Impact Report
(2011)
Executive Summary

Ubuntu Pathways was founded in 1999 with the goal of helping the most vulnerable children of Port Elizabeth, South Africa access higher education and eventually employment. Over the past 12 years we have refined our cradle to career model and believe our comprehensive approach is truly working.

In 2011, as part of our process to develop Ubuntu’s institutional capacity, we entered into an engagement with McKinsey & Company to help us better measure, review, and communicate our impact. With Mckinsey’s assistance we were able to narrow in on a set of integrative outcome measures of Ubuntu’s objectives to track, asses and generate insight, around our impact. Our findings speak to the high social returns generated by an investment in Ubuntu while comparing such an investment to “the alternative”. The following report is a summary of the methodology and impact of Ubuntu Pathways.
Key Findings

• **96%** of Ubuntu clients adhere to their HIV drug regimens, compared to 57% in the city of Port Elizabeth and 75% in all of South Africa.

• **94%** of Ubuntu clients are successful with their TB treatment at Ubuntu, compared to 41% in the Eastern Cape Province, 76% in South Africa, and 80% globally.

• **82%** of Ubuntu clients are tracking towards the ultimate goal of a productive career within four years of joining Ubuntu.

• **1.2** years of progress gained by children in Ubuntu’s academic program for each year enrolled. Children who attend public schools and are not in Ubuntu gain only half a year for each year they are in school, thus falling behind one grade level every two years.

• **72%** of Ubuntu clients pass the Matric (Grade 12) exam while those in the community schools pass at only a 37% rate.

• **$195,000** net lifetime contribution to society by a child who has graduated from the Ubuntu Program.

• **$9,000** cost to society of a child from our community who is not an Ubuntu client.

• **$2.20** net gain to society from every dollar invested in Ubuntu.

• **$8.70** real lifetime earnings for every $1 invested in an Ubuntu child.
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# Ubuntu’s Mission and Objective

<table>
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<tr>
<th>Mission</th>
<th>Transform the lives of children in Port Elizabeth, South Africa living in vulnerable circumstances to enable them to become adults with stable health and incomes</th>
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| Objective | Provide integrated, individual support to clients to stabilise their environment and improve their quality of life through:  
  - **Health Support:** Ensuring their physical and emotional well-being;  
  - **Household Stability:** Providing household security, stability and support;  
  - **Education Support:**  
    - Providing academic, extra-curricular, vocational support;  
    - Offering ongoing support through higher/further education to secure a career. |
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Ubuntu clients are highly vulnerable in terms of health, home and education (1/2)

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<thead>
<tr>
<th>Household stability issue</th>
<th>100% incoming clients are infected with or directly affected by HIV</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% of clients come from highly unsafe or unstable homes</td>
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</tr>
<tr>
<td>None can read at the correct age level</td>
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</table>

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<tr>
<th>Vulnerability Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIV infected or affected</td>
<td>100%</td>
</tr>
<tr>
<td>Vulnerable child</td>
<td>85%</td>
</tr>
<tr>
<td>Highly unsafe, unstable home</td>
<td>75%</td>
</tr>
<tr>
<td>Adult male present in home</td>
<td>50%</td>
</tr>
<tr>
<td>1 or more years older than correct age for grade</td>
<td>40%</td>
</tr>
<tr>
<td>*Reading at correct age level</td>
<td>0%</td>
</tr>
</tbody>
</table>

1 Defined as home which is not secure against intrusion of persons or the elements, is highly unhygienic, and requires significant support to progress
2 As measured on Kip McGrath proficiency assessments

SOURCE: McKinsey and Company Analysis: Ubuntu Pathways Data
Ubuntu clients are highly vulnerable in terms of health, home and education (2/2)

Ubuntu client fitting description upon joining

<table>
<thead>
<tr>
<th>HIV infected or affected (100%)</th>
<th>Highly unsafe, unstable home1 (75%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Fits description" /></td>
<td><img src="image2" alt="Does not fit description" /></td>
</tr>
<tr>
<td><img src="image3" alt="Fits description" /></td>
<td><img src="image4" alt="Does not fit description" /></td>
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</tbody>
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<table>
<thead>
<tr>
<th>1 or more years older than correct age for grade (40%)</th>
<th>Reading behind correct age level2 (100%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image5" alt="Fits description" /></td>
<td><img src="image6" alt="Fits description" /></td>
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<tr>
<td><img src="image7" alt="Fits description" /></td>
<td><img src="image8" alt="Does not fit description" /></td>
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2 As measured on Kip McGrath proficiency assessments

SOURCE: McKinsey and Company Analysis: Ubuntu Pathways Data
The prevalence of HIV infection is much higher than in other geographies and communities.

