BHI (Blue Haven Initiative, our sponsors) realized that pioneering action would need to be taken. That year, BHI commissioned survey of over 400 CEOs, HR and other functional leaders in Africa with results suggesting that HR leaders demonstrate significant gaps in technical and soft skills that prevent them from unleashing the power and potential of the function.

In light of this, questions at BHI continued to focus on how to meet the professional development needs of the deep pools of African talent - the source of our ingenuity and our future growth. Harnessing the potential of emerging talent, battle-tested through the previous decade of volatility and uncertainty became a priority.

RIKA, this unique HR Leadership programme was then conceived. Two years later, after hundreds of hours of development by the RIKA team and in the middle of the global pandemic, the programme was finally born. It was delivered by world-class faculty over 3 months in 2022 with the goal of transforming the future careers of its participants and ensure lasting impact.

Driving BHI's decision to develop RIKA is their long-term commitment to supporting organizations and businesses in Africa to realize their full potential: The fund is a leader in impact investing in the region, and has also made a series of ground-breaking direct investments in efforts to raise human capital.

**While Africa boasts a young and capable population it is an unfortunate fact that it does not yet have sufficient catalysts to transform the breadth of its talent into the outstanding workforce that our future growth will demand.**

Whilst RIKA is in itself no single solution to this challenge, we are grateful for the opportunity to add our contribution.

Having partnered with BHI co-founder, Liesel Pritzker-Simmons, since RIKA's inception, I would like to offer thanks on behalf of HPD Africa (and our first participant cohort) for BHI's leading role in creating RIKA. The pages which follow, and the story they tell of our first year, are a testament to BHI's support, as well as to the commitment of our participants, partners and delivery team, whose work together has so vividly brought this flourishing programme to life.

# OUR MISSION & VISION

**Building the NEXT GENERATION of  
HUMAN CAPITAL MANAGEMENT  
LEADERS for AFRICA**

## WHY NOW?

**Africa is seen as the next global frontier of growth† The World Economic Forum estimates that by 2030, Sub-Saharan Africa will be home to 20% of the global working-age population, expanding its workforce by more than the rest of the world combined.**

Driven by progress in technology and computing, the 4th Industrial revolution is bringing about a transformation in the global economy and raising critical questions on the role of people and technology – particularly around the contribution they will make and by what means.

This transformation is happening in a persistent era of Volatility, Uncertainty, Complexity and Ambiguity (VUCA), which began with the global financial crisis some 15 years ago and continues to drive unpredictable socio-economic outcomes, impacting workforces and workplaces the world over.

Despite the recent functional transformation of HR, doubts about its readiness to respond to these challenges persist. HPD Africa's studies suggest HR leaders and their teams are often too near-sighted in their focus: overwhelmed by day-to-day operational demands, and not always able to provide the decisive leadership needed to embrace the future of work and its implications.

This combination has been a provocative call to action to BHI and at HPD Africa. It is clear that the challenge of leading this transformation will largely fall onto C-suite leadership teams and professionals serving in HR roles. As workforces and workplaces change faster than ever, every organisation will require HR leaders with greater insight, professional capability and impact.

The Mission of RIKA is to build the next generation of human capital management leaders for Africa. Our vision is that these leaders will enable fast-growing African firms to release the enormous value in their people, contributing to the continent-wide transformation of our economies, workplaces and therefore our communities.

Requiring a multi-week commitment and delivered by expert faculty, the programme will forge connections and opportunities for participants as it bridges the gap between human capital management at the practice level and strategic leadership.

“

**If we believe innovative companies that target underserved consumers can deliver impact, then we want those companies to have the best teams possible.**

BHI

† Africa's population of about 1.2 billion people is projected to reach 1.7 billion by 2030† (according to a 2019 Brookings Institute Report)



# RIKA IN ACTION

Through a series of meticulously developed modules, RIKA provides unique insights and drives skills development. It is delivered by a team of highly qualified professionals with real-world HR leadership experience.

