



# ANNUAL REVIEW 2020

**“A NEW WORLD  
IS ON HER WAY.  
ON A QUIET DAY,  
I CAN HEAR HER  
BREATHING.”**

ARUNDHATI ROY

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# A LETTER FROM OUR EXECUTIVE DIRECTOR

Dear friends,

What a year! Our diverse community of education leaders faced many hardships amidst widespread violence, illness, and uncertainty. And yet! There were abundant reasons for joy. Can you believe we expanded our work in a pandemic? We know celebration can strengthen our resilience to continue the long work ahead. We invite you to reflect with us on the achievements of 2020 and the possibilities in the year to come.

When schools closed in March, our community asked: what if the pandemic is an opportunity to reinvent education? What if we have the chance to rethink relationships with caregivers? What if we prioritize mental health? What if we can unleash student innovation? We believed, as Arundhati Roy posited, that the pandemic could be a portal to new ways of being.

We are excited to share how local leaders pioneered new possibilities and the lessons learned along the way. This annual review has three sections. We invite you to reflect with us on: **what is**, **what if**, and **what now**. First we explore the world, and the Kenyan education system in particular, as it is. Then, we ask what if we create new possibilities? What if we each have a role to play in seeding more just futures? We share the work of our community, now over **63 Fellows** strong, who impact over **1.3 million youth**. Finally, we look ahead--what now?

Many thanks to each of you for your support during the most challenging and exciting year for Metis! Your belief in our work waters the soil we till and we are so grateful. We hope you partner with us to ensure that in 2021 we continue to equip innovators building a more equitable world with the skills, tools and community they need.

With deep gratitude,



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REBECCA

CROOK

CO-FOUNDER  
& EXECUTIVE  
DIRECTOR

# ABOUT METIS



# METIS 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.

# VISION

Metis envisions a world in which all people have the skills and community they need to flourish.

# MISSION

Our mission is to transform education through local leadership and innovation.

# PROGRAMS



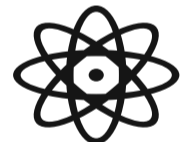
## FELLOWSHIP

Our 6-month fellowship supports Kenyan leaders to start and scale innovations in teaching and learning.



## TRAINING

Metis alum and staff bring the tools of innovation in education to schools, corporates, and non-profits. *\* Note: we prioritized providing resources and support to vulnerable families this year because of COVID, and put this stream of work on hold)*



## EVENTS

We create opportunities for a dynamic ecosystem of education entrepreneurs, leaders, and funders to learn, connect, and collaborate.

# METIS IN 2020



135,000

YOUTH

learned with Metis Home Learning Guides translated in 6 languages—from Hausa to Thai!

2

COLLECTIVE CAMPAIGNS

#LockdownLearning and Keep Kenya Learning

63

FELLOWS AND ALUM

supported to enable learning and wellness for **1.3 million youth** throughout the COVID pandemic

7

COUNTIES

expanded the Metis Fellowship from Nairobi county to 7 counties in Kenya

1

RESOURCE HUB

and 3 webinars for educators and caregivers to support home learning.

Selected for **hundred** 2021

"Prioritising effective educational leadership has a drastic impact as seen by the Metis Fellowship. There are a lack of programs that focus on professional development for leaders and Metis' mentor and mentee framework is powerful and an easy concept to implement.  
- *HundrED, on Metis' impact and scalability*



JAN



- ▶ Cohort 3 visits Yusudi for Community of Learning 3:Tackle

- ▶ Metis Fellowship Cohort 3 visits BRCK for Community of Learning 2: Empathize
- ▶ Pilot Metis Way Train-the-Trainer for Metis alum

FEB



MARCH



- ▶ Build Resource Hub for educators and parents
- ▶ Amplify bright spots of possibility and innovation through the #LockdownLemonade campaign

- ▶ Cohort 3 visits Vale School for Community of Learning 4: Iterate.
- ▶ That day, the first COVID case confirmed in Kenya and iteration becomes even more urgent!
- ▶ Cohost a webinar with WomenWork on learning from home with experts from Ubongo and NovaPioneer

APRIL



MAY



- ▶ Prepare to launch a hybrid Fellowship, delivered in-person and virtually to leaders across Kenya

- ▶ 15,000 families benefit from Home Learning Guides collaboratively designed by Metis Fellows
- ▶ Metis Cohort 3 finishes the final stage of the METIS Way! (Graduation postponed until December for safety)

JUNE



JULY



- ▶ Customize a LMS for the virtual component of Fellowship
- ▶ Home Learning Guides adapted to SMS
- ▶ Host a successful virtual Finalist selection day with over 50 people and 18 Zoom breakout rooms!

