



2022

ANNUAL REVIEW



metis



metis



reimaginED



Are we brave enough to **imagine beyond the boundaries of "the real"** and then do the hard work of sculpting reality from our dreams?

- adrienne marie brown

metis

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Note from our Board Chair

It gives me great honour and pleasure to write the foreword to this exceptional annual review.

In the past 6 years, Metis has grown from an innovative organisation that identifies and nurtures local education leaders, to a movement that is shifting the landscape of education in Kenya.

Since its inception, Metis has equipped, connected, and amplified over 130 local education leaders within Kenya. More importantly, Metis has developed an ecosystem of talent and ideas that are transforming the Kenyan education system—by scaling their reach from 150,000 learners in 2017 to 4,000,000 learners in 2022.

Most notably, Metis’ reach and scale to impact learners was evidenced through individual and institutional collaboration throughout the pandemic, resulting in the distribution of learning materials to informal settlements, reaching 135,000 vulnerable families during the stringent lockdowns. Materials co-created by Metis Fellows and then shared with other organisations reached 8 countries and were translated into 7 languages.

As a testament to this impact, Metis has significantly strengthened its fundraising capability, allowing it to develop into an institution with a wider reach. Metis fellows can be found in government policy task teams, like Eric Nyamwaro, Sheilah Luttah, Ruth Mugambi, Olive Wambui, Dr. Christine Owinyi among others whose out-the-box thinking and deep expertise allow for innovative thinking, but also the adoption of innovation at a policy level. The fellows are also raising significant additional funding like Maria, who has tripled her fundraising efforts with the additional support from Metis, allowing her to scale significantly and shape the ecosystem around

inclusive education and hiring for young women with disabilities.

The Metis alumni network is growing and strengthening—with over 130 alumni, two alumni serving on the Board, and many others serving in peer and mentorship capacities.

And finally, Metis is an organisation that lives up to its values. This is visible in every single interaction with Metis Fellows and staff alike. From Franco, Rukia, Carol, and Jeff who do hard things, providing consistent, rigorous, and safe spaces for learning even amidst disruptions from weekly anti-government protests in Nairobi’s informal settlements, to Sheila who is redefining excellence through her partnership with the First Lady to integrate climate resilience into national education initiatives.

The Metis movement is growing, and it needs your support and partnership. Join us! Participate in our quarterly events and join policy makers, practitioners, families, and funders at ReimaginED—the country’s largest convening to celebrate and learn from locally-led education innovations at the Nairobi National Museum in November. Nominate a Fellow, serve as a Metis mentor, give of your time or treasure to support proximate leadership.

I look forward to the next phase of Metis’ growth, and encourage you to join the movement.

To creating the world we want to live in.

Sharmi Surianarain

Chief Impact Officer

Harambee Youth Employment Accelerator



5 Years of Impact



We are proud of 5 years of impact

Since piloting in 2017, Metis has equipped a movement of education leaders transforming Kenyan education. To date, we've supported **130 innovators** who collectively ensure **4 million Kenyan learners** access a quality education through their work. We've enabled **1,000+ education stakeholders** to collectively learn and act through our events, and equipped an additional **200 teachers** with the Metis Way to lead high-impact innovation in their schools.



"Metis has become the most powerful convener and connector in the education space in Kenya. This collective has everything needed to transform learning outcomes: innovation, government buy-in, support, and trust."

ReimaginED 2022 participant



"Metis transformed my leadership and school. All systems change leaders and education innovators need the support and community Metis fosters."

Metis Fellow





This country needs the enthusiasm and leadership of the **Metis Collective. We commend you and seek to continue to work together to bring education to all Kenyan learners.**

- Mukhtar Ogle,
*Director of Strategic Initiatives,
Office of the President*



The Metis journey



2017

Launching a grand experiment to re-imagine education in Kenya.

Piloted the Metis Learning Lab and the Metis Fellowship.

From a co-working space for education entrepreneurs called the Metis Learning Lab, we supported 14 Kenyan leaders through the Metis Fellowship.

2018

Graduating our first cohort, reflecting and iterating.

