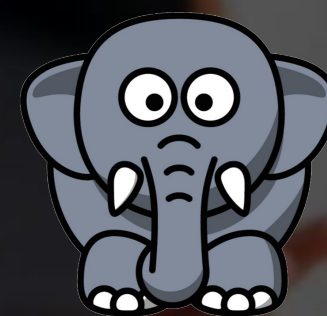


# Increasing the Quality and Profitability of Kidogo Centres



**kidogo** × **TKS**

# Executive Summary



## Problem

Mamapreneurs make a living from providing childcare, but quality of care declines due to large amounts of children they need to take on



## Solution

Create a culture of competition which incentivizes the best performing mamapreneurs, according to the key performance metrics outlined in this recommendation.



## Outcome

By increasing funding for the best performing mamapreneurs, it pushes all mamapreneurs to work harder and provides greater financial freedom to those who earn it.



# **Recommendation:**

**Fostering healthy competition by utilizing the mamapreneur app**





# Culture Of Competition

In an effort to raise the quality of centres as well as to make certain mamapreneurs more profitable, we recommend leveraging tracking capabilities in the Kidogo app to foster a culture of improvement in each centre.

We note, in the app, “The Kidogo Way” checklist (which is out of 22) should be implemented. Not only must each Mamapreneur complete the checklist weekly, but should show evidence through the pictures they take and subsequently upload.

At the end of each month, Kidogo will give more funds to higher quality centres and higher earning (in terms of finance analytics/CRM data integrated in the app) mamapreneurs so that the hardest working mamapreneurs get rewarded (meritocracy).

The goal is fostering healthy competition and quality assurance with the Kidogo app which we see huge potential in.

**Although the child to caregiver ratio will not necessarily be decreased, it further incentivizes all mamapreneurs to increase quality of care within each centre, knowing their efforts will be rewarded with a robust process.**





# Economic Feasibility

Taking finances from the Kidogo 2018 annual report, we conducted an economic feasibility study for 2020 and beyond with respect to our recommendation. In 2018, Kidogo Early Years (USA) disseminated 244,000 USD or 23,300,000 KES in funding to their Kenyan branch and 8,800,000 KES was injected into the Direct Program expenses.



This money allotted for the Direct Program is proportional to the funding transferred. If Kidogo USA increases the funding transferred by at minimum 1,000 USD (106,000 KES) to 245,000 USD from the original 244,000 USD (130,000 USD change in net assets → 129,000 USD) that will allow the Direct Program to access these funds.

## Methods of implementation

1

Mamapreneurs above the 90th percentile of criteria-meeting standards will receive 106,000 KES.

2

Selecting the top performing mamapreneurs in each arbitrarily defined geographic region.



If the mamapreneurs in the 90% percentile of criteria-meeting cannot be determined due to an exceeding number of mamapreneurs obtaining 22/22 on the checklist per week, Kidogo can move to additional metrics such as revenue generated and absentee collection rate.

# Plan of Action



## Implementing Tracking Capabilities

*Keeping track of who is following all 22 checks for Kidogo centers allows you to create an incentive to improve quality by rewarding top mamapreneurs. Using a system based on image proof we can verify checkmarks on the app which also allows us to monitor mamapreneurs*





## Increase Funding of Top Mamapreneurs

*Instead of distributing funds equally among care centers, Kidogo can increase funds slightly for top mamapreneurs, giving mamapreneurs an incentive to increase the quality of centers. While the child to caregiver ratio won't decrease, it further incentivises mamapreneurs to increase quality of care centers*

# Recommendation Overview



[www.kidogo.co](http://www.kidogo.co)

## Culture of Competition

- Leverage tracking capabilities in the Kidogo app.
- Give more funding to highest quality centers
- Goal is to create an incentive to improve quality.

## The Upshot

This recommendation opens the door to not only making Kidogo franchises meritocratic, but also possibly allowing these ambitious mamapreneurs to be able to hire an additional caregiver to lower the child:caregiver ratio, or charging parents more for their exceptional-relative-to-others daycare, or simply putting those extra funds to good use in her own life!



## Economic Feasibility

- Method 1: Top 10% of Mamapreneurs get more funds.
- Method 2: Top Mamapreneurs. in arbitrary geographical regions
- Criteria includes Kidogo Way checklist, revenue generated, absentee collection rate etc.



## Plan of Action

- Implement criteria tracking capabilities in Kidogo app.
- Keep track of top Mamapreneurs.
- Figure out who the very best mamapreneurs are based on which method used in eco. feasibility.
- Increase funding of those mamapreneurs to create an incentive for other mamapreneurs to improve quality.