The RIKA faculty includes teachers and guest speakers from a range of global organisations and brands, all of whom emphasise developing pragmatic

## 18

Number of coaching sessions delivered

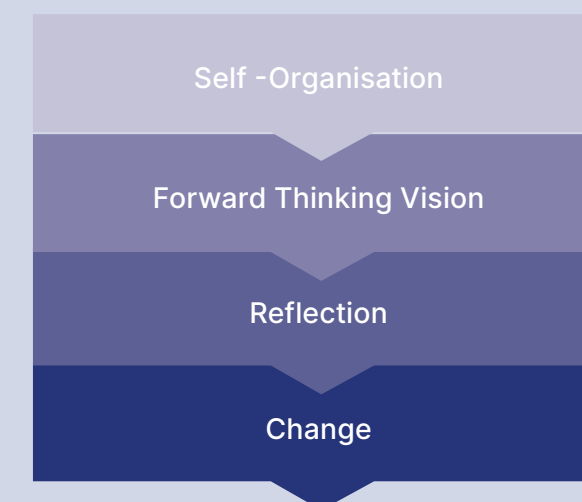
To ensure lasting impact, RIKA was conceived as a development journey: a progressive learning experience which would layer skills over time, require a multi-week commitment by participants and include opportunities for both individual assessment and feedback.

### DESIGNING RIKA

Following research by BHI and HPD Africa, the programme was designed around 5 key 'leadership acumens', the essential capabilities required for advanced HCM leadership in an age of transformation and uncertainty.

Five modules representing each of the acumens provided the core curriculum which was delivered over a 3 month period (Q1/Q2 2022). The teaching and facilitation of the programme was structured around a bespoke development approach, the accelerated learning model, developed specifically for RIKA. The model is focused on the key stages of self-driven learning, an essential strategy for meaningful professional development.

### ACCELERATED LEARNING MODEL



### DELIVERING RIKA

To ensure the best development outcomes, RIKA was developed as hybrid learning experience – a mix of online, in-person and peer-to-peer development. This was achieved despite the ongoing COVID-19 pandemic. By shifting more of the sessions to online delivery, RIKA was able to respond to increasing travel restrictions and social distancing requirements during the pandemic.



### RIKA CAPABILITY MODEL

To ensure participants were also actively engaged in their own learning, each scheduled session was structured to support accelerated learning – moving through the stages of pre-session reading, expert faculty input, personal reflection and insights to group collaborations and presentations. Participants were required to journal their learning and develop a personal leadership manifesto to guide their development beyond the programme.

Overall the RIKA programme was differentiated by this bespoke development approach, the standard and extent of the practitioner-curated content, distinguished global faculty and speakers, local case studies and opportunities for peer and post-programme coaching.



# RIKA MATERIALS - EXAMPLES

RIKA is a comprehensive development programme with ambitious professional and personal development goals for participants.

## 1784

Total number of training hours delivered

## 492

Number of bespoke pages produced for module packs.

To ensure each learner is supported as fully as possible, a range of content materials, note-taking and reflection tools have been developed. In addition, to support individually-paced learning, each session was recorded and made available to participants for further review and reflection in their own time.

### MODULE



### CONSULTING SPRINT



## 2047

Number of bespoke content slides produced.





“

**Human capability—talent, organization, leadership, and HR—is the key to marketplace success. In emerging markets and growth economies, organizations that attend to human capability will be more successful.**

David Ulrich

It was our great pleasure to host management academic and HCM luminary Prof. Dave Ulrich for the programme launch, which also benefitted from the contribution of guest speaker (and a RIKa mentor) Charlotte Moekena, Executive VP for HR & Corporate Affairs, Sasol).

We proudly recall the extent and impact of the first RIKa delivery in the statistics highlighted below.

**628**

Maximum number of network connections across cohort, faculty and mentors.



# 2022 A YEAR IN REVIEW

The 2022 inaugural programme was delivered between February – May 2022. The five core module experiences were bracketed by onboarding and graduation sessions and supplemented by a series of reflection and coaching opportunities during and after the programme.



**78%**

Average attendance rate over the course of the programme.







