

2023

EAST AFRICA

ANNUAL REPORT

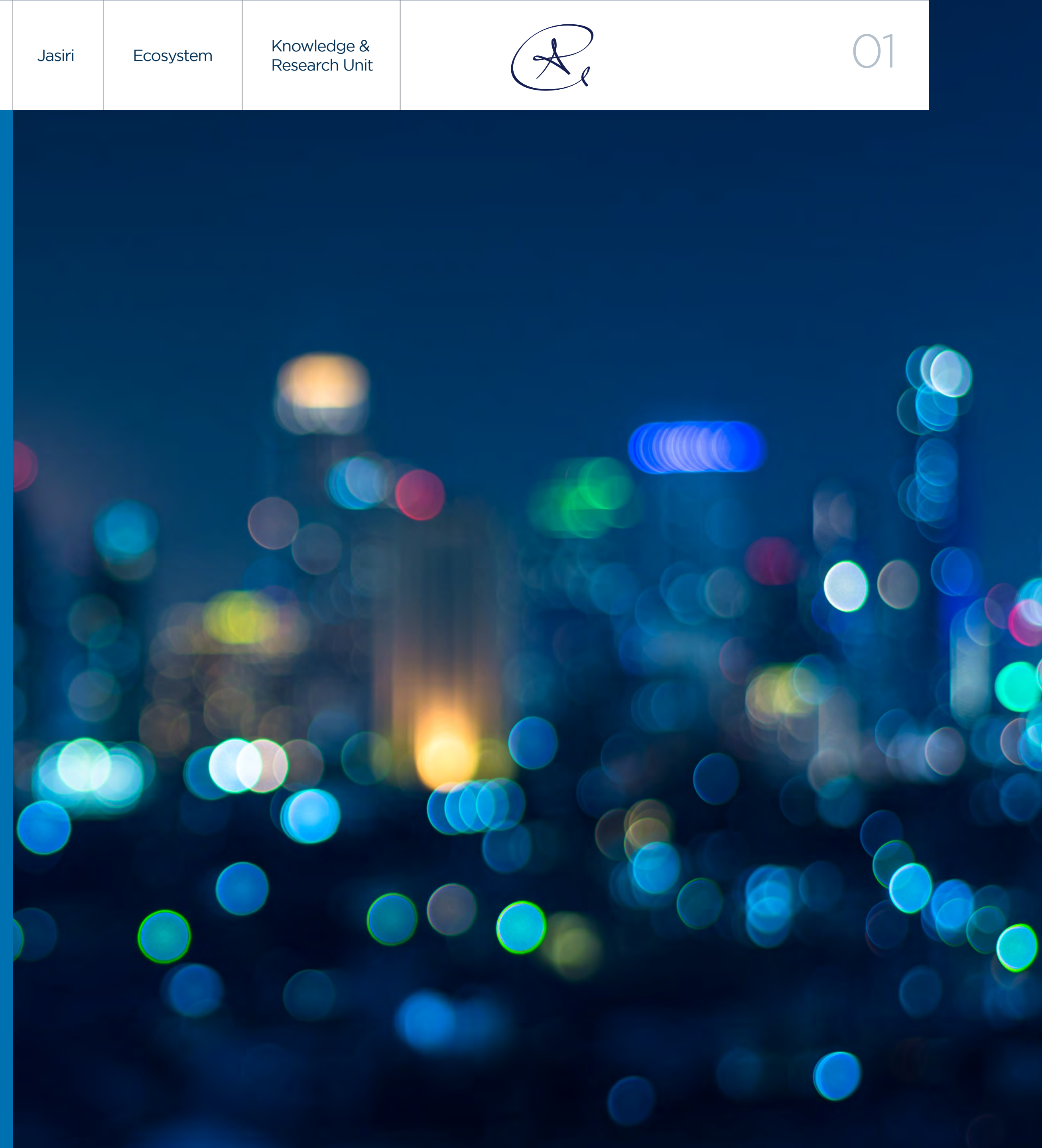


Allan & Gill Gray
PHILANTHROPIES



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Vision, Mission, Values



VISION

An empowered, prosperous, productively engaged African citizenry thriving in ethical societies with dignity and hope.



MISSION

We attack poverty by investing in, nurturing and empowering responsible entrepreneurs and leaders who benefit society by helping to accelerate meaningful employment creation while embodying the values and behaviours of ethical leadership.

Allan & Gill Gray Philanthropies (AGGP) have embarked on a journey to develop responsible entrepreneurs across the African continent in service of the common good. Our long-term strategy will ultimately contribute to job creation and poverty alleviation, hence leading to social change.

VALUES



Long-Term Commitment

We are committed to making longterm, sustainable contribution to society.



Excellence

We focus on the things that matter most and strive to do them exceptionally well.



Responsible Stewards

We are responsible of our mission and of resources.



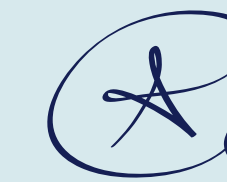
Spirit of humility & significance

We are ambitious for our work and yet personally humble, balancing humility with a spirit of significance.



Diversity and Inclusion

We acknowledge and celebrate the human diversity we represent, and the histories that have shaped us, and actively maintain an inclusive culture. Our interactions are enhanced by empathy and mutual respect.



Executive Summary

In 2023, **Allan & Gill Gray Philanthropy East Africa (AGGPEA)** significantly advanced its mission in the region, expanding its impact through increasing momentum in both its key programs.

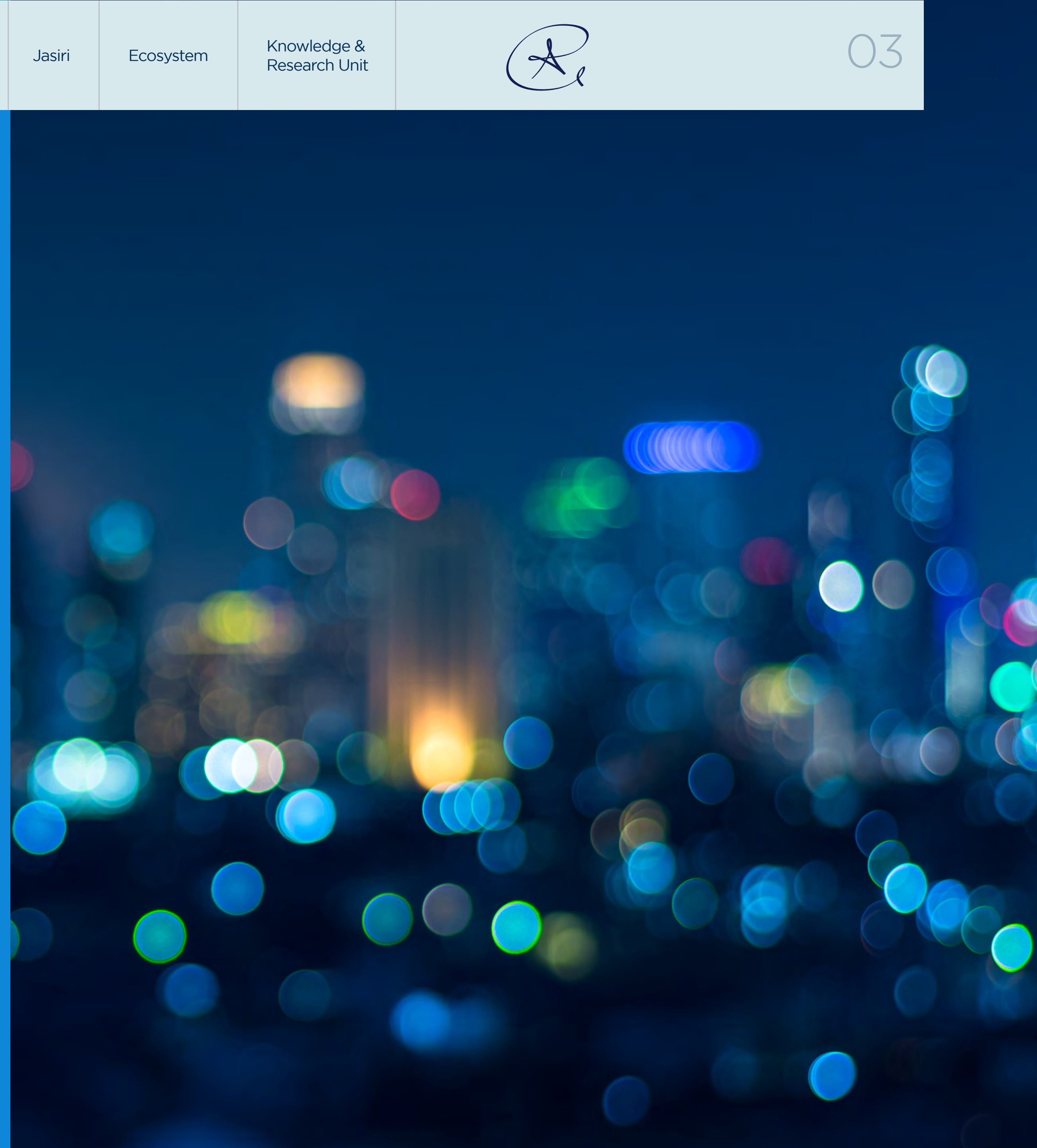
The year saw a successful Wavumbuzi Entrepreneurship Challenge implementation in Kenya and a mini challenge in Rwanda, engaging nearly 30,000 learners and receiving hundreds of thousands of challenge submissions. Both the growth rate of Wavumbuzi and its increasing evidence of shifted entrepreneurial competencies demonstrate a clear trajectory towards the ultimate goal of increasing entrepreneurial aspiration in a million East African learners in 2030.

The Jasiri Talent Investor Program marked milestones by welcoming two cohorts, Simba (third) and Nuru (fourth). This expansion facilitated the creation of 36 new ventures, confirming Jasiri's effectiveness in nurturing high-growth potential entrepreneurs. Moreover, Jasiri ventures continued to gain external validation with a second year of notable success at the Rwanda national innovation platform, Hanga Pitchfest.

The Jasiri Growth Accelerator welcomed eight new businesses over two cohorts, providing them with investment and tailored support to achieve crucial growth milestones. There is still work ahead to shape the growth accelerator in a manner that fully enhances the traction of these ventures.

AGGPEA's ecosystem engagements, including partnerships with governmental and educational institutions in Rwanda, Kenya, and Ethiopia, further solidified its role as an important contributor in the regional entrepreneurial landscape. These collaborations aimed to recalibrate innovation systems, enhance entrepreneurship education, and influence policy.

As always we would like to fully appreciate the contribution of all our important partners in government, development organizations and the private sector. It is only by working together that we can hope to achieve the stretch goals we have set in pursuit of responsible entrepreneurship for the common good.