- ▶ Launch Cohort 4 for 17 leaders from 7 counties

AUG



SEPT



- ▶ Co-launch Keep Kenya Learning campaign to support caregivers

- ▶ HundrED recognizes Metis as a top global education innovation

OCT



NOV



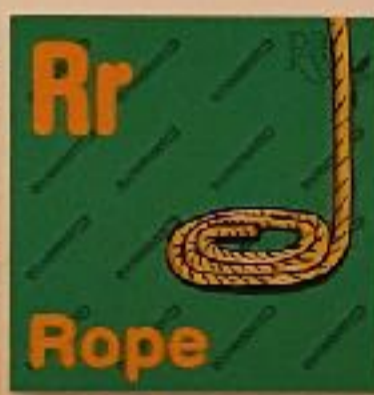
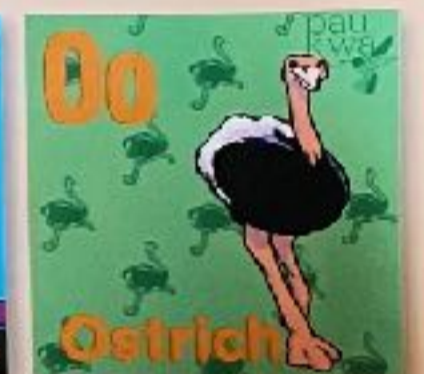
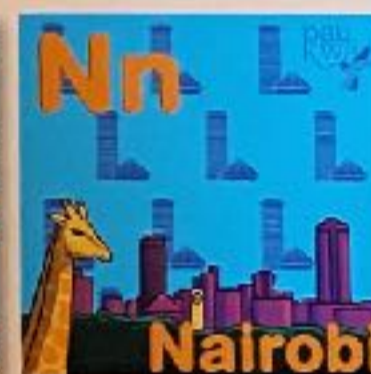
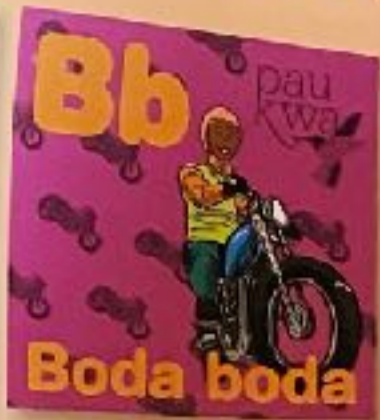
- ▶ Support 15 East African entrepreneurs with edtech bootcamp cohosted with Injini.
- ▶ Learning visit to Children in Freedom School in Nakuru, founded by Cohort 1 Fellow

- ▶ 34 Fellows graduate from Cohort 3 and 4!

DEC



# Our Kenyan Alphabet<sup>©</sup>



# WHAT IS?

Much of education is in need of reimagination. This reimagined alphabet was co-created by Metis Fellow Mwhaki Muraguri (Founder of Paukwa), and children across Kenya.

1900s



# Kenya faces a learning crisis.

Students in the Kenyan education system lose 3 years of learning according to research by the World Bank.

While the world has rapidly changed, the **factory schooling model endures**. (Can you spot any differences between the photos taken 100 years apart?) This model stunts the potential of millions of leaders and learners alike.

2000s



**We need to radically reimagine learning.** But promising local innovators often lack access to resources, networks, and tools to start and scale solutions.



# WHAT IF...?



**WHAT IF ADULTS  
VALUED AND  
SUPPORTED YOUTH  
LEADERSHIP?**

**WHAT IF DANCE WERE  
USED TO TEACH LIFE  
SKILLS?**

**WHAT IF  
COMMUNITIES  
DETERMINED  
LEARNING  
CONTENT?**

**WHAT IF WE  
REORIENT THE  
SYSTEM TO  
PRIORITIZE MENTAL  
WELLNESS?**

**WHAT IF ALL KIDS  
LEARNED TO CODE?**

**WHAT IF ALL KIDS  
LEARNED THEIR  
MOTHER TONGUE?**

# OUR APPROACH

## WHAT IF WE EQUIPPED LOCAL LEADERS WITH THE TOOLS AND COMMUNITY THEY NEED TO REINVENT EDUCATION?

We find local Kenyan leaders who have ideas to fundamentally reinvent teaching and learning. Through the Fellowship, we connect them to the tools, resources, mentors, and community they need to make those ideas come to life. As a result, our Fellows start and strengthen new programs, schools, and policies to provide Kenyan youth with an excellent education. We support a growing movement of leaders to collaborate and lead for transformational impact.