3

Number of fellows who have changed roles since RIKA.



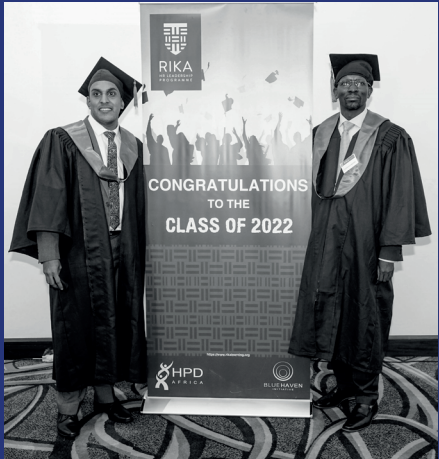
9

Number of learning experiences delivered end-to-end.



5

Number of countries represented in the first cohort.



# RIKA IMPACT

The 23 participants of the inaugural RIKA cohort were drawn from a wide array of businesses and organisations – blazing start-ups such as Kenya’s MKOPA and SA’s Autoboyz; standard-bearing financial firms such as Centum, SBM Bank and Old Mutual; Fast-growing consumer good firms such as Living Goods and parastatal firms which are the established cornerstones of the Kenyan economy – such as the Kenya Revenue Authority and the Kenya Development Corporation.



# Celebrating Our First Cohort



## NKIROTE NJIRU

Exhilaration has some key elements – elation which could be witnessed on the faces of the fellows when a concept landed, or an aha! moment experienced; the thrill, especially when challenged by the faculty (Deborah in particular) and after an engaging discussion, she would say to you, ‘That is an interesting thought!’ or ‘Spot on!’; but more so anticipation borne from an instinctive understanding that one cannot leave such an experience unchanged.

How Have I applied the learning from the program so far? First by listening more deeply to what the board, my CEO and my colleagues are saying about the future of the business; and the people they envision taking us there. New skills include taking coaching to the right rooms – probing, asking powerful questions and using responses and critical data to start co-creating solutions that are practical and scalable. Then take a brave step to practice the ‘CEO Memo’ to bring a key people issue identified in the business to the right level of strategic deliberation.

“

**What word would I use to describe the three-month journey?**

**Exhilarating!**



## VIVIENNE MILIZA

RIKA was everything it promised to be and more! It affirmed me and shook some of the core beliefs of who I thought I was through the emotional intelligence assessment that we got to undertake. It has catalyzed my leadership aspirations; there is more and reminded me that I could show up wholly as me.

RIKA has reignited a deeper love for my profession and the people it allows me to serve. I have taken away many positive things from the fellowship to implement the lessons in practice.

This program has catalyzed personal change in so many ways at work and outside work. It has opened my mind to many things and what I can be. Access to the Josh Bersin Academy and the opportunity to be mentored by Anisha Archary are both once-in-a-lifetime opportunities that RIKA provided for me

## THOMAS OMONDI

At the beginning of the program, I had hoped that aside from deepening my technical knowledge on Leadership and Human resources management and leveraging the knowledge of my peers and Faculty, RIKA would help me unlearn some of the old tricks that are no longer relevant in this new world order. This objective has been met and exceeded by a huge measure!

For HR to be able to eat with Kings and Queens without raising their Voices in a business argument, they would have to partake in what was served in RIKA in plenty

The faculty led by Deborah Cox was world-class, the material was overwhelming, and the organization a true (world) class act!



# SOCIAL IMPACT

As noted, three-quarters of this first cohort were provided with financial consideration through either a full scholarship, partial scholarship or 'early-bird' discount.

This consideration of fees is integral to our mission to develop next-generation leaders from across the spectrum of African economic sectors – industry, corporate, SME, parastatal and NGO. The reductions were adjudicated on an individual basis, depending on the ability, aspiration and commitment of the applicant, and with a view to ensuring a diverse mix of both the participants and the working and professional backgrounds they come from.