Graduated the first cohort of Metis Fellows and partnered with BRIGHT magazine to help 100 entrepreneurs, funders, and practitioners learn "What works in education" from Metis Fellows and Council members.



2019

Growing the movement.

We supported two additional cohorts of Fellows, growing our network to 41 individuals and institutions and enabling 1.3 million children to access a reimagined education.

2020

Scaling during a pandemic.

During a time of wide-spread disruption and suffering Metis Collective members innovated to support the mental health, safety and learning of their communities . We co-founded the Keep Kenya Learning campaign to support 135,000 caregivers to lead learning at home.

We also iterated to a hybrid learning model for the fellowship and opened recruitment for leaders outside Nairobi for the first time.

In December, 34 Fellows from Cohorts 3 & 4 graduated! We celebrated their collective leadership during a very challengin year!



2021

Reaching every county through continued growth

We continued to equip, connect, and amplify local leaders. Our collective of 93 Fellows and their diverse organizations continue to provide a blueprint for what is possible for Kenyan learners and education systems everywhere. We hosted our inaugural learning summit on reimagining African education—showcasing 30 Kenyan education innovations to diverse funders, practitioners, and culture shifters including Eluid Kipchoge, Wanjira Maathai and Blinky Bill!

2022

Strengthening student learning through collective action.

Our community co-created a CBC-aligned vision for student learning outcomes called the Big 5. The growth of the Fellowship and knowledge-sharing events including ReimaginED enable leaders and their organizations to foster agency, belonging, creative and critical thinking, delight, and expertise (the Big 5) in their learners.



Our Approach



Our Vision

We envision a world where...



Education systems across Africa support all learners to thrive.



Proximate leaders have the resources and support they need to drive positive change. with the skills, mindsets, and opportunities they need to thrive.

Our Mission

We equip, connect, and amplify proximate leaders to transform the Kenyan education system.



Our Values



Do hard things

We seek out challenges with courage and curiosity.

Go further together

We collaborate to help each other grow and to achieve sustainable transformation.



Listen + learn

We reflect and learn from successes, setbacks, and each other. Solutions are guided and led by those closest to problems.

Redefine excellence

We hold ourselves to high standards in pursuit of a world in which all people have the skills and opportunities to thrive.



Do small things with great love

We practice the kindness and generosity we wish to see in the world.

