

Building Leaders, Transforming Africa.



RIKA
LEADERSHIP
PROGRAMME



RIKA Africa
Impact Report
2022-2025





RIKA

a common word in Bantu languages that stands for a group of individuals coming of age **who have undergone a significant initiation ceremony together and have emerged on the other side ready to have lasting impact and to fulfil their destiny.**

Executive Summary

- **The RIKA Leadership Programme** is a pioneering leadership development programme **focused on elevating the practice of talent management and unlocking human potential within organizations across Africa.**
- Conceived in 2020 by Blue Haven Initiative (BHI) and Human Performance Dynamics Africa (HPDA), it was designed in direct response to a Kenya-nationwide survey highlighting systemic challenges in leadership.

Among the most pressing were:

- A limited focus on strategic priorities
 - Difficulties aligning talent management with broader business objectives, and
 - The urgent need to strengthen both technical expertise and soft leadership skills in human capital management leaders.
- Its intent is to equip all functional leaders — not only HR professionals — with the skills to steward talent and elevate human potential as a strategic driver of organizational success.
 - Launched in 2022, RIKA is increasingly being seen in the region as a platform of excellence, enabling leaders across disciplines to drive sustainable organizational impact and elevate the role of human capital in Africa's growth story.

Key Achievements (2022–2025)

Over its first four years, RIKA Africa has delivered measurable and lasting impact across individuals, organizations, and the broader African leadership ecosystem including :

1. **Pan-African Reach:** Expanded from its origins in Nairobi, Kenya to participants across **16 African countries**, building a unique pan-African network of leadership talent.
2. **Cross-Functional Diversity:** While the majority of participants are senior HR leaders, fellows also include executives from **finance, project management, and general management**, underscoring the recognition that human capital leadership is a responsibility shared by all functions.
3. **Sectoral Breadth:** Fellows thus far represent **15 key sectors**, including financial services, energy, agriculture, healthcare, humanitarian services, manufacturing, academia, and development, ensuring cross-industry relevance.
4. **Talent Pipeline Development:** To date, **140 leaders** have graduated as RIKA Fellows.
5. **Career Progression:** Within 18 months of completion, **29% of graduates** reported promotions or progression into executive roles, with some transitioning from HR leadership into broader general management tracks.
6. **Organizational Impact:** RIKA has directly served **81 organizations** across Africa, equipping leaders with tools and strategies that have cascaded to an estimated **68,220 employees** — improving workplace culture, productivity, and alignment with strategic goals
7. The **RIKA Africa Summit** has convened over 500 leaders within 8 months including CEOs and global thought leaders, cementing its position as the continent's go-to platform for shaping the future of human capital and its impact on Africa's economic growth.



Impact Themes Emerging

1. **Leadership Elevation:** Leaders are transitioning from functional silos into strategic business partners capable of shaping organizational outcomes through talent.
2. **Cross-Functional Value:** Recognition that all leaders are talent leaders is reflected in the participation of executives beyond HR, reinforcing the programme's relevance across the enterprise.
3. **Career Mobility:** A growing cohort of Fellows are moving into broader general management and executive leadership, with some on track for CEO roles.
4. **Organizational Productivity:** With over **68,000 employees positively affected**, organizations are hopefully experiencing enhanced workforce dynamics, stronger alignment of talent with strategy, and improved culture management.
5. **Pan-African Ecosystem:** The RIKA network is becoming a community of practice, fostering collaboration, peer learning, and shared problem-solving across borders and industries.

Confronting Africa's Leadership Gap

- The world is undergoing profound disruption. Leaders today operate in a **VUCA/BANI environment** — volatile, uncertain, complex, ambiguous, brittle, anxious, non-linear, and incomprehensible.
- Across continents, organizations face economic realignment, rapid technological change, shifting labour markets, geopolitical instability, and widening inequality.
- **In Africa**, these global pressures are magnified by context-specific realities: **uneven economic growth, fragile governance systems, skills shortages, and a youthful population** whose potential is **often underutilized**.
- Amid these pressures, **the ability to unlock human potential has emerged as the single most critical differentiator** for organizational resilience and growth. Strategy, technology, and capital are necessary but insufficient. It is the alignment, engagement, and empowerment of people that determine whether organizations thrive or falter.

The Leadership Gap in Human Capital

A comprehensive survey commissioned in 2020 revealed sobering truths about HR and leadership functions in Africa:

- HR leaders were often **anchored in operational or administrative tasks**, limiting their influence on strategic outcomes.
- There was a persistent **misalignment between HR priorities and broader business objectives**, reducing HR's credibility at the executive table.
- Both HR and functional leaders lacked exposure to **cutting-edge practices in talent management, organizational design, and leadership development**.
- Soft skills — such as influence, communication, resilience, and systems thinking — were underdeveloped, further constraining leaders' ability to drive change.

The findings pointed to a fundamental need: **Africa required a new cadre of leaders who could see talent not as a back-office function but as a strategic lever for growth.**



Why RIKA?

RIKA Africa was launched in 2022 to respond directly to this gap. Its **purpose** is to:

1. **Equip leaders with both technical and soft skills** to elevate talent management into a strategic discipline.
2. **Enable cross-functional leaders** — not only HR professionals but also those from finance, general management, and project management — to integrate people strategy into business strategy.
3. **Build a pan-African community of practice**, where leaders from diverse sectors and geographies learn together, share insights, and collaborate across borders.
4. **Shift organizational mindsets**, positioning human potential at the heart of decision-making and long-term competitiveness.