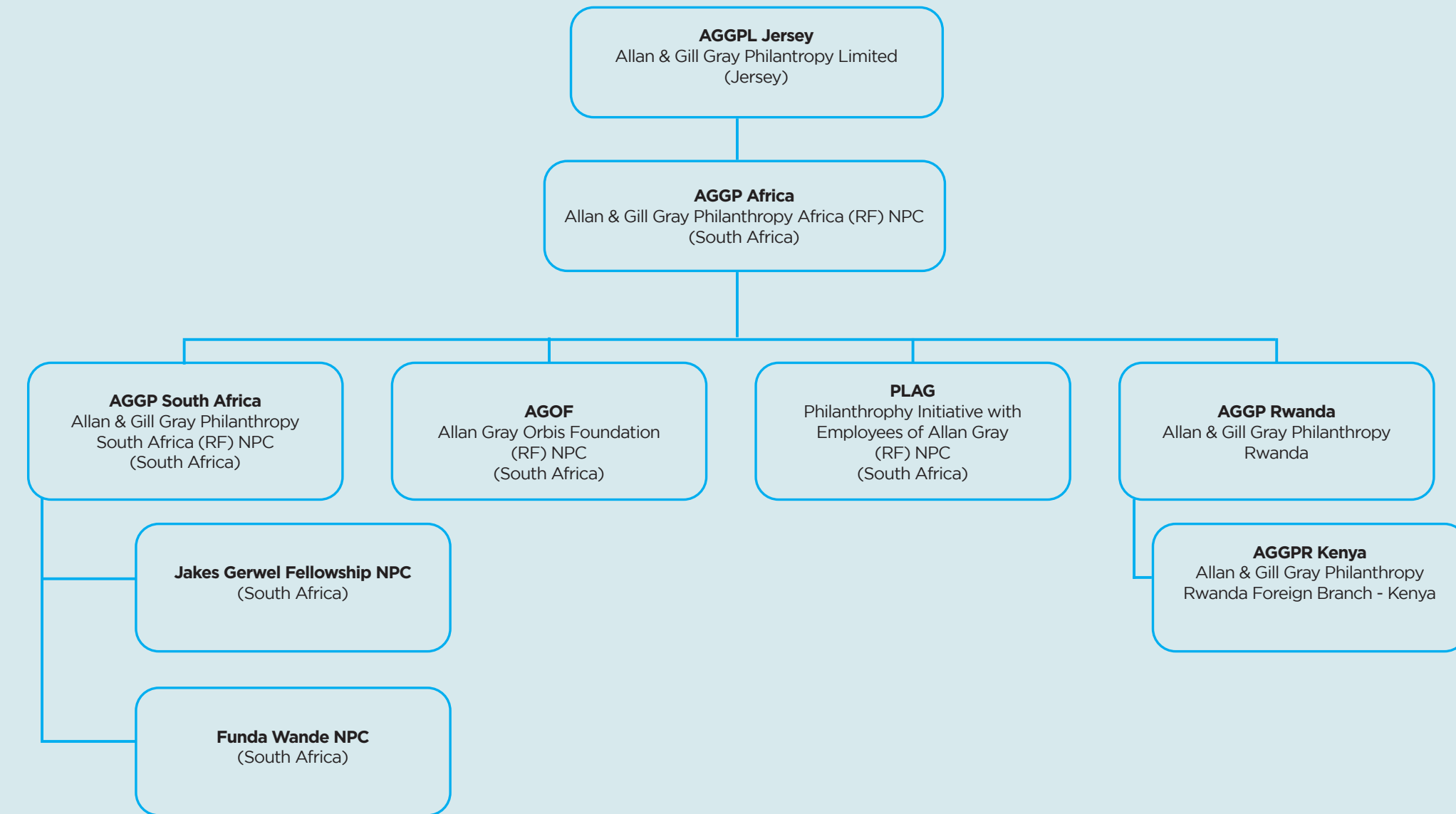


Group Structure & Governance

Allan & Gill Gray Foundation has two objectives:



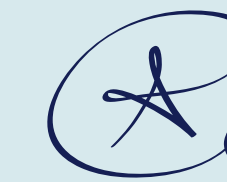
Allan & Gill Gray Philanthropies Africa Structure



The philanthropic objective is managed by a wholly controlled subsidiary Allan & Gill Gray Philanthropy Limited (AGGPL). AGGPL is the holding company for the global philanthropic activities of Allan & Gill Gray Foundation.

Expansion of our work in Eastern Africa benefits from the rich experience and knowledge of the greater Gray group while pioneering contextual entrepreneurial development. Rwanda serves as our Regional hub, with an existing branch in Kenya

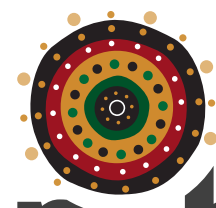




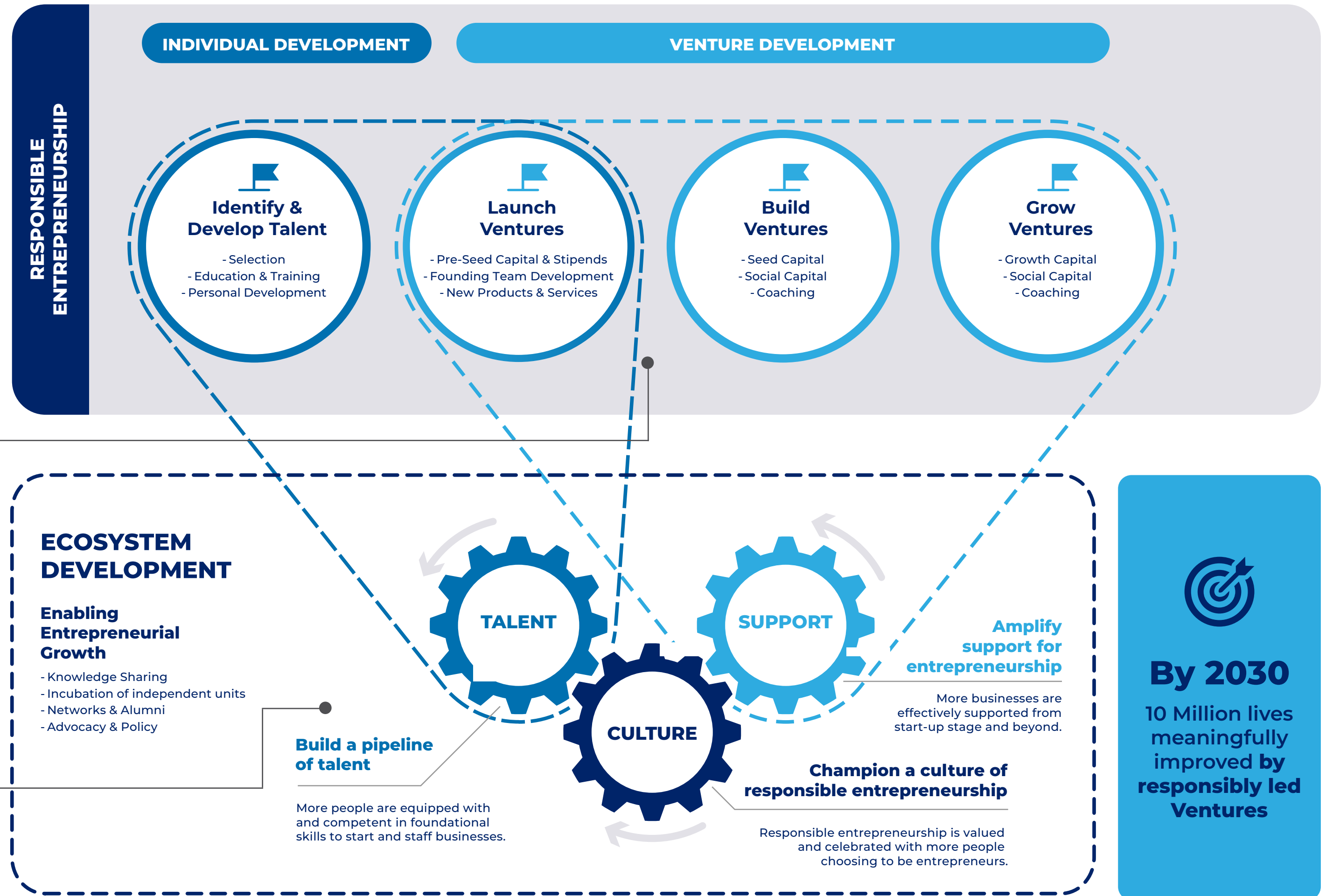
AGGP Africa Theory of Transformation

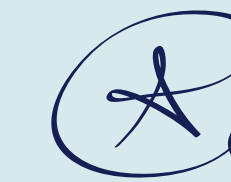


JASIRI



Wavumbuzi Entrepreneurship Challenge





People and Culture

We celebrate our healthy company culture, deeply rooted in our values. Our dedicated Talent exemplifies the calibre necessary to actualize our vision, embodying these values in their work each day.

Since the establishment of the HR Team in 2022 to strengthen AGGPEA, a series of impactful HR interventions have been implemented such as the introduction of the Performance Management Process (PMP) and Personal Development Plans (PDP) in 2023, aimed at nurturing individual growth and career advancement. Furthermore, our focus on HR compliance saw the rollout of Anti-Harassment measures and the development of a comprehensive Remuneration Philosophy.

Our commitment to Talent well-being was reinforced by the success of our wellness programmes in both Kenya and Rwanda, demonstrating our dedication to nurturing a healthy and engaged workforce. Through ongoing engagement surveys, we have witnessed an impressive 80% overall engagement level, a testament to the positive impact of our HR initiatives on Talent's sense of belonging and commitment.

As we continue to grow and evolve, we remain dedicated to nurturing a culture of Responsible Stewardship, Long-Term Commitment, Excellence, Spirit of Humility & Significance, as well as Diversity & Inclusion excellence, that drives our collective success representing the ethos of "The Sum of Us" and fostering a culture of continuous growth and collaboration.