This year, we pioneered a hybrid Fellowship model of in-person and virtual learning experiences. We digitized our METIS Way curriculum, and filmed virtual site visits and guest speaker fireside chats to enable Fellows to learn remotely and safely from around the country. Our monthly Community of Learning sessions, Coaching, and Connections were all completed virtually. Thankfully, we still managed to have a safe in-person kickoff retreat and graduation. Facilitating meaningful opportunities to build trust, collaborate, and celebrate were essential this year.

True to our value of "Further Together", we partnered with leading education organizations to host virtual learning events, a week-long bootcamp for East African edtech organizations, create and distribute Homes Learning Guides to 135,000 learners in 7 countries, and launch a public campaign to support caregiver engagement in learning: Keep Kenya Learning.



**"I thought I knew it all in teaching and learning--what with 25 years of experience--until I joined Metis!"**

Peter Wairagu, Principal African Digital Media Institute



Metis Fellowship cohorts include diverse education leaders from the public, private, and civil society sectors. Over 6-months, they complete the METIS Way to strengthen their innovations.



**100%** Fellows would recommend the Fellowship to a peer

**100%** Fellows increase their ability to use **student-centered** design thinking methods to launch and improve their innovations

# OUR IMPACT

## EXPANDING LEARNING DURING AND BEYOND COVID

- ▶ **63 Fellows** and alum supported to enable learning and wellness for **1.3 million youth** throughout the COVID pandemic.
- ▶ **1,300,000+ youth** benefitted from transformational programs/schools started and led by Metis Fellows. Metis principles of student ownership, community participation, excellence, and collaboration guide Fellows to lead high-quality, transformational programs--from entrepreneurship programs to life skills curriculums to digital apps to schools.
- ▶ **70% of Fellows** serve marginalized youth.
- ▶ To date, **800+ community leaders and educationists** gathered at Metis events to problem-solve and collaborate



**"When the pandemic started, I felt like my venture had to come to an absolute halt because business was not as usual and schools had to shut. The fellowship, however, allowed me to use this time as a means to refine the entire venture, empathise with our users changed needs and respond to them with even more creative solutions.**

Hemanshi Galaiya,  
Founder, Young Stripes

## ONGOING IMPACT ON METIS ALUM

**"Metis helped me step into my power! The Fellowship curriculum and coaching tremendously helped me to define and launch my bold idea for girls empowerment. I piloted clubs for 400 teenagers in 3 informal settlements. My Metis experience and project were my booster within my organization. I was promoted as the Director of Gender and Children's Empowerment, ensuring our thousands of students are safe and thriving."**

- Lillian Wamuyu, Bridge International Academies

Our programming results in increased:

- ▶ **Capacity** of leaders to start and scale education innovations.
- ▶ **Collaboration** and shared tools and lessons across the sector.
- ▶ **Communication** abilities to influence and fundraise.
- ▶ **Community Impact** to enable youth to thrive!



# COVID-19 RESPONSE

The power of the collective is evident in times of crisis. Not only did Metis community members collaborate to strengthen their individual responses, but Metis Fellows also swiftly supported learners, parents, and educators together. The Metis community co-created Home Learning Guides to support vulnerable families without e-learning, hosted webinars, distributed food, and shared online resources through a digital resource hub.

- ▶ 135,000+ children access fun, engaging, and relevant learning materials.
- ▶ 1,000+ parents and educators equipped for e-learning through Metis Educator + Parent Resource Hub
- ▶ 100+ Parents empowered with learning strategies through 2 webinars in collaboration with Mum's Village.

**“Thank you so much for the Metis webinar. I learned so much. I was struggling with learning during lockdown when schools first closed. But after all the advice, ideas, and the resource hub, we are having so much fun! We're planting and learning through practical things.”**

**- Carolyn, Segal Family Foundation, and mother of a 6 and 18 year-old**



# FELLOW PERSPECTIVE

FRANCO ODHIAMBO

CO-FOUNDER, CHEZA CHEZA

A Metis Cohort 4 Fellow shared this reflection at graduation in December 2020.

What if every day started with dance?  
What if every child turned their challenges  
into opportunities?



Branton dancing at Cheza Cheza morning assembly.

Ladies and gentlemen my name is Franco Odhiambo. I am the co-founder of Cheza Cheza Foundation. Today I am here talking about Cheza Cheza's impact on the community of Kibera. And I will tell you through a story of one of our students called Branton.