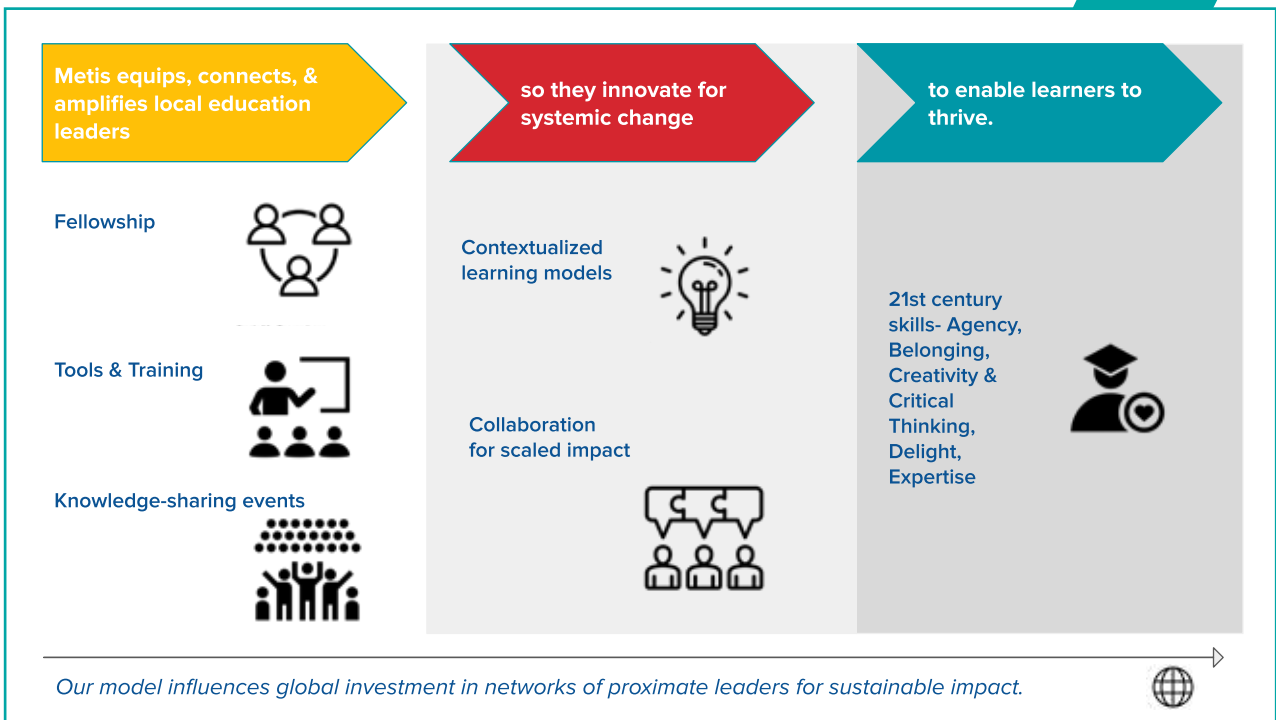
Our Theory of Change

What Troubles Us

East Africa faces a learning crisis. 87% of African learners are in learning poverty. According to the World Bank, primary school education in the region is ineffective, with only 33% of grade 2 and 3 students able to complete language and maths tasks at grade 2 level. We radically need to reinvent education.

However, proximate leaders best placed to do this lack access to the networks, support, and resources to start and scale innovations and to collaborate for systemic impact.

Our Solution



Our Programs

Metis Fellowship

- 6 month cohort-based Fellowship supports proximate leaders to design, test, and iterate education innovations
- Alumni support strengthens leaders’ ability to advocate, advance national government reforms, fundraise, and grow their impact.

Tools & Training

- InnovatED training builds the capacity of government schools to implement Kenya’s new Competency-Based Curriculum.

Events

- Quarterly learning gatherings bolster Kenya’s education ecosystem
- ReimaginED supports 400+ practitioners, policy makers, and funders to collectively learn and act while amplifying the work of proximate leaders

Our Team

We are:



Rebecca Ume Crook
Co-founder and Executive Director



Naftaly Muroki
Senior Impact and Advocacy Manager



Muthoni Gakwa
Operations and Finance Manager



Julie Auma
Programs Manager



Rose Mwendu
Community Catalyst, Events



Richy Bikko
Community Catalyst, Alumni



Martina Adega
Circle Lead for the ECD & Foundational Skills track



Teresa Njue
Circle Lead, Teacher Training and Development



Grace Wanene
Circle Lead, Climate Resilience



Deborah Odenyi
Circle Lead, Gender Equity track



Tabitha Kinyoee
Accountant



Special thanks to Tracy Mwaura, the Storytelling Officer who transitioned mid-2022 to focus on her studies, and Abdulkarim Taraja who served as the Community Catalyst supporting alum.

Our Board



Sharmi Surianarain
Chief Impact Officer, Harambee Youth Employment Accelerator.



Eric Nyamwaro
Program & Partnerships Expert (Education, STEM, Livelihoods, Sustainability, Youth, Inclusion)



Soiya Gecaga
Founder and Managing Director of The Vale School Muthaiga.



Simon Bailey
Director at Learning Ventures, Aflatoun International.



Kathlyn Pattillo
Writer & Consultant at EdWell | Education reform in the Global South.