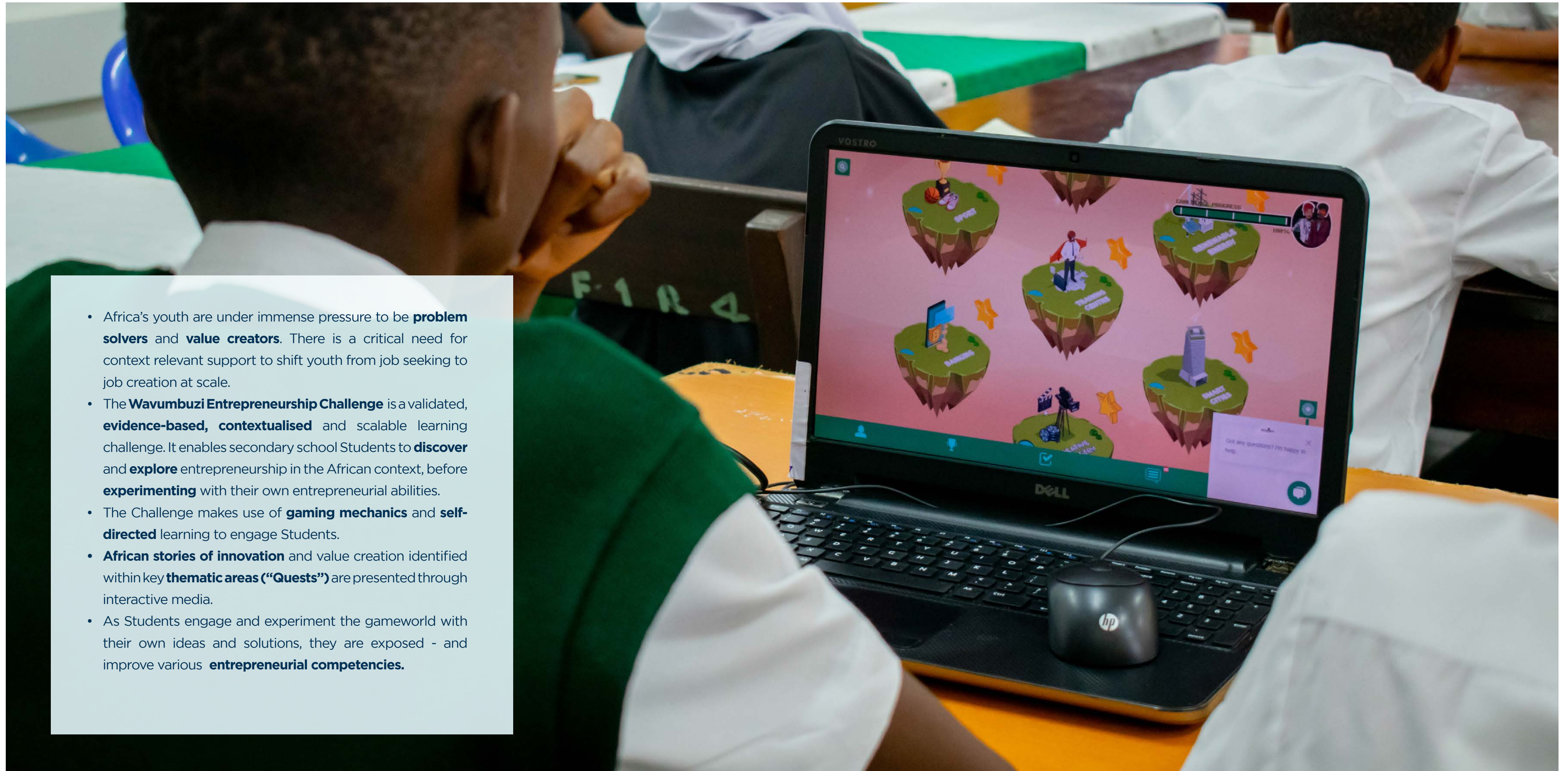
South Africa	Kenya	Rwanda
NADINE NKULIKIYINKA	ANTHONY FARR	JOE NTWALI
LINDA INGABIRE	AMANDINE KAYIZALI	ANETH BATAMULIZA
ALINE KABANDA	SHERRY UWASE	NJOKI NANCY RIGUGA
ISIDORE IRADUKUNDA	NOËL SHUMBUSHO	WAMUYU MARTHA
PATRICK NSENGUMUREMYI	ASHLEY AKALIZA	ALLAN KIMAINA
FLORENTINE DUSABEYEZU	RICHARD BAREKE	ISAAC MAWEU
RUTI YANNICK	STEVEN NKUBITO	ROSELYN MARANDU-KAREITHI
RAFIKI MURENZI	PEACE ALLIANCE	MERCY NAIMUTIE
DANIEL HAMPTON		
KATHARINA SCHOLTZ		
MELODY ARENDSE		
SUE MARX		
PHUMLANI NKONTWANA		
AMANDA LUYENGE		



Wavumbuzi

Entrepreneurship Challenge

- Africa's youth are under immense pressure to be **problem solvers** and **value creators**. There is a critical need for context relevant support to shift youth from job seeking to job creation at scale.
- The **Wavumbuzi Entrepreneurship Challenge** is a validated, **evidence-based, contextualised** and scalable learning challenge. It enables secondary school Students to **discover** and **explore** entrepreneurship in the African context, before **experimenting** with their own entrepreneurial abilities.
- The Challenge makes use of **gaming mechanics** and **self-directed** learning to engage Students.
- **African stories of innovation** and value creation identified within key **thematic areas ("Quests")** are presented through interactive media.
- As Students engage and experiment the gameworld with their own ideas and solutions, they are exposed - and improve various **entrepreneurial competencies**.

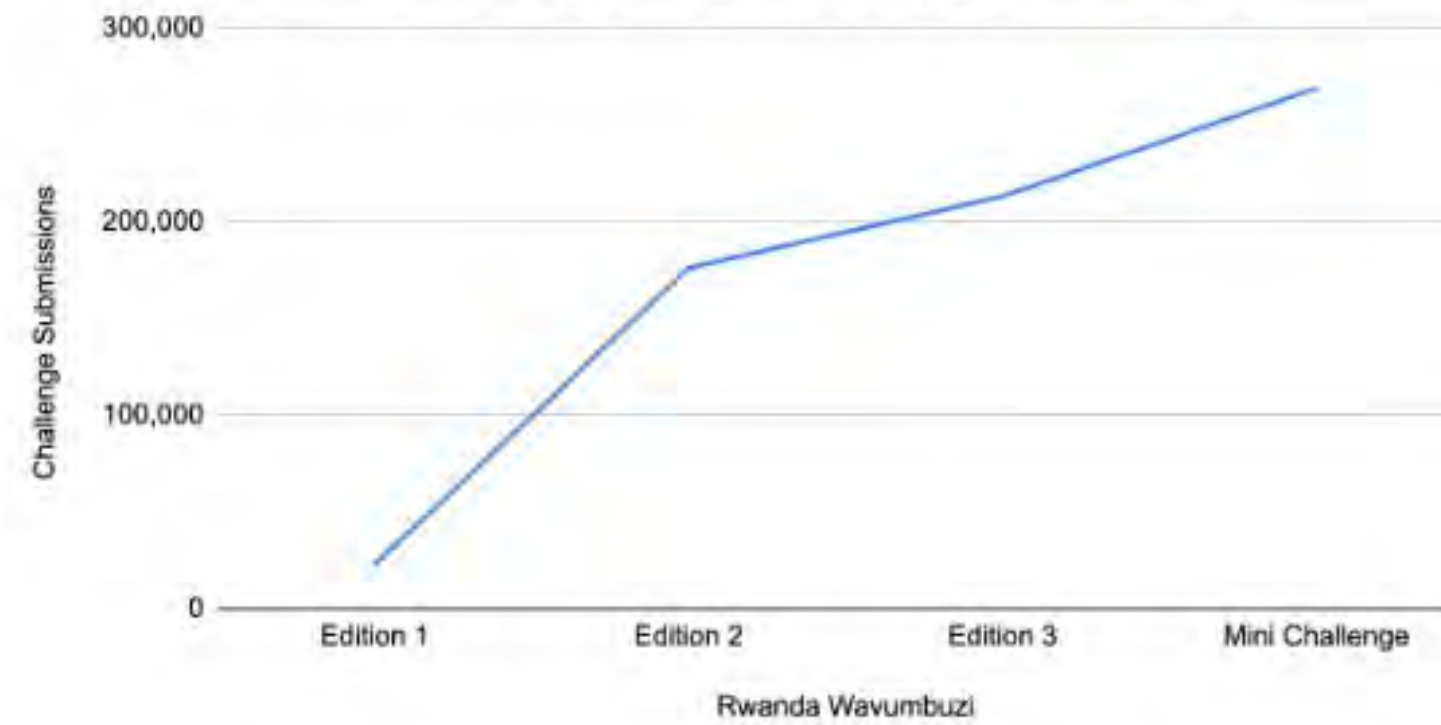


Wavumbuzi Growth

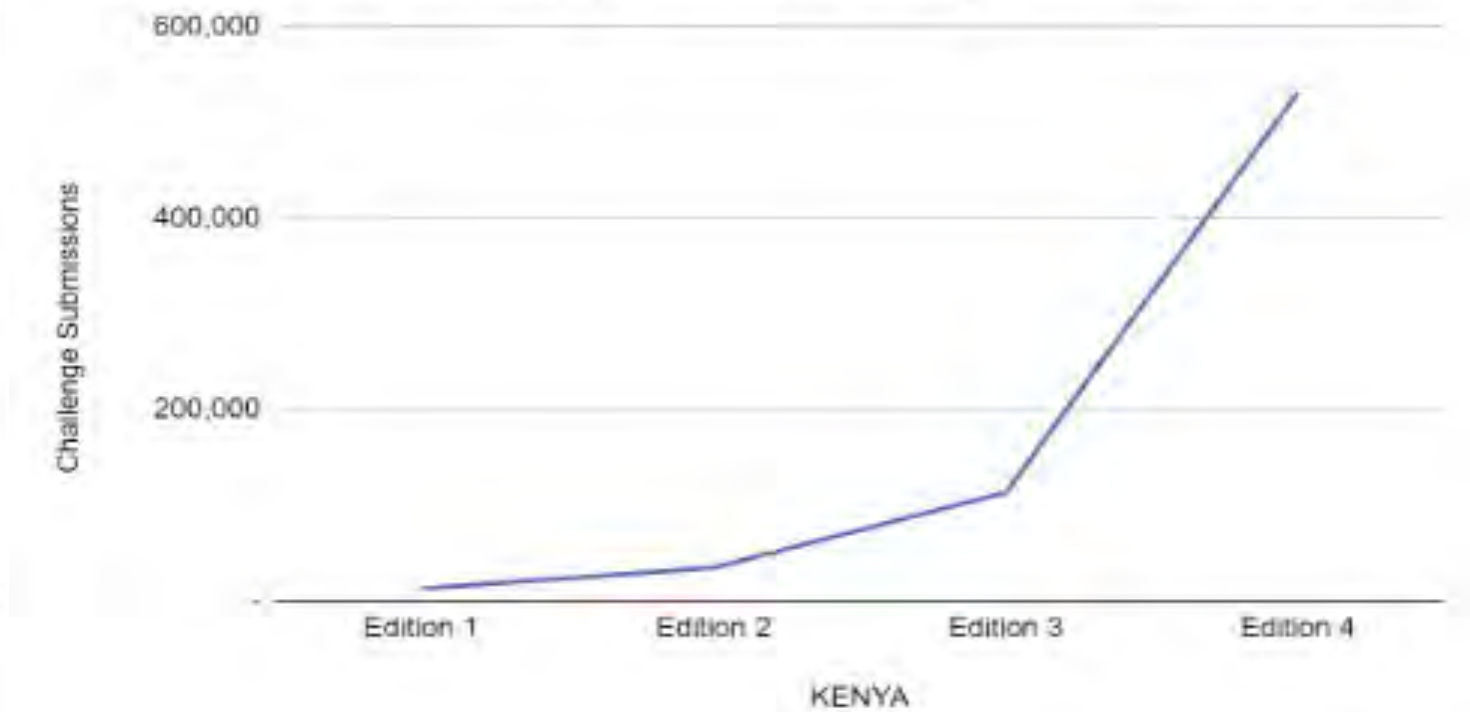
There is encouraging evidence of the ability for Wavumbuzi to achieve the scale



