

2021
Annual Report

Content

PHASE ONE OF 10-YEAR STRATEGY

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Message from Director

In 2021 the Education Collaborative began rolling out the first phase of our 10-year strategy to transform over 1 million students into ethical, entrepreneurial leaders who create jobs, transform industries, and lead economies. As part of the first phase, we focused on improving graduate employability, building entrepreneurial ecosystems, and building capacity in ethics and leadership. We as a network have achieved 10% of our goal, directly influencing systems that impact 116, 200 students across the continent. Through the contributions and support of the Education Collaborative's leadership, consulting committee, network members, and other stakeholders, we are steadily deepening collaborations and scaling our impact across Africa.

This report shares an overview of the progress the Education Collaborative made in 2021, from launching our first regional hub in East Africa to supporting a member institution to raise \$30 million to improve access to higher education in Niger. We are excited about the endless possibilities for transformation that our collaborations continue to create. I believe there is a lot to be proud of from our outcomes in 2021.

The next phase of scaling our impact focuses on four (4) main areas:

1. Leveraging our anchoring through the regional hub of higher-ed institutions to build a critical mass and voice for regulatory and policy action.
2. Strengthening the operations and administrative engine needed to support the scaling of the Education Collaborative.
3. Growing our footprint of members through our formal membership process.
4. Expanding the reach of the focal initiatives piloted in 2021 to reach more institutions in graduate employability, entrepreneurship, ethical leadership development, and faculty development and pedagogy.

This mandate to bring an African renaissance cannot be done by one institution alone, but by a collective of institutions across and beyond higher education working together. I look forward to a year of growth, and further impact through our combined work in the Education Collaborative.

Rose Aba Dodd,
Director, The Education Collaborative at Ashesi.

Phase One of 10-year Strategy

The Education Collaborative's primary goal for 2021 was to rollout Phase I (year 1 and 2; 2021 to 2022) of its 10-year Strategy. The driving goals for Phase 1 are:

01

Transition from engaging individuals to engaging institutions.

02

Identify and build out strategies for sustainability.

03

Leverage regional anchoring of higher-ed institutions to build a critical mass for regulatory and policy action.