Wairimu Nyandia
Chief Operating Officer, Food for Education



Roshni Walia
Consultant, McKinsey & Company

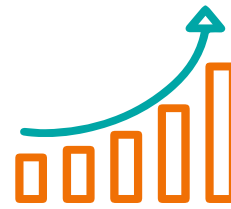
Our Impact



2022 in Numbers

2-10x

Growth of Metis alum organizational budget and funding after Metis Fellowship



130

Metis alum and Fellows working in government, civil society, and private sectors



4 M

Learners reached with a reimagined education



650

Education leaders convened for shared learning and collaboration



6

Knowledge sharing events held



86

Volunteers powered Metis programs through mentorship, recruitment and selection, and event support



47

Counties reached by Metis Fellows



What we're celebrating from 2022



Supported the largest cohort of Metis Fellows

37 Kenyan leaders innovating in the areas of gender equity, climate resilience, early childhood development, and teacher training graduated from the 6th cohort of the Metis Fellowship!

Assisted a more connected and collaborative ecosystem in service of student learning

Metis collaborated with other government institutions and organizations to facilitate high-impact learning at ReimaginED, Kenya Edtech Summit, and Kenya Innovation Week.

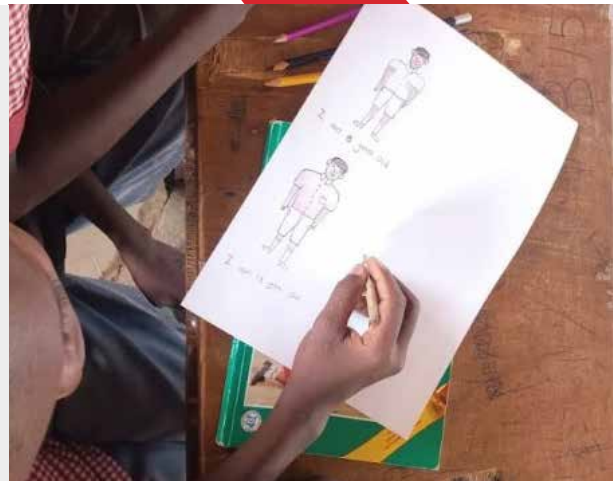


Fostered team growth

We grew our team to 13 full and part-time staff and moved into a new office—a huge delight after COVID safety measures kept us apart!

Co-created a shared vision for student learning outcomes

Through a participatory process, teachers, leaders, caregivers, and learners within the Metis community created a vision for the skills and mindsets the national education system should foster in all students. Known as “the Big Five”, we commit to developing these learning outcomes in all students: agency, belonging, creativity, delight, and expertise. Importantly, they’re aligned with Kenya’s Competency-based Curriculum and Kenya’s broader social and economic agenda outlined in Vision 2030.



Graduated from the Community Learning Initiative

Metis was one of 13 East-African led organisations selected as part of the prestigious CLI program by the Issroff Family Foundation. As we strengthened our systems for sustainability, we also shared lessons and tools with peer organisations to support their work.



Strategic planning enabled strong progress towards our Vision 2025

Our 2022-2025 Strategic Plan guided our work to expand the Fellowship and RemaginED to equip, connect, and amplify leaders transforming Kenyan education.



Metis Fellows influenced national curriculum reforms








Metis Fellows and alum serve as expert advisors in the areas of disability and inclusion, play-based learning, rural learning, out-of-school-youth, and teacher training to the Kenyan government, ensuring more children and youth access quality learning.

Our impact to date

Over the last 5 years, Metis has grown from a small community of education innovators, primarily based in Nairobi, to a national movement of education innovators. Our community has members drawn from schools, government agencies, edtech companies, and community-based organizations.

The Metis community is changing the narrative on access to equitable and quality education by building contextualized education innovations that reimagine teaching and learning.

Since 2017

- 
130 proximate leaders supported through the Metis Fellowship to create contextualized innovations enabling **4 million learners** in Kenya to learn and thrive.
- 
\$1.4 million USD raised by Fellows with support from Metis for their ventures
- 
2-10x increase in Fellows' budget after Metis Fellowship
- 
100% of Fellows increased their ability to use learner-centered design thinking approaches to launch, improve, and scale their innovations
- 
100% of Fellows would recommend Metis Fellowship to a peer
- 
2,000+ community leaders and educationists collectively learn, problem-solve, and collaborate at 30 Metis events
- 
2 ReimaginED Education Summits enable 750 education stakeholders to learn from and celebrate 70+ Kenyan education innovations and innovators.
- 
Shared lessons with the global community at 15+ convenings.
- 
135,000 vulnerable families supported to learn during school closures through Metis Home Learning Guide.
- 
 Metis Fellowship selected as **HundrED Global Innovation of 2021 and 2022**



Innovating for a World where all Learners Thrive

While all Metis leaders innovate for impact, at our 2022 ReimaginED learning summit, we recognized seven outstanding innovations pioneered by Metis Fellows who serve as exemplars for the community. Get to know the award winners below!



