



Africa's first EdTech incubator



INJINI
Africa's EdTech Incubator

Jamie Martin: education (government & business) experience in UK, ME, USA, Africa

Jamie Martin

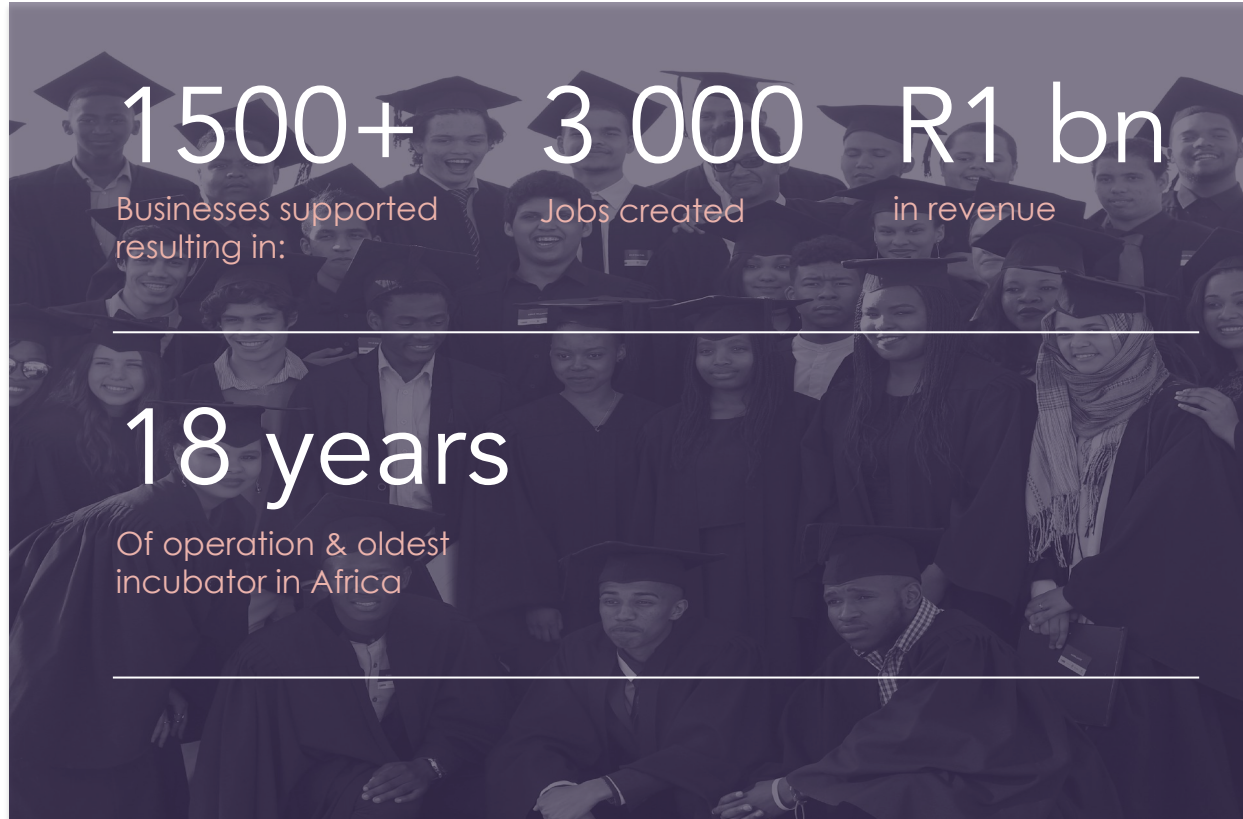


- Special Adviser to UK Secretary of State for Education
- Education specialist at BCG, Deloitte in UK, Middle East
- Adviser on strategy, focused on Africa, to international education companies & VC funds

Consulting, govt in Africa, UK, Middle East, USA

- Senior adviser to UK govt overseeing wholesale reform of school system
- Worked on fundraising, operations, growth with education start ups in SA & Ghana
- Review of Africa strategy & global transformation for >\$100m revenue UK education business
- Growth strategy, fundraising (\$80M) & market entry for Middle East school chain
- Several due diligence projects for top private equity firms on education assets