High Ubuntu client HIV prevalence
HIV prevalence in group of 100 age 15-24

USA: ~0.02% infected
South Africa: ~ 8.7% infected
Ubuntu clients¹: 62% infected

¹ This reflects the percentage of those joining Ubuntu who are known to be positive within a year of joining, out of total joining who by the end of their first year know their status.

SOURCE: McKinsey and Company Analysis: Ubuntu Pathways Data; Centre for Disease Control; Avert
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Ubuntu’s innovative model is based on five core principles

- Nurturing and development of staff
- Training, upskilling, mentoring
- Staff “grow with Ubuntu”

- Transformation requires deep involvement in clients’ lives
- A focused Ubuntu means better client service

- Long-term commitment rooted in the community
- People from community, permanence through building, ownership through mobilisation

1. Individual cradle-career care
2. Support services tailored to client specific
3. Individual development plans to ensure optimal progress
4. Comprehensive, holistic support
5. Health care, household security and stability, education

BUILDing a sustainable institution
Scale in impact through depth, not breadth
Based in the community
Integrated Client services
Household Stability
Education
Health
Clients
Ubuntu’s theory of change guides the way we measure impact

“We do not measure success by the number of classes taught or meals served, but rather by the number of lives that have fundamentally been changed.”
– Jacob Lief, President and Founder Ubuntu Pathways

Deliver impact...

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Activities</th>
<th>Outputs</th>
<th>Intermediate outcomes</th>
<th>Final outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ High quality, skilled staff (largely local)</td>
<td>▪ Education: Early Childhood Development, After School Programme, scholarships</td>
<td>▪ Graduates of educational programmes</td>
<td>▪ Healthy individuals</td>
<td>▪ ‘North star’: develop clients into healthy adults with stable incomes</td>
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<td>▪ Ubuntu Centre: Our facility based in Zwide township offering holistic, high-quality services</td>
<td>▪ Health care: physical (clinical care and nutrition) and psycho-social support for clients and their families</td>
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<tr>
<td>▪ Motivated clients</td>
<td>▪ Gov’t services: facilitated access</td>
<td>▪ Safe, monitored homes</td>
<td>▪ Education path completed:</td>
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<tr>
<td></td>
<td></td>
<td>▪ Gov’t services allocated and distributed</td>
<td>▪ Early Childhood Development</td>
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<td>▪ Primary</td>
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Ubuntu’s ultimate goal – our “north star” – is to help our clients develop into adults with stable health and incomes.
Ubuntu has identified intermediate outcomes that lead to our ultimate goal

**Intermediate outcomes**

- **Stable, healthy individuals**
  - Physical health
  - Developmental
  - Vision
  - Dental

- **Stable, supportive environment**
  - Mental health
  - Stability
  - Safety/security
  - Support
    - ECD
    - Primary
    - Secondary
    - Post-secondary

**Measurements**

- Adherence to treatment
- Co-infection with TB managed
- Receiving adequate nutrition
- Within acceptable weight band (as defined by WHO)
- Vision correction/eye conditions
- Oral hygiene/dental conditions
- Emotional health
- Vulnerable children receiving support services
- Household hygiene (rats, etc.)
- Security of home (doors, burglar bars)
  - Alcohol abuse/domestic violence
- Caregiver attendance at Ubuntu events
- Basic proficiency in literacy and development
- Annual progress
- Literacy/numeracy
- Annual progress
- Student on track to meet requirements for at least 1 of 3 paths (university, FET, apprenticeship)
- Yearly progress based on Kip-McGrath metrics
- Student follows 1 of 3 routes to success after secondary school
- Student is on track to complete study in chosen route
Ubuntu supports clients in an integrated way across three areas: health, household stability and educational progress