Book Bunk, Nairobi County Government, and Cheza Cheza, Collaboration Award Winners:

We celebrated Marianne Wamuyu of Book Bunk, Francis Odhiambo of ChezaCheza Dance Foundation, and Jacob from Nairobi County Government for their restoration of public libraries. Their partnership transformed three dilapidated libraries into hubs for creativity and community with programs ranging from dance performances to live storytelling impacting 1,000+ library visitors each month.



Dr. Main WaGioko, Aga Khan Academy Systems Shaping Award Winner:

Through his work as a teacher trainer and policy development expert, Dr. Maina WaGĩokō ensures learners access high-quality competency-based learning. As the Head of Professional Development Centre at Aga Khan Academy, Mombasa, Dr. WaGĩokō has equipped over 10,000 teachers who collectively serve over 150,000 learners. Dr. Maina has collaborated with government agencies including the Ministry of Education, KICD, KNEC, CEMASTE, and KEMI to train teachers and teacher trainers. He has also been a Master Facilitator and trainer of education policymakers in Zimbabwe, Ghana, Uganda, Rwanda, Ethiopia, Nigeria, Sudan, South Sudan, and South Africa.



Semerian Sankori, Patinaai Osim Samuel Binja, Kalobeyei Initiative: Community-led Impact Award Winner We celebrated Semerian Sankori, the founder of Patinaai Osim, and Samuel Binja, the founder of Kalobeyei Initiative for their exemplary community-led impact. Semerian designs and implements community-based interventions at the intersection of education, climate action, sexual reproductive health, and livelihoods in rural Kajiado. Samuel leads the largest refugee-led education organization in Kakuma, bridging the gap in numeracy, literacy, and social-emotional learning for refugee children in Kakuma Refugee Camp and Kalobeyei Settlement.



Lillian Wamuyu, Bridge International Academies Equity Warrior Award Winner : Through her work at Bridge International Academies, Lillian Wamuyu supports over 2 million children across Africa and Asia to learn in safe and joyous environments. She spearheaded Bridge’s work on gender equity and child protection through her Metis Fellowship innovation project.



Soiya Gecaga, The Vale School Liberatory Learning Award Winner : When Soiya could not find a nursery school that taught using play-based learning for her eldest daughter, she decided to start a holiday program for her and some of her friends. This gave birth to The Vale School Muthaiga. Today, Vale pairs the rigor of the IB curriculum with values of mindfulness, environmental stewardship, growth mindset, and community spirit to nurture the full potential of all learners.

Supporting Leaders, Strengthening Learning

As we support proximate leaders to innovate, we ensure the schools, programs, products, and policies they create have a demonstrable impact on learning. All Fellow innovations foster the Big 5 Learning Outcomes in alignment with Kenya’s national competency-based curriculum.

What are the Big 5 Learning Outcomes?

 <p>a</p>	<p>Agency Learners are self-empowered agents of change. They demonstrate self-efficacy and act with determination and communicate with confidence.</p>
<p>Belonging Learners are conscientious community members. They show understanding, care, and curiosity for and about themselves, others, and the environment.</p>	 <p>b</p>
 <p>c</p>	<p>Creativity Learners imagine. They are effective problem solvers and open to learning.</p>
<p>Delight Learners access joy and well-being.</p>	 <p>d</p>
 <p>e</p>	<p>Expertise Learners have mastery in skills and knowledge as a means to create new opportunities and solutions to challenges.</p>

Voices from Across the Collective

With 130 alumni, 85 volunteers and mentors, 13 staff members, 6 board members, and hundreds of supporters and friends, the Metis Collective is powerful! Let's hear their perspectives!