Wavumbuzi RW Edition by Edition Challenge Submissions



Wavumbuzi KE Edition by Edition Challenge Submissions



Wavumbuzi 2023 at a glance

2,628

Teachers Registered

731
Rwanda

1,897
Kenya

29,079

Learners Registered

8,691
Rwanda

20,388
Kenya

800,436

Challenge Submissions

269,019
Rwanda

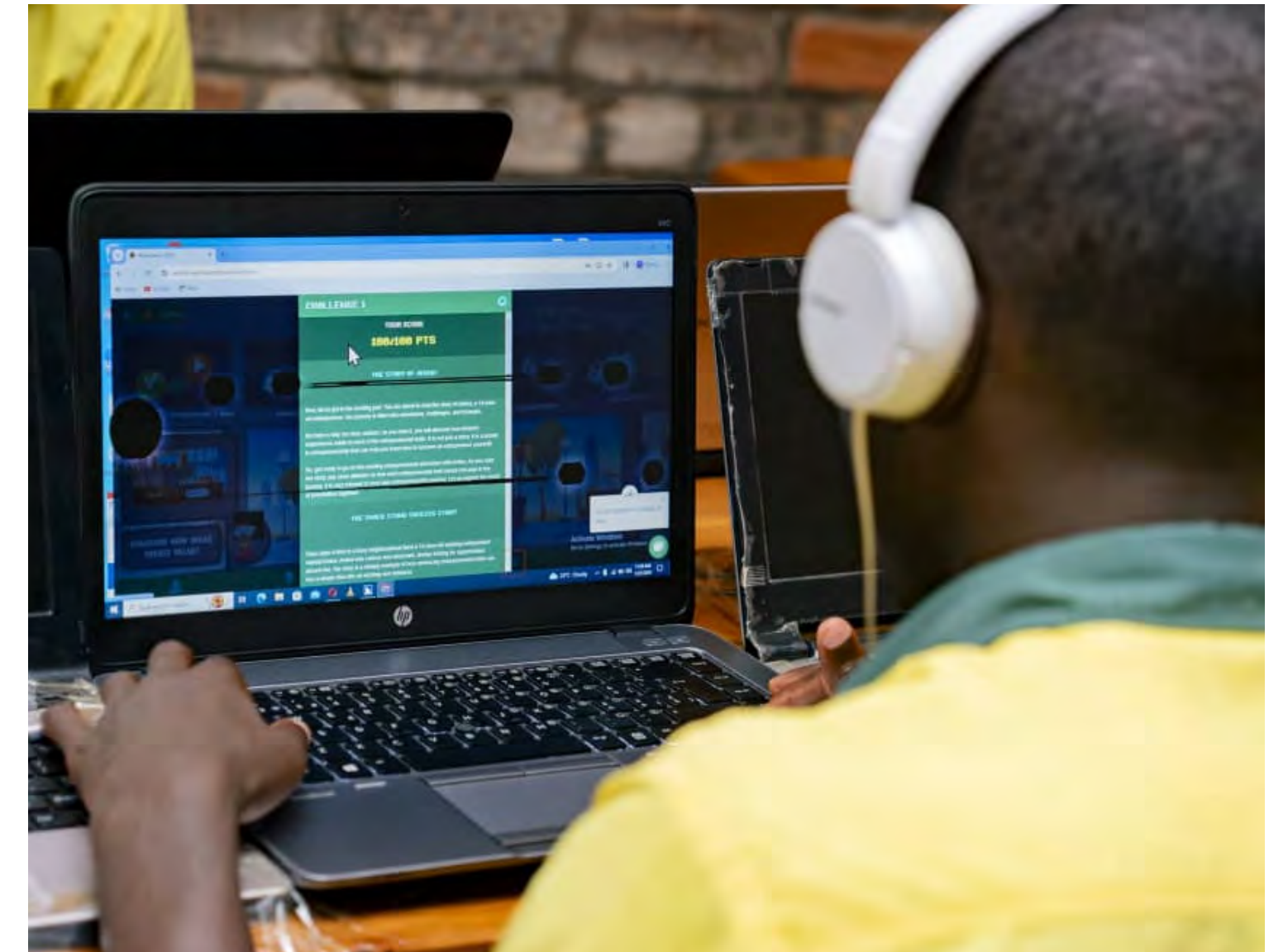
531,417
Kenya

- We successfully implemented the 4th Edition of the Wavumbuzi Entrepreneurship Challenge in Kenya and piloted a 2 weeks Mini Challenge in Rwanda.
- We initiated the groundwork in preparation for the launch of Wavumbuzi in Ethiopia, through a scoping exercise in collaboration with the Addis Ababa Education Bureau.

Wavumbuzi 2023

Rwanda Mini Challenge

- The first three editions of Wavumbuzi in Rwanda were implemented during the 1st trimester of the school year (September - December period). Despite impressive registration numbers of students, teachers and schools, difficulties in maintaining active participation during the challenges were observed due to competing administrative priorities associated with the beginning of each school year. This resulted in the recommendation from key stakeholders to implement Wavumbuzi during the 2nd trimester of the academic year (January - April period).
- As we worked towards shifting Wavumbuzi timelines, we recognised the importance of maintaining the growing momentum achieved in past editions and continuing to grow students' understanding of the gameworld. We therefore piloted a two week Mini Challenge in May 2023. This enabled us to make the necessary internal adjustments in preparation for the 4th Edition of Wavumbuzi to be implemented in January 2024.
- Targeted schools' visits, mobilization efforts and capacity enhancement workshops of teachers, headteachers and district education officials resulted in successful registration and engagement outcomes achieved during the two week Mini Challenge.



“

Wavumbuzi is very important in preparation of students for life after school. The program incovers the potential of a student. It creates in them the urge for entrepreneurial endeavors. Since 2020, students who have participated in the challenge have also had their academic performance improve. This is attributed to critical thinking, innovative problem solving and teamwork skills and spirit that are acquired. This has gone a step further to enable them to have knowledge on different industries and business ideas, and optimistically start to see an entrepreneur in themselves.

Jean Claude Tuyisenge
Headteacher, ES Rusumo

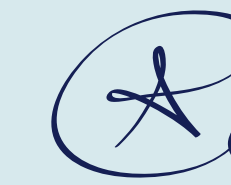
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“

Wavumbuzi: where education meets entrepreneurship! My academic journey soared as I participated in this program, and my entrepreneurial spirit is on fire. Wavumbuzi isn't just a program, it is a game changer for Rwandan youth in secondary schools, unlocking potential and shaping us into future business leaders and entrepreneurs.

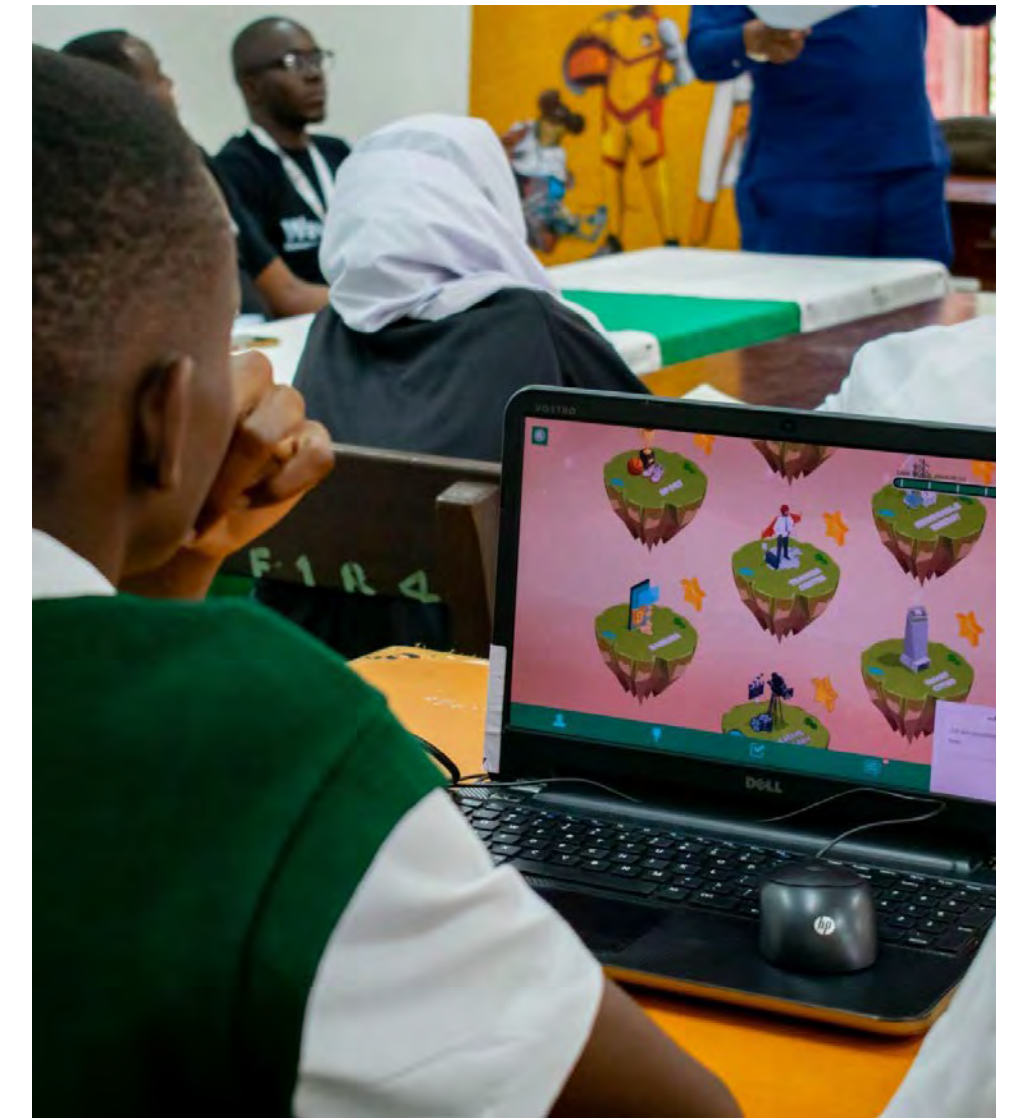
Ndayaho Thierry
Student, GS Remera Protestant

”



Kenya Challenge Edition 4

- The 4th Edition of Wavumbuzi in Kenya resulted in impressive registration outcomes.
- We encouraged the inclusive participation of nine Special Needs Schools with Differently Abled Learners.
- We forged strategic partnerships and implemented extensive capacity enhancement workshops of: (1) County Quality Assurance & Standards Officers from the Ministry of Education to champion Wavumbuzi in their respective counties, and (2) Close to 2,000 Teachers trained on how to support Learners during the Challenge (an increase from 664 Teachers trained in 2022).
- We conceptualized and implemented Growth Hack Strategies which effectively enhanced active participation of schools' communities within a short period of time mostly using and sharing engagement data to enable stakeholder mobilization of their respective networks to participate in the challenge.



“

The idea behind the Wavumbuzi Entrepreneurship Challenge should be our motivating factor, that we are giving the learner the opportunity to discover their potential at an early age. As a Country, we all know where we are - we have our children who have finished education and have their degrees and we are with them in the house because there is no employment and we are now talking about hustling.

We want to come out with a generation with the skills to hustle, a generation with ideas to go out and implement. Through Wavumbuzi we are going to provoke the learner's minds, embracing competency based curriculum in all aspects.

Madam Evelyn Owuoko, Director of Quality Assurance and Standards, Ministry of Education

”

“

Wavumbuzi is good, especially in the view of the fact that learning should have relevance to industry.

Wavumbuzi creates the linkages between schooling and industry. It is a good thing that our children are prepared early enough to embrace opportunities in the industry.

Martin Cheruiyot
County Director of Education (CDE), Kajiado.

”



Impact - Validated Results

Impact and effectiveness of Wavumbuzi in Kenya Edition 4

Entrepreneurial experience, business preparation (entrepreneurial intention) and entrepreneurial mindset significantly increased, meaning learners sought out entrepreneurial (problem-solving or value-creation) opportunities in the real world while engaging in just the annual challenge.

Engaged learners showed statistically significant improvement in the following competencies:

- Innovative Problem-Solving
- Opportunity Recognition
- Mobilising Others
- Taking Action and Initiative

Total Registrations & Engagement

Engagement levels, an important focus in 2023, showed a healthy increase from 14% historically to 23%.

