

Ubongo Strategic Plan 2024-2028

ubongo®



Our Why: Mission and Vision

The Dream

It's 2037. Sara, a 25-year-old Tanzanian woman, has just won a Nobel Peace Prize, and she credits much of her success to watching Ubongo's educational cartoons.

“Growing up, I watched Akili and Me, Nuzo and Namia, and Ubongo Kids in Kiswahili. Learning critical life skills and values from characters who looked like me and shared my experiences inspired me to launch a Pan-African movement of youth changemakers.”

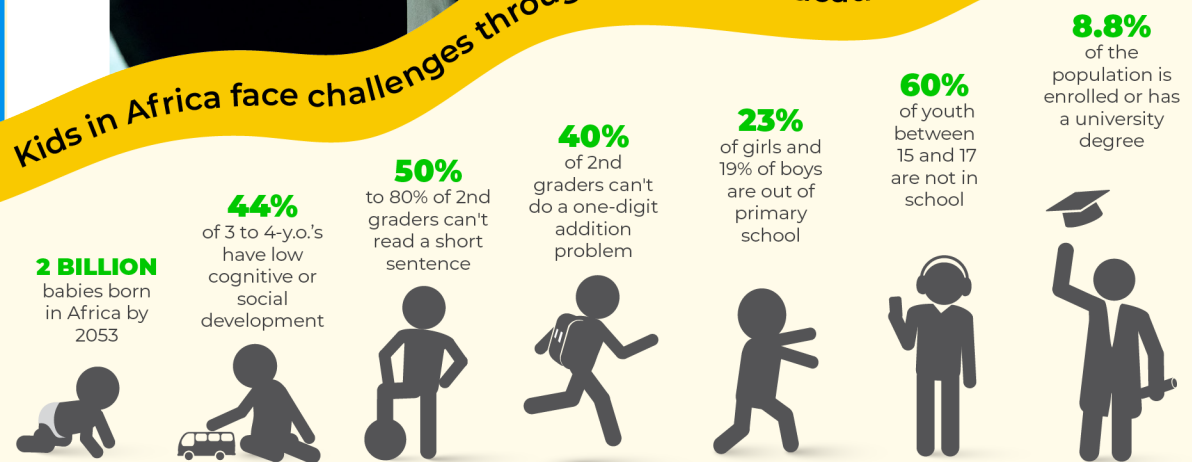
This is Ubongo's dream: to empower a generation of African kids like Sara with the foundational learning, skills, and mindset needed to transform their lives and communities.



Kids in Africa face challenges throughout their educational journey...

The Challenge

African kids make up the world's largest demographic, yet most lack access to quality education and locally relevant resources. This issue is rapidly expanding in scale.



Key Education Challenges

Demographics



By 2050,

1/3

of the world's children under 15 will live in sub-Saharan Africa.¹ Investing in education now is vital for a prosperous future.

Inclusion



Children from high-income families are 3x more likely to complete primary school than those from low-income families.

Girls are 10% less likely than boys to finish primary school, perpetuating gender inequality.

Rural children are half as likely as urban children to complete primary school, deepening regional disparities.



4.4 million displaced children in sub-Saharan Africa face barriers to education, fueling instability.

Children with disabilities are often excluded from education², limiting their potential.

Quality

60%



of children in SSA lack basic literacy and numeracy and skills.³



20% of students' parents are non-literate, limiting support at home



The language of instruction often differs from a child's mother tongue, hampering learning.



¹ United Nations, Population Division, World Population Prospects. Note: 'Demographic dividend' is a term used to describe an acceleration of economic growth resulting from a change in the age structure of a population.

² Data from UNESCO Institute for Statistics

³ UNESCO, Internal Displacement Monitoring Centre, 'The impacts of internal displacement on education in Sub-Saharan Africa', 2020; Zosh, J. M., Hopkins, E. J., Jensen, H., Liu, C., Neale, D., Hirsh-Pasek, K., Solis, S. L., & Whitebread, D. (2017). Learning through play: a review of the evidence (white paper). The LEGO Foundation, DK.

Our Solution

Ubongo's goal is to transform the learning lives of underserved kids in Africa.

Founded in 2013, **Ubongo's mission** is to use high-quality, localized edutainment to empower Africa's 500 million children (ages 3 to 14) to learn and leverage that learning to create positive change. **Our vision** is for African kids to have the educational foundation, critical skills, and positive mindsets to change their own lives and communities for the better.

Our unique model supplements formal education systems, ensuring children achieve improved learning outcomes in literacy, numeracy, and foundational skills. We address the challenge of access to quality learning for millions of African children by focusing on:



Designing and Producing Developmentally Appropriate, Engaging, and Inclusive Content for All Learners

We co-create content with diverse groups of children to ensure it is relevant and inclusive.

By applying Universal Design for Learning (UDL), we create content that accommodates various learning styles and physical abilities.

Our programs incorporate social-emotional learning and are tailored to meet diverse needs by adapting content to local languages (as children learn best in their mother tongue). We also collaborate with children with disabilities, displaced children, and those in off-grid and rural communities.



Reaching Every Child Through the Most Accessible Platform:

We utilize television, radio, mobile devices, digital platforms, and print materials to reach children wherever they are.

Through strategic partnerships with TV and radio broadcasters, telecom companies, and technology providers, we deliver high-quality educational content to children across Africa.



Deepening Learning Through Supplementary Programming:

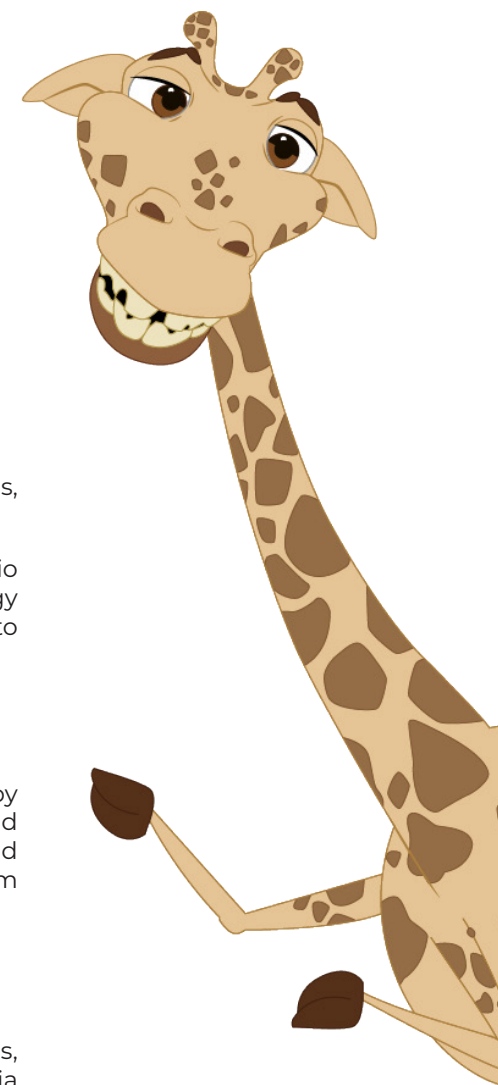
We ensure our content reaches last-mile children by partnering with mission-aligned organizations and launching initiatives like Utu Clubs, where children and caregivers engage in activities that reinforce lessons from our programs.



Building an Ecosystem of Partners Committed to Whole-Child Development:

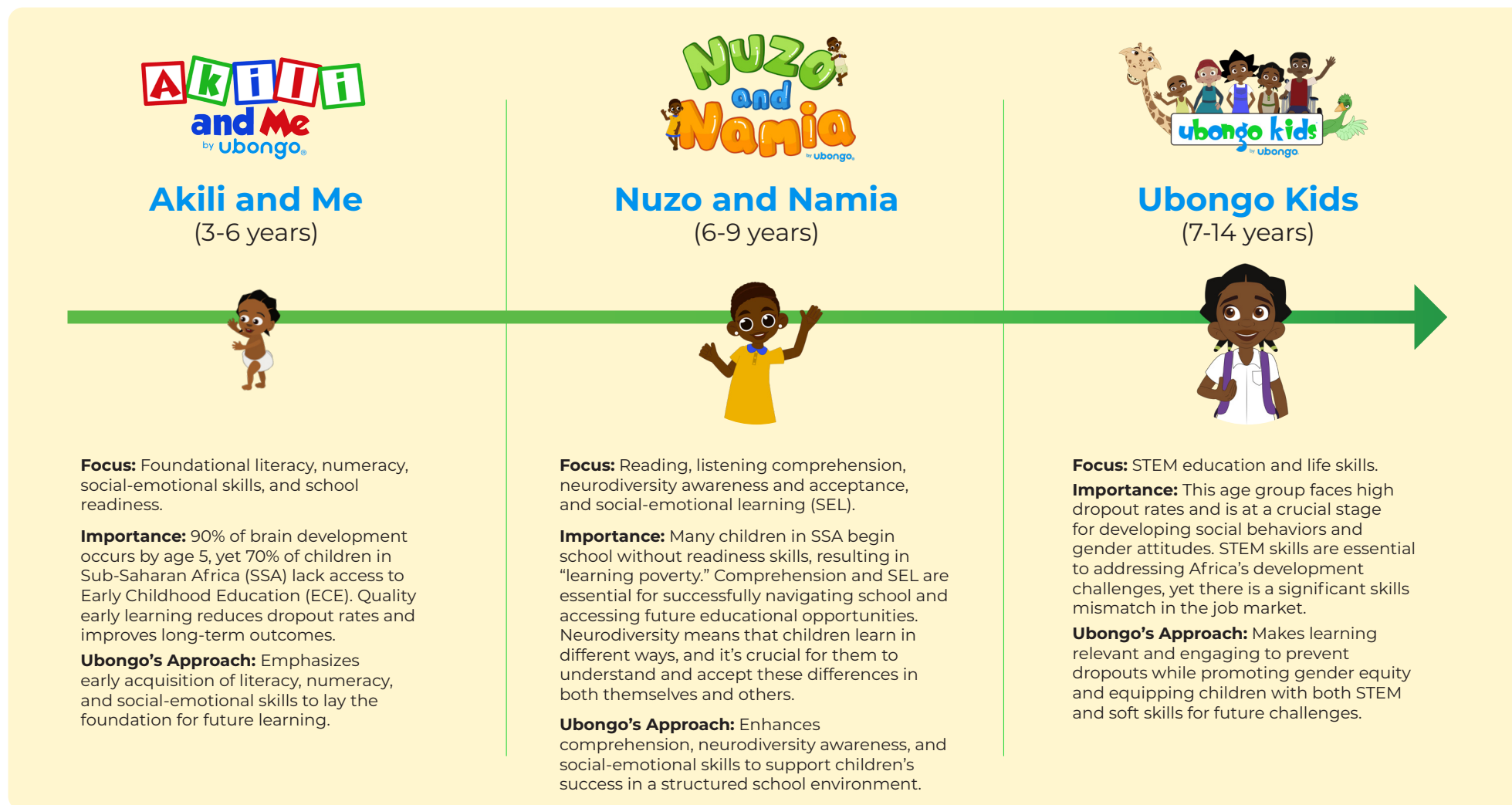
We collaborate with community-based organizations, development partners, and national and regional media outlets to extend our reach and impact to underserved and last-mile communities.