"I support Metis because systems reform cannot happen in a silo. Through intentional collaboration and activating the existing networks within the education system, Metis is developing an innovative and sustainable approach to systems transformation."

*Leah, The LEGO Foundation
Metis mentor*

"Metis equips and connects education innovators to the tools, resources, and networks they need to build and scale education innovations that will prepare young people for the world of tomorrow."

*Virgile, Segal Family Foundation
Metis Funder*

"Through ReimaginED, I had a platform where hundreds of leaders could listen to my experience as a learner. It was powerful to know they care."

*Vyetty, Big Picture Learning Kenya
Metis Youth*

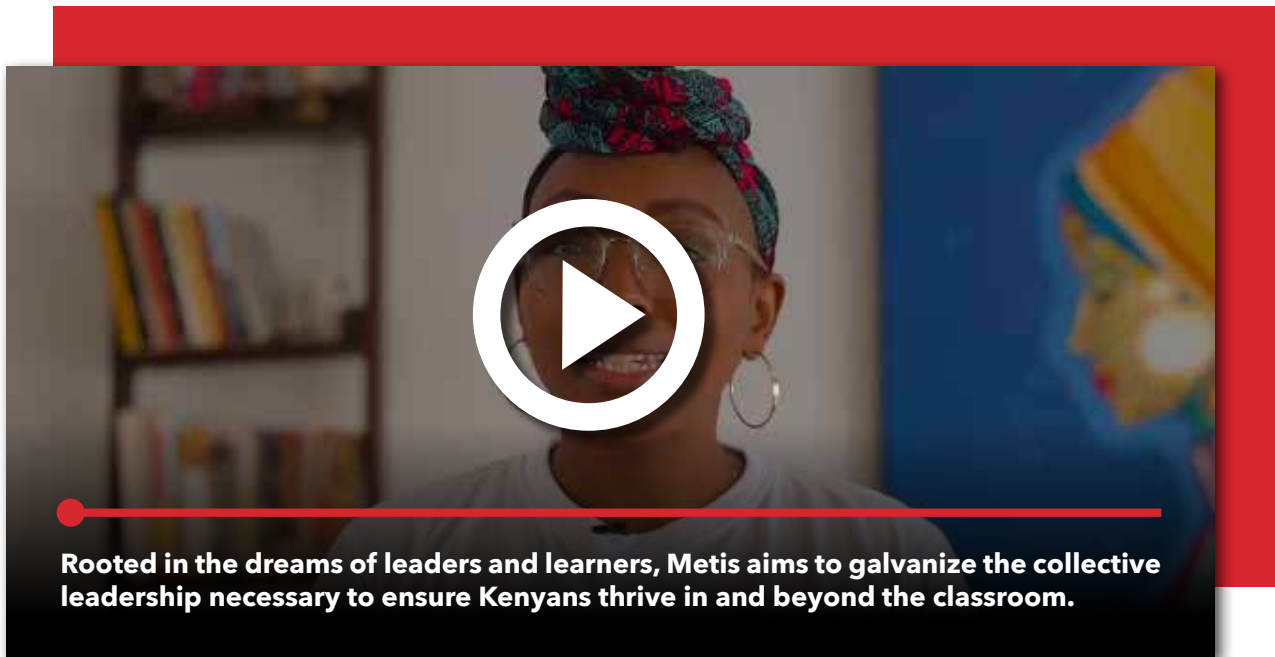
"I am who I am today because of Metis. I've done other prestigious fellowships but Metis helped me grow the Vale School and my leadership in a transformational way."

*Soiya, Founder The Vale School
Metis Alumni*

Our Future



Our Dream for Africa



During our first five years, Metis built a pipeline of proximate leaders innovating for educational excellence and equity. In our next five years, we aim to strengthen the sustainability and impact of these leaders and their institutions, and support them to advance national curriculum reforms.

Our community completed a strategic planning process that integrates the lessons of our first five years, builds on the impact we've created, and capitalizes on the historic opportunity Kenya finds itself in with regards to the ongoing nation-wide education reforms. Never has the potential for change been so great. Never has our collective been so strong to meet this moment. We're ready to realize our dream for Africa.