Kenya & Rwanda 2019 - 2023

20,388
Registered Learners
2023

23% (4,639)
Engaged Learners
2023

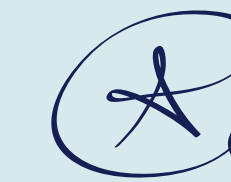
36,290
Registered Learners
2019 - 2022

14% (5,250)
Engaged Learners
2019 - 2022



J SIRI

Catalysing High Impact Entrepreneurship in Africa



Jasiri

Market Creating Innovation

- The potential for High-impact entrepreneurship in Africa is increased when a business idea has the potential to become a Market Creating Innovation (MCI).
- An MCI can be defined as a type of innovation that transforms a historically complicated and expensive product into one that is affordable and accessible so that a large part of a population can own and use it. This innovation goes beyond a product or service - it generates significant development and economic opportunity for thousands of people and has the potential to change the economic trajectory of communities and countries.
- Jasiri invests in team led ventures with Market Creating Innovation potential, across industries.

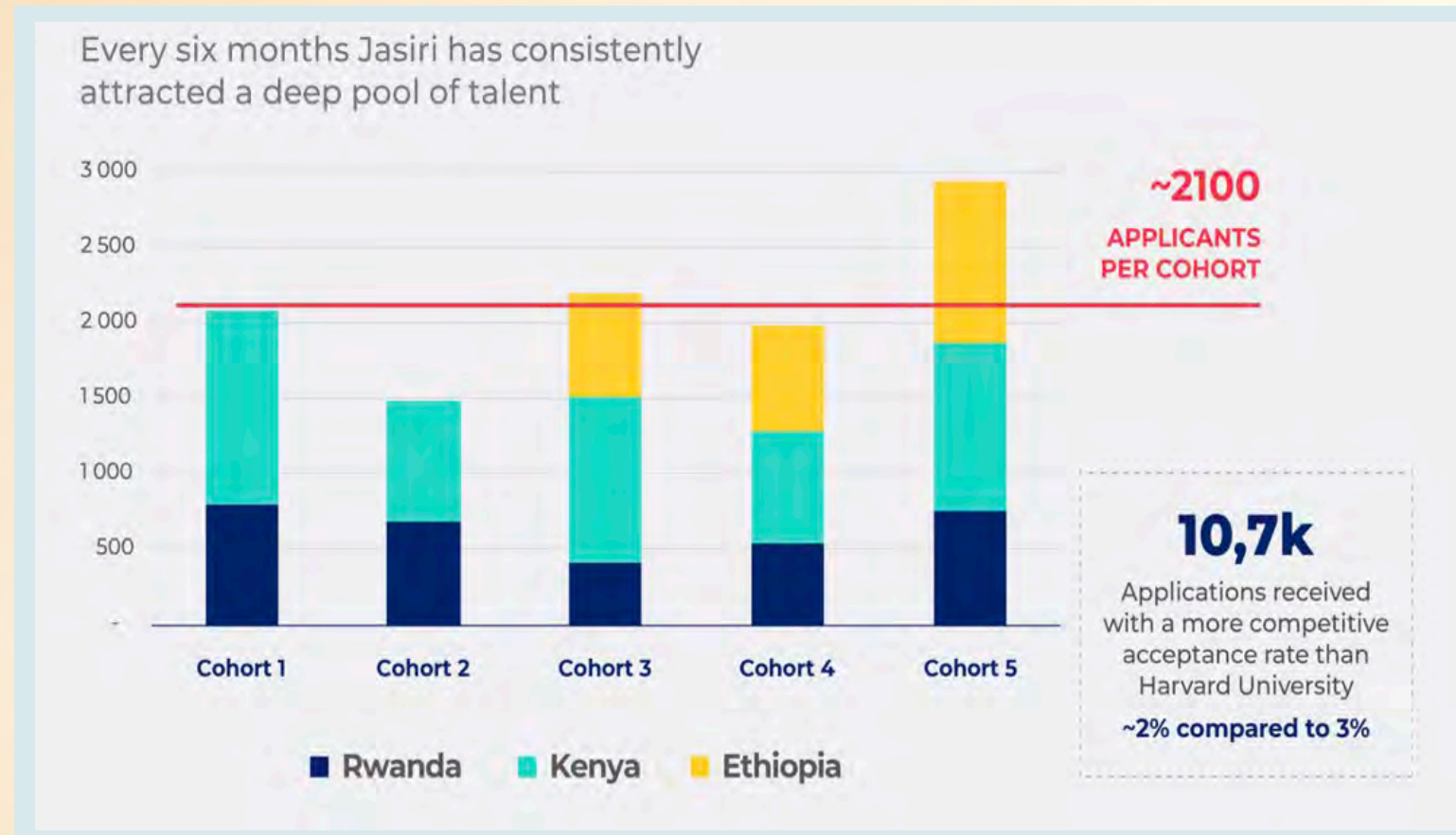
Jasiri Talent Investor

- The Jasiri Talent Investor invests and supports African Talent from Rwanda, Kenya and Ethiopia who are committed to the building of a high growth venture from scratch over a one year timeline.
- The Talent Investor guides program participants, referred as “Fellows: from idea generation, validation, prototyping market entry to venture creation. The program introduces Fellows to equally ambitious co-founders and will support them on an individual, team and venture level.
- The Talent Investor is divided into a series of phases through which Fellows will develop the necessary competencies and connections to support the creation of their new ventures.