RIKA's Unique Value Proposition

What distinguishes RIKA from other leadership programmes is its **intentional design around Africa's realities**:

- **Pan-African Reach:** Instead of focusing on single-country interventions, RIKA was built as a continental initiative, recognizing that Africa's challenges and opportunities are interconnected.
- **Functional Inclusivity:** While many participants are HR executives, RIKA deliberately attracts leaders from other disciplines who understand that *every leader is a talent leader*.
- **Strategic-Operational Bridge:** The curriculum blends technical HR capabilities (e.g., workforce analytics, organizational design, governance) with transformational leadership skills (e.g., communication, influence, decision-making under uncertainty).
- **Community and Ecosystem:** Beyond the classroom, RIKA fosters a sustained network — a "tribe" — of leaders committed to changing Africa's leadership narrative.

This Impact Report has been prepared to:

1. **Document RIKA's journey (2022–2025)**, highlighting progress made in developing Africa's leadership pipeline.
2. **Assess the programme's measurable impact** on individuals, organizations, and the wider ecosystem.
3. **Extract key lessons** from RIKA's first four years to inform strategy, sustainability, and scale.
4. **Provide transparency to partners and stakeholders** (including BHI, IA, HPDA, faculty, and alumni) on financial stewardship, programme delivery, and outcomes.
5. **Set the stage for the next phase (2026–2027)**, where RIKA will consolidate its gains and extend its influence further across the continent.



What began as an idea has now become a highly sought-after, in-demand market solution...positioning RIKA for an even more transformative next chapter.



- Africa's growing demand for leadership excellence calls for equipping leaders not only with technical expertise but with the capability to inspire, mobilize, and transform the talent they steward.
- The continent's emerging leaders are not simply hungry for growth—they are ready to shape systems and drive impact when connected to world-class learning and global networks of influence.
- As RIKA enters its next chapter (2026–2027), the imperative will be to scale with purpose, build enduring sustainability, and intentionally cultivate the next generation of pan-African business and human capital leaders who will redefine Africa's place in the global leadership landscape.

RIKA Impact in Numbers at a Glance



140

Leaders have graduated from the Rika Leadership Programme, emerging as empowered HR professionals equipped to drive strategic change.

68,220+

employees have experienced the positive effects of their human capital leaders' development, resulting in improved workplace dynamics and productivity.

430+

Hours of learning time including in-class hours of teaching, assignment preparations and coaching.

28.7%

of our programme graduates received promotions or assumed higher levels of responsibility within a year of completing the programme, demonstrating the direct impact on career progression.

95%

Pass-rate of the Rika fellows, based on a combination of attendance and submitted assignments.

210+

Years of combined experience from the global faculty members in the human capital management practice.

16

Countries Represented
Rika's fellows come from 16 different countries across Africa, reflecting the programme's diverse reach and pan-African impact.

81

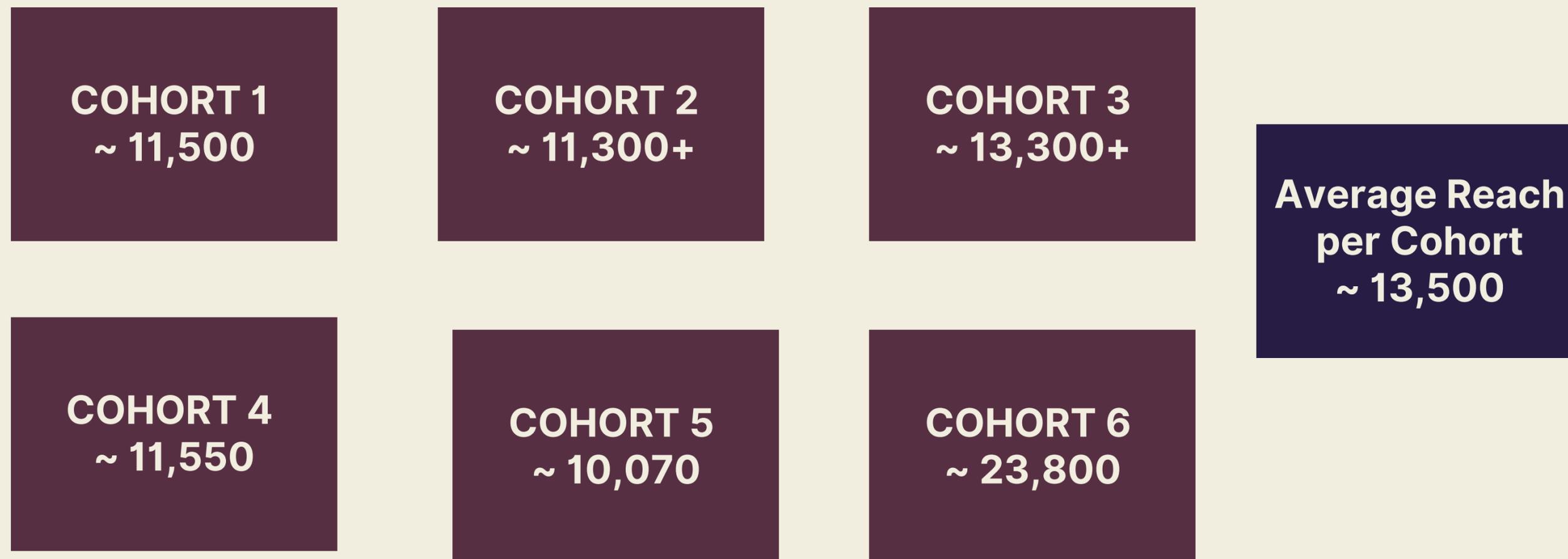
Organizations Served
Rika Learning has successfully served 81 organizations across Africa, providing them with the tools and strategies necessary to elevate their HR functions.