# **Recommendation:**

**Building relationships with churches and other religious organizations to profitably scale**





The image shows the interior of a church, viewed from the back of the sanctuary looking towards the altar. In the foreground, several rows of dark wooden pews are visible, receding into the distance. The walls are light-colored with several arched windows. Some windows are filled with stained glass, while others are open, letting in natural light. On the left wall, there are several small, arched niches containing religious statues or carvings. In the center, a larger, more prominent statue of a religious figure, possibly the Virgin Mary with the Christ Child, is set within a pointed archway. The overall atmosphere is quiet and solemn.

# Use of Churches and Other Places of Worship

Altruistic organizations such as churches and other places of worship feel strongly associated with Kidogo's vision of a world where every kid, no matter where they are born, has access to quality education.

This presents a unique opportunity to scale by partnering with nearby faith organizations in low-income settings in Kenya.

In North America, after-school education programs and educational enrichment businesses tend to set up shop in churches and schools since these buildings often only operate specific days of the week or can be in operation concurrently.

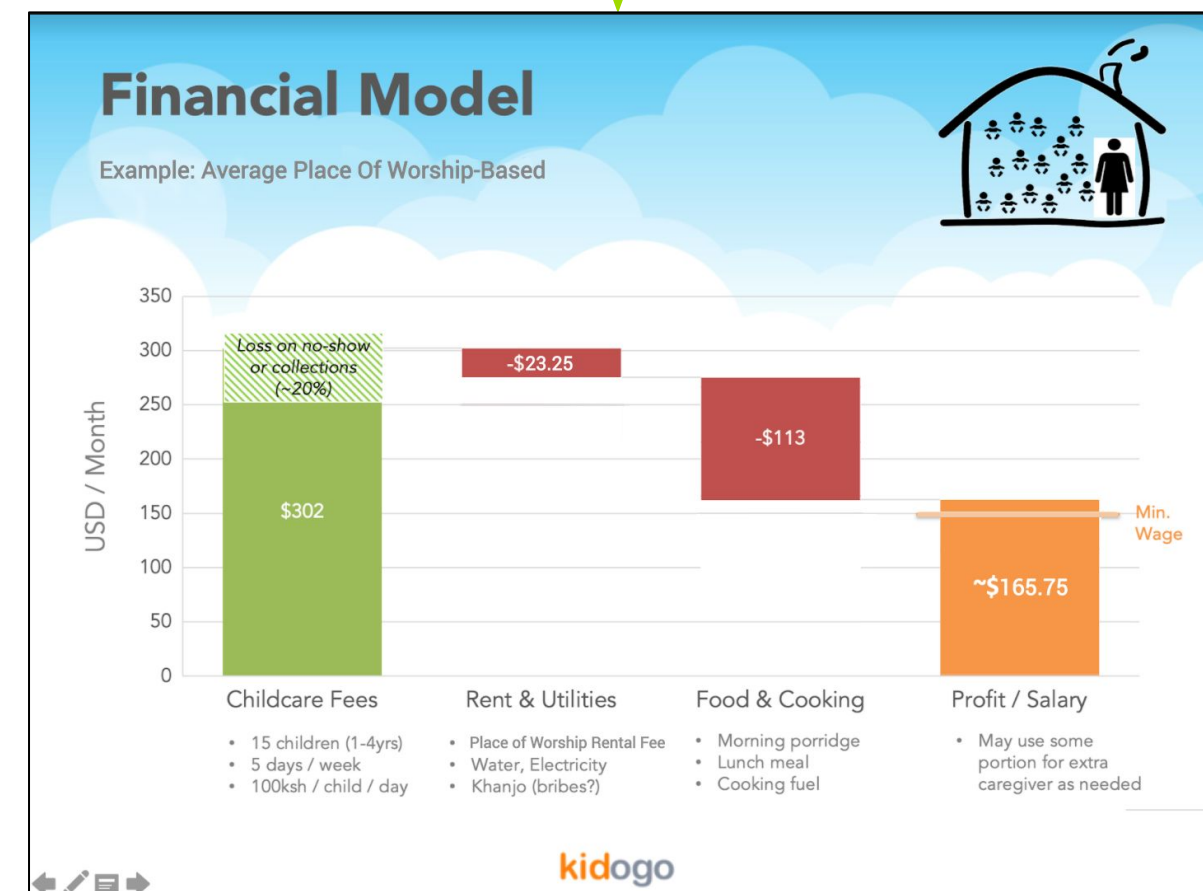
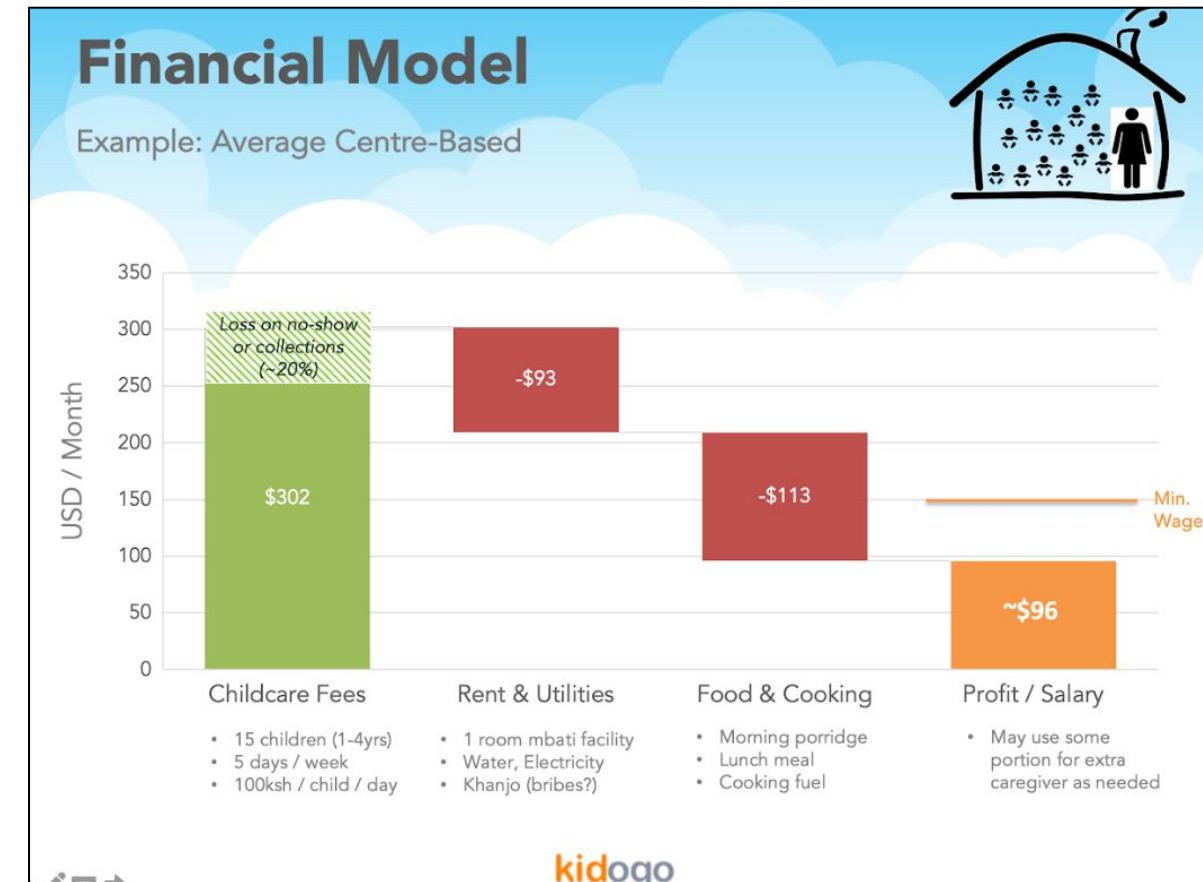
In this way, we see huge value in partnering with religious centres in the area as Kidogo scales using a hub-similar scaling model.