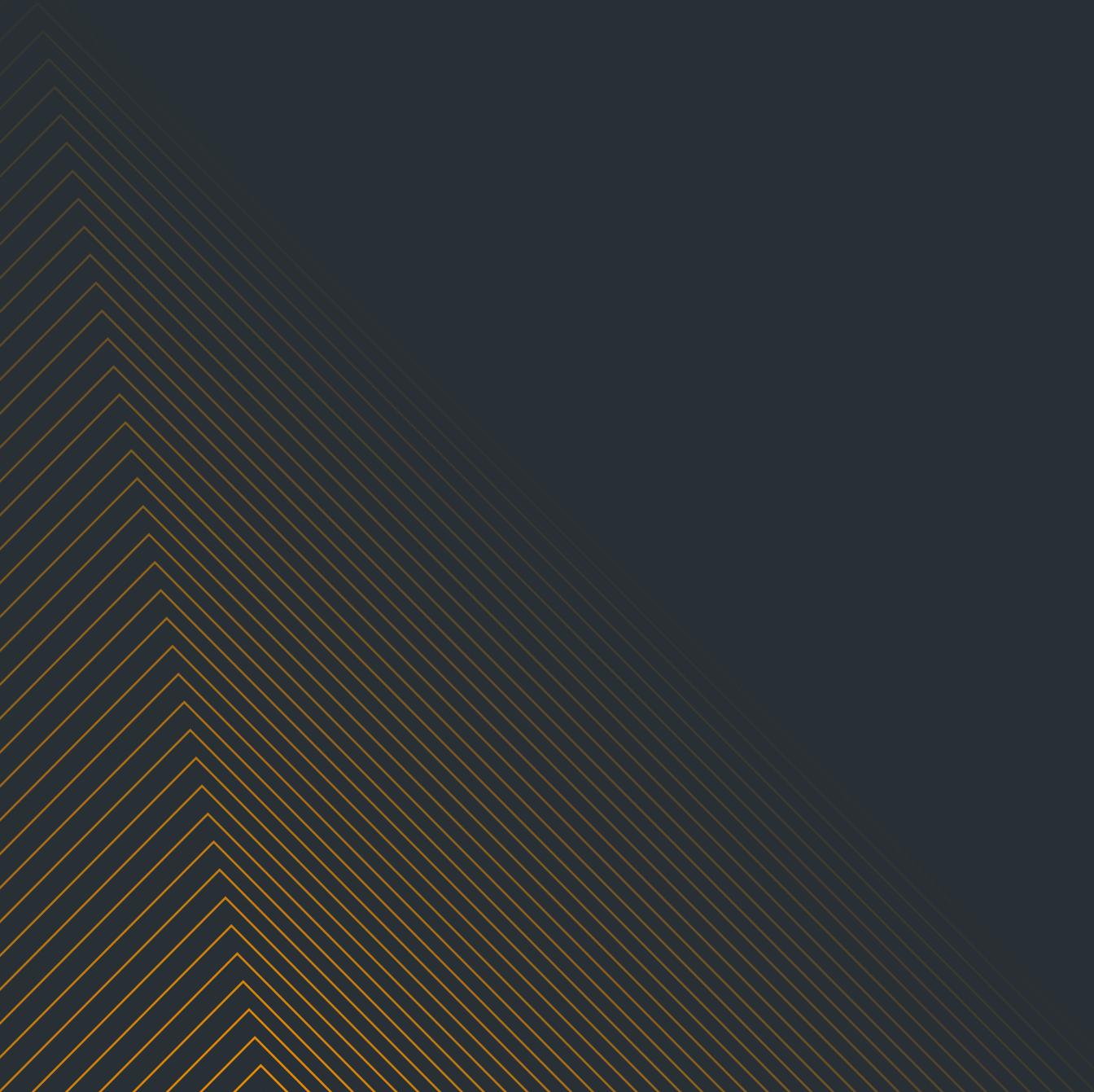
04

Develop the operations and administrative engine needed to run the Education Collaborative.

05

Focus resources on building key initiatives: For programs and projects, phase I prioritizes three of the five transformational goals implemented through focal initiatives on graduate employability, entrepreneurship, and ethical leadership development.

These goals informed the unit's KPIs for Phase 1 (2021 and 2022). See Appendix for status.



2021 KEY OUTCOMES

Deepening collaborations across Africa

300+

Individual higher stakeholders participated in Annual Convening; an 8.4% increase in participation from 2020.

120+

Institutions represented in Annual Convening across 26 countries, 65% in Africa: 73 higher-ed institutions; 47 non-higher-ed institutions. Achieved a 27% repeat rate for attendance.

4

Cross-institutional connections made for members in the network; first time of facilitating such member-requested connections.

3

Additional Communities of Practice (CoPs) created, forming a total of 4 CoPs with 52 members to foster multi-institutional and multi-country innovation.

9

Higher-ed institutions (HEIs) with a combined student population of 30,000+ joined the first regional hub to lead the strategic implementation of Education Collaborative vision in the region.

\$30 million

Raised by a member institution based on the support received from the Education Collaborative under its institutional mentorship program.

5

High school teachers in online train-the-trainer Hands-on Science program trained an additional 45 high school teachers in 4 regions in Ghana.

27.1K+

Page views of website content.

Outcomes from Focal Initiatives

Drive¹

Ethics and leadership development

Kibi Presbyterian College of Education (KPCE), a public college of education with a student population of 1200, received mentorship to develop a student-led honor system. The mentorship led to a capacity training of 100+ executives, staff, and student leaders on building an ethical campus culture. Palm Institute, a private higher-ed institution (HEI) formally adopted an honor system led by its student government.