3100+

Global network connections signify the growing brand outreach and brand awareness.



On Organisational Impact: 68,220+ Employees Reached



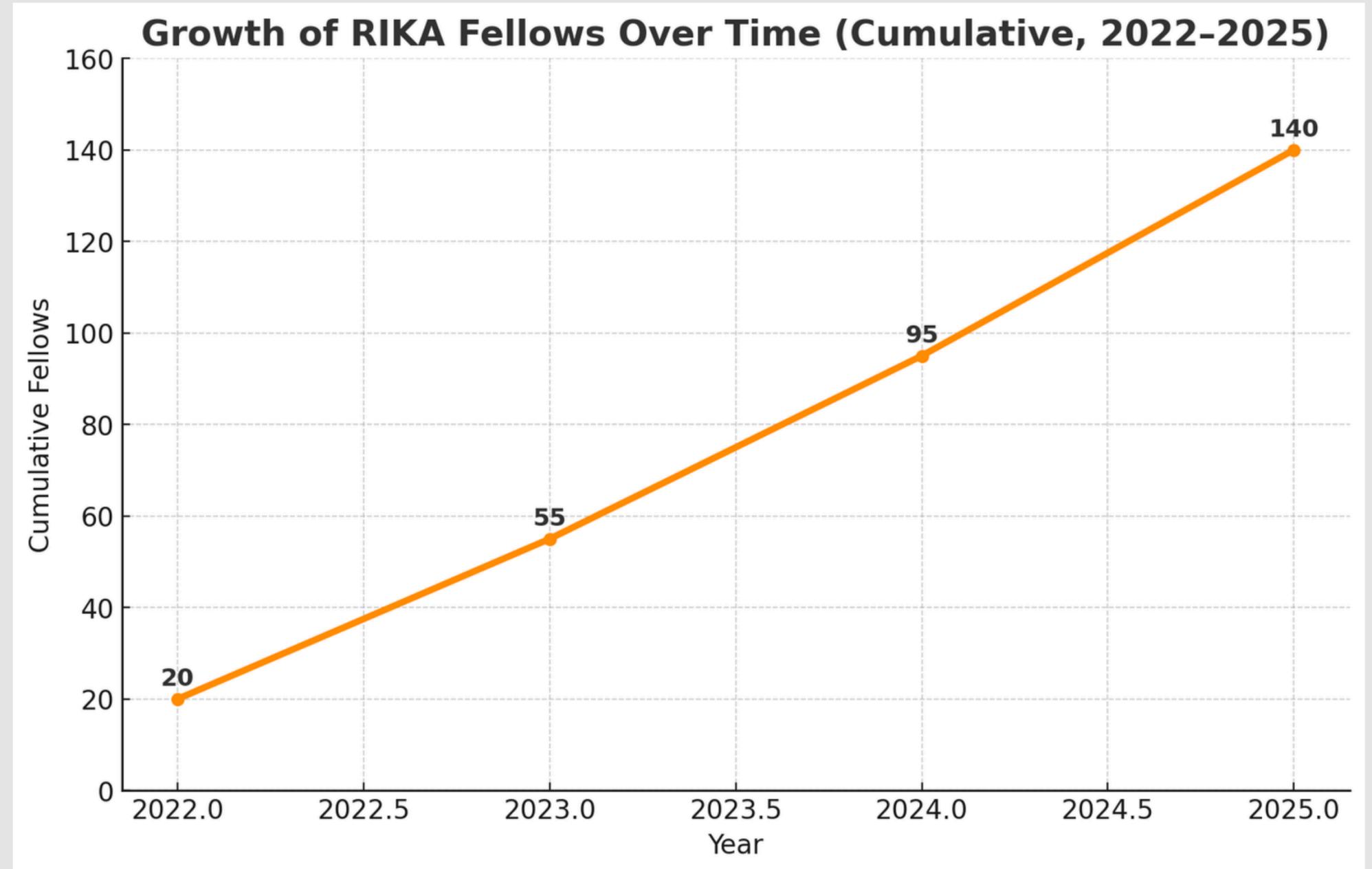
RIKA is not only transforming individual leaders but also reshaping the performance and culture of entire organisations across Africa. With Fellows cascading their learning to an estimated 68,000+ employees, **the programme has created a multiplier effect** that extends far beyond the classroom. This scale of influence demonstrates that **RIKA is functioning as a strategic lever for organisational resilience and competitiveness, embedding people-centric leadership practices into business strategy, culture, and operations.**

Consistent Growth, Expanding Influence

The annualised growth rate of the RIKA Fellowship (CAGR) is ~57% per year

Scaling Impact: Growth of Fellows (2022–2025)

RIKA's steady growth from 20 Fellows in 2022 to 140 by 2025 (508.7% over the four years) demonstrates not only the **rising demand** for world-class leadership development in Africa, but also RIKA's proven ability to **consistently scale without compromising quality**. The programme's upward trajectory signals that it has **moved beyond proof of concept to become a trusted, sought-after solution for building Africa's leadership pipeline**.