We also engage in research partnerships to continuously assess and enhance the quality and impact of our work.



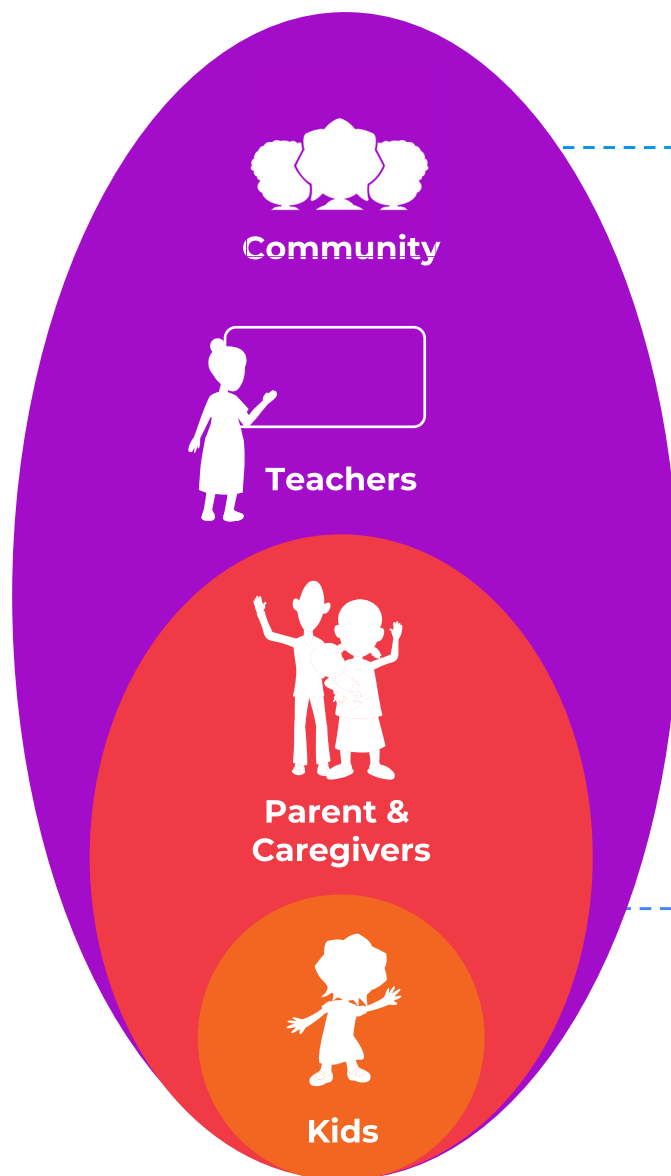
Our Solution

As of 2024, our edutainment programs include:



Currently reaching **42 million households monthly** on TV, radio and digital in **12 languages and 22 countries**, we deepen our engagement through caregiver and child-centered clubs and community-based partnerships for children displaced by conflict.

Our Audience



Tertiary audience

Teachers and community members, who provide an enabling environment for children to benefit from our content.

Secondary audience

Parents and caregivers, who play a critical role in a child's learning journey, promoting learning opportunities that can improve outcomes.

Primary audience

Ubongo primarily focuses on underserved kids in Sub-Saharan Africa who face barriers in accessing quality education due to geographic location, limited access to infrastructure, culture, gender, language, disability, and religion. This includes approximately 250 million 'learning poor' children and 121 millions kids without access to broadcast or digital platforms.

Our Solution



A Proven Model Ready for Scale

Over the past decade, Ubongo has become Africa's largest classroom, delivering transformative learning to millions of children and families through edutainment programs. Using lovable characters, engaging stories, songs, and accessible technologies, we've achieved significant learning outcomes in pre-literacy, math, social-emotional learning, character development, and life skills. Our innovation has proven to be effective, affordable, and replicable—now, we are poised to scale our impact even further.

The Future

By 2028, we aim to reach 100 million children in 19 countries in Sub-Saharan Africa, delivering edutainment in 12 languages and improving learning outcomes up to 25%.

Our strategy involves multi-platform and last-mile distribution, strategic partnerships, and consideration of the diverse learning needs of children, ensuring that every African child can achieve their dreams, just like Sara.

Our Journey

[Click here to download](#) and read our full journey.

2013



Ubongo signs first sponsorship deal with CRDB on its founding year

2014



Ubongo launches flagship edutainment program: Ubongo Kids

2015



Ubongo expands to Kenya, Uganda and Rwanda

2016



Ubongo launches new show: Akili and Me

2017



Winner 2017

2020



Ubongo hosts first large scale event and product: the Building Brains Conference + Ubongo Toolkits

2019



Ubongo transitions into a pan-African organization with a successful company registration in South Africa

2018



Ubongo's adaptation of content into local languages begins

2021



Ubongo wins Elevate Prize

2022

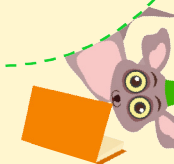


Ubongo successfully transitions into new CEO

2023



Ubongo launches new show Nuzo and Namia



Our How: Theory of Change

Ubongo envisions a future where African children receive transformative learning and an enabling environment that equips them to reach their full potential. We work towards this mission through our theory of change, which serves as the blueprint for how our efforts will achieve the intended impact.



If we focus on:

Underserved kids in Sub-Saharan Africa, ages 3-14

The population Ubongo seeks to impact through its work



And we conduct these activities:

Create and deliver relevant and effective content to supplement education received in different contexts across SSA

- Design inclusive, entertaining, developmentally-appropriate educational content for kids
- Produce high-quality, engaging edutainment content for kids in local languages
- Distribute² edutainment content via the most relevant and accessible channels for kids

The activities Ubongo will undertake to achieve its intended impact



Then we will achieve:

Behavioural Shifts

- Kids seek out learning opportunities

Educational Outcomes

- Kids achieve increased cognitive learning outcomes, incl. literacy, numeracy, and STEM
- Kids achieve increased socio-emotional learning outcomes and skills

The changes Ubongo will hold itself accountable for achieving



Which will contribute to:

- Kids in SSA regularly engage with educational content
- Kids in SSA receive foundational learning skills³, so they can reach their full potentials and improve their communities

The outcomes Ubongo is contributing to

Notes: ¹This is defined as kids who are performing below minimum proficiency in basic literacy (such as unable to read and understand a simple text by age 10) and maths; ²'Distribute' refers to sharing content via various online and offline channels and methods, including TV, radio, mobile, digital, print, in-person outreach, etc.; ³'Foundational learning skills' refer to skills that make learning possible, including basic literacy, numeracy, and transferable skills like socio-emotional skills Source: Interviews and workshop with Ubongo; Bridgespan analysis

Our Impact

To effectively design, produce, and distribute high-quality learning resources to underserved children at scale, we track key metrics that align with our theory of change. These metrics allow us to evaluate our progress and success in a sustainable and cost-effective manner.

Key Outputs Driven by Our Activities



1. Child's Learning Journey:

Pan-African Curriculum: Our curriculum spans early childhood and non-ECD age groups, focusing on foundational skills and deeper learning for children aged 3-14.

Measurement Process:

Curriculum Integration: We track the extent to which our curriculum is integrated into our content, working with external education consultants to monitor and assess its effectiveness.



2. Reach:

Unique Users Across Platforms: Kids need to have access to our programs to experience the benefits. We monitor the number of unique users accessing our content via TV, radio, digital platforms, and last-mile partnerships.

Measurement Process:

Media Ratings and Surveys: We track viewership through broadcasters, conduct SMS and telephone surveys, and carry out nationally representative surveys to gauge our reach and gather qualitative feedback.



3. Engagement

Repeat Viewing and Character Recognition: We invest heavily in ensuring our content is designed to keep kids attention so that they can absorb the information and be inspired to take desired actions. One key way to measure if kids are paying attention and are engaged is character recognition. Studies show that character recognition is a key indicator of positive impact on learning outcomes through our shows.

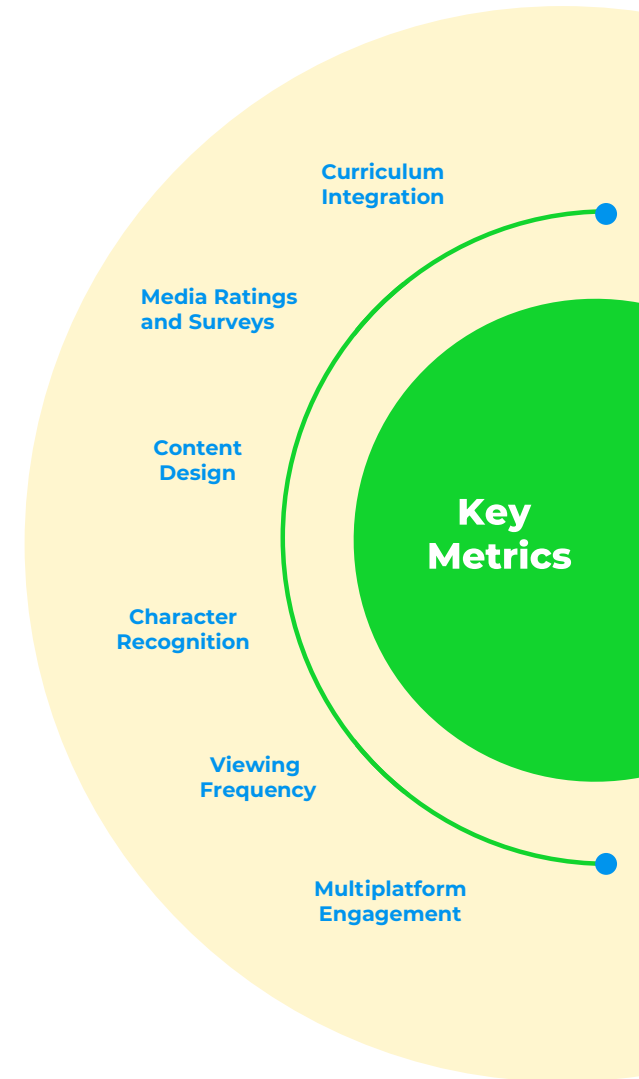
Measurement Process:

Content Design: We invest in engaging content that holds children's attention and encourages learning.

Character Recognition: Recognizing our characters is a key indicator of impact, measured through nationally representative household surveys.

Viewing Frequency: We also monitor how often children engage with our content through caregiver surveys, ensuring it remains relevant and effective.

Multiplatform engagement: Kids who engage with our content beyond the primary platforms we are reaching them through are demonstrating further engagement in our shows and are absorbing our stories and learning outcomes in diverse and interactive ways.



Our Impact

Key Educational and Behavioral Outcomes



1. Learning Outcomes:

% Gains in Cognitive and Social-Emotional Learning:

We measure improvements in literacy, numeracy, STEM skills, and social-emotional learning across our programs.

Measurement Process:

Baseline Research: Before content creation, we assess the baseline understanding of key topics among our target audience through research.