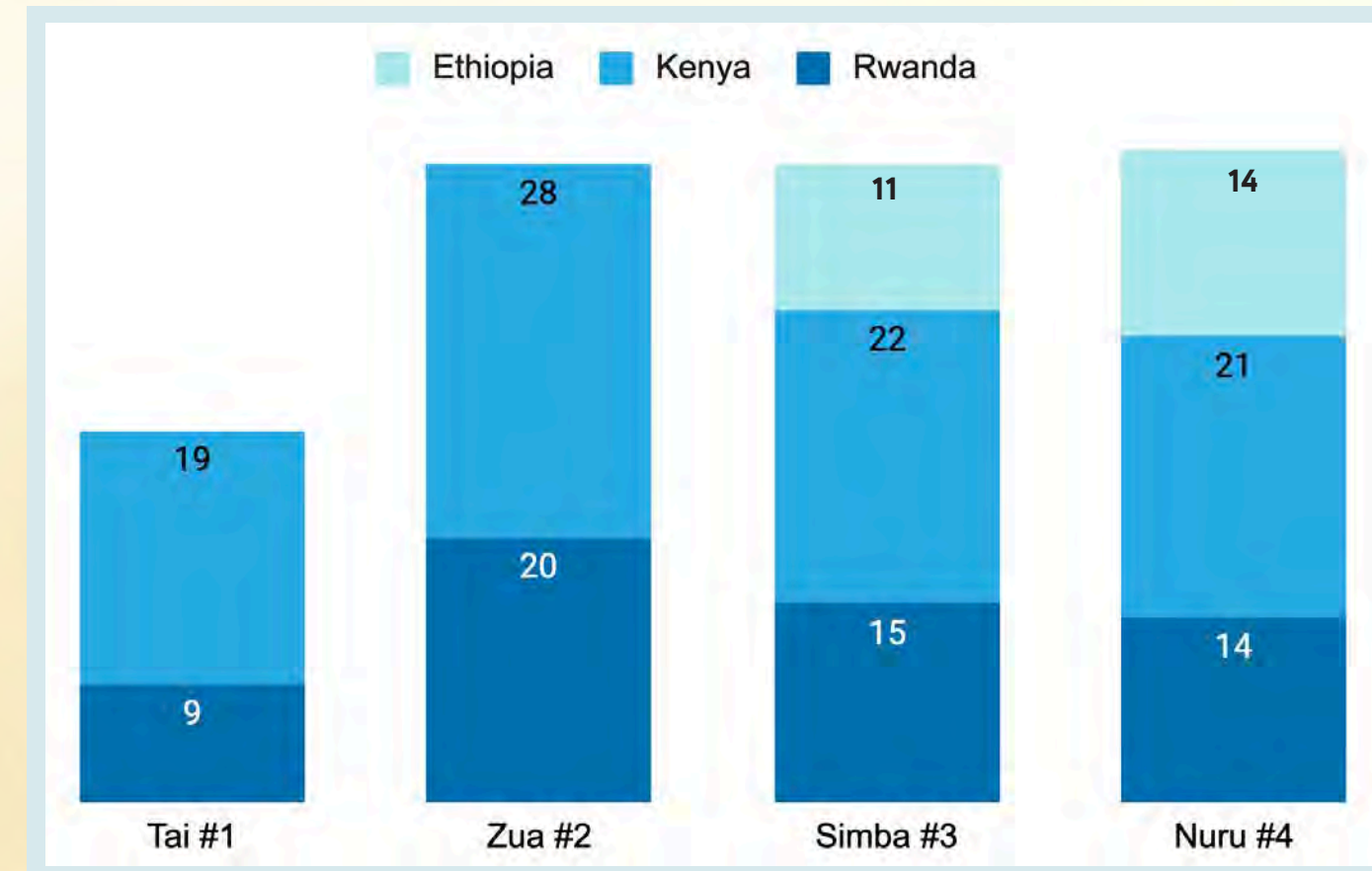


Jasiri Talent Investor Cohorts Overview

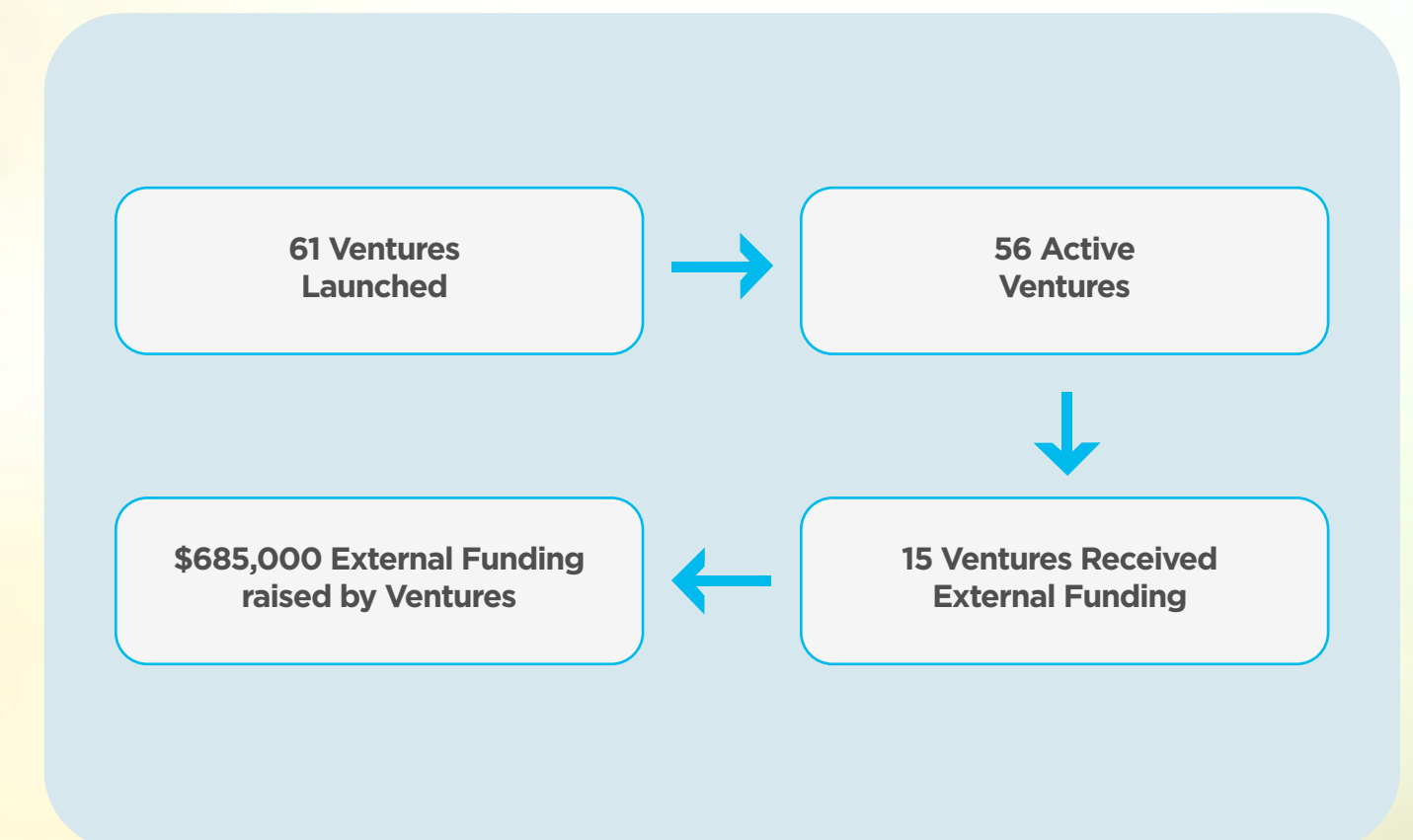
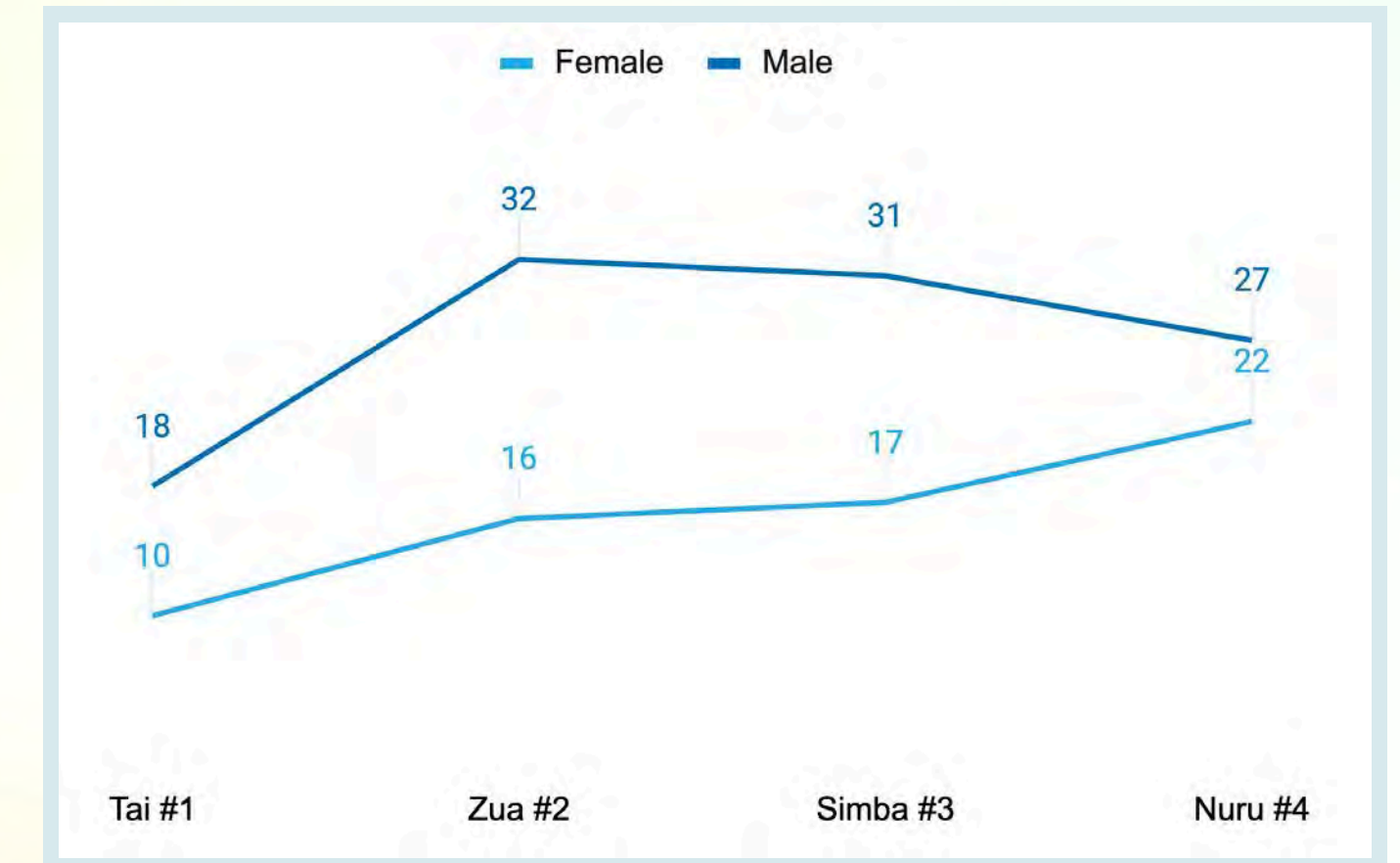
Jasiri Applications

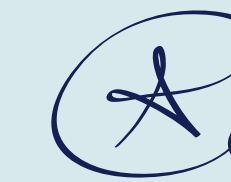


Country Distribution of Jasiri Talent Investor Fellows Over Four Cohorts



Gender Distribution of Jasiri Talent Investor Fellows Over Four Cohorts





Jasiri Talent Investor Key Impact Measures

JOBS CREATED

Period	Permanent	Temporary	Total
2022 Year	24	144	168
2023 Q1	28	167	195
2023 Q2	20	68	88
2023 Q3	14	148	162
Overall Total	86	527	613

TAI, ZUA AND SIMBA LIVES MEANINGFULLY IMPACTED

Period	Tai	Zua	Simba	Total
2022 Year	327	414	-	741
2023 Q1	43	732	-	775
2023 Q2	261	637	-	898
2023 Q3	100	969	132	1201
Overall Cum Total	731	2752	132	3615
Active Ventures	7	13	17	37
Avg LMI per Venture	104	211	8	98

Jasiri Talent Investor Updates 2023

2023 was a remarkable & pace setter year for the Jasiri Talent Investor Program. For the first time, the program was able to intake two cohorts, Simba in February, and Nuru in July, setting the pace for the years to follow. Additionally, for the first time, the program had three cohorts running in the same year at different phases of the Talent Investor, including the Zua Cohort which concluded the program in June 2023.

In total, the program welcomed 97 new fellows in 2023, out of which 82 of them went on to create 36 ventures that qualified for Venture Creation.

We celebrated the qualification of 6 Jasiri ventures among the top 25 winners of Hanga Pitchfest, Rwanda's biggest entrepreneurship and innovation competition with Loopa, a Jasiri venture from the third Cohort, emerging as the overall winner.

The program's future growth areas include a need to continue to drive towards more clarity and simplicity of the Market Creating Innovation model in a digestible and actionable manner for the fellows to internalize it more.

2023 was both a year of wins and lessons learned, and we are looking forward to continued program growth and responsible impact driven ventures launched in 2024.



AgriTech
10 Ventures



Manufacturing
3 Ventures



Health Systems
6 Ventures



Transport
1 Venture



Construction
1 Venture



Agro-Processing
3 Ventures



Climate Action
1 Venture



Trade
1 Venture



Renewable Energy
2 Ventures



Real Estate
2 Ventures



Food Systems
2 Ventures



Fashion
1 Venture



Waste Management
1 Venture



Pharmaceutical Manufacturing
1 Venture



Agriculture
1 Venture



Tourism
1 Venture



Asset Management
1 Venture



FinTech & Retail Tech
1 Venture



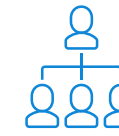
Informal Sector
1 Venture



Textile
1 Venture



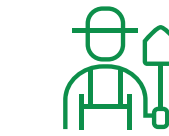
FinTech
4 Ventures



HRTech
2 Ventures



InsureTech
2 Ventures



Horticulture
1 Venture



FemTech
2 Ventures



EdTech
3 Ventures



Gaming
1 Venture

Featured Jasiri Talent Investor Ventures

Tai Cohort:



Lifesten Health, a Rwandan based venture that empowers individuals, workplaces, and communities to take charge of their health journeys. Our platform serves as a versatile hub, integrating physical, mental, and nutritional well-being into a unified experience.



Zua Cohort:

RHEA, a Kenya based venture, builds and conducts onsite soil analysis using IoT sensors and provides fertilizer use recommendations using Machine Learning. These recommendations ensure that farmers can make data informed decisions on fertilizer use and other soil remediation measures while lowering their input costs.

Simba Cohort:



Adumu, a Kenyan based venture which designs and provides access to clean and sustainable institutional cooking technologies that enhance efficiency, reduce environmental impact, and eliminate the need for vast amounts of land resources.



Nuru Cohort:

TiLF, an Ethiopian based venture, is re-imagining and working to transform the Ethiopian textile industry, with a focus on traditional attire, by introducing and adapting a computer-controlled embroidery system. With this cutting edge technology, Tifl's goal is to enable Ethiopian traditional clothing businesses to produce high-quality embroidered products, with much better and greater precision than is currently possible with handcraft embroidery.

Jasiri Growth Accelerator

Cohort One Commentary

Two external businesses, Afri-Farmers Market and Vanoma were accepted into the Jasiri Growth Accelerator late 2022. They received \$75,000.00 investment through a SAFE note agreement from Jasiri Capital. In addition, the businesses were provided with financial and business strategy coaching sessions and tailor made workshops.

The ventures completed the accelerator program in December 2023 and achieved progress as outlined below:



Afri-Farmers is an e-commerce platform which provides access to stable markets and sustainable farming training for local and smallholder farmers in Rwanda.

The year 2023 was an important year for Afri-Farmers as the investment received through their participation in the Jasiri Growth Accelerator was used to expand the company with the launch of their main distribution center and an additional outlet. This enabled Afri-Farmers to broaden their customer base and increase their market penetration. Emphasis was also on enhancing the company's operational capabilities.

The company is poised for continued growth and looking to secure another round of investment in early 2024 to support their expansion plans and exploration of cross border trade opportunities.



Vanoma is a market intelligence platform for beauty brands which leverages social media influencers to reach millions of regular consumers, collecting insights for better decision making.

Learnings and market feedback forced a business pivot for Vanoma with the realization that their strongest value proposition to the market lies with their unique ability to gather consumer insights leveraging their influencer networks.

Vanoma is currently leveraging its data-gathering expertise by exploring partnerships with major international players in the beauty industry by offering in depth consumer insights and market intelligence.

Jasiri Growth Accelerator

Cohort Two Commentary

- In 2023 we initiated a collaboration with E Squared, a member of the Allan & Gill Gray Philanthropies group in Africa to implement the Jasiri Growth Accelerator, leveraging their expertise in providing bespoke support and funding to businesses demonstrating potential for high growth.
- Six Jasiri ventures were selected to join the second cohort of the Growth Accelerator and received investment. The startups are supported by the accelerator program team and experienced Venture Builders. They are focusing on strengthening strategic operational aspects to achieve crucial growth milestones and investor readiness in one year.
- We also partnered with Outsourced CFO (OCFO), a South African based company as service provider for the funding readiness component of the accelerator to work alongside a local service provider, BM & Associates CPA for accounting, compliance and regulatory advisory to the ventures.
- The funding readiness program was initiated with the implementation of a business gap analysis to inform on programmatic interventions for the funding readiness program including the assessment of their business model, the identification of key opportunities for growth, compliance gaps and value drivers within the business. Finally, the program will assess the ventures' forecasts and assumptions and identify the right route and avenues to raise funds.