RIKA Impact spans the continent of Africa

Our influence extends across borders, with a presence in **16** countries across the African continent, fostering a Pan-African network of HR leaders.



- Cameroon
- DRC
- Ethiopia
- Ghana
- Kenya
- Madagascar
- Nigeria
- Rwanda
- Somaliland
- South Africa
- South Sudan
- Tanzania
- The Gambia
- Uganda
- Zambia
- Zimbabwe



Expanding Across Borders

From 5 to 16 countries span of outreach

The geographic spread of RIKA Fellows has expanded steadily across cohorts, growing from 5 countries in Cohort 1 to 9 countries in Cohort 6, representing a total of 16 African countries engaged by 2025.

The entry of new countries each year (e.g., Cameroon, Madagascar, Somaliland, South Sudan, Zimbabwe) demonstrates RIKA's growing brand recognition and ability to catalyse leadership development across diverse national contexts.

COHORT 1 (Five)	COHORT 2 (Seven)	COHORT 3 (Seven)	COHORT 4 (Six)	COHORT 5 (Seven)	COHORT 6 (Nine)
Kenya (17)	Ethiopia (1)	Cameroon (1)	Democratic Republic of Congo (1)	Ghana (1)	DRC (1)
Nigeria (1)	Kenya (13)	Ghana (3)	Kenya (14)	Kenya (13)	Ghana (1)
Rwanda (1)	Nigeria (1)	Kenya (13)	Rwanda (1)	Nigeria (1)	Kenya (13)
Uganda (3)	Rwanda (1)	Nigeria (1)	Uganda (3)	Rwanda (1)	Nigeria (1)
South Africa (1)	The Gambia	Madagascar (1)	Zambia (1)	South Sudan (1)	Rwanda (1)
	Uganda (2)	Uganda (3)	Zimbabwe (1)	Tanzania (1)	Somaliland (1)
	Zambia (3)	Zambia (1)		Uganda (2)	Tanzania (2)
					Uganda (10)
					Zambia (2)

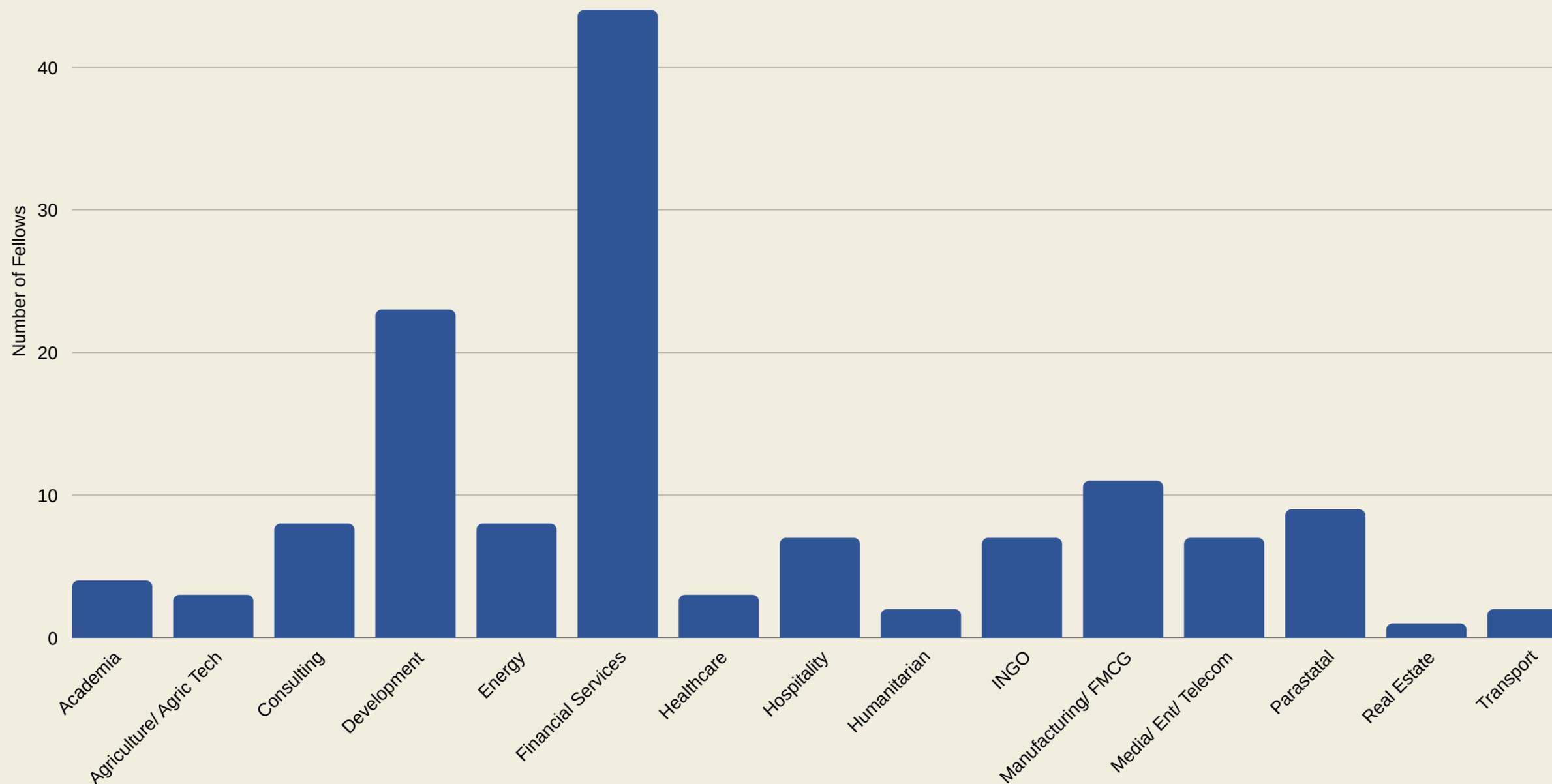
RIKA's relevance across multiple diverse sectors