At USD 69,027, the value of these fee considerations represented 46% of the available fee income from the cohort, a significant proportion in line with our efforts to build an inclusive and diverse cohort. Most fee reductions/scholarships were also awarded to participants from local and smaller-scale non-governmental agencies. This helps to guarantee that the programme benefits flow 'downstream' to ensure social and development outcomes for the community.

The diverse nature of this first cohort and how members were actively connected to each other across geographical and professional boundaries (the cohort contained a maximum of 628 possible connections in total) was remarked upon by most participants as a driver of their own ongoing RIKA commitment. Furthermore, the greater the diversity of the network, the higher quality of these connections and the value they bring.

Although the benefits of supporting cohort diversity through scholarship availability have been clear in 2022, future investment levels and operating costs mean this may be reduced in future.

We extend our gratitude again to sponsors at BHI for making these and future social impacts possible via their investment in RIKA.

## 76

**Number of module hours delivered.**

# RIKA MEDIA

As well as achieving coverage in several eminent publications ahead of launch (provide information on this please) RIKA was grateful to have been featured in the Stanford Social Innovation Review (Winter 2023). In an article for their 'What's Next' feature 'Unlocking Africa's Human Potential' the innovative design of RIKA was highlighted, alongside the defining contributions of our key partners, not least amongst them BHI. This coverage enabled us to amplify our story significantly - SSIR's print circulation is approximately 11,000 copies, and nearly a quarter-million people visit its website monthly.



Our plans for 2023 include building on favourable coverage with an activated presence on social and specialist media. (See RIKA future for more).

“

**RIKA could help unlock Africa's vast untapped potential.**

**Sarah Murray**  
Stanford Social Innovation Review,  
Winter 2023



# TEAM RIKA

At the heart of RIKA is Team RIKA - an extraordinarily committed group which includes our faculty of world-class teachers, guest speakers and mentors. We are privileged to count amongst them a number of accomplished CEOs, CHROs and leaders from global businesses, as well as Influential thought leaders from Africa, Europe and the Americas: each one a source of priceless knowledge and frontline experience at the highest level.



**Susan Githuku**  
Executive Director



**Sellah Nyongesa**

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11

Number of facilitators  
& guest speakers.

At the heart of Team RIKA is the programme office, led by Susan Githuku, Executive Director. The office is responsible for all aspects of delivery across the RIKA implementation lifecycle – from upfront external engagement and participant acquisition to the many details of the online/classroom delivery and an ongoing collaboration with the extended RIKA faculty.

# Faculty

The extended faculty – which includes guest speakers, specialist contributors and mentors, and the lead facilitators- is rich in experience and expertise.

At the core of our faculty is Deborah Exell, CEO of Exell intelligence. Deborah is a senior HCM leader, practitioner and executive coach with extensive global experience across sectors. As well as delivering most of the 2022 programme, Deborah and the Exell Intelligence team developed RIKA's content and development processes from the design established by HPD.



Deborah Exell



Pauline Lindsay

# Speakers

The team ensured alignment across the faculty of guest speakers and contributors, each of whom was drawn from senior global HR positions and possess deep experience across both the leadership and technical spectrum.

The faculty's intimacy with the programme design, content and objectives has ensured that the sessions and the handovers between them have been delivered with expertise and aplomb.



Dave Ulrich



Tony Williams



Sarah Vardey



John Chandler



Arnold Dhanesar



# Advisory Taskforce

Since its inception, RIKA is fortunate to have benefitted from the combined wisdom and support of our founding advisory taskforce. The task force comprises a cross-section of senior HCM, executive development and investment professionals from the East Africa region and the UK, all of whom have decades of relevant experience and hold significant leadership positions.

The role of the task force has been to guide and validate the programme design and objectives and to provide insight and support, especially during the pivotal phases of programme marketing, participant acquisition and launch. With careers as accomplished and extensive as theirs, the task force also has the distinction of acting as role model leaders to the programme participants.

HPD Africa and the RIKA programme are grateful for the ongoing commitment of the task force and look forward to this continuing for future RIKA implementations.

**23**  
Number of successful  
applicants / participants.



David Ssegawa



Dominic Kiarie



Maria Shipiri



Mary M'Mukindia



Maryanne Ochola



Paul Kasimu



Freddy West



12

Number of global mentors engaged.

