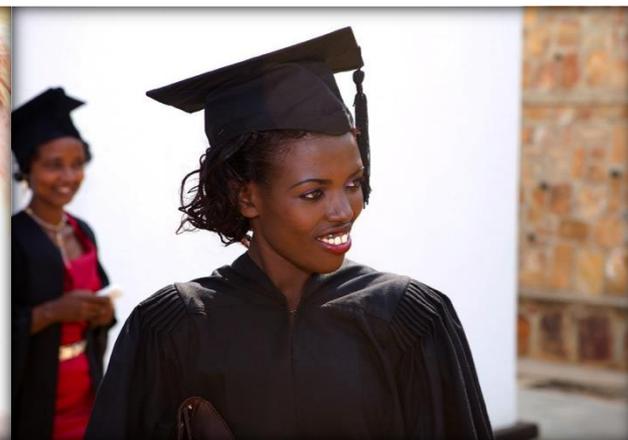


Making Cents

October 7, 2014



AKILAH
Institute for Women





Who Are We?

- The Akilah Institute for Women is the first of its kind accredited women's college in East Africa, with campuses in Kigali, Rwanda and Bujumbura, Burundi
- Origins – founded by Elizabeth Dearborn Hughes and her husband in 2010
- Akilah emerged in response to the dire need for educational and employment opportunities for young women in Rwanda
- Akilah aims to build the next generation of women leaders and professionals in East Africa through a network of campuses by 2020



Who Are Our Students?

On average, our students are:

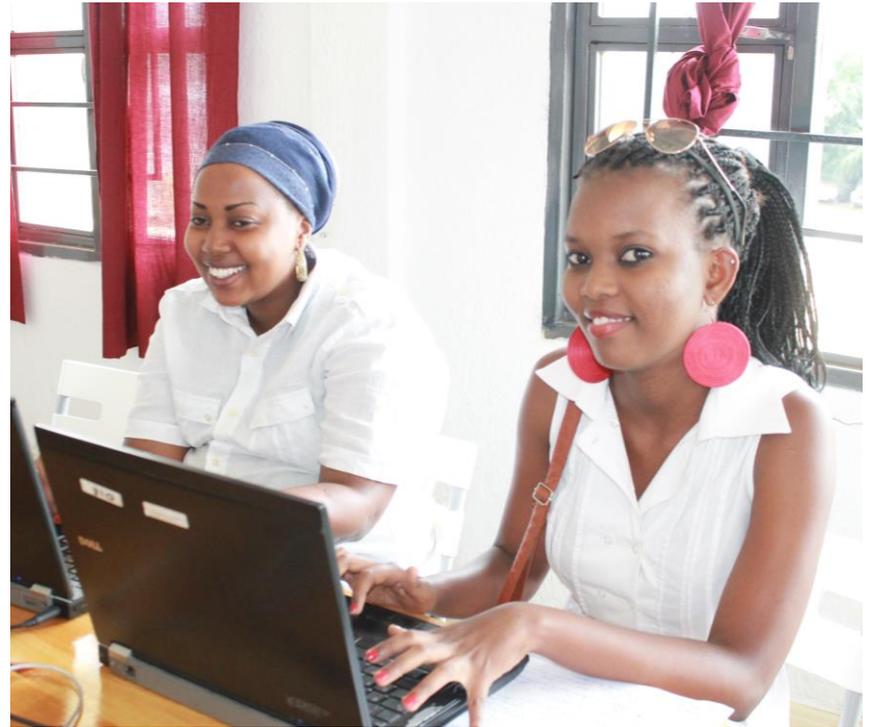
- 18-24 years
- 67% from rural areas
- 56% of students have lost one or more parents to genocide
- 58% come from families where parents or guardians are either unemployed or working in subsistence agriculture
- 68% are the first women in their families to graduate college





Our Educational Model

- Akilah offers a unique model of competency-based education designed to empower graduates for professional careers and leadership roles in their economies and societies
- Akilah selected its three diploma programs to align with the fastest growing sectors of the East African economy - entrepreneurship, hospitality management, and information systems
- As these economies expand and diversify, employers seek candidates with English language competency, problem solving abilities and confidence as well as specific technical skills that traditional universities are ill equipped to deliver





Context

- **173** universities in Kenya, Rwanda, Uganda, Burundi and Tanzania but only about **6.4%** of the East African population have access to the highest levels of education, and that percentage is much smaller for women
- Recent studies by the Inter-University Council of East Africa (IUCEA) show that most employers are not hiring local University graduates because they are found to perform poorly at workplaces
- Companies unable to find qualified, well trained employees locally have been quick to **outsource** to neighboring countries, which comes at a higher cost both in terms of dollars and efficiency
- Biggest industry affected – hospitality and tourism

Our Solution?

- **Understand the private sectors' needs**
- **Engage the private sector as content experts**
- **Solicit and incorporate feedback**
- **Cultivate and appreciate these relationships**

Case Study





- In 2012 Marriott came to Rwanda on a scoping visit and decided the country would be their launching pad into sub-Saharan African market
- Needed a recruitment pipeline - Akilah
 - we share a similar approach to human capital development
 - our curricula matched the kind of employees they wanted: positive, proactive, problem solvers, coachable...
- From our first class of graduates, they hired 17/39 grads; class in 2013, another 20
- Expanding rapidly in the region, just acquired Protea Hotels
- Considers Akilah a long-term, strategic partner to train up their local workforce



Our Results

- 100% internship placement
- A full 90% of our students have achieved gainful employment within six months of graduation, with graduates earning more than five times the average national income
- The number of Akilah's private sector partners has doubled over the last year, from thirty to sixty companies