Vision 2025

By 2025, more Kenyans than ever before will access a quality education that enables them to thrive. **Metis will support 300 leaders to create schools, programs, and technology enabling 10 million Kenyan youth to develop 21st century skills.** We will support the Metis network to advance government curriculum reforms through InnovatED tools and training and the AdvocatED expert pool.

Through our ConnectED virtual platform, events, and annual ReimaginED learning summit, we will enable over 5,000 leaders, entrepreneurs, and funders to continuously learn, collaborate, and act collectively. As we learn, share, and advocate, we foster the collective leadership necessary to provide all learners with a reimagined education.

2025 Outcomes

by 2025 we will grow...



Evidenced-Backed Innovations

- Equip 300 Fellows
- 15 Visual case studies accompanied by tools and resources to share
- 100 Metis Model innovations (as identified using Metis North Star)
- 10 orgs using the Metis Way curriculum
- 3 organizations outside Kenya using the Metis Way curriculum



Scaled Impact:

- Reach 10 million children
- 500 active users on ConnectED virtual platform
- Gov't recognizes Metis impact "Metis is a trusted partner in education reform"
- Impact evaluation completed that captures the clear and concrete impact of Fellows on teaching and learning outcomes across Kenya's education system
- Robust data collection and storytelling systems sharing at least 20 narratives of knowledge-sharing and collaborations each year



Global Influence:

- 400 participants at ReimaginED, a preeminent regional event for education innovation attended
- 4 knowledge-sharing events per year; 10 alumni-led event per year
- Metis publishes 5 op-ed pieces in national and/or international publications sharing the impact of Metis & Metis Fellows
- Large donors learn from the Metis model and intentionally value and fund more locally-led education organizations, in KE and beyond
- Our Fellows are featured and supported by TED, Echoing Green, Future Fund for Education, African Visionary Fund, Skoll, WISE, HundrED.
- We are part of a global movement prioritizing proximate leadership for development





Big 4 Agenda

How will we achieve our Vision 2025? We're focused on 4 priorities:



Build structure for sustainability.

We codify our programmatic, monitoring & evaluation, storytelling, operational, fundraising, governance approaches and cement the systems necessary to sustain them. We nurture a positive organizational culture. We document, codify, and systematize everything.



Innovate infrastructure for community.

We create effective virtual, in-person, and hybrid pathways for individuals and institutions to network, share knowledge, and act collectively. This is Metis' core strength and we cultivate it.



Monitor impact.

We define our intended outcomes and impact and rigorously track our progress. We monitor how the work of the Metis Collective (Fellows, alum, partners) impacts learning outcomes for students.



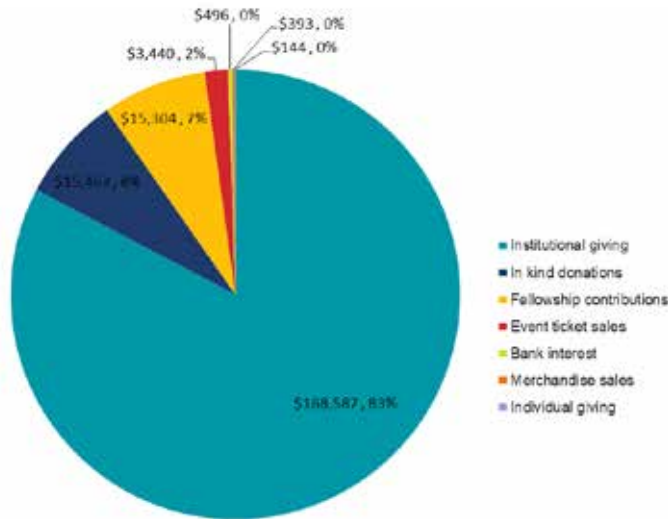
Scale through sharing.

We share our approach and learnings locally and globally. We partner with others to adapt and adopt our approach. We grow our impact and influence through the process of codifying, connecting and cross-pollinating and help our community of leaders to do the same.