# Mentors & Speakers

Mentoring is a recognised driver of career performance and providing opportunities to drawn on superior levels of expertise integral to our accelerated development model. In addition to the faculty of teachers and guest speakers, we are pleased to be able to count on the involvement of a cohort of expert mentors - a hugely diverse mix of practised leaders, each with decades of experience, drawn from across sectors.

Mentors are matched to participants depending on their objectives and bring a level of experience and expertise unique to the programme. Overall, commercial experience has been emphasised. RIKA mentors comprise accomplished former HR Directors, executive coaches and business transformation specialists with expertise in emerging markets, HCM, talent and corporate strategy, drawn from sectors as diverse as Tech, consumer goods, financial services, energy, and pharmaceuticals. We are also fortunate to count amongst our mentors (and guest speakers) innovative thought leaders, and accomplished authors whose influence on the HCM field is undeniable (See: Rajeev Peshwaria: Open Source Leadership, Tony Williams: Strategic HR: Building the Capability to Deliver)

Mentors commit to at least two sessions with participants following the programme graduation with more agreed as necessary. However, their role is not to act as drivers of learning and development: that is for the participants themselves who are briefed to ensure they get the most from the experience and, as much as possible, develop skills in this area too.



Charlotte Mokoena



Radi Anguelova



Anisha Archary



Tapaswee Chandele



Lawrence Drake



Stuart Martin



Rajeev Peshawaria



Coretha Rushing



Anne Sefu



Carole Wainaina



# RIKA FINANCIALS

RIKA has been made possible due to the generous funding from our sponsors at Blue Haven Initiative. With the launch of the first cohort, 2022 marked the first year since the programme's inception in 2020 when an income could be generated.

The following section details income and expenses across these key areas of programme activity for FY 2020, 2021 & 2022

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**78%**

Proportion of applicants awarded a scholarship or discount.

Overall, our income comprises sponsorship grants from BHI and revenue from participant registration fees. Income is used to fund the end-to-end programme design, delivery and management, along with all marketing costs and scholarships.

## RIKA HR PROGRAM RELATED INCOME AND EXPENSE AS OF JULY 2022

	2020	2021	2022
<b>Revenue</b>			<b>\$80,473</b>
Operating Expense			
1. RIKA Programme Management	\$200,000	\$200,000	\$100,000
2. Programme Expenses	-	\$10,549	\$57,922
3. Programme Design and Delivery	-	\$283,860	\$71,750
4. Marketing and Comms	\$1,920	\$23,891	\$17,045
5. Scholarships	-	-	\$69,027
6. Other costs	\$14,872	\$24,422	-
<b>Total Spend to Date</b>			<b>\$1,075,258</b>
<b>Expected costs to be incurred second half of 2022 (HPDA)</b>			<b>\$116,454</b>
<b>Total OPEX</b>			<b>\$1,191,712</b>

	Name	Scholarship Type	Fee From Fellow	Scholarship Amount
01	Caroline Misoi	Early Bird	\$5,850.00	\$650.00
02	Faith Nene	Early Bird	\$5,850.00	\$650.00
03	Juliet Nthenya	Early Bird	\$5,850.00	\$650.00
04	Nkirote Njiru	Early Bird	\$5,850.00	\$650.00
05	Clare Kariuki	Early Bird	\$5,850.00	\$650.00
06	Sheila Nyanjui	Early Bird	\$5,850.00	\$650.00
07	Thomas Omondi	Early Bird	\$5,850.00	\$650.00
08	Andrew Ssebwalunyo	Full scholarship	-	\$6,500.00
09	Elfridah Asak	Full scholarship	-	\$6,500.00
10	Emmanuel Okia	Full scholarship	-	\$6,500.00
11	Kyle Chetty	Full scholarship	-	\$6,500.00
12	Alex Obuhatasta	Partial	\$1,000.00	\$5,500.00
13	Brendah Nambalirwa	Partial	\$986.00	\$5,514.00
14	Diana Gombe	Partial	\$1,000.00	\$5,500.00
15	Elizabeth Owino	Partial	\$1,000.00	\$5,500.00
16	Irene Maani	Partial	\$1,036.00	\$5,464.00
17	Mabel Khaoya	Partial	\$951.00	\$5,549.00
18	Vivienne Miliza	Partial	\$1,050.00	\$5,450.00
19	Betty Kimeu	Full	\$6,500.00	-
20	Nyambura Kimani	Full	\$6,500.00	-
21	Paul Nkusi i	Full	\$6,500.00	-
22	Patience Njau	Full	\$6,500.00	-
23	Ruth Nyamoko	Full	\$6,500.00	-