CiTi is Africa's oldest incubator & ecosystem builder, having created R 1 Bn in revenue for companies over 18 years



- Great industry reputation for delivery & thought leadership & innovation
- Complete end-to-end business support from an idea stage to R30m a year companies
- Strong M&E and administration
- B-BBEE Level 1 supplier
- 3/5 Elements of B-BBEE Scorecard
- Strong corporate & public, academia, SMME partnerships

Now partnering with CiTi to launch Injini - incubator dedicated to using tech to improve African education

Africa's education opportunity



- Africa undergoing huge pop growth
- Get education right & this = opportunity
- BUT - BAU failing & big structural challenges
- Tech solutions can help but limited support

How we will help seize it



- 8 EdTech start-ups per cohort (2x p.a)
- 6m programme + R 500k funding each
- Support to scale & raise further funds
- 16 new EdTech start ups scaled p.a

EdTech acceleration/incubation model has been proven - for investors and start ups - on other continents

United States



- **Imagine K12** - 60 alumni companies gone on to raise ~ \$100M of further funding & reach ~ 10 million students
- Total of **14 EdTech dedicated accelerators** started and \$2.3bn invested in EdTech companies since 2001

Europe



- **Emerge** - c.40 alumni raised >£10m further funds, reached c.50% uk schools; individual apps >1m downloads
- **XEdu** - after 1 year graduated 19 businesses, some raising >\$1m follow on & selling to schools in US & Asia

India



- **EduGild** working with 10 businesses in 1st year, graduated its first cohort & announced a second campus
- Indian EdTech companies raised >\$200m in 2016; BYJU raised \$50m, Cuemarh \$15m from Sequoia & Google

We have laid the ground for the incubator by building an EdTech cluster & running several EdTech ecosystem events

EdTech cluster



- Cluster of 5 established education companies in Bandwidth Barn
- All committed to helping on our incubator programme via expert mentoring & workshops

Ecosystem events



- Events in Cape Town, Kampala, Nairobi, Joburg
- Monthly EdTech meet ups - first got >400 attendees
- Run monthly innovation roundtables with tech & education experts
- Have >500 person SA & >200 person international EdTech contact list & relationships across the sector in SA, Africa, internationally

Our philosophy: African innovations that enhance, not replace, existing education within & beyond Africa over the long term

1

Africa leads, not follows - the greatest challenge & opportunity in EdTech lies in Africa - it will produce the greatest innovations

2

Little platoons, big innovations - it will be teachers & entrepreneurs - not big bureaucracies - who realise technology's potential in education

3

Empower teachers, not replace them - we will help teachers deepen & widen impact, not try (and fail) to make them obsolete

4

Agnostic on methods, religious on results - we should embrace new ideas, but rigorously test them & discard what doesn't work

BAU has failed in African education - only technology can overcome the structural barriers to success