User Testing: During the design phase, we conduct pre/post tests, observe children, and interview caregivers to refine our content.

Co-Creation Workshops: We collaborate with children and caregivers to prototype and test content.

Independent Evaluations: To ensure effectiveness, we partner with independent researchers to evaluate the impact and cost-effectiveness of our edutainment programs across different countries and contexts.



2. Behavioral Shifts:

% of Parents Reporting Desired Behaviors: We track the percentage of parents who observe their children practicing positive behaviors promoted by our programs.

Measurement Process:

Annual Surveys: We conduct phone interviews and market research with caregivers to understand the impact of our programs on families.

Rapid Feedback: We use SMS and social media polls to gather real-time feedback from our audience.

Key Indicators of Sustainability



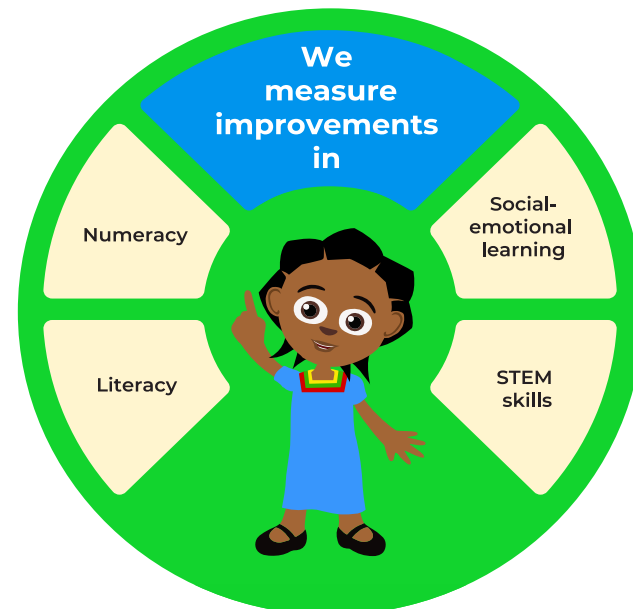
1. Cost per Child

Annual Cost of Reach: This metric helps us track the efficiency of our operations and overall sustainability. We also conduct cost-benefit analyses of initiatives like last-mile distribution, which may be costlier but provide significant added value and impact to children's lives.

Measurement Process:

We calculate the cost per child by dividing our operating expenses by the number of children we reach each year. We also integrate cost-benefit analysis into different evaluations of our programming.

As of 2024, Ubongo's model has been rigorously tested through 11 external impact evaluations.



Our What: Path to Scale



Scaling for Impact: Ubongo's Strategic Path to Reach Millions

For the past eleven years, we have worked on designing, iterating, and replicating our model to ensure effectiveness across different contexts. As we prepare to scale, we have spent the last year refining our five-year strategy to support our ambitious goals.

By 2028, Ubongo's big hairy audacious goals are to:

Reach and continuously engage 100 million kids

in Sub-Saharan Africa (SSA) through multiple distribution platforms, partnerships, and access points.

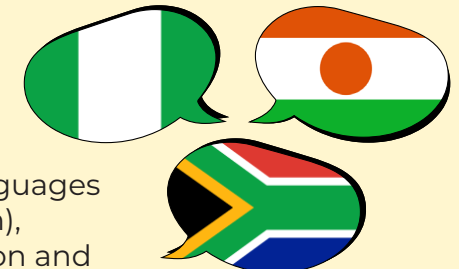


Improve learning outcomes up to 25%

for the 100 million kids we reach in SSA.

Make our content accessible

to kids in 12 languages (with plans for further adaptation), prioritizing language of instruction and widely spoken local languages.



Achieve market saturation in 19 countries

in SSA where over 200 million kids are below minimum literacy and numeracy proficiency.

Build an ecosystem of partners

delivering our program to underserved and last-mile communities.



Our What: Path to Scale



Scaling Model: Doers and Payers

Over the next 5 years, we aim to identify and establish the following key roles in our scaling model: the Doers-at-Scale, who will implement our vision on a grand scale, and the Payers-at-Scale, who have the financial resources to fund it.

Doers at Scale:

Ubongo: We will continue to focus on research, designing, and producing our edutainment programming in multiple formats. Our content will address learning needs throughout a child's educational journey.

Partners: Leveraging partnerships with broadcasters, telecommunication companies, schools (government), community-based organizations, and development partners, we will distribute and adapt our content at scale. Moreover, we will work with research partners to evaluate the efficacy of our work and build a library of African-centered evidence.

Payers at Scale:

Philanthropy: 90% of our revenue will come from private foundations, individual contributions, and corporate giving.

Commercial Activities: 10% of our revenue will come from advertising, licensing, and product sales.

Our What: Path to Scale

The Path to Scale

Ubongo's path to scale is built on our deep understanding of the needs of African children and the educational challenges they face. Our approach combines innovation, collaboration, and a commitment to delivering high-quality, locally relevant content. The following priority areas will enable us to bring meaningful educational impact to 100 million kids by 2028:

1



Strengthen Core Programmatic Efforts and Capabilities:

Robust MEL capabilities proving programme progress towards Intended Impact.

Tailor distribution efforts for priority markets.

Customise production efforts for different audience needs.

Prioritize our child's learning journey curriculum and focus on design efforts to improve quality and engagement.

2



Optimise Structure, Systems, and Processes:

Integrate and optimize technology and systems.

Increase efficiency, collaboration, and transparency through new team structures.

Add team capacity to balance workload and focus on key activities.

3



Invest in Organisational Sustainability:

Grow sustainably using partnerships as a lever for scale:

Strategically diversify revenue sources.

Build reserves in line with sector best practices.

Strengthen governance structures and processes.

Invest in risk mitigation strategies.

4

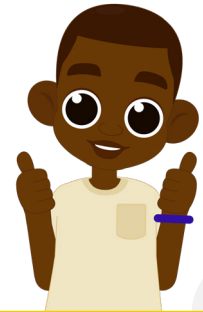


Invest in Ubongoers (Our People):

Ensure all team members have strategic clarity.

Create consistently positive employee experiences.

Further invest in employee training.



Strategic Priority 1: Strengthening Our Core Programming

Our ability to design entertaining, developmentally appropriate, and inclusive edutainment for diverse African kids is our superpower. From the foothills of Mt. Kilimanjaro to the bustling streets of Lagos and the lush greenery of Kyaka II refugee settlement, kids across the continent resonate and learn from our programs.

Focusing on our core strengths—research and design, production, and distribution of edutainment content—is essential to Ubongo's mission of providing impactful and scalable educational content. Our core programming is informed by the Child's Learning Journey, a comprehensive curriculum that spans ECD and non-ECD age groups. This curriculum allows us to build content with learning objectives that are foundational building blocks, fostering both foundational and skills learning, and deepening engagement for children aged 3-14.

The Child's Learning Journey curriculum guides us in addressing the learning objectives for each age group, ensuring our content library provides cohesive building blocks for the lifelong catalytic impact we envision for every African child.

Based on this, in the next 5 years, we will:

-  **Strengthen MEL Capabilities:** Develop and execute a comprehensive 5-year MEL plan to track program progress and evaluate the effectiveness of core programs in enhancing cognitive and social-emotional learning for the learning poor and last-mile children.
-  **Customize Content Production:** Optimize access, engagement, and learning by tailoring production to diverse audience needs, ranging from low to high-fi access, and focusing on continuous design improvements.
-  **Prioritize the Child's Learning Journey:** Create content that strategically addresses gaps in the child's curriculum, fostering a compounding effect on their learning.
-  **Optimize Distribution Strategies:** Tailor distribution efforts in priority markets, using market-specific approaches to maximize reach and engagement.

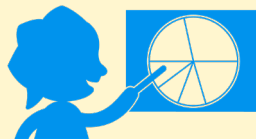


Strategic Priority 1: Research and Education Strategy

Ubongo's research and education strategy is foundational to creating lifelong catalytic impact by catering to ages 3-14, the most influential stage for a child's overall development. In the next 5 years our research and education goals are to:



Drive content development to best fit the learners' needs which are informed by curriculum, progressive learning journey of the child, user testing and research.



Generate evidence to make strategic decisions, content strategy, fundraising priorities etc.

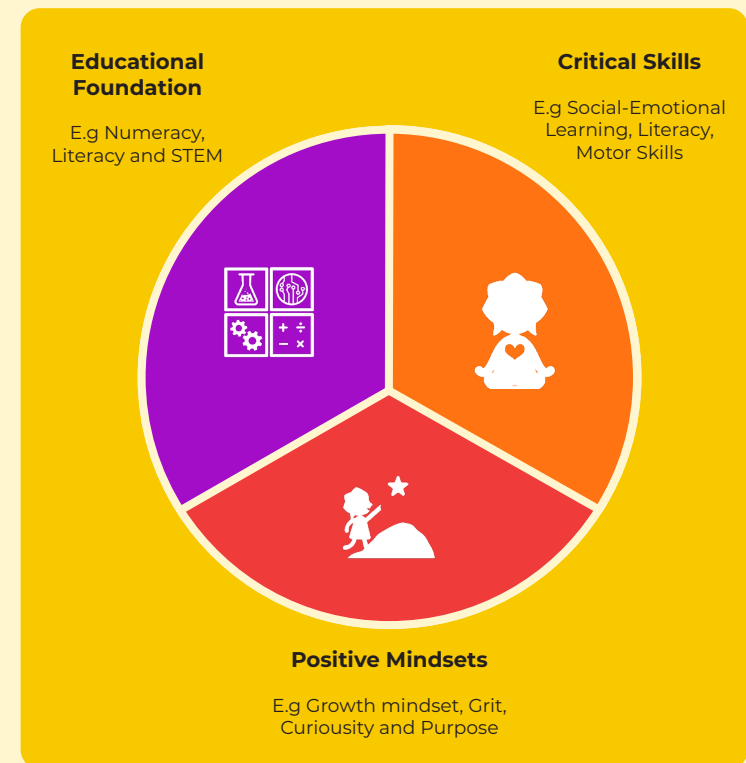


Create a compounding effect through synthesising learnings across an ecosystem of products



Create complementary resources to reinforce learning outcomes and deepen engagement in our complementary programming

Disseminate evidence to ensure a strong enabling environment for the learner to benefit most from Ubongo edutainment



■ We will achieve these goals by focusing on:



1. Building a Progressive Curriculum:

- Outline the learning journey of a child mapped to pan-African school curricula.
- Identify gaps and opportunities for Ubongo content to have the most impact.
- Provide guidance on product development to best represent learning objectives.



2. Scalable Approach to User Research:

- Define what to test, when, and where for maximum cost-effectiveness.
- Incorporate feedback seamlessly and rapidly into Ubongo edutainment.
- Ensure learning is engaging, accessible, and culturally relevant for children in Africa.