RIKA EXPENSES (HPDA)

Details	Invoice Date	2020	2021	2022
<b>Costs HPDA incurred and settled by BHI (to HPDA bank account)</b>				
Taskforce Meeting held on Sept 2021	09/12/2021	-	\$678.00	-
BHI/HPDA Meeting Sep 2021	09/12/2021	-	\$44.19	-
Ikigai (Private Office Jan 2022 to March 2022)	09/12/2021	-	\$9,852.00	-
Prof Dave Ulrich Speaking Fee	10/02/2022	-	-	\$10,000.00
<b>Total</b>	-		<b>\$10,574.19</b>	<b>\$10,000.00</b>
<b>Costs incurred by HPDA and paid from the RIKA bank account on 21/7/2022</b>				
Skyrocket				\$5,000.00
LMS - Canvas				\$231.00
Office Space - Ikigai Quarter 2 (April to June)				\$5,726.58
Development Planning Sessions - Muthaiga				\$10,971.28
Josh Bersin Academy - Nomadic Learning				\$6,250.00
Graduation Costs				\$4,946.33
RIKA Merchandise				\$865.86
Postage and Shipping				\$926.20
Internet Costs				\$1,120.00
Susan Travel to Morocco				\$4,135.00
Development Planning Sessions - Matt Jowett				\$17,750.00
<b>Total</b>				<b>\$47,922.25</b>
<b>Projected expenses for the rest of 2022</b>				
Office space (Q3 & Q4)				\$11,454.00
Office expense (internet et all)				\$ 5,000.00
<b>Total</b>				<b>\$16,454.00</b>
<b>Summary</b>				
Total expenses reimbursed/paid as of July 2022		-	\$10,574.19	
\$57,922.25				
Expected second half of 2022		-	-	\$16,454.00
<b>Total</b>			<b>\$10,574.19</b>	<b>\$74,376.25</b>

CONSULTANTS: MARKETING AND COMMUNICATIONS

Name		2020	2021	2022
Sticks and Stones - Branding		\$1,920	\$1,280	-
BreadnBeyond - Explainer video		-	\$4,236	-
Levanter Africa - Website		-	\$10,975	-
The Contented Agency - Content strategy and marketing		-	\$7,400	\$17,045
<b>Total</b>		<b>\$1,920</b>	<b>\$23,891</b>	<b>\$17,045</b>
<b>Exell Intelligence</b>				
Money Out - March 2021 Invoice	25/03/2021	-	\$70,800	-
Money Out - EXELL Invoice	01/07/2021	-	\$40,000	-
Money Out - Invoice	07/10/2021	-	\$40,000	-
Money Out - Invoice	09/12/2021	-	\$40,000	-
Money Out - Invoice	25/05/2022	-	-	\$40,000
<b>TTRO</b>				
The Training Room Online (Pty) Ltd	08/04/2021	-	\$43,800	-
The Training Room Online (Pty) Ltd	30/09/2021	-	\$22,860	-
<b>Total</b>				<b>\$47,922.25</b>

# RIKA GOVERNANCE

HPDA and the RIKA Board are committed to the highest standard of governance, which is critical to business integrity and to maintaining stakeholders' trust in the programme.