With applicability across 15 diverse sectors, RIKA's technical offering underscores its versatility and impact for leaders across industries

RIKA's 140 Fellows represent leaders from 15 diverse sectors, with the highest concentration in Financial Services (44), Development (23), and International NGOs (11).

This breadth of participation demonstrates RIKA's cross-sector relevance — proving that its leadership curriculum resonates equally with the public, private, and non-profit sectors.



Transforming Managers into Strategic Leaders

The Impact of the RIKA Leadership programme at an individual level

At its core, RIKA is about **people transformation**. The programme is designed not only to build technical and leadership competencies, but also to catalyse **personal growth, career progression, and a renewed sense of purpose among its fellows**.

Career Progression and Leadership Elevation

Over the past four years, the evidence has been clear: **RIKA Fellows are accelerating their careers, broadening their leadership influence, and elevating the practice of human capital management across Africa.**

One of the clearest indicators of RIKA's value is the accelerated career trajectory of its graduates:

- **28.7% of alumni** have received promotions or assumed higher levels of responsibility within a year of completing the programme.
- Several fellows have transitioned from **functional HR roles into general management** positions, signalling that RIKA is preparing leaders not just for HR, but for enterprise-wide leadership.
- A number of fellows are now being groomed for **CEO-track positions**, reflecting both the credibility of the programme and the calibre of its participants.

Cross-Functional Influence

RIKA has also empowered leaders outside HR to integrate human capital leadership into their practice:

- **Finance leaders** report a sharper ability to link workforce costs and productivity to strategy.
- **Project managers** highlight improved skills in team engagement and cross-cultural collaboration.
- **General managers** describe how the programme has deepened their capacity to lead with empathy, resilience, and long-term perspective. This reinforces the RIKA philosophy that **every leader is a talent leader**.

Skill Development and Confidence

Alumni consistently point to specific competencies gained through the programme, including:

- **Strategic HR and talent management** — applying workforce analytics, organizational design, and future-of-work principles.
- **Leadership presence and influence** — learning how to communicate for impact with boards, CEOs, and cross-functional peers.
- **Resilience and adaptability** — equipping leaders to navigate Africa's volatile macroeconomic and political environments.
- **Systems thinking** — seeing beyond silos to the broader organizational and societal context.

- **From HR Manager to Executive Leadership** - A fellow from East Africa joined RIKA as a mid-level HR manager. Within a year of completing the programme, she was promoted to Group HR Director, credited with leading a culture transformation initiative that aligned HR more closely with business priorities.
- **Cross-Border Collaboration** - Fellows from Ghana, Kenya, and South Africa co-designed a talent mobility framework during a RIKA simulation exercise. Today, two of them are piloting a regional HR initiative within their organizations, demonstrating how the RIKA network itself is a platform for innovation.
- **Pathway to General Management** - A participant from the technology sector leveraged her RIKA experience to transition from HR leadership to a General Manager role overseeing operations and strategy, with her CEO citing her "expanded strategic lens" as a differentiator.

RIKA Impact: Alumni Testimonials



From HR to General Management

- **Brendah** joined the RIKA Leadership Programme in 2022 as Global Head of Employee Experience at M-KOPA and has since risen to Director of People – Africa and is now General Manager of M-KOPA Uganda.
- She credits RIKA with reframing her identity as a leader—moving beyond HR processes to become an architect of value for the business.
- For Brendah, the programme was a catalyst for growth, leaving her with what she calls “the RIKA stamp of excellence, passion and commitment.”

Brendah Nambalirwa-Tzadok, Uganda
Cohort 1

Expanded Responsibilities as Head of Function

- After completing the RIKA Leadership Programme in 2023, **Lalandy** transitioned from Senior HR Officer to Head of Human Resources at Action Against Hunger in Madagascar.
- He describes RIKA as “insightful and practical,” giving him knowledge he could immediately apply to real-world challenges.
- For Lalandy, the programme was a springboard for growth, equipping him to excel as a highly effective HR business partner.

Lalandy Ramesy, Madagascar
Cohort 3

Head-hunted and Placed in New Role through RIKA Network

- **Liz** was offered a new role as Head of People and ESG at KOFISI Hospitality Group shortly after completing the RIKA Leadership Programme in 2023.
- She credits the programme with giving her the confidence to step into a more complex leadership role and with reframing HR as a critical business driver.
- For Liz, RIKA was the impactful, Africa-focused programme she had been searching for—equipping her with practical strategies to deliver organizational and societal impact.