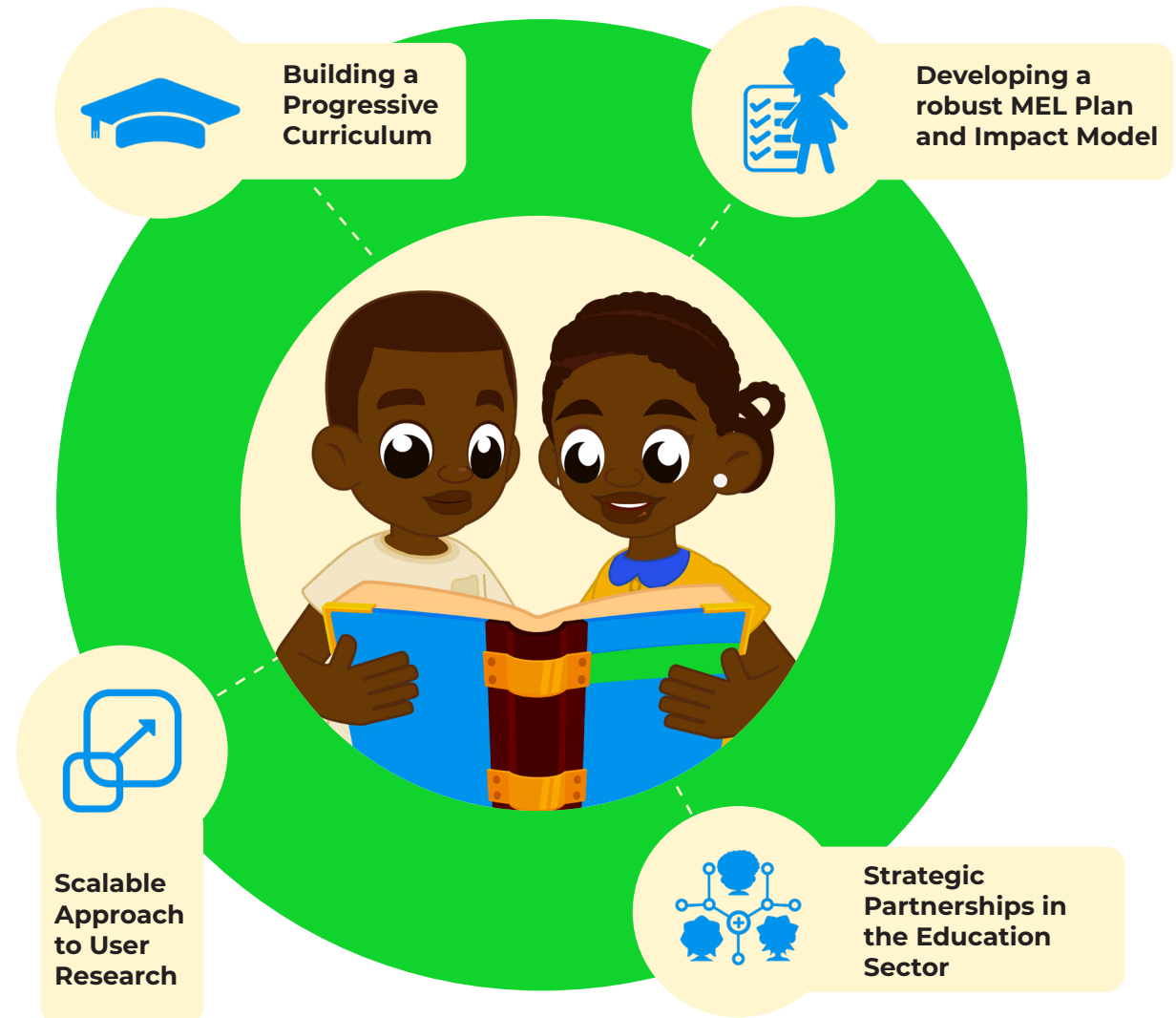
3. Developing a robust MEL Plan and Impact Model:

- Measure learning outcomes and behavioral changes resulting from Ubongo's edutainment programs.
- Provide data-driven insights for informed decision-making about content creation, distribution, and program improvement.
- Conduct research to fill evidence gaps and apply lessons learned.



4. Strategic Partnerships in the Education Sector:

- Establish Ubongo as a thought leader in education to influence best practices.
- Improve research efficacy and sustainability through strategic partnerships.



Monitoring, Evaluation and Learning Priorities

Research priorities will be driven by a set of learning questions generated by the assumptions made in our Theory of Change. This takes our impact assessment journey a step further than before - now that we know the content has impact (proof of concept), and we know the potential extent of that impact, we will now focus on understanding the drivers more by exploring questions such as:

- **How can we make our distribution efforts most impactful?**
- **How is learning through Ubongo content retained over time?**
- **How can we engage the ecosystem of people around the child to maximise the impact of the content?**
- **What impact can Ubongo edutainment have on our secondary audience of caregivers?**

By 2025, we will have a robust MEL system in place and baselines established for key indicators. This will ensure that impact is verified on a regular basis, that evidence is available to inform curriculum development and content design, and that learnings are consistently reported on and utilised.



Intended Outcomes:

A Comprehensive Child's Learning Journey Curriculum that:



Drives our content strategy



Guides the creation of educational foundation in pre-numeracy, literacy, SEL, and knowledge acquisition in areas like STEM, positive mindsets, character strengths, and UTU for children across Africa through a robust ecosystem of products.

Impactful Edutainment Creation:



Produce edutainment content designed for educational impact, guided by evidence-based curricula and inclusive human-centered design (HCD).

Measurable Impact:



Ensure the effectiveness of our edutainment content through rigorous impact evaluation and comprehensive monitoring, evaluation, and learning (MEL) systems.

Thought Leadership in Edutainment:



Establish leadership in the edutainment sector by forging strategic partnerships within the education sector and disseminating evidence-based insights to the public.

Strategic Priority 1: Content Strategy

Content Strategy Overview

Our content is at the heart of Ubongo's mission. Our content strategy focuses on producing high-quality, engaging material that resonates with African children and supports their learning journey. Over the next 5 years, our content goals are to:



Develop Learner-Driven Content:

Produce content informed by research that addresses learners' needs, drives our fundraising plan, and facilitates content development and distribution.



Align Resources with the Learner's Journey:

Allocate production resources to match the learner's journey, aiming for a balanced distribution of 50% Early Childhood Development (ECD) and 50% Primary education content (currently 60% ECD and 40% non-ECD).



Create a Compounding Effect:

Develop an ecosystem of interconnected products to create a compounding effect on learning outcomes.



Enhance Learning Through Complementary Media:

Produce additional media to reinforce learning outcomes and deepen engagement with our content.



Monetize Intellectual Property:

Generate monetizable IP to support long-term sustainability and use evidence of impact to unlock philanthropic funding.



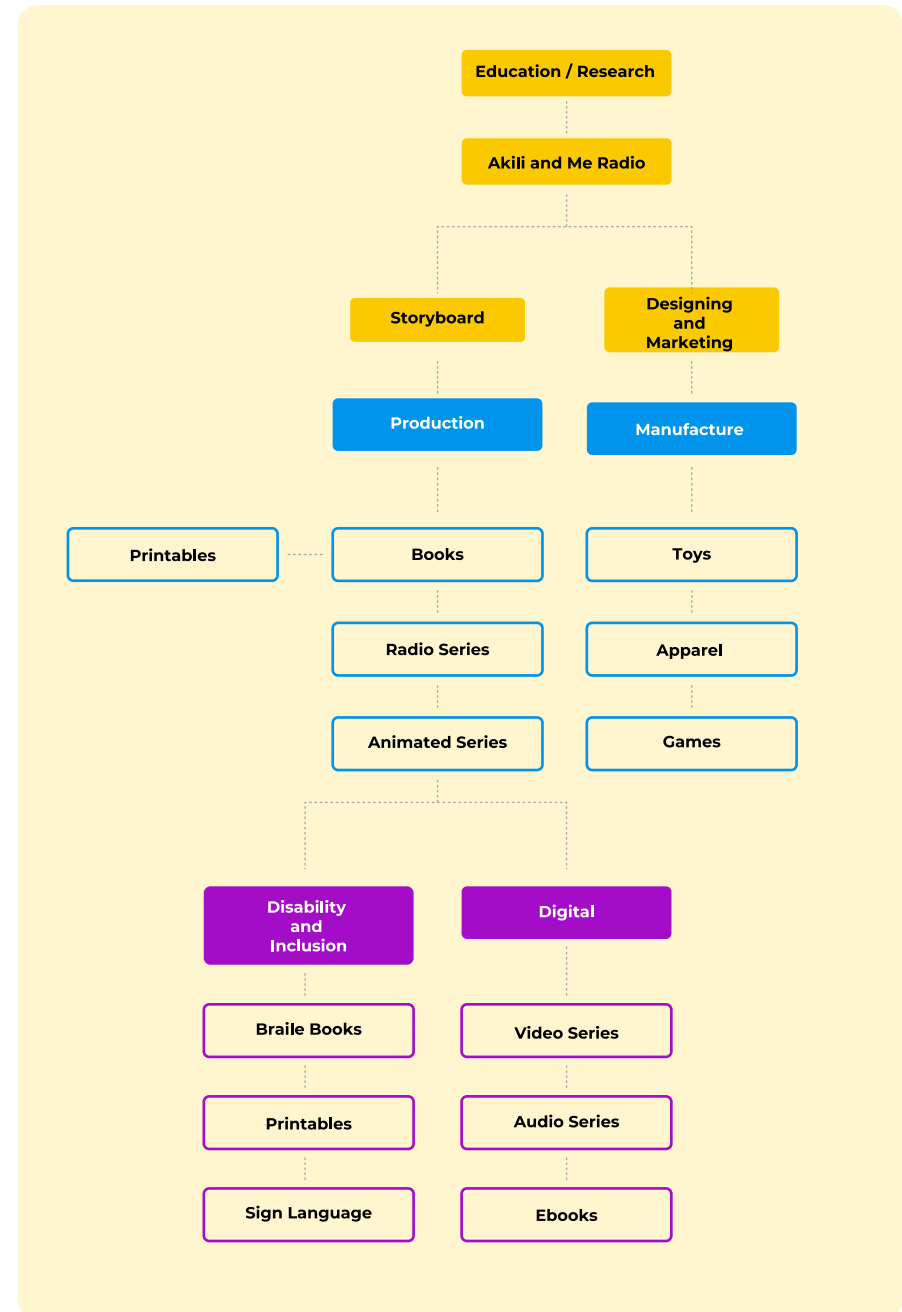
Complementary Learning Resources:

Create resources for caregivers and teachers to enhance learning quality and efficiency.



Capacity Building and Partnerships:

Enhance content production by building the team's capacity and collaborating with partners.



■ We will achieve these goals by focusing on:



1. Child-Centered Research and Design

Co-Creation with Children: We will design content in collaboration with children from the fifth quintile to ensure our material resonates with and effectively supports their learning needs.

Child's Learning Journey: This framework will guide all our production decisions, ensuring that each piece of content aligns with the developmental stages and educational milestones of our young audience.

Integration of User-Research: We will improve our production processes and best practices to ensure even more effective collaboration and integration of user-research and feedback from our R&D team in content creation.