Edify Ghana, Emerging Public Leaders (EPL) Ghana and Educaid Sierra Leone, beneficiary institutions of the Giving Voice to Values (GVV) train-the-trainer program from 2020, trained 185 individuals to build ethical action skills in 2021.

Thirty-six employees from a corporate organization, received training to build skills in ethical action. This is the first time a corporate organization has reached out for a GVV training session facilitated by the Education Collaborative.

Spark²

Diversity, Equity, and Inclusion (DEI)

100+ higher-ed stakeholders from 50 institutions participated in forums and workshops, gaining tools to assess their DEI systems and learn strategies to improve their DEI outcomes.

¹ **Drive:** For critical enablers that often require iteration and continuous improvements, the Education Collaborative drives and champions that project, and ensures success with a high level of effort. **Strategy:** Dependent on project champions and leads, and a system for continuous tracking and Monitoring & Evaluation, and the highest prioritization of resource allocation. ² **Spark:** Spark an idea or insight with the hope that it brings new awareness of what stakeholders can do. But the Education Collaborative's role is not to follow through on turning that insight into action at this early stage. **Strategy:** Heavily reliant on communications plan and strategy (Mailing list mgt., website, marketing, symposia, repository mgt.) ³ **Activate:** The Education Collaborative works closely in the initial stage to bring an idea to life but with the expectation that the stakeholder will drive it once it's up and running. **Strategy:** Dependent on a system for initiating, handing-over, and monitoring.

Entrepreneurship ecosystem development

The Education Collaborative supported the setup of a business incubation centre at African Development University (ADU) in Niger. The incubation centre has enrolled 40 student-businesses, with the potential of serving as an innovation hub for four universities in the Sahel region.

Employability systems development

Burkina Institute of Technology (BIT), University of Cape Coast, and Rwanda Polytechnic, IPRC Gishari, received mentorship to develop their career development centres with the potential of impacting over 50,000 students and graduates over the next five years.

Activate³

Faculty and Research development

Five researchers and research administrators from University of Cape Coast, Ghana, Kepler, Rwanda, Burkina Institute of Technology (BIT), Burkina Faso and Ashesi University, Ghana founded the Education Collaborative Research Community of Practice (CoP); a multi-disciplinary research community to enhance applied research outcomes in Africa.

Progress on Transformation Goals

Transformation goals cover the areas for change in member institutions in Africa's higher education sector over a 10-year engagement period. Focal Initiatives are projects identified per transformation goal area to engage champions, build collaborations, and drive the change for that goal area.