- Early childhood development education programme for 3-5-year-olds (new)
- Primary after-school programme (under development)
- Secondary school after-school programme (feeding, numeracy, literacy, homework support, extra-curricular activities)
- Scholarship programme for tertiary education at university or vocational training college
- Ongoing support (tutors, financial, etc.) for clients accessing higher education

- Comprehensive health screening through world-class clinic offering
- HIV & TB testing and treatment, adherence support (accreditation pending)
- Nutritional support; food provision and supplementation
- Vision and dental screening (hearing screening pending)
- Psycho-social counselling and care for clients and families
- Sexual and reproductive health education; post-exposure prophylaxis for rape victims
- Ante-natal care for pregnant mothers and infant care programmes
- Home security and stability assessments
- Assistance for families to access government services
- Security improvement for homes (installation of doors, burglar bars, etc.) and occasional reconstruction of inadequate housing
- Ventilation, TB and hygiene assessment and education
- Support for families, especially those affected by alcohol abuse or domestic violence

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**Diagrams**

- BUILDing a sustainable institution
- Individual cradle-career care
- Scale in impact through depth, not breadth
- Integrated client services
- Health
- Education
- Household Stability

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**Clients**

- Based in the community
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<td>Methodology for impact assessment</td>
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<td>Comparative outcomes</td>
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<td>Economic impact analysis</td>
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Ubuntu has created specific tools to measure metrics that enable us to assess our impact.

**Intermediate outcomes**

- **Stable, healthy individuals**
  - Physical health
  - Develop-mental
  - Vision
  - Dental
  - Mental health

- **Stable, supportive environment**
  - Stability
  - Safety/security
  - Support

- **Progress through the education system**
  - ECD
  - Primary
  - Secondary
  - Making progress
  - Access
  - Progress

**Issues**

- HIV/AIDS
  - Adherence to treatment
  - Co-infection with TB managed

- Developmental
  - Receiving adequate nutrition
  - Within acceptable weight band (as defined by WHO)

- Physical health
  - Vision correction/eye conditions

- Mental health
  - Oral hygiene/dental conditions

- Emotional health
  - Vulnerable children receiving support services

- Stability
  - Household hygiene (rats, etc.)

- Safety/security
  - Security of home (doors, burglar bars)

- Support
  - Alcohol abuse/domestic violence

- Caregiver attendance at Ubuntu events

**Method**

- Clinic visit data
- Optometrist visit data
- Dentist visit data
- Mental health assessment
- Home visit

**Ubuntu tool**

- Therapy Edge
- Therapy Edge
- Therapy Edge
- Case review

**Avail.**

- Complete and in use
- Anticipated but incomplete

**Issues**

- Basic proficiency in literacy and development
- Annual progress

- Literacy/numeracy
- Annual progress

- Student on track to meet requirements for at least 1 of 3 paths (university, FET, apprenticeship)

- Yearly progress on KM metrics

- Student takes 1 of 3 routes to success after secondary school

- Student is on track to complete study on chosen route

**Method**

- Proficiency assessment
- Proficiency assessment
- Education plan
- Education plan
- Survey

**Ubuntu tool**

- PALS, Ages and Stages, Numeracy TBD
- PALS
- IEP
- IEP
- Scholarship / ‘alumni’ tracking

**Avail.**

- Complete and in use
- Anticipated but incomplete
Impact questions to guide impact analysis

**Context setting**
- How do incoming clients' health, household, and education compare with those of other communities in South Africa and other geographies?

**Aggregate outcomes**
- What percent of Ubuntu's former clients over 22 are healthy with a stable income, and how does that compare to community stats?
- Are Ubuntu's current clients on track to achieve stable health and incomes?

**Healthy individuals**
- How does physical health improve over time?
- What is the incidence of new HIV and TB vs. that of the overall population?
- What is treatment adherence vs. that of the overall population?
- What is treatment success rate vs. that of the overall population?

**Household Stability**
- How quickly does Ubuntu secure the home against physical or health risks?

**Educational progress**
- How do clients’ progress over time compared to where they would have been without Ubuntu?
- How does clients’ annual yearly progress compare to that of comparable students (e.g. same community)
- How do clients’ matric results compare to those of others in their schools?
- How do Ubuntu clients perform in tertiary education?