Only 50% of children attend pre school



Only 42% of students will pass matric



Only 18% of matrics go to university and half of these drop out



Youth unemployment is therefore c50%



70% of rural African children never attend school

Only 36% of elementary school leavers go onto secondary school

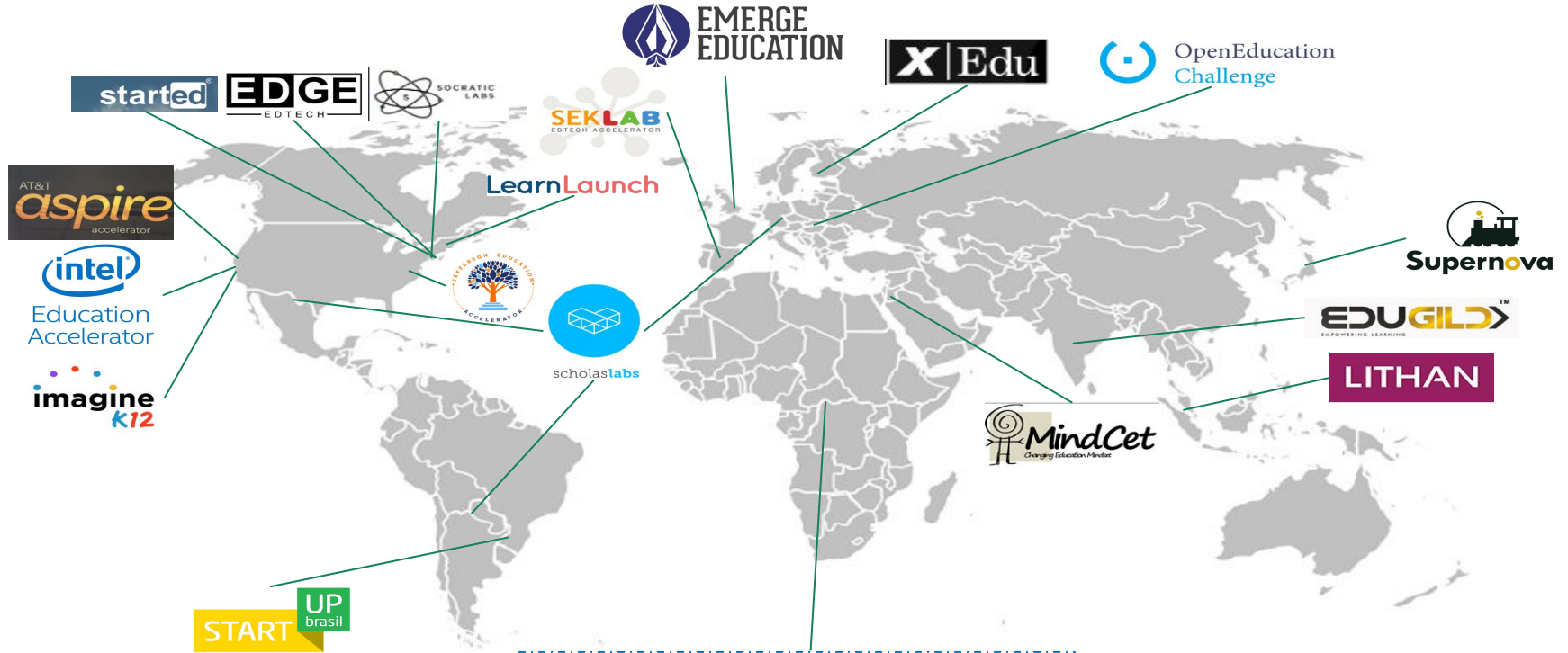
Only 6% of young people go into higher education

Youth unemployment is on average 60%



Only technology can overcome huge structural barriers like low teacher quality, poor accountability & administration, parental illiteracy, geographic and cultural barriers

African EdTech entrepreneurs the only group in the world with no EdTech specialist programme support



- African EdTech entrepreneurs need support to remove growth constraints
- But only continent with no EdTech dedicated programme support

EdTech innovations lack support - lack of seed funding, technical talent & sales access are major barriers to growth



- No early stage fund focused on African EdTech
- Reliant on sporadic angels or self funding
- Start ups don't have the relationships or expertise to find the right funding on right terms



Start ups cannot raise early funding or they raise dead money on bad terms



- Few founders are technical focused - no CTO
- Start ups can't afford quality (or any) developers
- Need variety of skills - impossible to access that with start up budget, networks, knowledge