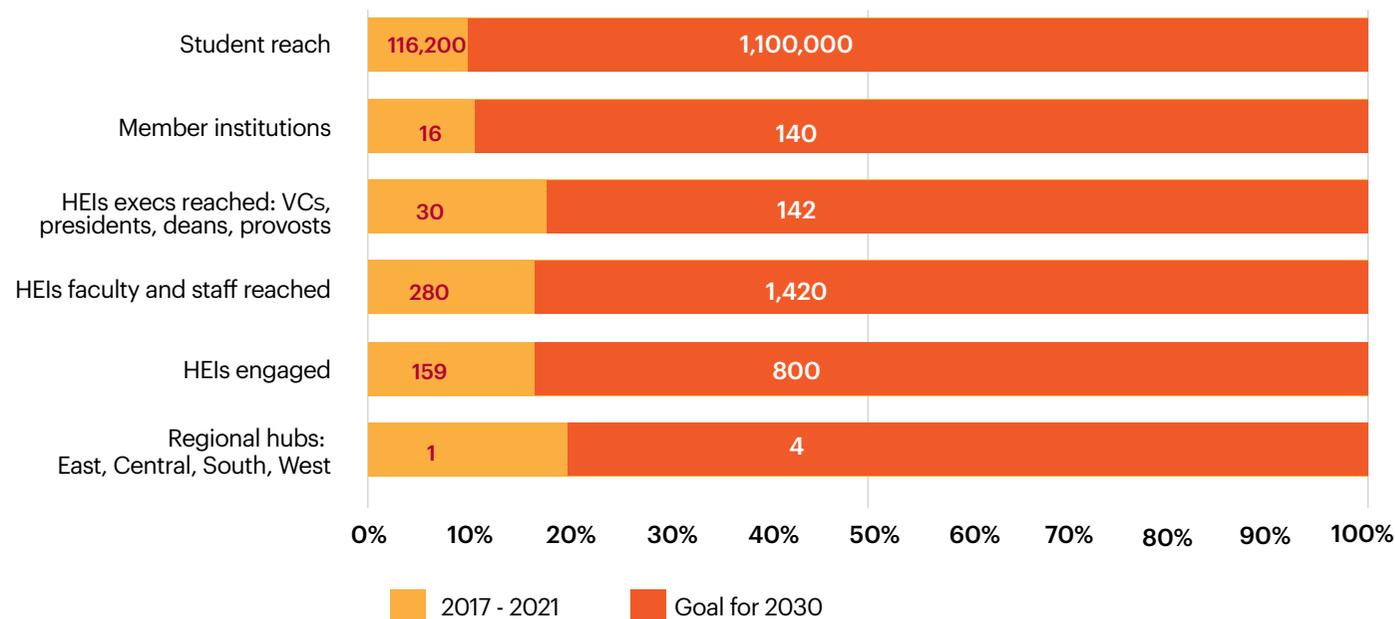
Transformation Goal area	Focal Initiative(s)	Term	2021 Status				2022	2023-2024
			Year 1	1. Identify and define multi-year focal project, goals and expected outcomes	2. Engage member institution(s) as lead/champion and collaborator	3. Develop monitoring, evaluation, and impact measuring framework	Year 2	Year 3-4
Ethics and leadership	Giving Voice to Values (GVV) Africa	2 years	Project start	Completed	Completed	Completed	End date	Scale
	Honor system development project	2 years	Pilot	Completed	Completed	Completed	Scale	N/A
Entrepreneurship Development	Entrepreneurship ecosystem development project	4 years	Project start	Completed	Completed	In Progress	Phase 2	Scale
Employability	System change program- Employability	4 years	Project start	Completed	Completed	Completed	Scale	Scale
Faculty and Research Development	Research Community of practice	4 years	Project start	Completed	Completed	Not started	Launch	Scale
Diversity, Equity, Inclusion	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Our reach since inception in 2017

Since the inception of the Education Collaborative in 2017, the table below shows the cumulative reach of our programs and activities.

	Student reach	Member institutions	HEIs execs reached: VC, presidents, deans, provosts	HEIs faculty and staff reached	HEIs engaged	Regional hubs: East, Central, South, West
2017 - 2021	116,200 ⁴	16	30	280	159	1
Goal for 2030	1,100,000	140	142	1,420	800	4

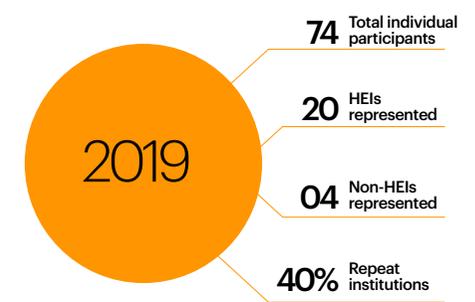
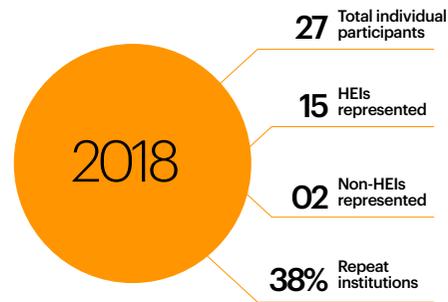
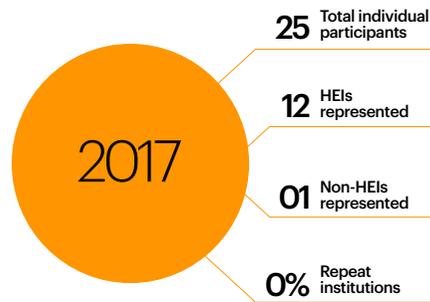
Progress in year one of the 10-year timeline is at an **average 15% of goal across all categories.**