Liz Robertson, Kenya
Cohort 3

Confirmed into Full Director Role

- After completing the RIKA Leadership Programme in 2023, **Sipiwe** transitioned from an acting role into Assistant Director of Shared Services & Employee Relations at the Bank of Zambia.
- She credits RIKA with enhancing her leadership capability and giving her the tools to meet today’s and tomorrow’s challenges with confidence.
- For Sipiwe, the programme was transformative, aligning her personal purpose with her professional role and Africa’s broader leadership needs.

Sipiwe Mwaba, Zambia
Cohort 2



RIKA Impact: Alumni Testimonials



Championing the Future of Work and Strategic HR

- **Thethe**, Country Head of Compensation and Benefits at Equity BCDC, upon completing the programme last year, described it as both practical and inspiring.
- The curriculum stood out for its forward-looking approach to HR, especially as the profession evolves into a more strategic role.
- What excited her most was the mentorship, networking, and cross-industry discussions that challenged her to think differently and grow as a leader.

Thethe Kenabulungu, DRC
Cohort 4



Bridging People and Business Strategy Across Continents

- For **Doyinsola** who completed the programme in 2023, it was a transformational experience that expanded her leadership capabilities and global outlook.
- She credits the programme with strengthening her ability to align people strategy with business goals, embed inclusiveness, and integrate data-driven HR practices in her role as Head of HR at Prudential Zenith Life Insurance.
- It also reinforced the importance of agility, empathy, and continuous learning as vital traits for leaders in today's fast-changing world of work.

Doyinsola Otanda-Obalakin,
Nigeria
Cohort 2



Promoted to VP Role at MEDA International based in Canada

- After completing the RIKA Leadership Programme in 2024, **Rita** was promoted from Director to Vice President, People & Culture at MEDA, based in Toronto, Canada.
- She credits the programme with transforming her mindset, equipping her to lead HR as a strategic business partner.
- For Rita, RIKA was the catalyst that prepared her for executive leadership and greater organizational impact.

Rita Muigai, Kenya
Cohort 4



Enriched by World-Class Instructors and Peer Exchange

- **Ehtemariam**, Human Resource Business Partner at QuaLabels Manufacturers, joined the RIKA Leadership Programme in 2023 on the recommendation of her CEO and deeply appreciated the opportunity to learn and grow her skills in HR.
- What stood out most to her was the quality of the instructors and the richness of exchange with her peers.
- She found the programme engaging, insightful and well worth diving into.

Ehtemariam Ayele,
Ethiopia
Cohort 2



Impact on Organisations and Systems

While the individual transformation of RIKA Fellows is powerful, the true measure of impact lies in how organizations and systems change as a result of their leadership. Over the past four years, RIKA has strengthened organizational performance, elevated human capital to the strategic agenda, and seeded cultural shifts that extend far beyond the classroom. Through its fellows, RIKA has positively impacted the experience of an estimated **68,220 employees across Africa**.

Strengthening Organizational Capability

Through 140 Fellows across 81 organizations, RIKA has enabled structural and cultural improvements that are reshaping how African organizations think about talent and leadership. Key areas of organizational impact include:

- **Strategic Alignment:** Fellows are embedding people strategy into core business strategy. Organizations report stronger alignment between workforce priorities and long-term growth objectives.
- **Data-Driven Decision-Making:** The adoption of HR analytics and evidence-based talent strategies is gaining traction, moving decision-making away from intuition toward measurable outcomes.
- **Leadership Pipelines:** Several organizations have launched or revitalized leadership development

Ripple Effects on Workforce Engagement

The benefits extend beyond the fellows themselves. Alumni consistently report:

- Stronger employee engagement within their organizations.
- Clearer alignment between talent strategy and business performance.
- Improved organizational culture, with greater emphasis on inclusion, resilience, and adaptability.

Cultural Transformation

RIKA-trained leaders are becoming catalysts of cultural change within their organizations:

- Shifting culture from compliance-driven HR to engagement-driven leadership.
- Introducing new practices such as structured feedback, coaching, and agile work design.
- Building more inclusive workplaces that empower women, youth, and diverse talent pools. These cultural shifts are critical in environments where workforce morale is often strained by economic volatility and regulatory uncertainty.

Organizational Performance Outcomes

Although RIKA is not positioned as a “quick fix,” organizations where multiple fellows have been trained report tangible performance outcomes, such as:

- **Improved retention rates** of high-potential staff due to stronger engagement practices.
- **Increased productivity** linked to more effective team management and alignment of incentives.
- **Enhanced employer brand reputation**, as organizations associated with RIKA Fellows are seen as forward-looking and talent-focused.

Ecosystem and Policy Influence

The impact of RIKA extends beyond organizations into the wider leadership ecosystem:

- **Board Readiness:** Fellows are increasingly being considered for board roles and committee leadership (Governance, Nominations, Remuneration, HR), broadening their sphere of influence.
- **Cross-Sector Collaboration:** Fellows from different industries have initiated joint initiatives — such as regional talent mobility frameworks and cross-border knowledge exchanges.
- **Thought Leadership:** Alumni and faculty are contributing to broader discourse on African leadership and talent management through publications, conferences, and summits.