Start ups can't hire a CTO & either can't build their product or build a bad one



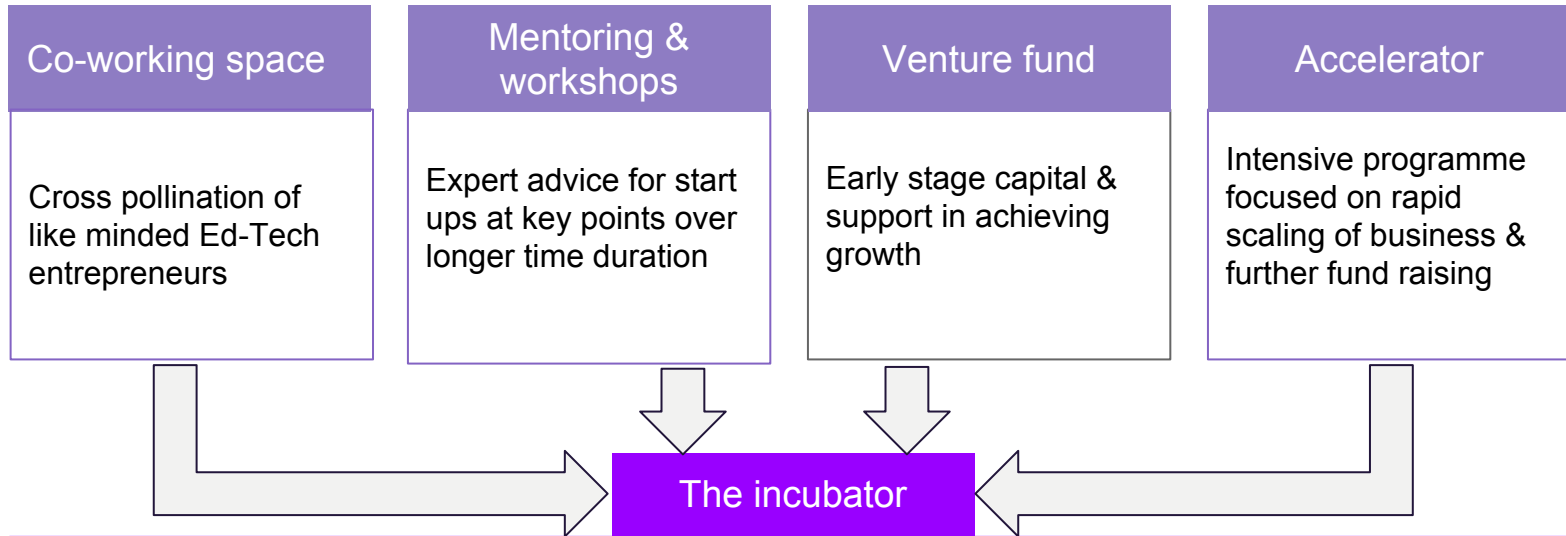
- Start ups don't have the relationships with education institutions to scale sales
- They lack the marketing expertise or budgets to access parents, students, centres



Start ups don't reach the institutions, parents or students they need, so they remain small scale, low impact

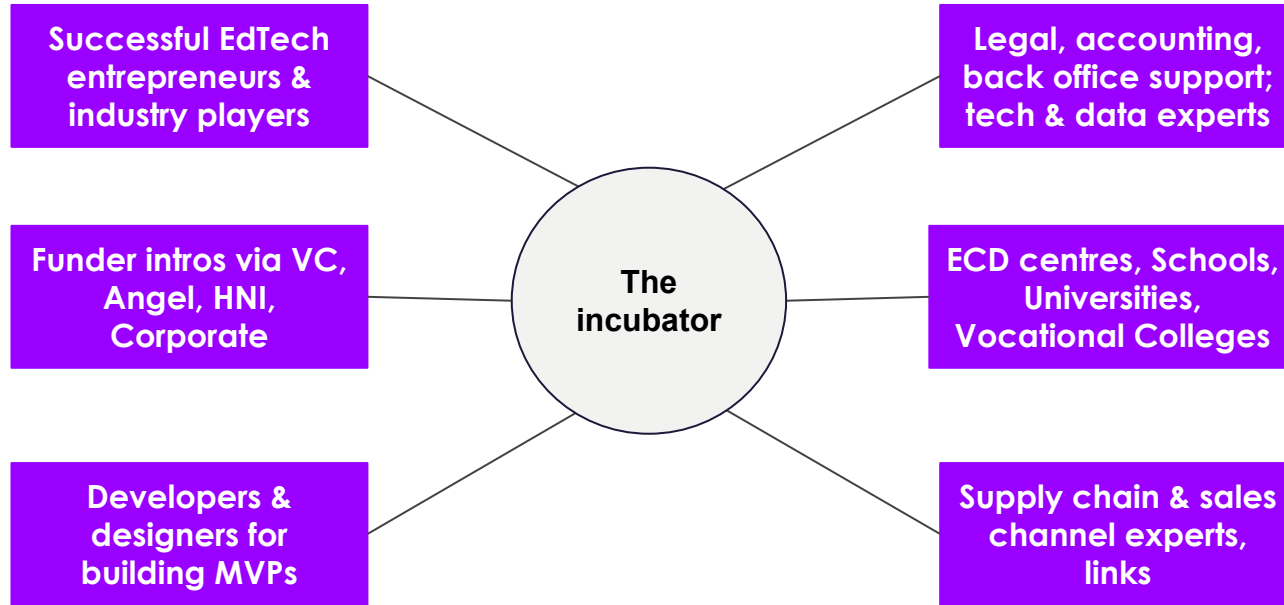
Result is only a trickle of new innovations reach SA/African education systems & very few impact system at scale