2. Outsourcing for Quality TV Show Production:

We will outsource 80% of our TV show production to increase both the quality and quantity of our content, leveraging external expertise and resources.



3. Strengthening Radio Production:

Dedicated Radio Production: To improve efficiency and quality, we will establish a separate radio production process and create original radio IP, rather than merely adapting TV content for radio.



4. Multi-Channel Distribution:

TV and Radio: To reach both high and medium access audiences, we will distribute our content through TV and radio.

Strategic Launches: We will time our content releases to coincide with school holidays, maximizing viewership and engagement.



5. Designing for Last Mile Audiences:

Toolkits and Printables: We will increase the production and distribution of toolkits and printables to ensure children with low access to digital platforms can still benefit from our educational materials.

Engagement Across Access Levels: Our content will be designed to guide high and medium access audiences through the entire Ubongo ecosystem, deepening their engagement and learning experiences.



Strategic Priority 1: Distribution and Growth Strategy Overview

By 2024, we have reached 42 million kids by focusing our distribution on TV, our main channel, followed by radio and digital platforms. We've successfully partnered with over 60 TV and radio channels and adapted our shows into 12 languages, including local languages like Kinyarwanda, Hausa, and Chichewa.

To achieve our ambitious goal of meaningfully impacting 100 million kids—not just reaching them but ensuring they are learning—our distribution and growth strategy will pivot to:

Focus on 19 Identified Countries:

Target countries with the highest potential for impact and reach.



Prioritize Accessible Distribution Platforms:

Utilize the most accessible platforms for our primary audience in key markets.

Achieve a Market Share of at Least 35%:

Strive for significant market presence in each of our 19 focus markets.



Prioritize Widely Spoken Languages:

Focus on adapting content into primary languages of instruction, including English, French, and Portuguese, rather than multiple local languages with fewer speakers.

We will achieve these goals by focusing on:



1. Tiered Market Segmentation:

Segment focus markets into high, medium, and low priority.

Focus resources on markets with the highest potential for impact and reach.



2. Mixed Media Approach:

Distribute shows through broadcast, digital, and alternative channels.

Tailor distribution efforts based on socio-economic status and device accessibility in each market.



3. Language Inventory:

Determine the most viable languages for content distribution based on income levels and access points.



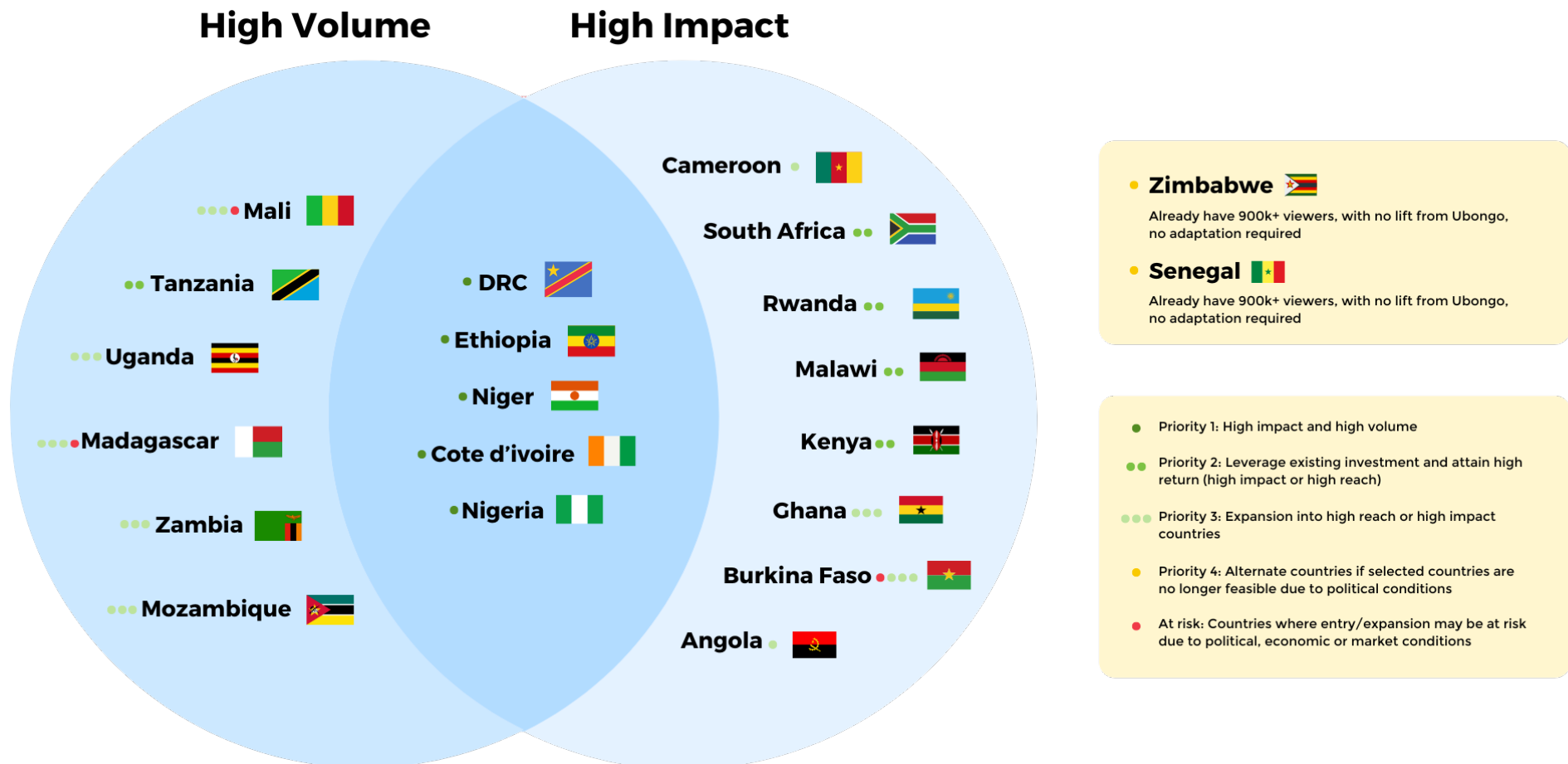
4. Partnership Ecosystem:

Establish partnerships to support last-mile distribution and ensure content reaches underserved communities.

Strategic Priority 1: Distribution and Growth Strategy Overview

Country Prioritization

The 19 countries we are prioritizing for the next 5 years are based on the potential for impact in a market and the potential for reach in a market.



Strategic Priority 1: Distribution and Growth Strategy Overview



Overview of the top 10 high volume markets

Ubongo aims to prioritise reaching kids in markets with the **highest number of kids below numeric and literacy proficiency**

These markets gives Ubongo **the highest reach potential** amongst the group with the greatest needs

The top 10 markets in this segment expose Ubongo to over **~145M who are below literacy proficiency and ~190M kids below numeric proficiency**

At 35% penetration, Ubongo aims for between ~50M – ~66M kids although it can aim for higher penetration in some markets vs others

- DRC
- Ethiopia
- Mali
- Niger
- Zambia
- Cote d'ivoire
- Cameroon
- South Africa
- Malawi
- Rwanda

Overview of the top 10 high impact markets

There are also countries that have a high proportion of kids that are below literacy and numeric proficiency

These markets gives Ubongo the **highest impact potential** amongst the group with the greatest needs as a higher percentage of kids are below proficiency in each market

The top 10 markets in this segment expose **Ubongo to ~120M kids below literacy proficiency and ~130M below numeric proficiency**

At 35% penetration, Ubongo aims for between ~42M – ~45M kids

- DRC
- Ethiopia
- Nigeria
- Niger
- Mozambique
- Madagascar
- Tanzania
- Uganda
- Mali
- Cote d'ivoire

By prioritizing both high-volume and high-impact markets, Ubongo is strategically positioned to make a significant difference in the educational outcomes of millions of children across Africa.

Strategic Priority 1: Intended Outcomes

Content Strategy

Foundational Learning and Engagement: Develop content that enhances foundational learning skills and deepens engagement for children aged 3-14.



Cohesive Product Ecosystem: Create a unified suite of products that serve as the building blocks for lifelong learning, driving impactful educational outcomes.



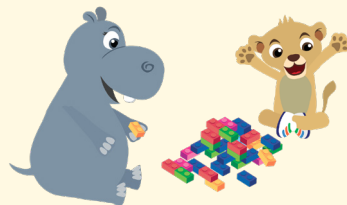
Optimized Production Strategy: Focus the internal production team on research and design while outsourcing technical production. Launch new shows every 3 years and strategically retire shows after 7 seasons.



Expanded Digital Product Offerings: Increase the production of digital products that enhance engagement and inclusivity by delivering content in multiple formats.

Balanced Content Focus: Allocate 50% of content to Early Childhood Development (ECD) and 50% to non-ECD content.

Strong Brand Presence: Establish a robust brand presence across Africa to maximize reach and improve educational outcomes.



Distribution and Growth Strategy

Achieve 35% market penetration in key focus markets.



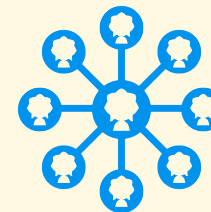
Reach **100 million children** across Africa by 2028.



Distribute content in **12 languages**.



Establish a robust partnership ecosystem to support last-mile distribution.



Strengthening our core programming through focused strategies in education, content creation, and distribution is vital for Ubongo's mission to provide impactful and scalable educational content. By building robust systems and partnerships, we will deepen our impact, demonstrate the efficacy of our programs, and unlock new opportunities for collaboration with development partners, funders, and governments. Our comprehensive approach ensures that Ubongo remains at the forefront of edutainment, driving positive change for millions of children across Africa.

Strategic Priority 2: Optimizing Structure, Systems, and Processes

Overview

To achieve our ambitious goals, Ubongo must establish a strong and scalable operational foundation across the different countries we serve. Recognizing this, we are committed to optimizing our organizational structure, systems, and processes to enhance efficiency and efficacy on execution of our strategic goals and, and support Ubongoers who execute on these goals. This strategic priority is vital for several reasons:



Balanced Workload and Focus:

By addressing the increasing demands on our teams, we can balance workloads and concentrate on key activities, enhancing resilience and productivity.



Improved Collaboration and Efficiency:

Implementing enhanced feedback loops and fostering greater transparency across teams will support more effective collaboration, ensuring product strategies align with our broader strategic goals.



Cost Efficiency:

Streamlined operations will enable Ubongo to maintain a low cost per child, maximizing our educational impact.



Data-Driven Decision Making:

Leveraging new technologies will empower us to make informed, data-driven decisions, driving efficiencies across the organization.

By focusing on these areas, we can create a robust operational foundation that propels us toward our vision of transforming education for millions of children across Africa.

Approach

Our strategy for optimizing structure, systems, and processes focuses on two key areas: Building internally for scale and IT and Systems. These areas were identified as critical during our strategic deep dive, and they are essential for ensuring scalable growth.