**Economic case**
- What does it cost to raise an Ubuntu child vs. a child in other geographies?
- What is the net economic contribution of a successful Ubuntu client vs. an adult without stable health and income?
We conduct two types of analysis: progress tracking and benchmark comparison.

**Questions this addresses**

- Is the individual on track to becoming a healthy adult with a stable income?
- What is the aggregate trend over time?

**On/off track**

- At any point, how do clients’ health, household and education indicators compare to those outside Ubuntu: - vs. external population? - vs. Ubuntu client starting point?
On/off track measurement methodology

**On/off track**

- Define what it means to be ‘on’ or ‘off’ track
  - A client who is “on track” is a client who is heading along a trajectory that leads Ubuntu to believe he/she will reach ultimate success
  - This means that the client is sufficiently healthy, in a sufficiently stable and secure household and making sufficient educational progress to be heading towards success

**Approach**

- Develop a logic tree for each metric
- Automate (build into model) so user answers only one row of questions per client
When appropriate external comparisons are unavailable, an internal baseline is developed to measure Ubuntu’s impact on clients’ lives by aggregating the starting positions of clients when they join Ubuntu.

Imaginary client: Thuli

- ‘Indexing the starting point’ allows for the fact that clients start at different points below and above the baseline.
- Aggregating the gains across Ubuntu’s clients produces an aggregate measure of impact.
- This enables deeper strategic analyses, e.g., how do clients progress if they join Ubuntu below vs. above the baseline?

![Graph showing Ubuntu impact on Thuli](image)

- **Health**
- **Environmental stability**
- **Educational progress**

Educational environment

Thuli’s actual progress

Ubuntu impact on Thuli

Baseline: progress Thuli would have made without Ubuntu

Thuli’s starting point on joining Ubuntu

Age
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|   | Pathway outcomes |
|   | Comparative outcomes |
| 5 | Economic impact analysis |
Key findings of health impact

With Ubuntu’s support, clients live more stable, healthy lives

- **96%** of clients adhere to ART vs. 57% in Port Elizabeth and 75% in SA
- **0.9%** incidence of HIV at Ubuntu is lower than SA average of 2.2%
- **92%** of clients adhere to TB treatment vs. 56% in the Eastern Cape
- **94%** of TB treatment at Ubuntu is successful, vs. 41% in the Eastern Cape, 76% in SA, 80% globally

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1 Only clients with records for both HIV and TB contribute to the data set for overall health outcomes

SOURCE: McKinsey and Company Analysis: Ubuntu Pathways Data
With Ubuntu’s support, clients live more stable, healthy lives

### AGGREGATE HEALTH

<table>
<thead>
<tr>
<th>Years with Ubuntu</th>
<th>On track</th>
<th>Slightly off track</th>
<th>Significantly off track</th>
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</thead>
<tbody>
<tr>
<td>0</td>
<td>14</td>
<td>10</td>
<td>76</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>43</td>
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<td>10</td>
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<tr>
<td>4</td>
<td>73</td>
<td>18</td>
<td>9</td>
</tr>
</tbody>
</table>

1 Only clients with records for both HIV and TB contribute to the data set for overall health outcomes

SOURCE: McKinsey and Company Analysis: Ubuntu Pathways Data

- Within 4 years, **82% of Ubuntu clients are tracking towards success** vs. 24% on joining
- The **longer a client spends with Ubuntu, the greater his/her chance** of becoming a healthy, stable adult
Ubuntu ensures that HIV-infected clients can live stable lives

Clients whose management and awareness of their HIV status causes them to be on/slightly off/significantly off track

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<td>2</td>
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<td>1</td>
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<td>3</td>
<td>62</td>
<td>2</td>
<td>36</td>
</tr>
<tr>
<td>4</td>
<td>85</td>
<td>0</td>
<td>15</td>
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Within 4 years, 85% of Ubuntu clients are managing the disease or their status well vs. 24% on joining

The longer a client spends with Ubuntu, the greater his/her chance of managing HIV effectively

SOURCE: McKinsey and Company Analysis: Ubuntu Pathways Data
Clients join Ubuntu from unstable, unsafe homes