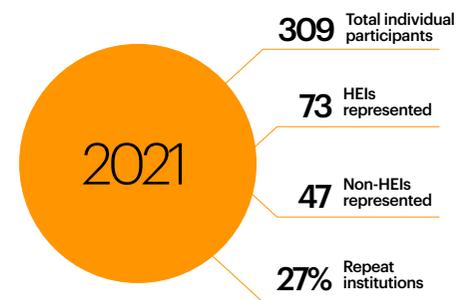
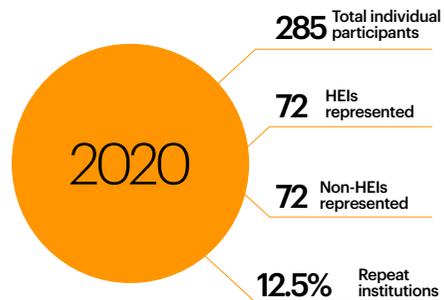
⁴ Student reach is estimated based on the number of students engaged by the faculty, staff, and executives (primary beneficiaries) of HEIs that participated and benefited from the Education Collaborative programs and activities. Executives impact policy therefore reaching the entire student population. Faculty and staff reach the student population at the departmental level. We account for the ratio of students to these beneficiaries given the size of the institution (private vs public; student population); and account for double counting (faculty, staff, & exec from the same institution) to estimate the number of students reached.

Annual Convening 2017 to 2021

In-person Convening



Virtual Convening



2021 Annual Convening

A three-year theme was launched at the 2021 convening on “Building the capacity of institutions to improve African higher-ed outcomes”. 2021 sub-themes were under two focal initiatives; employability, and entrepreneurship, with a special feature on diversity, equity, and inclusion (DEI). Sub themes from 2021 to 2023 will build on the goals set under the main theme and focal initiatives launched in 2021. Institutions who participated in the 2021 Convening were represented from 26 countries in Africa and beyond, with 41 speakers and facilitators leading a total of 17 sessions. Top institutional attendees were: Ashesi University – 41; University of Embu – 16; Kepler, Rwanda- 15; Valley View University – 10; Davis College – 9. Others averaged at 2 to 3 attendees per institution.

Implementation Grant

The 2021 Annual Convening ended with an Implementation Grant announcement to support individuals and groups from participating institutions to implement insights gained from the Convening in their institutions. The grant offered up to \$5,000 per project, related to entrepreneurship, employability, and diversity, equity, inclusion.

Successful proposals:

Employability

1. **EducAid Sierra Leone** - Hold an intensive employability skills boot-camp for 50 post-secondary school graduates.
2. **Meru University of Science and Technology, Kenya** - Organize career fair to engage employers and connect students to job opportunities and expose them to job skills.
3. **Riara University, Kenya** - Develop a work-readiness program and align its curricula to job market needs and train students for the job market.
4. **Cavendish University, Uganda** - (1) build a digital platform that will help with internship listing, job supervision and skills development.
5. **Davis College, Rwanda** - Pilot a dual learning model for 40 students taking the Hospitality and Tourism Management Program.
6. **University of Energy & Natural Resources, Ghana** - Help organize career fair at the university.

Twenty proposals were received from eighteen institutions. A review committee accepted 9 proposals and is currently working with the applicants to update the proposals with feedback for funding in February 2022. A total of \$63,000 is budgeted in the grant pool to be awarded for the projects with an implementation period of 12 months.