Strategic Priority 2: Optimizing Structure, Systems, and Processes



Building Internally for Scale

To ensure that our teams are well-supported and equipped to deliver on the goals that enable us to achieve impact, in the next 5 years we will work focus on the following areas:



1. Sustainable and Effective Organizational Structures

- Establish clear roles and functions to support strategic needs.
- Create a sustainable organization with roles aligned to our impact goals.
- Clarify roles within the team and organization for smoother collaboration and better-understood growth paths.
- Simplify decision-making processes, making the team more responsive to change.



2. Efficient Communication and Collaboration

- Enhance communication and collaboration across the organization for better project management and impact.
- Distribute responsibilities evenly among team members to enhance focus and prevent burnout.
- Implement a clear DARCI (Decision-maker, Accountable, Responsible, Consulted, and Informed) framework for clearer accountability.

IT and Systems

Ubongo will become a strong, data-centric organization by making several IT infrastructure changes to operate more efficiently, securely, and strategically through data-driven decisions. Key initiatives will include:

1. Automate Content Creation and Distribution

Automate audio, video, and digital content creation, editing, and distribution for efficiency and scalability.

2. Integrate Emerging Technologies

Implement AI and other emerging technologies to improve organizational efficiency, quality, and output.

3. Implement Integrated Business Management Solutions

Streamline operations across Marketing, Finance, HR, CRM, Project Management, and GRC to overcome capacity gaps and enhance cross-functional collaboration.

4. Strengthen Cybersecurity Measures Solutions

Implement robust cybersecurity measures to ensure compliance with industry standards and maintain the value of our intellectual property.

5. Develop Disaster Recovery and Business Continuity Plans Solutions Structures

Ensure uninterrupted operations during significant disruptions by developing and implementing robust disaster recovery and business continuity plans.

6. Manage Data Availability, Usability, and Security Continuity Plans

Ensure compliance with data governance laws and internal policies while becoming a data-driven organization.



Intended Outcomes:



Balanced Workload and Enhanced Resilience:

Teams will have a balanced workload, leading to greater focus and resilience.



Improved Collaboration and Efficiency:

Enhanced feedback loops and transparency will support more effective collaboration.



Low Cost per Child:

Streamlined operations will ensure a low cost per child, allowing us to expand our reach and amplify our impact.



Data-Driven Decision Making:

By integrating new technologies, we will make more informed, data-driven decisions that enhance our organizational effectiveness.



Operations to Support Scale:

Ubongo will evolve into a fully data-driven organization, with robust operational measures in place to support sustainable scaling.

By optimizing our structure, systems, and processes, Ubongo will be better positioned to achieve our strategic goals, drive educational impact, and operate efficiently at scale.

Strategic Priority 3: Invest in Organisational Sustainability

Overview

Because Ubongo itself will continue to be doers at scale, alongside partners, our commitment to sustainability is vital for ensuring our long-term impact and success. We need to ensure that we have the resources, collaborators, and organizational support structure we need to achieve our goals. As a result, we take a three-pronged approach to sustainability, focusing on:

Strategic Partnerships:

Enabling us to reach and impact kids at scale through collaborative efforts.



Fundraising:

Ensuring our financial sustainability and stability.

Governance:

Steering the organization in the right direction with effective leadership and oversight.



By doing so, we aim to:



De-risk Funding: By retaining current funders and increasing funding sources, we mitigate financial risks, ensuring continuous support for our initiatives.



Attract and Retain Top Talent: Stable funding and robust governance attract and retain high-caliber talent, essential for driving our mission forward.



Ensure Strong Governance: Effective governance structures ensure accountability, strategic alignment, and support for our growth and impact goals.



Leverage Mission-Alligned Partnerships:

Mission-aligned partnerships enable us to scale efficiently, optimize resource allocation, and enhance our overall impact.



Sustained Impact: Investing in sustainability ensures that Ubongo's educational goals can be achieved and maintained over the long term.

By aligning our efforts in partnerships, fundraising, governance, compliance, and risk management, Ubongo will create a sustainable, resilient organization capable of scaling its impact, maintaining financial health, and ensuring long-term operational success.

Strategic Priority 3: Partnerships



Partnerships Overview


Partners will be Ubongo's doers at scale and by 2028, we aim to have established 1,000 partnerships that support Ubongo's goals, leveraging specialized expertise and shared resources for cost-effective, impactful collaboration.

Why Partnerships Matter?


-  **Scale and Sustainability:** Partnerships help us grow, reach more people, and achieve cost efficiencies.
-  **Cost Effectiveness:** Partners reduce costs and improve efficiencies in core activities.
-  **Specialized Expertise:** Partners provide expertise in areas like government strategy and behavior change campaigns.
-  **Supporting Core Work:** Partners like marketing agencies manage strategies and campaigns, increasing team impact.
-  **Innovation:** Tech and digital partners enhance product development and learning experiences.

Types of Partners:

Ubongo identifies its partners under two main categories:





Outsourcing Partners:



Contract external providers for tasks beyond Ubongo's current infrastructure or expertise.


Focus on cost-effectiveness, specialized expertise, and supporting core work.







Collaborative Partners:

Work closely with organizations to achieve shared goals.



Focus on scale and impact, shared resources, and innovation.





In the next 5 years, we will effectively build an ecosystem of partners by focusing on:

1. Effective Partnership Management:

Build robust and impactful collaborations as a cornerstone of our strategy.

Select and establish strong relationships by identifying potential partners and understanding their unique strengths.



2. Enhanced Project Management:

Improve project management skills to manage partnerships effectively.

Ensure consistent and transparent communication through Partner Relationship Management (PRM) software.



3. Continuous Evaluation:

Regularly assess partnerships against predefined agreements and expected outcomes.

Continuously refine strategies to ensure partnerships are as effective and impactful as possible.

Role of Government

Ubongo collaborates with African governments in several key ways to enhance educational outcomes for children.

1. User Research and Distribution:

School Partnerships for User Testing: Schools serve as primary partners for user testing of our content. Although our materials are designed as complementary to in-class teaching, teachers often use them to supplement their curriculum, making learning more engaging and fun for students. We are continuously exploring ways for governments to recognize and adopt our content as valuable learning resources for underserved children.

2. Content Development:

Alignment with Government Curricula: Ubongo's content is crafted to complement what children learn at school by assessing government curricula and identifying ways to make learning more enjoyable and accessible. Our content addresses learning challenges, encouraging children to overcome difficulties in their educational journey.

3. Content Distribution:

Government Partnerships for Distribution: In countries where there is government willingness and opportunity, Ubongo partners with governments to distribute our educational content widely.

4. Co-Creation Initiatives:

Collaborative Content Creation: In certain cases, Ubongo co-creates content with governments for specific initiatives, such as health and safety, ensuring clear alignment with governmental objectives.

5. Supplementary Learning at Home:

Pan-African Curriculum Design: While our content is primarily designed for supplementary learning at home, it is also tailored to address the critical learning needs and gaps of African children across the continent, rather than focusing solely on specific countries.

Ubongo is a leader in research and the design of inclusive, multiplatform educational content. We align with the goals of African governments to improve learning for all children. As a pan-African organization, we seek to become thought partners with governments, sharing best practices where possible. We are committed to supporting the mission to empower Africa's children and are open to collaborating on initiatives for African kids that align with our mission.

Strategic Priority 3: Fundraising and Resource Utilization

Throughout its early years, Ubongo has relied heavily on donor support, often adapting our work to fit available funding opportunities. As we move forward, we are shifting to ensure that our fundraising efforts align with our strategic priorities and the Child’s Learning Journey. Our goal is to raise \$28 million over the next five years to support our mission. To achieve this, we have set the following fundraising and resource utilization goals:



1. Ensure Funder Alignment:

Protect Against Mission Drift: Ensure that donor relationships align with our mission, preventing deviation from our core objectives. needs.

Robust IP Management: Develop and maintain intellectual property management plans to protect and leverage our content.

Build Financial Reserves: Establish financial reserves to ensure stability and sustainability beyond 2028.



2. Enhance Funder Retention:

Enhance Funder Retention: Strengthen Existing Relationships: Achieve a high renewal rate by deepening engagement with current donors.

Proactive Stewardship: Actively manage donor relationships to expand our support base and secure ongoing commitments.



3. Diversification of Funding Sources:

Secure Diverse Funding: Target a broad range of funding sources, including philanthropic donors, corporate sponsors, and high-net-worth individuals.

Ensure Financial Stability: Create a sustainable funding model that supports long-term growth and impact.



4. Effective Resource Utilization:

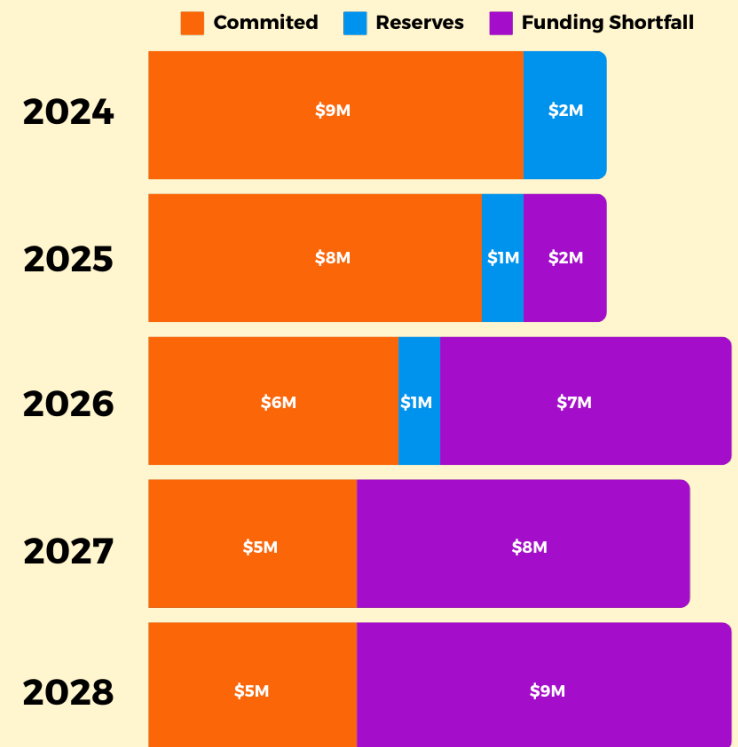
Clear Allocation Guidelines: Implement best practices for fund allocation to maximize impact on Ubongo’s core activities and strategic objectives.

Robust IP Management: Develop and maintain intellectual property management plans to protect and leverage our content.

Build Financial Reserves: Establish financial reserves to ensure stability and sustainability beyond 2028.



Forecasted Funding and Contribution to Reserves (2024 - 2028 in \$M)



Strategic Priority 3: Fundraising and Resource Utilization

This is a high-level overview of the areas we will focus on for fundraising over the next 5 years. It is based on our current secured funding and Ubongo's strategic priorities that remain un/under-funded.



Strategic Priority 3: Fundraising and Resource Utilization

Ubongo anticipates that windfall grants will constitute 30-50% of our funding over the next five years. When our windfall grants end in 2029, we will have a significant funding gap. To address the current funding gap for the next 5 years, as well as the steep decline in funding in 2029, we will focus on:



1. Leveraging Our Network to Grow Our Pool of Donors

Targeted Outreach: Use existing networks and relationships to reach potential donors that can help us fill our funding gap.