An incubator is the right mix of support, investment and ecosystem - with long term, follow on support



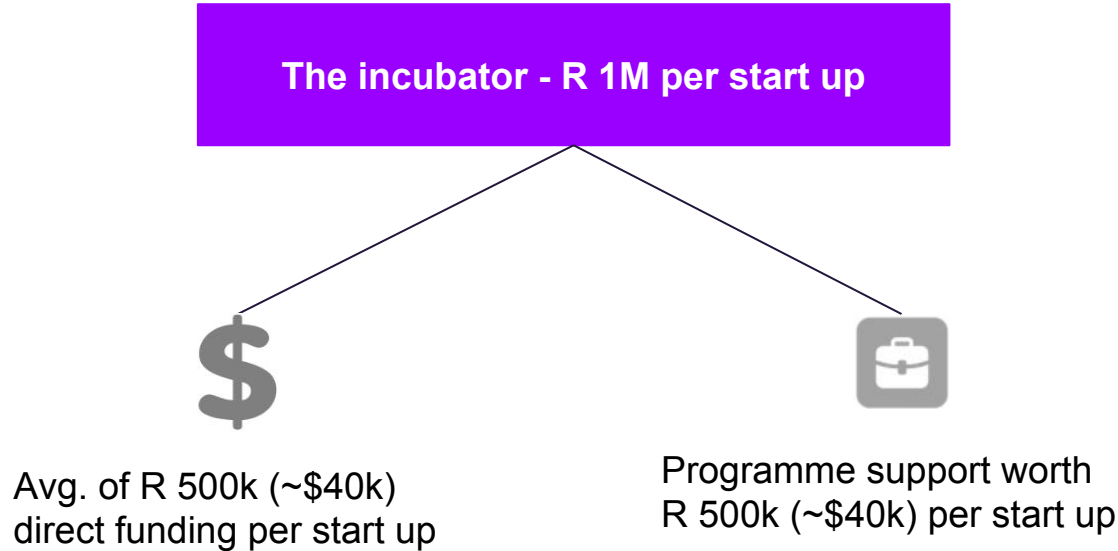
- Offers co-working space for start-up collaboration - but also full EdTech specialised programme support (and a cluster of more mature companies on site)
- Mentoring & workshops at key points over 6 months - but also day to day support
- Early stage capital & growth support - but hands on day in day out long term involvement & vision
- Focus on scaling & further fund raising - but with longer time period more suited to SA, Africa market

We have built a network of services and expert advice needed to build an EdTech business



Please see appendix for list of experts who will be part of our programme

We aim to offer R 1M (~\$80k) of support per start up, including average of R 500 k direct funding (~\$40k)



Note: Assumes ZAR/USD of 12.5; direct funding is an average across the start ups, some cohort members may get more/less

Our programme will graduate EdTech businesses able to scale & sustain long term job creation & education impact

- 1 Skills in business operations, tools & strategy from mentoring including industry experts
- 2 A revised and tested proposition and business model, with EdTech specialist help on initial supply chain & sales channels
- 3 A strong MVP, tested and refined with customers and users
- 4 A legally and financially compliant and stable company, with the understanding and support to maintain that
- 5 The skills and relationships to raise further funding and build a sustainable long term education intervention

Appendices

Experts & partners

Best SA & international experts & entrepreneurs in education, tech, investing, start-ups will provide workshops & mentoring (1/3)