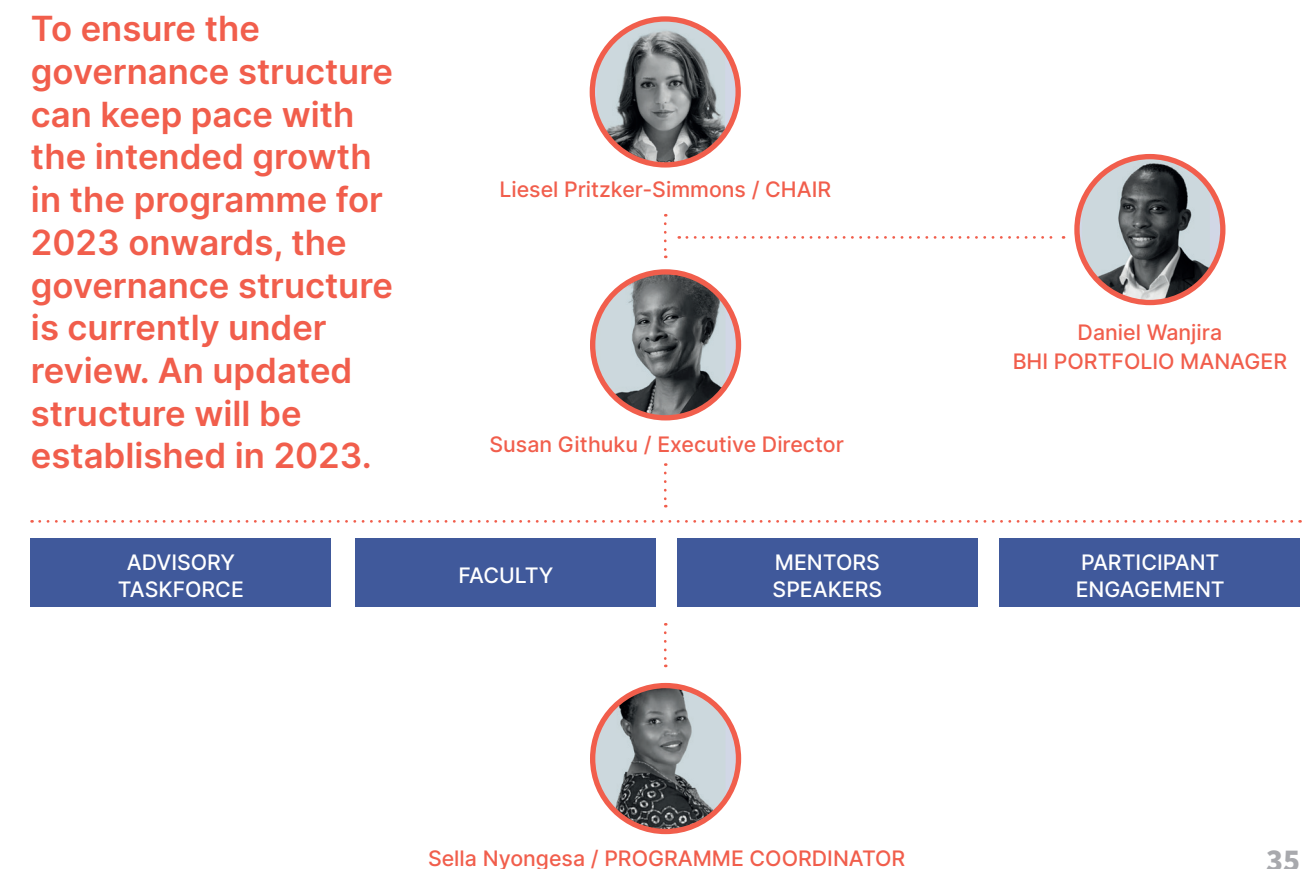
All employees, contractors, associates and guest contributors are expected to act with honesty, integrity and fairness. RIKA acts in accordance with the laws and customs of the countries in which we operate, upholds proper standards of business practice, operates with integrity, and observes and respects the diversity and need for inclusion of all participants.

The 2022 RIKA Governance Structure is outlined below. Befitting a start-up venture of this kind, the structure is light on fixed resources (Executive Director and Co-ordinator) and has relied on different pools of funded and pro-bono expertise and resources in order to deliver the programme to a high standard and with the required flexibility.