76% of Ubuntu clients join from unsafe and/or unstable homes

Ubuntu helps clients secure their homes, e.g., install burglar bars, doors

Current data set and relatively recent introduction of home assessment forms means that baseline can be created, but time series is not yet available

1 Defined according to security against intrusion of persons and/or the elements, hygiene, and receipt of support services

SOURCE: McKinsey and Company Analysis: Ubuntu Pathways Data
Ubuntu helps to prevent new HIV infection

Ubuntu clients contract HIV at less than half the rate of other young South Africans

Ubuntu clients treated for TB show a higher success rate than in other populations

1. Treatment success refers to elimination of TB infection by the end of the course of treatment.

SOURCE: McKinsey and Company Analysis: Ubuntu Pathways Data; WHO; Thom A: Poor TB control equals XDR TB
Ubuntu clients adhere much better to HIV and TB treatment than those without Ubuntu support

- Ubuntu clients are **more adherent** than other communities
- 96% of clients are **above the threshold** required to keep viral load undetectable

Key findings of educational impact

Ubuntu clients pass matric at more than twice the rate of their school peers

Ubuntu clients gain 1 year in English proficiency in a school year vs 0.5 year in the community

Clients are 2 years closer to reading at age level than non-clients

Improvement in 1 year in mathematics proficiency by clients

1 % of Ubuntu’s After School Programme clients passing matric
2 Weighted average of schools (from which Ubuntu clients are drawn) pass rates excluding Ubuntu clients

SOURCE: McKinsey and Company Analysis: Ubuntu Pathways Data; Department of Education 2009 matric pass rate schools figures
On average, Ubuntu clients are two years ahead of their peers in reading.

Community school\(^1\) average (7.5 years behind age level) vs. Ubuntu client average (5.5 years behind age level).

Ubuntu clients outperform their community peers by \(\sim 2\) reading years equivalent.

\(^{1}\) Kip McGrath assessment of >1000 students from community schools

Ubuntu students improve their English proficiency at twice the rate of other students in the community

According to Kip McGrath proficiency assessments in 2010, 45% of Ubuntu clients get gain 1+ years per year of support, far above the gains made by students without Ubuntu support.

Average gain of Ubuntu clients is 1 year per year of schooling.

1 According to Kip McGrath proficiency assessments in 2010.
2 Calculated from proficiency and school grade in >1000 student survey by Ubuntu.

Ubuntu clients progress a full year in one year vs. 0.5 years for other students in the community.

1 Assuming client joins Ubuntu at age 10, at same starting point as other student (reading age of 5)

Ubuntu clients also out-perform their peers in mathematics

- Ubuntu clients out-perform their community peers in mathematics.

**Distribution of scores in community survey**

**Share of students %**

**Score on mathematics assessment %**

1 KipmacGrath assessment of >1000 students from community schools
2 Proficiency too low to assess

SOURCE: McKinsey and Company Analysis: Ubuntu Pathways Data; After School Programme register
Ubuntu students achieve large gains in a year in mathematics

- Average gain made in 1 year is 16%
- In 1 year, the number of clients achieving **above 50%** grew from **7 to 25**

**SOURCE:** McKinsey and Company Analysis: Ubuntu Pathways Data; After School Programme 2010 data
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Economic analysis approach

What does it cost to raise an Ubuntu child relative to other geographies

Lifetime cost of raising a child (middle income family)

- Ubuntu cost *bottom-up* vs. *top-down* benchmarks of cost of raising children in UK and US and JHB (*bottom-up*)
- Ubuntu cost added to existing cost to family/society of raising a child

What is the benefit/cost to society from his/her success

Lifetime contribution/cost of individual

- Two hypothetical lives with/without Ubuntu transformation
- Calculated cost/contribution to society of hypothetical lives

**Bottom-up**: modelled using summation of costs of major Components in raising a child (education, housing, healthcare, food, clothing);

**Top down**: existing total cost estimate from life insurer or other institution

In other geographies, it costs 1.5 - 4 times more to raise a child than with Ubuntu (USD basis)