Education

Jon Clark,
*Director School Development
Unit, UCT*

Chris Bradford,
CEO African Leadership Academy

Rose Luckin,
*Professor, University College
London knowledge lab*

Cecilia Waiseman,
*VP Research & development,
MindCet Accelerator*

*Kathlyn Patillo, Education
researcher & co founder Mattis
Fund*

EdTech entrepreneurship

Rob & Sam Paddock,
Founders, Get Smarter

Chinezi Chijioke
*Founder, Pioneer
Academies*

Rapelang Rabana,
Founder, Rekindle Learning

Kolawole Olajide,
Founder, Clock Education

Riaz Moola,
*Founder Hyperion
Development*

Tech industry

Alok Gupta,
Head of data science, Air Bnb

Roger Norton,
*Adaptive Learning &
programming, Play Logix*

John Naiker,
Robotics expert, Edro

Sonia Kuhnel,
Block Chain Academy

Wynand Groenewald,
Game Design, Sea Monster

Dr Jacques Ludik,
*Data Science/Machine
Intelligence Expert*

Best SA & international experts & entrepreneurs in education, tech, investing, start-ups will provide workshops & mentoring (2/3)

Education (con.)

Owen Henkel,
*Head of Efficacy, Pearson
Affordable Learning Fund*

Lucy Crehan,
*Global Education expert &
Author, 'Cleverlands'*

Shirley Eadie,
Head of innovation, NECT

Nigel Richard,
Global Teachers' Institute

Dr. Emily Gustaffson-Wright,
*Micro Economist focused on ECD,
Brookings Institute*

EdTech entrepreneurship (con.)

Hertz Kabeya,
Student Hub

Peter Morgan,
Founder, School Advisor & D6

Wesley Lynch,
Founder, Snaplify

Rishi Kapal,
Founder, EduGild

Doug Hoernle,
Founder, Karri Payments

Glenn Gillis,
Founder, Sea Monster games

Investors & fund raising

Lou Classen & James Kilroe,
Newton Partners

Brett Commaille,
AngelHub

Arvind Nagarajan,
*Investment Director,
Pearson Affordable Learning
Fund*

Bas Hostenbach,
Education Angel Investor

Kennedy Kitheka,
Investment fellow, Capria

Best SA & international experts & entrepreneurs in education, tech, investing, start-ups will provide workshops & mentoring (3/3)

Education (con.)

Bailey Thompson
Head of Education, Spark Schools

Tom Parry,
Managing Director, Instill Education

Michelle Duquette,
EdTech X Global

Svenia Busson,
EdTech World Tour

Tadadjeu Sokeng Ifriky,
University of Cape Town

Otieno Julie & Jenn Cotter,
EdTech Nairobi

EdTech entrepreneurship (con.)