The Chair of RIKA is held by our primary sponsor at BHI - Liesel Pritzker-Simmons, co-founder. She is supported in this by Daniel Wanjira, Portfolio Manager at BHI, who acts as management liaison with RIKA. As Executive Director, Susan Githuku is the public face of the programme and is accountable for all aspects of design, development and delivery. This includes engaging stakeholders such as the advisory task force and critical programme assets such as faculty, guest speakers and mentors. For this first cohort, her role also included engaging with participants on a regular basis throughout the programme experience, providing teaching, coaching and pastoral care as part of a multi-faceted role.

The Executive Director is supported in all aspects of the role by Programme Co-ordinator Sella Nyongesa, who is also responsible for the day-to-day delivery and management of the programme and ongoing participant contact.

**To ensure the governance structure can keep pace with the intended growth in the programme for 2023 onwards, the governance structure is currently under review. An updated structure will be established in 2023.**





# RIKA FUTURE

With the completion of the first RIKA cohort, we now have the beginnings of the RIKA International alumni network. Although not formally constituted, the network has emerged as a result of commitments made by the participants to each other – to remain in contact, sharing opportunities and ideas as they emerge.

## Alumni

It's been calculated that this cohort has the potential to forge over 620 connections in total – connections from each participant to each other, and from each participant to their mentors and the faculty members. The value of such connections can be immediate – or made visible over time. Aspiring leaders can benefit significantly from their professional network – as a source of opportunity in times of good or bad and as a measure of professional resilience and growth.

“

The true value of networking doesn't come from how many people we can meet but rather how many people we can introduce to others.

Simon Sinek



A much hoped-for goal for 2023 will be the formal launch of a supported alumni network, with the RIKA team continuing to play a role. In the meantime, our starting point for alumni engagement will be to connect the 2022 cohort to the incoming 2023 cohort to act as informal buddies who can help new participants navigate the programme demands.



# 95%

Overall pass rate for the first Cohort.



# 2023 AND BEYOND

Following this successful first implementation of RIKA in 2022, the programme is being developed in key areas of interrelated activity, to ensure it can continue to meet participant expectations and the high professional standards it has set for itself.

## Key developments for 2023 are as follows

### 1. Two cohorts are to be delivered in 2023

A third cohort will be launched in Q3 2023, following the commencement of the second cohort in Q1 2023. Now that the programme is maturing, outreach for applications will focus on organisations rather than individuals, helping to build a more sustainable basis for filling further cohorts.

### 2. Improvements to assessment

Ensuring that all participants gain direct feedback on each core module as they journey through the programme, a process of ongoing coursework and continuous assessment will be implemented, as well as an end-of-programme dissertation which will count towards their graduation from the programme

### 3. Broadening the faculty

For RIKA 2023, the faculty will be broadened to incorporate the 'voice of the continent better'. A result, sessions will be further enhanced with local perspective and expertise to the more immediate benefit of participants.

### 4. Building a 'tribe'

Now that pandemic-related restrictions have eased, more in-person events will be planned for 2023. Although the current hybrid approach has been effective, we are conscious that an in-person approach will help to embed connections forged in the online sessions. This is also true of our desire to bring the 2022 Alumni together and connect them also with the 2023 cohorts, for mutual exchange and collaboration.

### 5. Building participation via the RIKA brand

A further goal for 2023 will be to build a more active presence on social media, using key channels and higher impact PR to grow awareness and anticipation of the programme and leveraging this as a tool in the participant acquisition efforts.

## Beyond RIKA

In addition to the above, in 2023, discussions will start on the viability of 'opening' the programme – making it available to learners on a fully modular and more personalised basis. Participants will be able to sign up on demand for individual modules of personal relevance, attend the session and complete a specific assessment for certification. In addition, based on the interest from other leadership segments, the feasibility of extending the programme to CEOs and CFOs (who, together with CHROs, can be considered the strategic G3' of the business) – will also be examined.



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