**Total cost per child**

$’000

<table>
<thead>
<tr>
<th>Country</th>
<th>Ubuntu</th>
<th>Johannesburg</th>
<th>UK</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost to raise with public college</td>
<td>40</td>
<td>190</td>
<td>320</td>
<td>300</td>
</tr>
<tr>
<td>Private college incl. residence</td>
<td>50</td>
<td>230</td>
<td>450</td>
<td>500</td>
</tr>
<tr>
<td>Ubuntu programme cost</td>
<td>35</td>
<td></td>
<td>1.8x</td>
<td>4x</td>
</tr>
<tr>
<td>Scholarship</td>
<td>40</td>
<td></td>
<td>1.5x</td>
<td>1.8x</td>
</tr>
</tbody>
</table>

1 Cost of raising child from age 0 through 22, including four years of university education (private college in residence and public college)
2 Programme cost divided over no. of clients accessing activity/service + cost to raise a child in SA in low-income family from Stats SA; Ubuntu client joining Ubuntu at age 14
3 Modeled bottom-up using assumptions of middle-income family (monthly food, rental, clothing, health insurance, education - KES school Johannesburg - for family with annual income over R200k pa)
4 Taken top-down for middle-income cost to raise a child in London, including university tuition fees of £9k pa (capped for local students) and additional residence cost (cost of private, in residence college for foreign students - ~$30k pa)
5 Taken top-down for middle income cost to raise a child in US, including public college ($9k pa from USDA) or private college such as Amherst (~$60k pa)
6 Using exchange rate $1 US = R7.868

**SOURCE:** McKinsey and Company Analysis: Ubuntu Pathways Data
It costs Ubuntu ~USD5,500 a year to provide a client with a comprehensive service offering\(^1\), excluding tertiary studies (USD basis).

**Total annual programme operating cost per client with full suite of services\(^2\)**

$000, 2010

<table>
<thead>
<tr>
<th>Programmes</th>
<th>Support services(^3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education support</td>
<td></td>
</tr>
<tr>
<td>Health</td>
<td>1.2</td>
</tr>
<tr>
<td>Household stability</td>
<td>0.5</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>0.1</td>
</tr>
<tr>
<td>Finance</td>
<td>0.1</td>
</tr>
<tr>
<td>Human Resources</td>
<td>0.1</td>
</tr>
<tr>
<td>Admin</td>
<td>0.1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>14.5</strong></td>
</tr>
</tbody>
</table>

\(^1\) Not all clients require this full suite of services

\(^2\) For primary client receiving full suite of services from Ubuntu

\(^3\) Programme operating costs exclude development cost (External relations)

\(^4\) R7.868 – 1$ US

**SOURCE:** McKinsey and Company Analysis: Ubuntu Pathways Data
A child raised by Ubuntu has a significant positive economic impact on society (USD basis)

Net lifetime contribution/(cost) to society excluding Ubuntu cost
$’000\(^1\), Real 2010

**“Thuli” – Ubuntu client**
- HIV+
- Adherent to ART
- University degree – BCom Accounting
- Starts working age 22
- Pays for own home
- Stays safe from TB
- Lives to 50
- Supports own children
- Pays taxes
- Increases earnings rapidly in 20s, tapering off by 40

**“Mandla” – non-Ubuntu**
- HIV+
- Non-adherent to ART
- Doesn’t get a job
- Receives an RDP house at age 25
- Gets TB 3 times
- Lives to 35
- Has 1 child by age 24, for whom he receives child support grants

1 R7.868 = 1$ US

SOURCE: McKinsey and Company Analysis: Ubuntu Pathways Data
The cost of raising a child through the Ubuntu Model is small relative to the benefit of that child growing into a healthy adult with a stable income (USD basis)

Cost/benefit comparison
$’000\(^1\), real 2010

- Net societal contribution of successful Ubuntu client
- Cost of Ubuntu support
- Net “value creation” from investing in Ubuntu

- Lifetime cost of Ubuntu programme support (age 14-22)
- Lifetime cost of Ubuntu scholarship programme (age 18-22)

• A $1 investment in Ubuntu (including the scholarship programme) produces a net gain for society of $2.20
• A $1 investment in an Ubuntu Child results in real lifetime earnings of $8.70 for the client

1 R7.868 = 1$ US