Mark Horner,
Founder, Siyavula

Patrick Kayton,
Founder, Cognician

Emma Dicks,
Founder, Code for CT

Lucy Lynn Evans,
Chief venture hunter, Emerge Education

Audrey Cheng,
Founder, Moringa Code School

Jacob Kestner,
MD EduCo Ireland

Business set-up & operations

Adrian Dommissie,
Founder Dommissie Attorneys

Michal Szymanski,
Head Enterprise Development, CiTi

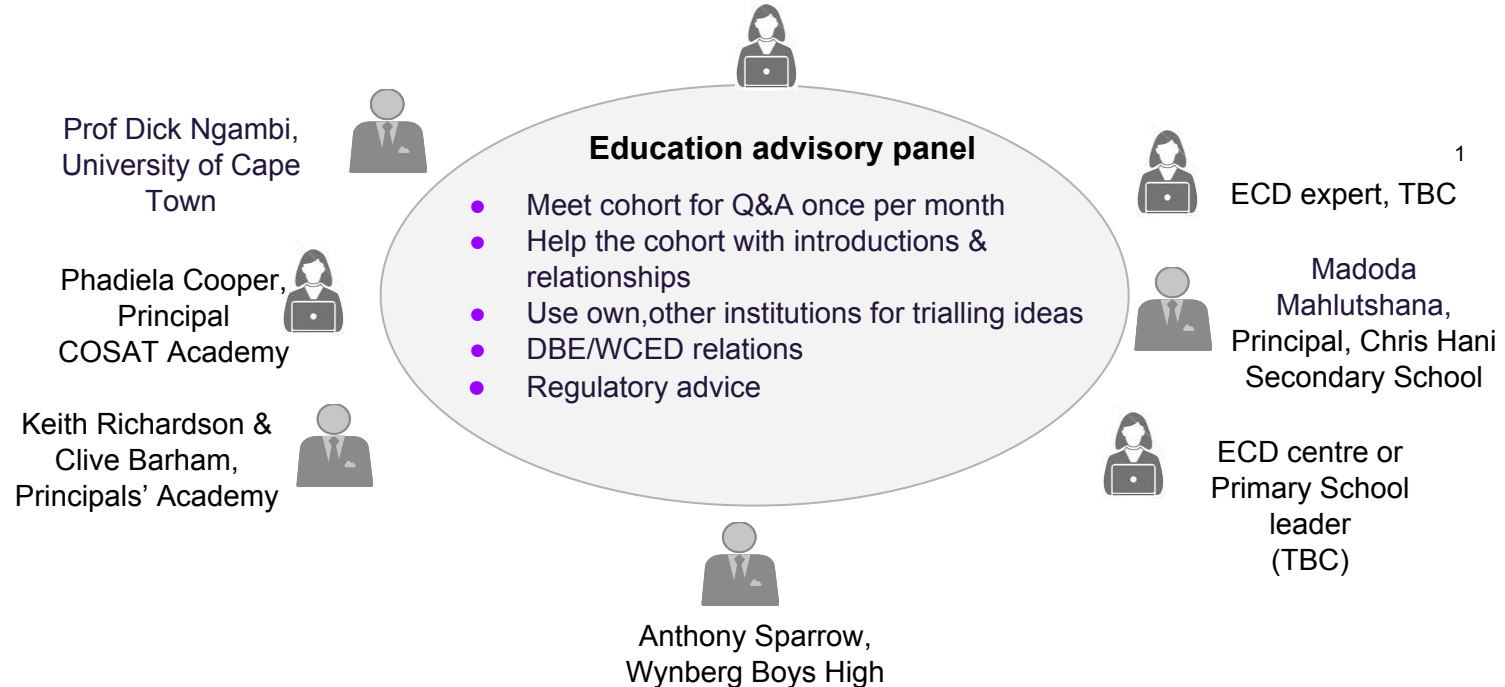
Anthea Baroutsos,
Operations Manager, Siyavula

Jackie Palmer,
Org dev expert & former Get Smarter manager

Ian Merrington,
CEO, CiTi

We will have an advisory panel of experienced educators from the early years, school, TVET & university sectors

Deon Halls, College of Cape Town & Carol Dwyer, False Bay College



We will learn from world's best EdTech acceleration & incubation programmes - supported by our team from Yale