Transparent Communication: Ensure transparent and effective communication of our strategy and impact to stakeholders.



2. Amplify Funder Stewardship to Support Retention

Elevate Strengths: Identify and promote our most compelling attributes to attract optimal funder entry points.

Strengthen Relationships: Enhance interactions and engagement opportunities between Ubongo and its donors to strengthen relationship and support funder retention.



3. Resource Utilization for Greater Sustainability

Build a Reserve Fund: Establish a reserve fund to cover potential shortfalls, aiming for a cushion that supports at least one year of operations.

Increase Efficiencies: Streamline processes, utilize technology, and enhance staff capacity through continuous training to achieve higher productivity with fewer resources.

Clear Fund Allocation and IP Management: Establish clear policies for fund allocation and intellectual property management.



4. Diversification of Funding Sources

Invest in High ROI Revenue Sources: Focus on revenue streams with high returns, such as corporate sponsorships, major donor programs, and earned income ventures.

Apply for Catalytic Challenge Grants: Pursue transformative grants from sources like the MacArthur Foundation and the Audacious Project.

Galvanize a Pool of Funders: Engage multiple funders who can commit to supporting Ubongo post-LEGO grant by building strong relationships and demonstrating long-term impact.



5. Enhance Fundraising Capacity

Leverage Technology for Fundraising: Utilize digital platforms and social media for crowdfunding campaigns and virtual events.

Increase Development Team Capacity: Expand the development team and invest in professional development to improve the success rate of grant applications.

Engage Board and Staff in Fundraising: Ensure active involvement of the board and staff in strategic planning and fundraising efforts.



6. Strategic Partnerships and Collaborations

Form Strategic Alliances: Partner with other nonprofits, educational institutions, and corporations to share resources, co-fund projects, and enhance program delivery.



Strategic Priority 3: Intended Outcomes

Partnerships



Enhanced Scale and Reach: Achieve substantial growth and reach through collaborative and outsourcing partnerships, increasing the number of children impacted by Ubongo's content.

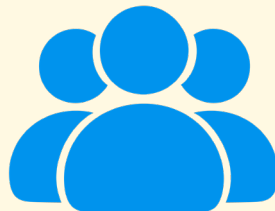
Cost Efficiency: Reduce operational costs and improve efficiencies by leveraging specialized expertise and shared resources from partners.



Innovation and Expertise: Incorporate innovative solutions and specialized knowledge into Ubongo's operations and product development through strategic partnerships.

Robust Partnership Management:

Establish and manage 1,000 effective partnerships with clear selection, management, and evaluation processes, ensuring mutual benefit and alignment with Ubongo's mission.

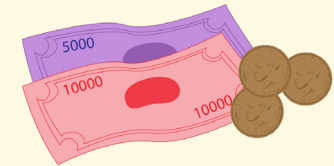


Fundraising and Resource Utilization

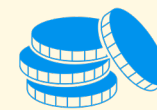


Strategic Fundraising Alignment: Secure \$28 million over the next five years by aligning fundraising efforts with Ubongo's strategic priorities and the Child's Learning Journey, ensuring that all funding supports our core mission.

Mission-Centric Donor Base: Build and maintain a strong, mission-aligned donor base that supports Ubongo's long-term vision, while safeguarding against mission drift.



Enhanced Donor Retention and Stewardship: Strengthen relationships with current donors to achieve high renewal rates and expand our support base through proactive stewardship and deeper engagement.



Diversified and Sustainable Funding Sources: Develop a diverse funding portfolio that includes philanthropic donors, corporate sponsors, and high-net-worth individuals, ensuring financial stability and reducing dependence on windfall grants.

Efficient Resource Utilization: Optimize the use of funds through clear allocation guidelines, robust IP management, and the establishment of financial reserves, enabling sustainability beyond 2028.



Increased Fundraising Capacity: Enhance fundraising capabilities by leveraging technology, expanding the development team, and actively engaging the board and staff in fundraising activities.

Strategic Partnerships and Collaborations: Form alliances with nonprofits, educational institutions, and corporations to co-fund projects, share resources, and amplify program impact.



Strategic Priority 3: Governance, Risk, and Compliance

Strengthening governance is critical to supporting Ubongo's growth and strategic objectives.



1. Enhance Governance Structures and Practices:

Establish Clear Governance Framework: Define roles, responsibilities, and decision-making authority within the Organisation thus ensuring accountability and transparency.

Strengthened Governance Structures: Conduct a governance skills audit and enhance Board composition to support strategic objectives, ensuring a diverse and skilled governance body.

Strengthen Board Oversight: Regularly review and update Board policies to ensure they are aligned with the Organisation growth and strategic objectives.

Improve leadership accountability: Ensure leaders at all levels are accountable for governance practices and are regularly evaluated based on governance performance.

Develop and Enforce Policies: Create comprehensive policies that govern the Organisation behavior, ethics, and operational standards. Regularly review and update the policies to reflect current best practices and regulatory requirements.



2. Develop and Implement a Comprehensive Risk Management Framework:

Effective Risk Management: Develop and implement comprehensive risk mitigation plans for all operating and programming countries, safeguarding the Organisation's operations and intellectual property.

Conduct Regular Risk Assessments: Identify and assess risks across all areas of the Organisation including financial, operational, reputational, and strategic risks.

Integrate Risk management into Strategic Planning: Ensure that risk management is a core component of strategic planning, with risks being considered in all major decisions.

Develop and Report Risks Regularly: Implement systems for continuous monitoring of risks and regular reporting to the Board and Senior Management.



3. Strengthen Compliance Practices:

Compliance Across Jurisdictions: Outsource legal counsel to navigate legal complexities across the Organisation's operating and programming countries, ensuring compliance with local laws and regulations.

Robust Internal Controls and Auditing: Implement strong internal controls and regular auditing processes to maintain compliance and mitigate risks.

Enhance Data Protection and Privacy Measures: Implement strong data protection practices and ensure compliance with data privacy regulations to safeguard sensitive information.



4. Foster a culture of Governance, Risk and Compliance:

Leadership Commitment: Ensure that leadership demonstrates a strong commitment to GRC, setting the tone at the top and leading by example.

Employee Engagement: Engage employees at all levels in GRC activities, making it clear that everyone has a role in governance, risk management, and compliance.

Communication and Transparency: Maintain open channels of communication about governance, risk, and compliance issues. Ensure that all staff are informed about GRC initiatives and their importance to the organization's success.



Strategic Priority 3: Governance, Risk, and Compliance



5. Strengthen Stakeholder Engagement and Communication:

Engage External Stakeholders: Regularly engage with external stakeholders, including donors, partners, and regulators, to ensure that their expectations and requirements are understood and met.

Transparent Reporting: Provide transparent reports on governance, risk, and compliance activities to stakeholders, demonstrating accountability and building trust.

Stakeholder Feedback Mechanisms: Implement mechanisms for gathering and responding to stakeholder feedback on GRC issues.



6. Regular Review and Continuous Improvement:

Periodic Reviews of GRC Frameworks: Regularly review and update GRC frameworks to ensure they remain effective and aligned with the Organisation's evolving needs.

Benchmarking and Best Practices: Benchmark against industry best practices to ensure that Ubongo's GRC activities are on par with or exceed those of similar organisations.

Continuous Improvement Initiatives: Encourage a culture of continuous improvement in GRC by regularly soliciting feedback from stakeholders and making necessary adjustments.



7. Promote Ethical Conduct and Integrity:

Code of Conduct: Ensure that a robust code of conduct is in place and that all employees are familiar with it. Regularly update the code to reflect emerging ethical challenges.

Ethics Training: Provide regular ethics training to Ubongoers, emphasizing the importance of ethical behavior and the consequences

Whistleblower Protections: Establish and promote a whistleblower policy that protects individuals who report unethical behavior or compliance violations.



8. Ensure Sustainability and Long-term Planning:

Integrate Sustainability into GRC: Ensure that sustainability considerations are integrated into governance, risk, and compliance

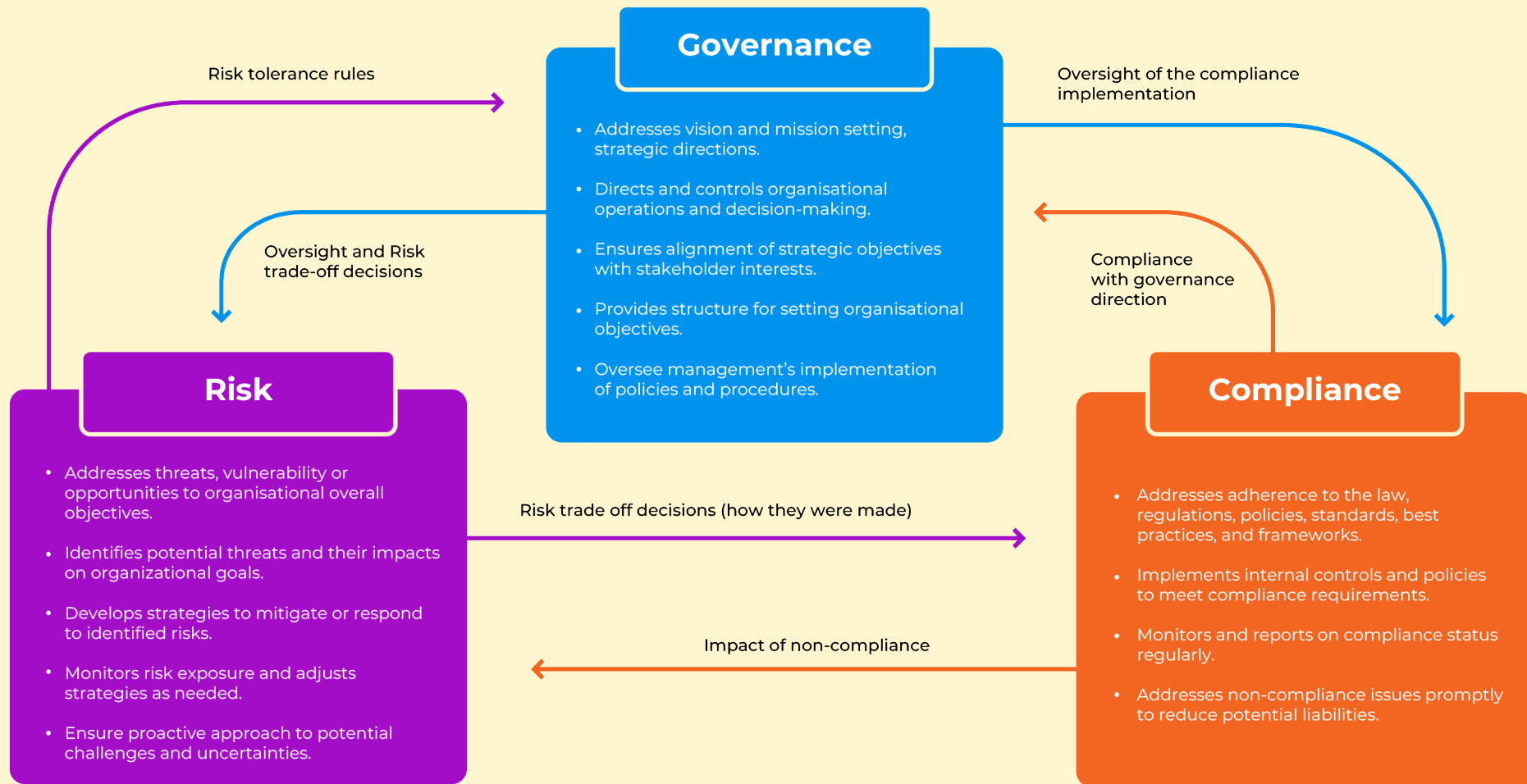
Long-term Risk Planning: Focus on long-term risk identification and management, considering future challenges such as climate change, technological disruption, and evolving regulatory landscapes.