Though, we recognize the cost to set up a hub is high, we anticipate with the right building, costs will be dramatically lowered. To specify, Kidogo caregivers not running their own ECD (early childhood development) centres would be employed at these locations.

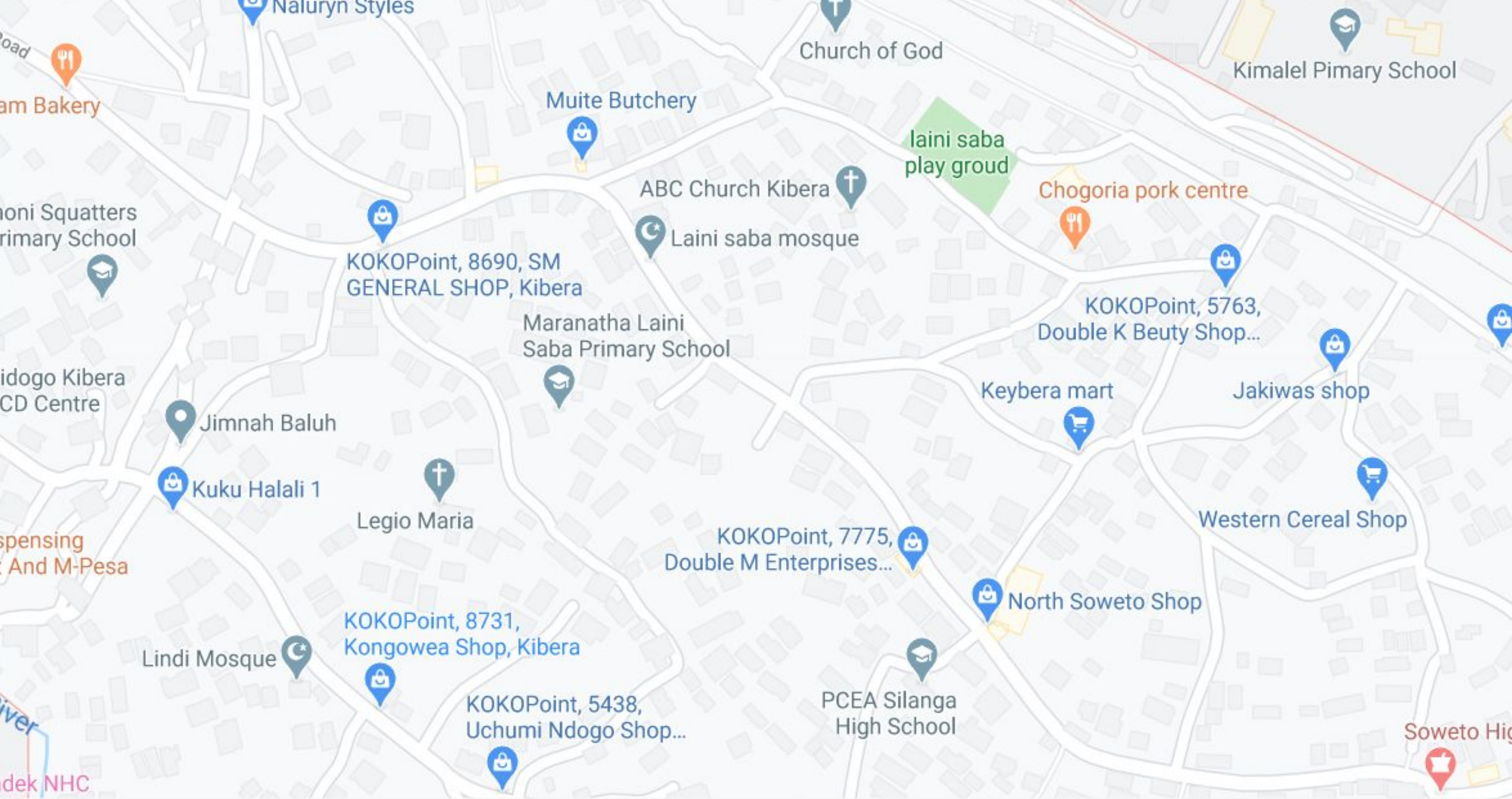


# Economic Feasibility

Take 3 centers within the Kidogo network-- either graduated or ungraduated-- who are not operating out of their own home, and let them share the common space inside a church. We anticipate that the rent costs will either be waived or heavily discounted, so that the profit/salary per mamapreneur increases by about 90 USD/month.







**A Google Maps view of some religious organizations in Nairobi which Kidogo can contact.**



# Plan of Action



## Build relationships with local places of faith

*As there are churches and mosques in Kibera, Kidogo employees can build relationships with the building owners and even get the possibility of rent at a discounted rate*





## Partnering with places of worship

*Since churches and mosques as well as possibly any education centers share Kidogo's values, partnering with them and using their spaces provides a unique way of scaling.*



# Recommendation Overview



## Use of Places of Worship

- Strongly aligns with Kidogo's Vision
- Huge value in partnership with Kidogo
- Similarly practiced in North America



## Plan of Action

- Relationship-Building is Key
- Creating rewarding opportunities from relationships; discounts
- Using places of worship as areas as a unique way of scaling



## Economic Feasibility

- Rent costs will either be waived or heavily discounted
- The profit/salary per mamapreneur increases by about 90 USD/month.

# On a more personal note

*Thank you!*

Dear Kidogo,

We had a blast working on the first ever TKS global challenge! Kidogo is truly an inspiration to each and everyone one of us, transforming childhood education in a way no one has seen before. Your vision statement amazes us every time we read it: “Imagine a world where all children regardless of where they are born, have the opportunity to reach their full potential” Wow! We hope these recommendations help make this vision a reality. And we are so grateful to have been given this opportunity.

Until next time,



Armaan Birdi



Ronit Taleti



Nirosh Jeyakanthan