Soil health management company that collects soil nutritional data to inform on the soil status and provides farmers with improvement recommendations to ensure that they can grow sustainably and profitably.



Medical manufacturing and research company embarking on a mission to address the critical shortage of medical supplies in Rwanda.



Mulika Farms' mission is centered on equipping farmers with clear market information, real-time data on trends, demand, and pricing, and facilitating trading through a specialized platform that broadens market access.



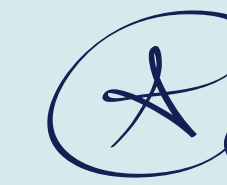
Credit Jambo provides micro-loans to low income earners and SMEs at low interest rate any time, anywhere with no collateral requirements.



Fin-tech company building a smart and sustainable Healthcare and FMCG market through cutting-edge, futuristic, and reliable solutions.



Radava Mercantile provides an agricultural commodity exchange market, alternative financing, and post-harvest technologies to smallholder farmers in sub-Saharan Africa.



Ecosystem



Rwanda

The partnership with the Ministry of ICT and Innovation towards the recalibration of the Rwanda Innovation System resulted in the development and validation of instruments to assess the capacity of entrepreneurship support organizations (ESOs) as well as startups.

Allan & Gill Gray Philanthropy Rwanda (AGGPR) is executing this partnership through the recently established Allan Gray Centre for Africa Entrepreneurship at Stellenbosch University. The centre has a vision to enable entrepreneurship-led development in Africa with a data-and-dialogue driven entrepreneurial ecosystem approach, and hence is the vehicle through which AGGPR is best able to increase its entrepreneurial ecosystem impact. The centre is led by Dr Phumlani Nkontwana from the AGGPR Knowledge and Research Unit team as well as global entrepreneurial ecosystem leader, Prof. Erik Stam.

Jasiri coordinated and hosted the Global Entrepreneurship Week in Rwanda for the second consecutive year, in its capacity as national GEW Host in Rwanda, from November 6 to 16, partnering with, and bringing together 19 key ecosystem players and hosting 25 events with over 1,000 participants. The aim was to showcase and celebrate the stories of entrepreneurs who boldly take risks, develop innovative solutions, and uplift communities while highlighting Rwanda as a thriving hub for entrepreneurship. This significant contribution resulted in Rwanda's ranking 5th in the continent this year on the level of ecosystem engagements, from the 9th position held last year (25th global ranking compared to 33rd ranking in 2022).

Jasiri entered into a partnership with the African Women Innovation & Entrepreneurship Forum, November 9-10 including a curated Jasiri Fellows led session on encouraging women's pursuit of entrepreneurial aspirations.



Kenya

Jasiri collaboratively partnered with the Kenya National Chamber of Commerce and Industry (KNCCI), engaging its Centers for Entrepreneurship, to orchestrate a strategic pitch event in February 2023, specifically curated to showcase ventures from both entities and make available crucial ecosystem and regulatory resources. Jasiri Ventures were spotlighted by industry experts during the event. Notably, Gatsby Africa, has since gleaned insights from Sow Precise, that is informing policymakers and the Government of Kenya on what incentives would make the sunflower sector more viable, efficient and effective.

In the last quarter of 2023, Jasiri contributed to influencing regional food trade policy during the 10th African Cross Border Grain Trade Summit that took place in October 2023 in Kampala, Uganda. In an event that brought together different players in the ecosystem, Jasiri Ventures RHEA and Radava Mercantile (both now in the Jasiri Growth Accelerator) delved into a panel discussion entitled “Influencing Policy for Enhancing Cross Border Food and Grain Trade in Eastern Africa.”

Contribution and recognition of Jasiri and Wavumbuzi at national level during the Kenya Innovation Week, 2023, an annual gathering bringing together Government leaders, regional and international delegates, global development influencers, entrepreneurship support organizations, startups, innovators, academia, researchers, investors and Students.

Jasiri participated in a number of panel discussions on the topics of:

- (i) Scaling the power of youth-led innovation:** Laying the foundation through the education system.
- (ii) Cultivate Your Creative Edge:** Unleashing the Entrepreneurial Mindset.
- (iii) Financing Quest:** Exploring Economic Avenues.

Further, during the KIW 2023, we were honored that the Director General, Dr Elyas Abdi, acknowledged and thanked Wavumbuzi for being one of the key partners of the Ministry of Education.

Wavumbuzi held virtual Capacity Enhancement Workshops on Quest Development with the Kenya Institute of Curriculum Development (KICD) in the last quarter of 2023. The workshops aimed at enhancing the capacity of Educators in Kenya, hence embedding the sustainability of Wavumbuzi.

During the Global Entrepreneurship Week in Kenya, Jasiri convened an event that brought together key public and private sector stakeholders with an aim to share what makes Kenya a great place to pursue entrepreneurial endeavors and matching the theme of “Entrepreneurs thrive here.” Jasiri hosted two panel discussions: “Opportunities in Carbon Credit, and Securing Markets” & “Compliance, Regulations & Taxation”.



Ethiopia

Our focus in 2023 was to build strategic partnerships with key stakeholders in Ethiopia and introduce our work.

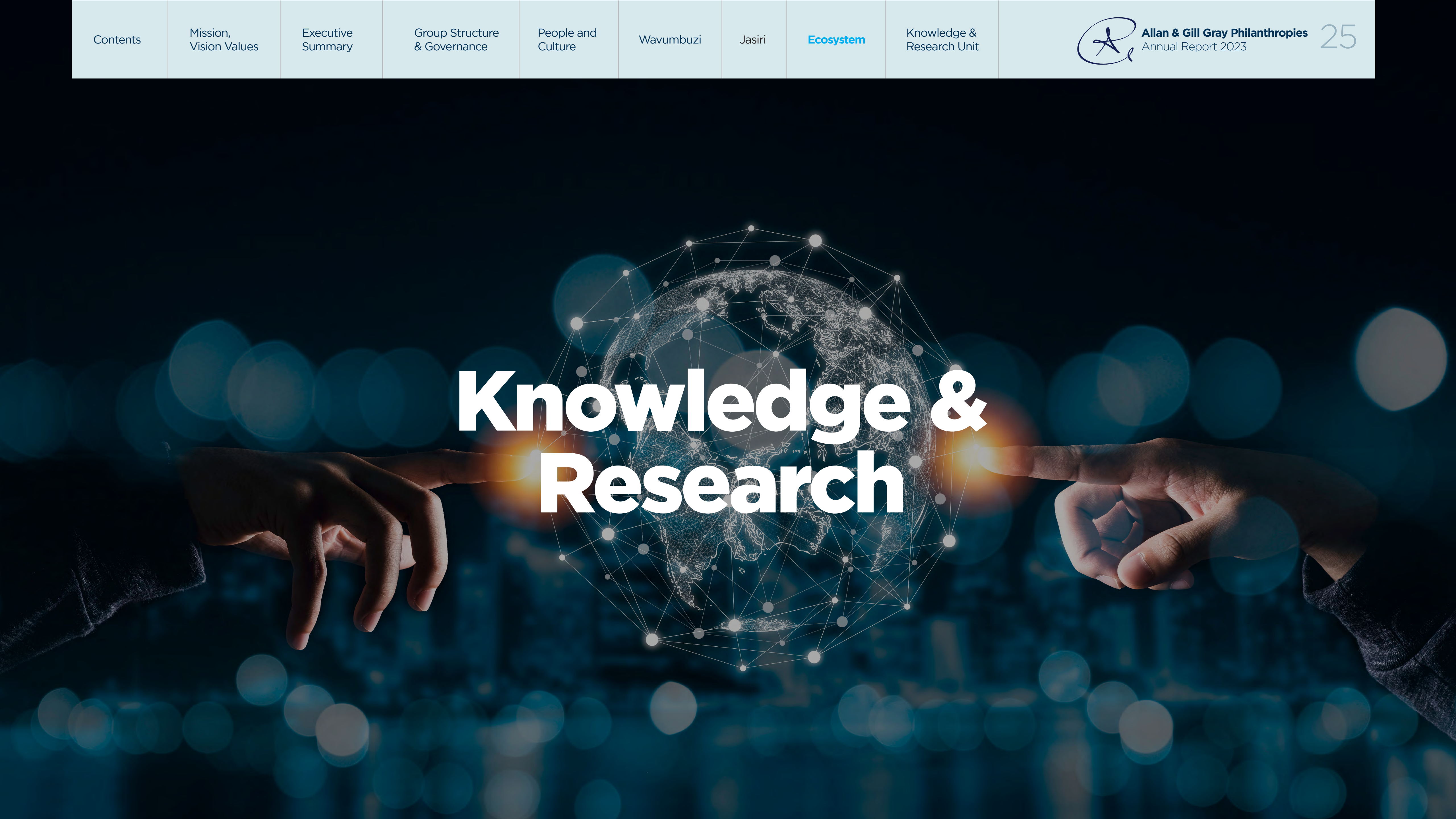
Key engagements included:

Hosting the Head of the Addis Ababa Education Bureau, Dr Zelalem Mulatu and the Head of Addis Ababa Health Bureau, Dr Yohannes Challa in Rwanda. The Officials engaged with the team, Government of Rwanda officials and key strategic partners to deepen their understanding of our work in Eastern Africa and identify immediate areas of collaboration.

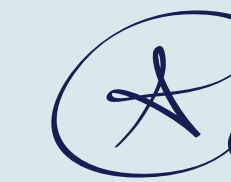
This engagement resulted in a signed Memorandum of Collaboration and the initiation of a scoping project with the Addis Ababa Education Bureau aiming at understanding the education landscape and collaborating on the future implementation of Wavumbuzi Entrepreneurship Challenge initially in Addis Ababa, Ethiopia.

Introductory meetings with Mrs. Huria Ali, State Minister to the National ICT and Digital Economy Sector at the FDRE Ministry of Innovation and Technology, and Mr. Teshale Berecha, State Minister in Charge of Technical and Vocational Training at the Ministry of Labour and Skills, Federal Democratic Republic of Ethiopia.