Sustainability Reporting: Include sustainability metrics in GRC reporting to demonstrate commitment to long-term organizational health.



Strategic Priority 3: Governance, Risk, and Compliance

The Relationship between Governance, Risk, and Compliance







Strategic Priority 4: Invest in Ubongoers



People and Culture Strategy Overview

Over the past decade, Ubongo has transformed from a small team in a single office room in Dar es Salaam, Tanzania, into a dynamic Pan-African organization with over 70 dedicated employees spread across 8 African countries. The heart of Ubongo's success lies in its people—affectionately known as “Ubongoers.” They are the driving force behind our 11 years of impactful work and the key to our future achievements.

Ensuring Ubongoers are happy, healthy, and supported in achieving their goals is not just a priority but a necessity for our continued success. As Ubongo grows, we must preserve our strong and unique culture, engage all team members in organizational shifts, and foster effective internal communication to maintain strategic coherence across the board. To enable us to do so our People and Culture strategy focuses on:

- 
 Attracting and retaining the right talent to achieve educational impact.
- 
 Investing in talent to effectively execute strategic priorities.
- 
 Achieving workload balance and higher performance accountability for a healthier, focused, sustainable team at scale.
- 
 Creating a work environment that promotes well-being, diversity, equity, inclusion (DEI), and Utu internally as much as Ubongo intends to teach the African child externally.

Strategic Priority 4: Invest in Ubongoers

All of Ubongo's work is informed by our principles.

Ubongoers

Are always learning

Ubongoers are lifelong learners who embrace challenges, welcome feedback, and continuously improve by recognizing that growth comes from constant learning, not being the 'best.'



Go all in

Ubongoers are 100% committed, valuing grit, passion, and hard work over talent, diving into details and doing whatever it takes to achieve our goals, with no task beneath us.



Do it for the kids

Ubongoers put the kids we serve first: before our own egos, our pre-conceived ideas, and our personal preferences.

We listen to kids, and we take their feedback as seriously as that of any expert.

We believe to our core that enabling and empowering kids to better their own lives and communities will lead to long term and transformational change in the world.



Fail fast, Fail forward

Ubongoers take action, test ideas, share openly, embrace being proven wrong, and believe that by trying, failing, and persisting, we can find the right answers.

Do more with less

Ubongoers aim to maximize every shilling, hour, and idea to ensure sustainable growth and deliver the greatest value to the kids we serve.



Work together, lend a hand

Ubongoers put the team first, collaborating and supporting each other to achieve far greater impact together than individually.

Deliver quality results

Ubongoers are committed to delivering quality, going the extra mile to ensure every task is completed to the highest standard.



Innovate and simplify

Ubongoers think outside the box, innovating not for novelty but to achieve and simplify outcomes by asking 'why' and then figuring out 'how.'



Own it

Ubongoers take ownership, embracing responsibility and fixing issues without shifting blame.



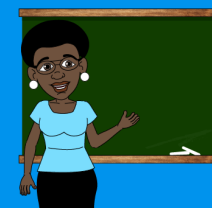
Speak up, Speak out

Ubongoers openly share thoughts respectfully and constructively, addressing issues and holding each other accountable.



Are all teachers

Ubongoers are dedicated to transforming learning for kids in Africa, acting as teachers to both our audience and each other to ensure growth and shared learning.



To achieve these goals, in the next 5 years we will focus on:

Strategic Clarity and Alignment: Ensure all Ubongoers have strategic clarity and work towards creating consistent positive employee experiences.

Employee Engagement: Conduct regular employee engagement surveys to gather feedback and implement improvements based on insights.

Talent Attraction and Retention: Robust recruitment and competitive benefits for talent acquisition and retention, ensuring a strong internal team for higher external impact.

Learning and Development: Invest in targeted learning, development, and capacity-building programs to continuously upskill the team and evolve roles to match technology and responsibilities.

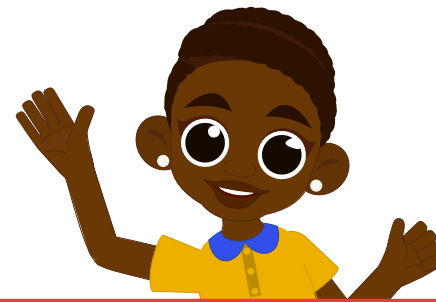
Performance Management: Establish comprehensive and standardized performance management to guide employees in honesty and accountability, providing support for growth and evaluating talent pool performance.

Diversity, Equity, and Inclusion (DEI): Foster a strong culture of DEI to ensure everyone thrives and does their best work at Ubongo.

Employee Wellbeing: Prioritize employee wellbeing and Utu to create a healthy work-life balance and a positive work culture.

Communication and Collaboration: Improve communication and collaboration across the organization for better project management and impact.

Community Engagement: Engage the community through volunteering and internships as part of Ubongo's CSR efforts, providing skills training and work experience.



Intended Outcomes:



Sustainable and Effective Organization

Structures: Establish roles needed to achieve impact, supporting the strategic needs of Ubongo.



Robust Recruitment and Competitive Benefits:

Ensure the right people are in place at the right time, within budget, for the right outcome.



Targeted Learning and Development

Programs: Continuously develop the skill sets of the internal team.



Comprehensive Performance Management:

Provide regular feedback, recognize achievements, and set clear performance goals.



Strong DEI Culture:

Balance diversity and foster inclusion for everyone.



Employee Wellbeing:

Ensure a healthy workforce to support the intense 5-year strategy.



Efficient Communication and Collaboration:

Improve project management and work for impact.



Community Engagement:

Engage with the community through skills training and work experience, supporting internal teams with more "hands on deck."



The Future

Imagining the World in 2028

Imagine a world in 2028 where Ubongo has reached its ambitious goal of empowering 100 million children across Africa with transformative education. A world where every child, like Sara, has access to the quality learning they need to unlock their full potential—leading to a more inclusive, equitable, and empowered society.

This future doesn't have to remain a dream. Together, we can:

Ensure every child has access to quality learning resources both in and out of school.



Empower parents and caregivers to be active participants in their children's education, guiding them throughout their learning journey.

Foster a society deeply committed to the holistic well-being of its children.



By working hand in hand, we can break down barriers to education, making it a fundamental right for every child in Africa. Let's unite to create a world where every child has the opportunity to learn, grow, and succeed—building a brighter future for all.



Appendix - Our Impact

As of 2024, Ubongo’s model has been rigorously tested through [11 external impact evaluations](#). Some of the most compelling evidence includes:

Akili and Me - ECD Outcomes

2020 Study on “Akili and Me” program in Nigeria

Objective: Assess the effectiveness of “Akili and Me” program (adapted into Hausa language) in northern Nigeria during COVID-19 school closures.

Methods: Quasi-experimental intervention adapted to naturalistic setting, involving 363 children. Measured literacy, numeracy, shape recognition, socio-emotional development, and program receptivity. Baseline taken pre-school closures, endline conducted when schools reopened

Results: Children who named more characters from “Akili and Me” performed better in various learning outcomes than those who did not.

Key Takeaways:

The results suggest that kids who watched Akili and Me during school closures showed higher learning gains than those who did not.

Edutainment can positively impact early learning skills during crises, highlighting the importance of locally-produced educational content in low- and middle-income countries.

Educational media can be a valuable tool for home learning during school disruptions.

2018 Study on “Akili and Me” program in Tanzania

Objective: Evaluate the impact of “Akili and Me” program on early learning skills among Tanzanian children.

Methodology: Randomized controlled trial with 568 children, measured outcomes in drawing, shape knowledge, number recognition, counting, and English skills using IDELA.

Results: Significant improvements in all measured areas compared to control group.

Specific improvements include:

- Drawing skills: +8.2%
- Shape knowledge: +9.7%
- Number recognition: +11.7%
- Counting: +24.0%
- English language skills: +12.5%

Key takeaways: Educational cartoons like “Akili and Me” positively impact early learning skills, suggesting their effectiveness in enhancing school readiness in developing countries.

This study was replicated in Kinyarwanda showing that learning gains hold across language adaptations.

Ubongo Kids - Primary Age Group

2019 Study on “Ubongo Kids” program and Mathematics Learning in Tanzania

Objective: Investigate the impact of educational television on children's mathematics skills.

Methodology: Cross-sectional study with 38,682 children, controlling for age, sex, school enrollment, Kiswahili attainment, and household fixed effects.

Results: Regular exposure to educational television (Ubongo Kids) significantly improves mathematics capability.

Key Takeaways:

Educational television is a cost-effective tool for enhancing mathematics learning in low-income countries.

Routine exposure to Ubongo Kids positively impacts academic performance.

2021 Study on Gender Transformative, Social-Emotional Learning Intervention

Objective: Evaluate the impact of a gender transformative, social-emotional learning intervention for very young adolescents in Dar es Salaam, Tanzania.

Methodology: Involved 279 participants using qualitative methods (interviews, focus groups, observations). Grounded theory approach to identify themes. Intervention involved structured screenings of Ubongo Kids content, and facilitator-led activities in mixed-gender groups afterwards.

Results: After watching the show and participating in the activities in mixed-gender teams:

Children displayed growth in social-emotional mindsets and skills, shifts in gender norms, beliefs, and behaviors.

Experiential learning in mixed-gender teams facilitated active practice and reflection.

Positive changes observed within homes, communities, and among peers.

Key Takeaways: The intervention was effective in transforming gender norms during early adolescence.

Involvement of peers, parents/caregivers, and community members supported the learning process.

Summary Links

[2020 Study on Akili and Me in Nigeria](#)

[2018 Study on Akili and Me in Tanzania](#)

[2019 Study on Ubongo Kids Impact on Mathematics Learning in Tanzania](#)

[2021 Study on Gender Transformative, Social-Emotional Learning Intervention](#)

In the next 5 years we will continue to build upon this evidence to enhance the quality of our content, delivery models and approach and ultimately ensure meaningful impact on African kids learning, skills and mindset.



Join us in transforming the lives of millions of children.

Yes! I'm In!

Connect with us at:

partnerships@ubongo.org

<https://www.ubongo.org/>

<https://www.linkedin.com/company/ubongo-limited>

ubongo[®]