Systemic Reach – Employees and Communities

The organizational ripple effect has directly touched an estimated **68,220 employees** across Africa. Beyond numbers, the systemic impact includes:

- Better managed workplaces where employees feel seen, engaged, and valued.
- Stronger leadership capacity that contributes to organizational stability in uncertain environments.
- A multiplier effect where improved employee experiences ripple outward to families and communities, reinforcing RIKA’s contribution to Africa’s socio-economic fabric.

RIKA is not only transforming individuals — it is transforming organizations and systems. By equipping leaders with the skills to align talent with strategy, drive culture change, and engage the workforce at scale, RIKA is helping to build organizations that are resilient, productive, and fit for the future. In doing so, it is shaping the broader African leadership ecosystem and positioning human capital as a central pillar of sustainable growth.

Building Institutional Impact

81 organisations served

A growing mix of first-time participants and 20 repeat organisations affirms both the programme’s expanding reach and the proven value that keeps partners returning.

81 organisations total

20 repeat organisations

COHORT 1 ORGANISATIONS - 19	COHORT 2 ORGANISATIONS - 16	COHORT 3 ORGANISATIONS - 19
Autoboys Limited	ABSA Bank	ABSA Bank
BRAC International	Bank of Zambia	AECF
Centum Limited	Boma International Hospitality College	Bank of Zambia
Cimerwa Limited	Engie Energy Access	Boma International Hospitality College
First Community Bank	Emergency Plus Medical Services (Eplus)	Boskovic Air Charters Limited
First Independent Power Limited	Equity Bank	Burn Manufacturing
Kenya Development Corporation (2)	Laterite BV	East Africa Breweries Limited (EABL)
Kenya Pipeline Company	M-GAS Limited	Ernst & Young
Kenya Revenue Authority (3)	Mutichoice Uganda Limited	ICEA LION
Living Goods	Old Mutual East Africa	Living Goods
Lwala Community Alliance	Prudential Insurance (3)	Mastercard Foundation
M-KOPA Solar	QuaLabels Limited	M-KOPA Solar
One Acre Fund	Rise & Learn Global	Prudential Insurance (4)
Oxfam Uganda	Unitouch Agencies Limited	PowerGen
Rockefeller Foundation (2)	Water.org	PULA (Former)
SBM Bank	World Wildlife Fund for Nature (WWF)	Rockefeller Foundation
Old Mutual East Africa		Safaricom Limited (2)
Un World Food Programme		Stanbic Bank Uganda
World Wildlife Fund for Nature (WWF)		World Wildlife Fund for Nature (WWF)

COHORT 4 ORGANISATIONS - 17	COHORT 5 ORGANISATIONS - 16	COHORT 6 ORGANISATIONS - 24
Boma International Hospitality College (2)	Boskovic Air Charters Limited	Boma International Hospitality College (3)
Pearl Dairy Limited (2)	Centum Investment Limited	Equity Bank (3)
Equity Bank (3)	Equity Bank (4)	Mastercard Foundation
Educore Services	Field Intelligence	KCB Bank Kenya
BioNTech Rwanda Limited	Gatsby Africa	d.Light
Private Infrastructure Development Group	HPD Africa	M-GAS Limited
Safaricom Limited	KOFISI	Kenya Tourism Board
I & M Bank	Mastercard Foundation (2)	Ecobank Rwanda
World Wide Fund for Nature (WWF)	M-GAS Limited	Stanbic Uganda
Ammani Consultants	Mogo Auto Limited	Pan African Energy Limited
Switch Media Limited (2)	MEDA	USAID
Emergency Plus Medical Services (Eplus)	MSF Holland	C-Care Health Uganda
MEDA	Office of the Attorney	TradeMark Africa (2)
Kenya Red Cross Society	Pharo Foundation	M-KOPA Limited (2)
Kilimo Trust	Prudential Insurance	TURACO
International School of Uganda	StratoStaff	Faulu Microfinance Limited
		RAMCO Group
		Business Network International
		Institute of Directors of Zambia
		Interswitch
		Fundi Robotics Limited
		Pharo Foundation
		Aldelia
		Mutichoice Uganda Limited
		Enabel
		Prudential Insurance



The RIKA Africa Leadership Summit



The RIKA Africa Summit has convened over 500 leaders within 8 months including CEOs and global thought leaders, cementing its position as the continent's go-to platform for shaping the future of human capital and its impact on Africa's economic growth.

July 2025 250+ participants, 7 sponsors, 11 world renowned speakers



Nov 2024 200+ participants, 5 sponsored organisations, 6 leading speakers



The Summit has established itself as a premier platform for CEOs, thought leaders, and industry change agents, with many actively seeking opportunities to participate. Distinguished speakers have included Susan Muigai, Chief People Officer at Mastercard; Prof. PLO Lumumba; Allan Kilavuka, CEO of Kenya Airways; and Philip Odera, former CEO of Stanbic Bank across multiple African markets, among others.

- Participants increasingly view the Summit as a gateway into the wider RIKA ecosystem, reinforcing and expanding the fellowship and alumni network.
- Through the Times of RIKA magazine and newsletters, Summit insights extend beyond the event itself, amplifying RIKA's role as a continental thought leader on human capital and leadership excellence.