Global network of EdTech incubators/accelerators



Yale report on world EdTech ecosystem

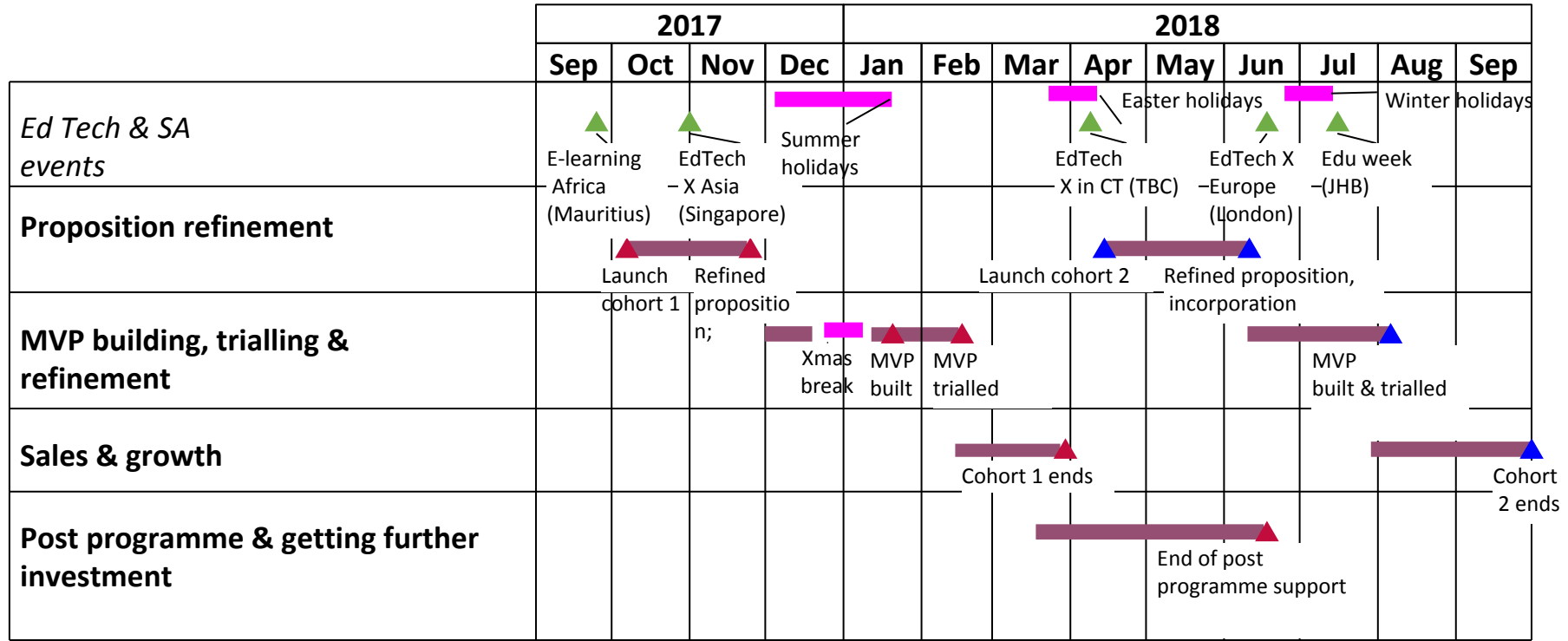


Yale SCHOOL OF
MANAGEMENT

- Yale team of 5 supported us January-May 2017
- Interviewed key players in EdTech worldwide
- Report that informed our programme, operations & strategy

Programme details

We will run two 6 month cohorts - each cohort split into 3 ~2 month sections - with 3 month post programme



KEY ■ Programme ▲ Cohort 1 event ▲ Cohort 2 event ▲ External event ■ SA school/Uni/TVET holidays

The programme will focus on 4 streams: business set up, EdTech, scale up, post programme sustainability

Programme focus

Outcome at programme end

Proposition refinement

- SA Education system, education basics
- Tech 101s = blockchain, coding, AI, etc
- Incorporation and legal basics workshops
- Financial responsibilities, compliance workshops
- Accounting, HR, labour law & compliance

- Understand basic paedegogy & SA education system, core tech skills & concepts
- Incorporated & SARS compliant
- Legal & accounting support contracted
- Employees properly contracted

MVP building, trialling & refinement

- Dev&design team to build product
- Iterate with dev team, educators students
- Paedegogy workshops, efficacy sessions & implementation with academic experts

- MVP designed & built
- Initial pilots completed, more set-up
- Evidence base for effectiveness
- Refined & tested proposition & product

Sales & Growth

- Marketing & sales expert workshops
- Hands on sales help from our team
- Marketing trial with R 30k budget
- Strategy, financial, ops & HR scale up expert workshops & hands on help from our team

- Suppliers & customers on formal contracts
- Template supplier and customer contracts
- Marketing strategy, plan & budget
- Sales strategy, plan & relationships
- Financial, HR & ops scale up plan

Post programme sustainability & further investment

- Upskill entrepreneur & team in personal skills & knowledge on finance, HR, strategy, ops, legal
- Post programme finance support for 3 months
- Intros to future funders; demo days
- Hands on help with further fundraising (ongoing)

- If wanted, have pitched for further funding
- Strong relationships with potential funders
- Very well developed funding pitch, presentation
- Have hired or plan for hiring right team
- Agreed growth plan for next 6-12 months