Our Financials

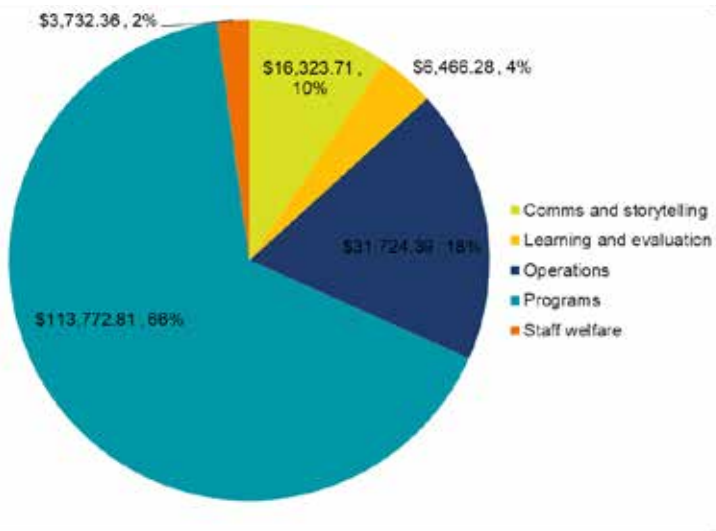


2022 Income



Income	\$ Received
Institutional giving	\$168,731
In kind donations	\$15,463
Fellowship contributions	\$15,304
Event ticket sales	\$3,440
Bank interest	\$496
Merchandise sales	\$393
Individual giving	\$144

2022 Expenses



Expenses	\$ Spent
Programs	113,772.81
Operations	31,724.39
Communication and storytelling	16,323.71
Learning and evaluation	6,466.28
Staff welfare	3,732.36

Get Involved



The future of education needs you!

Join a global movement to strengthen learning and life outcomes for Kenyan children and youth.

Apply to be a Metis Fellow.

Applications open February 2023. Subscribe to our newsletter and follow us on LinkedIn, Instagram and Facebook to stay informed.

Volunteer as a Metis mentor.

Share your time and talent to further the impact of a Metis Fellow through 1:1 coaching and mentorship. Reach out to Julie@Metiscollective.org.

Help share Metis Fellows' stories and impact .

Amplify the work of proximate leaders. Like and share our blogs and social media posts. Collaborate with us to highlight Metis Fellows work in your news, media outlet, radio program, etc! Connect with rebecca@metiscollective.org.

Volunteer with a Metis Fellow's school or organization.

Reach out to richy@metiscollective.org.

"When I felt my moment of obligation and started my education innovation journey, with no networks and little to no resources, it was daunting. I used to feel like I was alone in this journey of reimagining education. Then I found Metis and it looked like there was hope for me to find a community of like-minded people and the support that I needed. After attending this retreat, I have found the community and support that I need. I believe that together, we can create a reimagined education for all learners."

Nelius Njoroge, Metis Cohort 6 Fellow
Director, The Ark Play School and Daycare



YOU ARE THE ONE YOU'VE BEEN WAITING FOR.
CREATE THE WORLD YOU WANT
TO BE A PART OF.
SEE OPPORTUNITIES WHERE OTHERS SEE BARRIERS.
DO HARD THINGS. DO EVEN HARDER THINGS TOGETHER.
FIND YOUR TRIBE. SEARCH FOR SYNERGY.
COLLABORATION > COMPETITION.
LISTEN TO UNHEARD VOICES, **BE PROUD**
TO SHARE YOUR OWN.
LEARN. MAKE LEARNING FUN, RELEVANT, LIFE-AFFIRMING
UNLEARN. FOR EVERYONE.
BE BOLD, DO SMALL THINGS WITH GREAT FAIL OFTEN.
LOVE. CREATE A FUTURE
DISTINCT FROM THE PAST.
REIMAGINE, REINVENT, RESHAPE
THE WORLD AS IT SHOULD BE.



"The Metis manifesto was co-created in 2019 by the Metis community and serves as a guiding light for our collective work."