Entrepreneurship

7. **Strathmore University, Kenya** - Build capacity of twenty-five (25) Community-based Schools headteachers and another twenty-five (25) women Micro-Entrepreneurs in a local community
8. **University of Embu, Kenya** - Develop a training module for students on design, enterprising, agility, and leadership (IDEAL) skills.
9. **Burkina Institute of Technology, Burkina Faso** - Develop an experiential learning opportunity for student entrepreneurs in the form of internships and on/off-campus program

Appendix

Goal	2021 KPI	Status in 2021
Member engagements Establish relevant partnerships Regional anchoring for regulatory and policy action		
Goal 1: Develop 4 anchor exemplars across East and West Africa	KPI 1: Engage 8 institutions in East Africa as partners for the region, and one as host for the East Africa hub	Complete
	KPI 2: Set up East Africa Hub office operations, strategy, and regional committee	For 2022
	KPI 2: Hold East Africa regional convening	For 2022
Goal 2: Develop 2 strategic non-higher-ed partners (1 partner in East Africa in year 1; 1 in other sub region in Africa)	KPI 3: Sign up two additional mentor institutions	Complete
Building in long-term sustainability		
Goal 1: Set up operational, evaluation, and governance structures. Develop operations and administrative engine for the Education Collaborative	KPI 1: Roll out impact Monitoring and Evaluation tracking framework and online dashboard by December 2021	Delayed
	KPI 2: Activate the Education Collaborative Consulting Committee as part of the governance structures	Complete
	KPI 3: Build up website and online virtual resource hub (curate and add resources)	For 2022
	KPI 4: Hire full startup team and get work processes to efficiency	Complete

Goal	2021 KPI	Status in 2021
<p>Deepen collaborations and transformation through focal initiatives: Prioritize institutional over individual focus with each initiative and engagement</p>		
<p>Goal 1: Employability and career development Support programs: Annual convening, Communities of Practice, learning resources for the virtual hub</p>	<p>KPI 1: At Annual Convening, host workshops for 60 faculty and administrators on strategies in educating career-ready students</p>	<p>Completed</p>
	<p>KPI 2: Partner with 6 HEIs to capture practical content and develop knowledge repository for training students with career readiness</p>	<p>In progress</p>
	<p>KPI 3: Host a practical hands-on STEM training workshop for 60 high school teachers</p>	<p>Completed</p>
<p>Goal 2: Enabling an active entrepreneurship ecosystem Support programs: Annual convening, Communities of Practice, speaker sessions</p>	<p>KPI 1: Set up and run an active Community of Practice in the Sub-Saharan Africa region on Entrepreneurship Education</p>	<p>For 2022</p>
	<p>KPI 2: At Annual Convening, Deliver sessions on strategic initiatives for building entrepreneurship ecosystem.</p>	<p>Complete</p>
<p>Goal 3: Ethics and leadership development in students Support programs: Workshops on GVV; Community of Practice</p>	<p>KPI 1: Run GVV workshops to support the introduction of the project to different stakeholders</p>	<p>Complete</p>
	<p>KPI 2: Set up and run an active Ethics and Leadership Community of practice in the Sub Saharan Africa (SSA) region on Entrepreneurship Education with quarterly meetings, targets, and goals.</p>	<p>Complete</p>

Goal	2021 KPI	Status in 2021
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**Deepen collaborations and transformation through focal initiatives:
Drive institutional as against individual focus with each initiative and engagement**

<p>Goal 4: Developing Inclusive and Diverse HEIs Support programs: Speaker session, resources for virtual hub</p>	<p>KPI 1: Working with MasterCard Foundation and Ashesi University's Office of Diversity and International Programs (ODIP): Partner with 3 HEIs to capture content and develop knowledge repository on develop-ing inclusive and diverse HEIs in Africa</p>	<p align="center">In progress</p>
	<p>KPI 2: Working with Ashesi's ODIP and partners: Speaker series - Host 2 guest speakers to engage educators on ways of developing inclusive and diverse HEIs in Africa</p>	<p align="center">Complete</p>
<p>Goal 5: Faculty and Research development</p>	<p>KPI 3: Set up research community of practice</p>	<p align="center">Complete</p>

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