

# SHAMA KHERAJ

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## SKILLS

- Leadership and People Development
- Employee Motivation and Performance
- Onboarding, Training, and Coaching
- Recruitment Management
- Change and Growth Management
- Relationship and Team Building
- Strategic Planning and Execution
- Complex Problem-Solving

## LEARNING AND PEOPLE DEVELOPMENT

### UpStudio Africa

*Founder & Learning Curator*

Dar-es-Salaam, Tanzania

January 2020 – Current

- Launched an innovation studio that nurtures the next generation of African entrepreneurs, innovators, and leaders.
- Curated and facilitated over 50 courses, camps, and events for over 350 children in 3 years.
- Built and coached a network of over 25 independent consultants and partners to curate innovative content.

### Dalberg Advisors

*Learning and Development Consultant*

Dar-es-Salaam, Tanzania

January 2021 – January 2023

- Curated a global onboarding platform used by ~100 new hires annually, working closely with 45 global and regional Human Resource and Onboarding teams.
- Created a self-directed learning platform for over 500 employees by collecting, reviewing, and consolidating content across 25+ offices.
- Organized and facilitated an Introduction to Consulting Training – a global annual training for ~100 new hires that took place virtually due to the global pandemic. Identified and set-up a virtual interactive platform – Virbela – and other interactive processes to increase interaction and reduce fatigue.
- Designed a framework for the Advanced Consulting Training to upskill over 50 Senior Consultants annually.

*Office Manager, Advisor*

August 2015 – December 2019

- Designed an onboarding schedule and training experience for new hires for the Dar-es-Salaam office.
- Regularly facilitated training on the Problem-Solving Toolkit, including client communication, effective communication, managing upwards and downwards, and giving and receiving feedback.
- Set up and provided oversight on office-level recruitment, including timelines, marketing strategies, university relationships, interviews for all junior level staff, and final hiring decisions.
- Actively held recruiting and talent scouting sessions at 3 university fairs and 2 university conferences in the United States, resulting in increased pipeline of ~30 promising candidates.
- Brokered a partnership with a recruitment tech firm to use online eligibility testing.
- Led consultants to partner with local universities to increase brand visibility and recruiting efforts.
- Coordinated all 4 internal annual retreats and 3 end of year external events. Curated a curriculum and coordinated administrative processes including logistics, facilitators, team building and interactive activities.
- Provided coaching and mentorship to over 10 employees, including advice, motivation and performance evaluation.

## STRATEGY AND RESEARCH DEVELOPMENT

### UpStudio Africa

*Research and Strategy Consultant*

Dar-es-Salaam, Tanzania

January 2020 – Current

- Developed a regional tool for internal knowledge management of play-based learning across more than 7 teams and working groups for PlayMatters, a \$100 million project funded by the LEGO Foundation.
- Conducted research on play-based learning practices in East Africa and made recommendations to impact children in refugee contexts for a large global Foundation.

### Dalberg Advisors

*Senior Project Manager*

Dar-es-Salaam, Tanzania

August 2015 – December 2019

*Managed strategy and policy reform projects for corporations, government, and donor agencies across Africa in sectors, such as education, youth employment, agriculture, and industrialization.*

- Developed a social enterprise model for delivering early childhood development (ECD) services in Dar es Salaam, Tanzania for BRAC International, including leading a team on field and market research and financial modeling.
- Quantified the annual funding gap of USD 127 million for pre-primary education in Tanzania for Children in Crossfire by assessing the landscape of pre-primary education, government, and donor priorities, as well as investment needs.

- Assessed the effectiveness of in-person and tech-enabled professional development for primary school teachers in Accra, Ghana through a tiered model of training delivery for the Varkey Foundation.
- Analyzed the landscape study of EdTech entrepreneurs and ecosystem players to support the design of MasterCard Foundation's Centre for Innovative Teaching and Learning in ICT (EdTech).
- Developed a 10-year strategy for Carnegie Mellon University (CMU) in Rwanda to improve and expand academic and non-academic offerings, sustainable fundraising plans, and student experience.
- Supported Mastercard Foundation's 10-year Pan-Africa strategy development process by developing "thought provokers" – strong stakes in the ground or bold ideas in education to employment sector.
- Conducted a landscape analysis and developed a strategy for MasterCard Foundation's first country-wide approach to youth employment and entrepreneurship in Rwanda in 2015.
- Directed the development of Tanzania's Agriculture Sector Development Programme (ASDP II) and a national agro-processing strategy for the Ministry of Agriculture, Livestock and Fisheries (MALF).
- Worked closely with the Tanzania's Prime Minister's Office (PMO) to analyze trade, tax, and land policy, barriers facing private investments in the agriculture sector in the country,.
- Assessed the advocacy landscape for and launched Safe Surgery 2020 (SS2020) in Tanzania, GE Foundation's 3-year \$25 million commitment to improving access to safe, affordable surgical care in low- and middle-income countries.
- Built a community of education and edtech partners, funders, advocates, and entrepreneurs across Sub-Saharan through projects and in the capacity of the Education and Early Years Development Lead for Dalberg.

### Harvard Family Research Project

*Communication Intern*

Cambridge, United States

August 2014 – May 2015

- Created a communications and roll-out strategy for the Harvard Family Research Project (HFRP), a platform for family engagement and early childhood education across the United States.
- Designed and coordinated social media plans for new publications, newsletters, and events.

### Coalition for Community Schools

*National Policy Emerson Fellow*

Washington, DC, United States

June 2012 – June 2014

- Created and managed a learning network to improve management practices across 300 education practitioners.
- Introduced 3 bi-partisan bills in Congress to grow community schools through lobbying and policy briefs.
- Lobbied a re-investment of \$11million in funding to scale community schools across the United States.
- Authored 5 press releases, research papers, conference communication, website, and social media.
- Supported 3 senior leaders and external consultants with the long-term strategic planning for the organization.

## LEADERSHIP

### Aga Khan Education Services, Tanzania

*Board Member*

Dar-Es-Salaam, Tanzania

October 2019 – Current

### Ubongo Tanzania

*Board Member*

Dar-Es-Salaam, Tanzania

October 2019 – June 2022

### Aga Khan Education Board, Tanzania and Zambia

*Board Member, Innovative Learning Lead*

Dar-Es-Salaam, Tanzania

January 2016 – July 2017

## EDUCATION

### Harvard Graduate School of Education (GSE)

*Master of Education – Education Policy*

Cambridge, United States

May 2015

### The Wharton School, University of Pennsylvania

*Bachelor of Science – Business and Public Policy, Social Impact, Urban Education*

Philadelphia, United States

May 2012

## PUBLICATION AND RESEARCH

- Press Play Student Design Awards (Judge) - Royal Society of Arts, Manufactures and Commerce (RSA), 2022
- In-The-Spotlight (Speaker) - Forbes Woman Africa Leading Women Summit, 2021
- Beyond Schooling (Mention) – Forbes Africa, 2020
- Accelerating Girl's Education in the 21<sup>st</sup> Century (Speaker) - WISE Summit, 2019
- Accelerating Learning Through Technology (Speaker) - Future of Learning Conference, 2017
- Landscape of EdTech in Sub-Saharan Africa (Speaker) - E-Learning Africa, 2017
- Scaling Effective In-Service Professional Development (Author) - Harvard GSE, 2015
- Using Technology to Support Teacher Professional Development (Author) - Harvard GSE, 2015
- The Growing Convergence of Community Schools and Expanded Learning Opportunities (Author) – Coalition for Community Schools, 2013