When COVID hit, it was a massacre in Kibera. Schools were closed, people lost their jobs, children were at home full time. The number of children engaging in drugs out of desperation and boredom rose, and so did teenage pregnancies. Branton is one of those children that was really affected because his parents lost their jobs. They struggled even to have something to eat.

They had to look for a way to survive the pandemic. Branton's father thought of a business idea. They would make masks and sell them. But to earn enough profit he thought if a child can sell, then it will win people's sympathy. And that's how Branton got into the business.

Branton wakes up at 4 am to sell masks at Olympic stage, Ngong Road. Adults stare and reject his sales pitches hundreds of times a day. Can you imagine being 11 years old and being told "No" that many times before lunchtime? Can you imagine what that would do to your self esteem? He asks himself, "Why does my father care less for me than he cares for money?" While he dreams of becoming a photographer and journalist, Branton feels like perhaps all he will ever be is a "hawker".

Branton is just one out of many children who are going through tough challenges in Kibera. In response, Cheza Cheza designed classes called *Dancing through COVID*. This was my Metis innovation. In these classes children like Branton get the chance to be kids again. They get to experience joy! They get to reconnect with their passions and see themselves as more than hawkers. Cheza Cheza creates a Safe Space where young people are able to learn more about self-awareness, understanding others, thinking critically, and wise decision making. We provide them with an opportunity to have a counsellor to walk them through the challenges they don't understand. Even though he goes to sell masks he is fully determined that he will be a journalist and instead of being demotivated he is now even seeing the positive side. Through this experience he can learn how to engage different people to tell their stories.

Cheza Cheza reaches over 300 children in Kibera through the Dance through COVID program. It's been a challenging journey to innovate during this period, but I am so glad I have had the Metis community to help me be more learner-centered and to use design thinking to address the challenges we face. I am glad to have all of you people who encourage and support me.

Together, we will triumph over COVID and ensure that kids like Branton have the support they need. If we all do our small part we can even make sure that life skills are a greater part of schools when they reopen. Thank you.

# WHAT NOW?



Students lead a session on the first day of the retreat for Fellows.

# WHAT NOW: METIS IN 2021

In 2021, we will have the systems, team, relationships, and codified programming to provide more educators across Kenya with the skills and mindsets they need to innovate & improve learning in their communities. Our strategic priorities for this year:

1. **Build for the future.** Strengthen and codify our internal systems and procedures to enable to sustainable growth and impact.
2. **Monitor and share impact.** Gather and share insights from our Metis community.
3. **Grow the Metis community.** In June, launch Cohort 5 of the Fellowship for 40 Fellows across Kenya. Grow the vibrant online community for 1,000+ educationists on Facebook. Cultivate spaces to share learnings, tools, resources, and opportunities. Pilot CelebratED--the Oscars for education in Kenya!
4. **Support Caregivers through the Keep Kenya Learning campaign.** In partnership with RELI and EdTech East Africa, support the rollout of SMS, in-person, and television resources to support caregiver engagement in learning



**"This is a great ripple effect model. Investing in potential leaders that can make a bigger impact is a highly effective strategy. The power of networks/resources and access to likeminded people can really inspire change. The focus on empowering local leaders allows for local approach to be taken."**

- HunderED Academy Member



# WHAT WE LEARNED

# WHAT WE LEARNED IN 2020

This year was a great teacher! Here are seven lessons we learned at Metis in 2020:

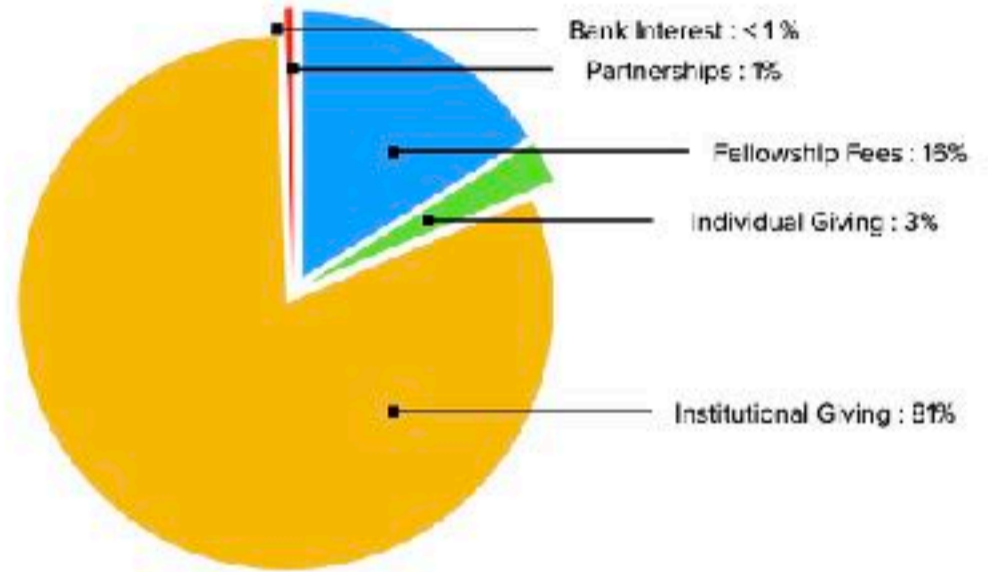
1. **Invest in community.** When the pandemic hit Kenya in March, our leaders were able to collaborate and mobilize shared resources quickly because of pre-existing relationships of trust. In a time of crisis, trust was the accelerator that enabled mass food and learning resource distribution, MOUs enabling high-quality programming on public television, and quick shifts to distance learning. Funders and organizations must make up-front investment in building the trust within an ecosystem--it will pay dividends when it matters most.
2. **Invest in local leaders proximate to the problem they're trying to solve.** In the midst of global pandemic, when it seems everyone is weathering the same storm, we are certainly in different boats. Distance learning solutions that worked for one demographic in Nairobi, did not work for another. We need to invest in leaders with hyper-localized solutions who can respond adeptly to the needs of their communities--during and beyond COVID.
3. **Don't try to do it all.** Replication of efforts is always wasteful, and even more untenable in 2020. Build pipeline and alliances to provide entrepreneurs what they need. At Metis, we build relationships with funders and other fellowships, to meet the ongoing needs of Fellows beyond graduation.
4. **Decolonize your definition of scale.** For part of the Fellowship curriculum, we take Fellows on a "virtual visit" to see Dr. Utheri's Children in Freedom School in Nakuru, Kenya. CIF has a rigorous, relevant, culturally diverse and empowering curriculum and the most joyful staff. It is the only afrocentric school in Kenya. Children in Freedom is a lighthouse model, with the potential to impact hundreds of thousands of learners and families. But how? Are there pathways to scale that do not involve growth of the school network? By codifying and sharing their model, CIF can shift the education landscape on the continent and beyond. Just as the trailblazing Riverside School in India serves 300 students at its modest campus, it's Design for Change methodology has engaged over one million youth in over 70 countries. We need to consider how collaboration and sharing tools and resources is a viable pathway to scale.
5. **Share your knowledge.** If you have data on the edtech or skills development landscape or research relevant to education innovators, share it! We need not waste money or time duplicating efforts. Shout out to Abdul from Acumen who created and shared [this presentation](#) with our community and the public!
6. **Center youth voices and leadership.** Metis programming works directly with adult leaders, not youth. However, young people as advisors, guest speakers, facilitators, and graduation presenters have challenged us to ground our work in the dreams and realities of the students for who we're reimagining education with and for. As we pursue excellence and equity, who gets to define the vision? Young people's perspectives must lead the way.
7. **Build the world you want to live in.** Ask what if?! Start small and commit to action. Get building.

# FINANCIAL OVERVIEW

<b>INCOME</b>	<b>15,074,261</b>
Fellowship Fees	2,435,000
Individual Giving	380,779
Institutional Giving	12,174,516
Partnerships	80,000
Bank interest	3,966
<b>EXPENSES</b>	<b>6,507,770</b>
Programs	3,972,742
Learning and Evaluation	510,000
Communications & Stakeholder Engagement	933,500
Operations & Team Welfare	1,091,528
<b>DEFERRED SURPLUS</b>	<b>4,058,290</b>

Amounts in Kenyan Shillings (KSH)

**SOURCES OF INCOME**



**100%** Fellows invest in their leadership through Fellowship fees (paid on a sliding scale)



# JOIN US!

## BECOME A METIS MENTOR, FELLOW, OR PARTNER

Join our Facebook community:  
[Metis Education Collective](#)

Visit us at:  
[www.metiscollective.org](http://www.metiscollective.org)

Drop us an email:  
[info@metiscollective.org](mailto:info@metiscollective.org)

**Together, we can ensure  
that all leaders and  
learners reach their full  
potential.**



Learners take part in a STEM workshop organized by Metis alum Eric Nyamwaro.



**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.**



*This is the manifesto the Metis community co-created in 2019.  
May it guide and support you as it does us!*



THANK YOU