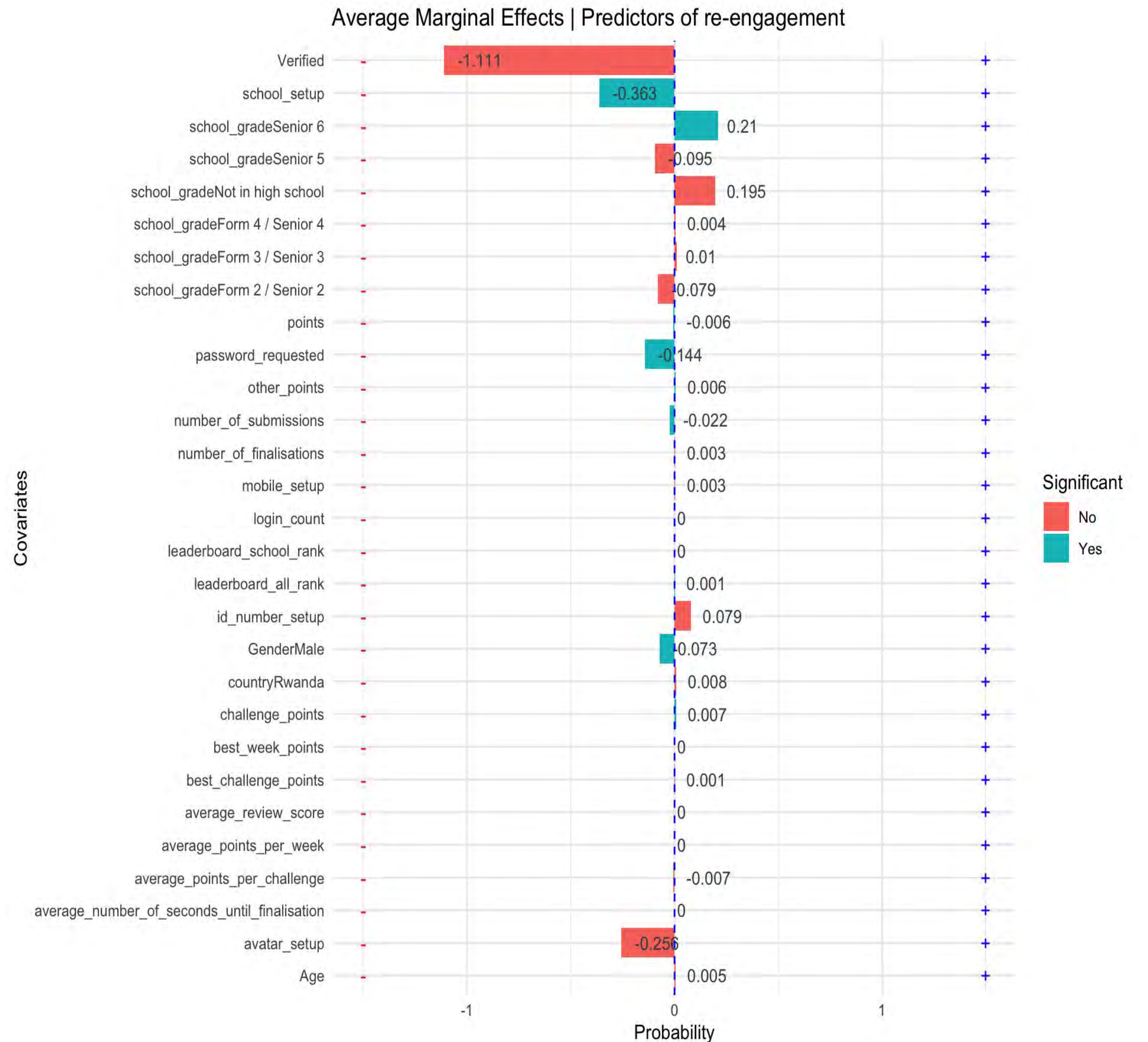
A central graphic featuring a glowing globe with a network of white nodes and lines. Two hands, one from the left and one from the right, are reaching towards the globe, with their index fingers pointing at it. The background is dark blue with bokeh light effects.

Knowledge & Research



Knowledge and Research One: Re-Engagement Study of Previous Wavumbuzi Entrepreneurship Challenge Participants

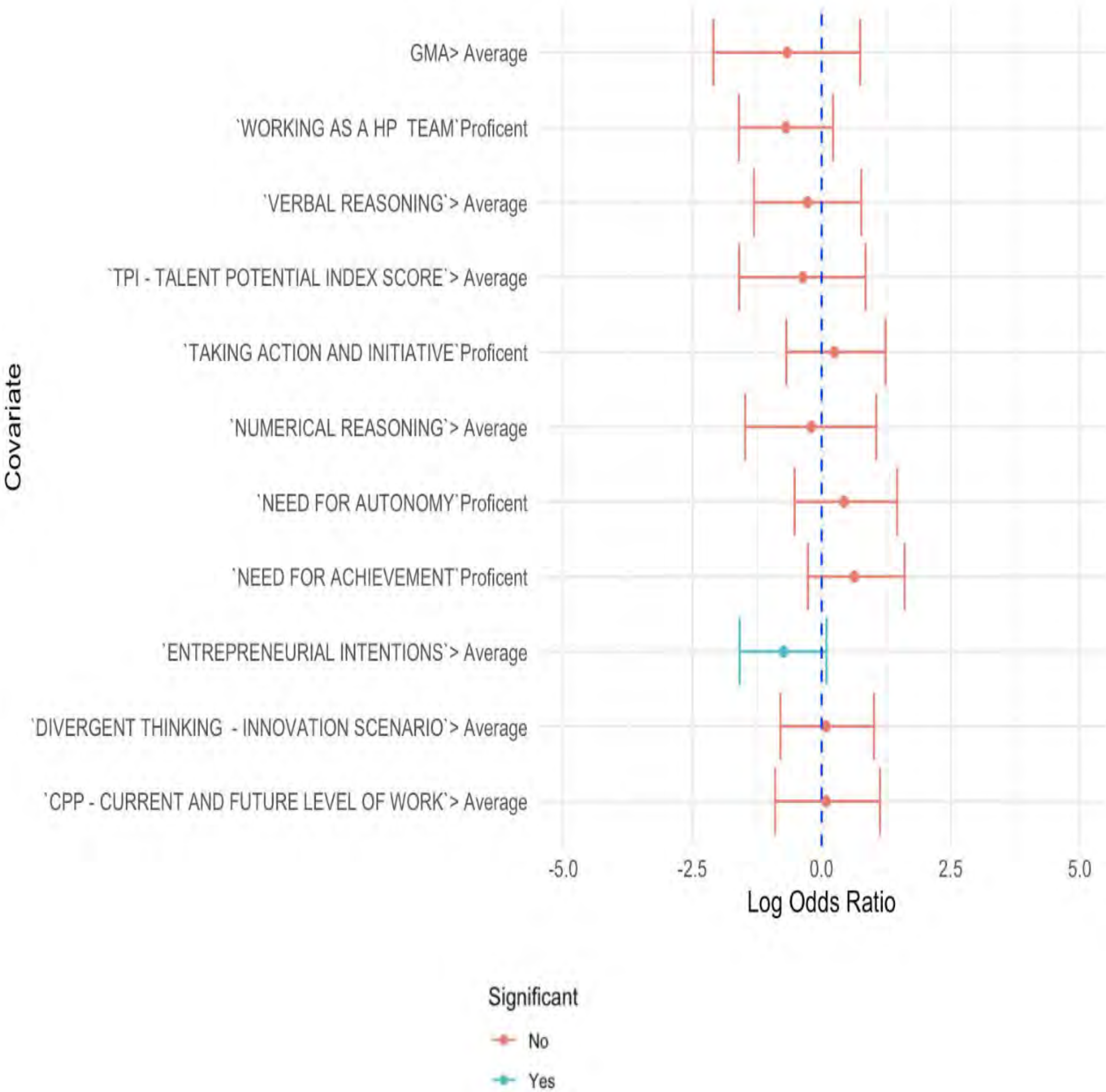
- The Knowledge and Research Unit conducted a study that examines the factors influencing re-engagement in the Wavumbuzi Entrepreneurship Challenge (WEC).
- A longitudinal study aimed at examining user re-engagement within the context of the WEC in Kenya and Rwanda.
- Using a dataset of 8,330 learners spanning 2020 to 2023 and over three iterations in Kenya and three iterations in Rwanda, a series of analyses were conducted to identify the predictors of sustained engagement.
- The results indicate that age, gender, number of submissions, points earned, challenge points, other points, average points per week, average review score, number of finalizations, average number of seconds until finalization, login count, leaderboard all rank, password requests, school grade, and leaderboard school rank significantly impact re-engagement.
- Older participants and females were more likely to sustain their engagement, highlighting the need for tailored strategies to support diverse age groups and male students.
- Active participation, achievement, and performance-related metrics positively influenced re-engagement, emphasizing the importance of feedback, recognition, and a competitive environment.
- Technical difficulties negatively affected re-engagement, underscoring the significance of efficient technical support. While school grade and leaderboard school rank initially showed associations, these effects were diluted by other variables.



Knowledge and Research Two:

Selection Predictors for Venture Stage

- This research study investigated the nuanced dynamics inherent in the JASIRI Talent Investor (TI) program’s selection process, with a primary focus on examining the impact of various assessment stages on its overall effectiveness for progressing Fellows into the Venture Stage.
- Key objectives involved correlating each selection stage with various productivity measures, including advancement to the venture stage, individual team changes, and attendance rates.
- Employing a retrospective multivariate study spanning four intakes (Tai, Zua, Simba and Nuru), we conducted this predictive analysis while adjusting for potential influential variables.
- Findings indicate that gender differences were notable, with males demonstrating higher likelihood of progressing into venture stage. However, this association was not statistically significant.
- Divergent Thinking and Innovation Scenario proficiency above average was associated with increased odds of progressing into venture stage in both unadjusted and adjusted estimates. However, these associations did not reach statistical significance.
- Entrepreneurial Intentions and Talent Potential Index (TPI) scores above average were associated with lower likelihood of progressing into venture stage. Adjusted estimates for both variables were consistent with the unadjusted findings, however, TPI was not statistically significant.
- Taking Action and Initiative, Need for Autonomy, Need for Achievement, and the cognitive test Cognitive Processing Profile (CPP) demonstrated non-significant trends towards higher likelihood of progressing into venture stage.
- Future studies could explore the intricate interplay between selection factors and entrepreneurial outcomes (revenue, external funding raised, job creation, e.t.c), which would complete a long-term understanding of the pathways that lead to favorable program outcomes.



Knowledge and Research Three:

Development of Ecosystem Diagnostic Tools - Venture Progression & Entrepreneurship Support Organization

Phase	Idea	MVP	Seed	Early Growth	Growth	Mature
Key Focus Areas	Problem, customer and solution discovery	Problem solution fit	Product market fit	Company building	Business model optimisation	Market leadership and innovation
Full population of new firms**	100% (30% survives 7 years)			5% grows beyond 5 employees; 10% of the firms that reach a size of 10 employees become realize high-growth (3 yrs, 20%)	1% grows beyond 20 employees	<1%
VC backed firms*	100% Yr 0	57% Yr 1-2	32% Yr 3	18% Yr 3-5	9% Yr 5-7	2% Yr 7+

* ** based on Stam & Wennberg (2009); OECD (2017); Anyadike-Danes & Hart (2018) | *Adapted and remodeled from Elahian (2019) & Cuvellier Giacomelli (2022)

The Knowledge and Research Unit Team partnered with the Allan Gray Centre for Africa Entrepreneurship (AGCEA) at Stellenbosch University to engage 44 stakeholders involved in the Rwanda entrepreneurial ecosystem (EE) between February and June 2023. These ecosystem dialogues involved 16 ventures and 28 enterprise support organisations (ESOs) with the purpose of developing relevant venture and ESO diagnostic tools and to co-design the tools using a scientific approach (i.e., engaged scholarship, embedded inquiry) in order to acquire and validate our EE progression knowledge. A key insight and knowledge product from the EE dialogues was that while ESOs generally incubate and accelerate ventures from three months to twelve months, stakeholders validated that African ventures take about 7 years before achieving growth levels, depending on the industry and ecosystem dynamics. These dialogues and insights led to subsequent weekly engagements with the Ministry of ICT and Innovation (MINICT) in the later part of the year from July to November 2023. The outcome of this intensive research endeavor led to i) a white paper on Venture and ESO development in Africa, ii) an ESO assessment tool (<https://ee.kobotoolbox.org/x/nAjFdebW>) and finally, iii) venture assessment tool (<https://ee.kobotoolbox.org/x/h9q17xUg>). The ESO tool was completed, digitised and launched in December 2023, and disseminated across Rwanda in January 2024. The Venture Tool was also completed and digitised by December 2023, and disseminated across Rwanda in February 2024.



Allan & Gill Gray
PHILANTHROPIES