Challenges and Risks

While RIKA Africa has achieved significant impact in its first four years, it operates within a complex and volatile context. Recognizing the risks openly is essential to safeguarding the programme’s long-term relevance and sustainability.

Affordability and Accessibility	Political and Economic Volatility	Faculty Cost Management	Alumni Engagement Fatigue	Operational Complexity	Sustainability and Scale
<ul style="list-style-type: none"> • Challenge: The aspirational positioning of RIKA, combined with Africa’s macroeconomic volatility, makes affordability a recurring barrier. Currency fluctuations, inflation, and sudden job losses often affect participants’ ability to complete payments. • Risk: Without targeted subsidies or alternative funding models, RIKA may become inaccessible to high-potential leaders, particularly from underfunded sectors such as NGOs, academia, and public service. • Mitigation: Continue refining a blended finance model (anchor funders + sponsorships + participant fees) and explore scholarship schemes to ensure inclusivity without compromising quality. 	<ul style="list-style-type: none"> • Challenge: Since 2022, political transitions and shifting tax regimes in Kenya — RIKA’s core base — have underscored the fragility of the operating environment. • Risk: Unpredictable policy changes and macroeconomic shocks can increase costs, delay payments, or disrupt programme delivery. • Mitigation: Build regional diversification by expanding programme delivery and participant recruitment beyond Kenya, reducing overdependence on a single market. 	<ul style="list-style-type: none"> • Challenge: RIKA’s value proposition is built on access to world-class faculty. However, international faculty engagements come with high costs, especially when combined with currency volatility and travel expenses. • Risk: Rising costs could threaten financial sustainability if not carefully managed. • Mitigation: Maintain a balanced faculty mix — blending global experts with distinguished African practitioners — while leveraging virtual delivery to optimize costs without compromising quality. 	<ul style="list-style-type: none"> • Challenge: The strength of RIKA lies in its alumni ecosystem, but sustaining engagement beyond graduation requires intentional investment. • Risk: Without structured alumni platforms and continuous touchpoints, the momentum of the “RIKA tribe” could weaken over time. • Mitigation: Develop a formal alumni strategy, with tiered engagement opportunities (mentorship, regional chapters, peer learning circles) to keep the network vibrant and self-reinforcing. 	<ul style="list-style-type: none"> • Challenge: Financial administration in a heavily regulated tax environment has proven complex and costly, with inefficiencies in invoicing, compliance, and disbursement. • Risk: Without structural adjustments, RIKA could face escalating compliance burdens that divert focus from its core mission. • Mitigation: Establish RIKA as a separate legal entity with professionalized accounting and auditing support, simplifying structures and enhancing accountability. 	<ul style="list-style-type: none"> • Challenge: RIKA has proven its impact at pilot scale, but scaling responsibly without eroding quality is a delicate balance. • Risk: Rapid expansion without the right structures could dilute the programme experience and reputation. • Mitigation: Adopt a measured growth strategy — scaling gradually, maintaining rigorous faculty standards, and embedding quality assurance processes at every stage.

RIKA operates in an environment defined by volatility, affordability constraints, and operational complexity. Yet these risks also represent opportunities: to innovate in financial models, to strengthen governance, to scale responsibly, and to deepen RIKA’s unique positioning as Africa’s premier leadership development platform. By managing these risks proactively, RIKA can secure its long-term sustainability and relevance.

Looking forward

As we move forward, RIKA Africa is poised for even greater impact in the coming years. Our plans for the next two years include:

Expanded Scope: We will continue to expand our reach across the African continent, ensuring that more organizations and HR leaders can benefit from our programmes.

Strategic Partnerships: We are actively seeking new strategic partnerships to further expand our outreach and enhance the depth of our offerings.

Broadened Training: In addition to our flagship HR Leadership programme, we are diversifying our offerings to include bespoke HR Training, CEO, and CFO curated programmes, addressing the unique needs of leaders across various functions within organizations.

RIKA Africa remains committed to driving meaningful change in the field of human capital management in Africa, empowering HR leaders to be strategic influencers in their organizations, and fostering a thriving workforce that contributes to the continent's growth and prosperity. Together, we will continue to shape the future of leadership in Africa.



Key Messages



"Our Fellows are no longer just participants in a programme; **they are now an ecosystem of change agents.**

Their influence extends from boardrooms to communities, and as their network grows, so does the ripple effect of RIKA's impact.

The alumni body is becoming one of Africa's most powerful leadership assets."

Natalie Manga
Programme Director



"We know that **world-class leadership development must remain accessible in Africa's challenging macroeconomic environment.**

Our blended funding model is designed to ensure that the most promising leaders — regardless of circumstance — can be part of this journey.

That is how RIKA will sustain both excellence and equity."

Susan Githuku
Executive Director and Co-Founder



"At BHI, we are immensely proud of the journey RIKA has embarked upon.

Our **commitment to enhancing the capabilities of human capital leaders in Africa remains unwavering.**

We extend our heartfelt gratitude to all our partners, participants, and supporters who have joined us in this transformative journey."

Liesel Simmons,
Co-Founder of Blue Haven Initiative and RIKA Africa

Empower tomorrow's leaders.

rikaafrica.com

 RIKA AFRICA KOFISI Square,
Riverside Drive, Nairobi,
Kenya

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