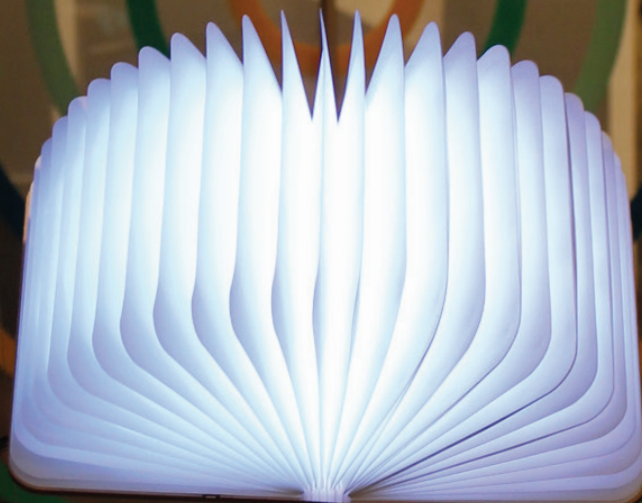


meeting the moment

2021 ANNUAL REPORT



PANGEA

SUMMARY

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Our vision, mission, and values

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OUR PROBLEM

Understanding the problem we are working to solve

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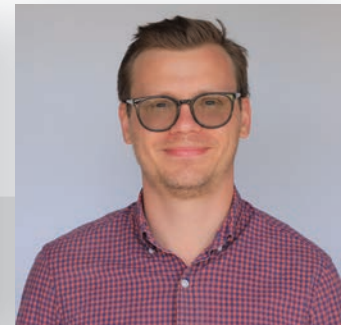
How we raise and spend resources to achieve our mission

14.

OUR TEAM

The people behind our work making it all happen

WELCOME



Nearly 20 months on at the time of writing, the pandemic is still not over. This, of course, is not simply a public health definition, but a shocking reality for some learners around the world. In Uganda, our flagship location, schools remain closed. This protracted reality has been difficult for our team to respond to as well. The uncertainty difficult to plan around, the needs constantly changing, and preparing for the eventual reopening and recovery a seeming mirage.

Yet, if we had to find one word to summarize this year for Pangea it would be 'resiliency'. Our vision of a 100% literate world by 2050 has never been more threatened. Despite the enormous challenges brought on by the ongoing pandemic, our staff and donor community have risen to meet the moment head-on. This year, in spite of these challenges, we have been able to achieve the following:

- Pangea Publishing books were read by more than 4.5 million people in 54 countries worldwide.
- The United Nations has featured our COVID book series in a case study of educational innovations.
- Our work has been featured in the BBC, Forbes, and on the ECOWAS radio network spanning 15 countries.
- This year's gala marked the largest single donor event in our history.

As the world continues to rebuild itself and adjust to the new realities, Pangea is even more committed to putting in the work of serving those impacted by the pandemic and the preexisting inequities in education.

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IF WE HAD TO FIND
ONE WORD TO
SUMMARIZE THIS
YEAR FOR PANGEA
IT WOULD BE
'RESILIENCY'

1

HI, WE'RE PANGEA AND THIS IS WHO WE ARE

VISION STATEMENT
MISSION STATEMENT
VALUES
MANIFESTO

WHY WE EXIST

To create a 100% literate world by 2050.

WHAT WE DO

Our mission is to create culturally relevant content and programs that help children learn to read and inspire them to read more often

WHAT WE VALUE

Diversity & Inclusion: Everyone has a story. We value and amplify the many identities, abilities, cultures, and perspectives around the world as the strength of our community.

Human-Centered: We place people at the center of our work - working together in collaboration and with humility.

Sustainability: We thoughtfully invest in local leadership and practices that lead to durable systemic transformation.

THE PANGEA MANIFESTO

We are a community of changemakers who believe all people have the ability to learn and grow to their full potential. We are working to build a culture of learning that equips every person to be a change agent in their own story and community.

Through education, we are making a deliberate, sustainable, and substantial impact on the structural inequalities in our world, while treating each person as more than a number. We believe in authentic interactions grounded in mutual respect and a commitment to helping everyone fully realize their potential and inspire action beyond our efforts.

2

THE WORLD FACES A GLOBAL LEARNING CRISIS

THIS SECTION INCLUDES:

PROBLEM STATEMENT

Literacy skills are the cornerstone of all other learning. Despite significant global progress in accessing schooling, many around the world are not learning and the core cause is a lack of basic literacy.

Basic literacy skills have stagnated across the African continent for decades, increasingly referred to as learning poverty (UNESCO, 2021; World Bank, 2017). Today 103 million children, 9% of the global youth population, still lack basic functional literacy, including one of four in sub-Saharan Africa (UNESCO, 2015). Refugee and migrant youth are 52% less likely to gain functional literacy and even more vulnerable in these regions. This is the foundation of what is now called the Global Learning Crisis.

This has only been exacerbated by the COVID-19 pandemic. Uganda remains the world's last country to reopen school doors since closing in March, 2020. During this time, 15 million Ugandan learners were left without any formal education. Some estimates show that up to 10 years of learning gains have been lost in low-income countries (World Bank, 2020).

It does not have to be this way, though. When we say we want to see a 100% literate world by 2050, we mean it. Not only do we believe that it is possible, but it is the task of our generation to accomplish it.

We want to see the first generation where every child has the ability to learn and become who they are meant to be, not hindered by what is offered to them but fueled by their curiosity and have the skills to follow it. It all starts with literacy. Once a person can read, they can write their own future. Getting there requires that we deeply understand this problem.

**ONE IN FOUR
AFRICAN
CHILDREN
CANNOT READ
THIS SENTENCE**

End Notes

UNESCO. (2021). Global Education Monitoring Report 2021/2: Non-state actors in education: Who chooses? Who loses? Chapter 15, pg. 301. Paris, UNESCO.

World Bank. (2017). What Do Teachers Know and Do? Does It Matter? : Evidence from Primary Schools in Africa. Accessed via <https://openknowledge.worldbank.org/handle/10986/25964>

8 KEY FACTORS THAT CAN ENABLE OR PROHIBIT LITERACY DEVELOPMENT:



Literacy development is complex and is only further complicated by the system-wide breakdown of contributing factors, in schools, in communities, and at home. Factors include language policies, quality of teacher trianing, the subsequent quality of education, limited publishing economies, the subsequent access to teaching and learning materials, parent education, poverty, and the resulting lack of a culture of literacy. Each factor supports or impacts another. Layered upon all of this, data on effective practices within these resource constrained context is both varied and limited.

On the right, explore our "Path to Literacy" infographic to understand how we see these factors.

3

OUR APPROACH TO TURNING THE PAGE ON ILLITERACY

THEORY OF CHANGE
PROGRAM OUTLINE

HOW WE MAKE CHANGE:

FOCUS

Our focus is on addressing the factors known to have the greatest impact on a student's learning. Namely, we focus on engaging readers and equipping the most important stakeholders in their lives with the knowledge and tools to help them learn to be lifelong readers. We do this by focusing on contributing to building a rich publishing economy, improving access to materials, empowering parents to be involved, and improving the quality of instruction.

THEORY OF CHANGE

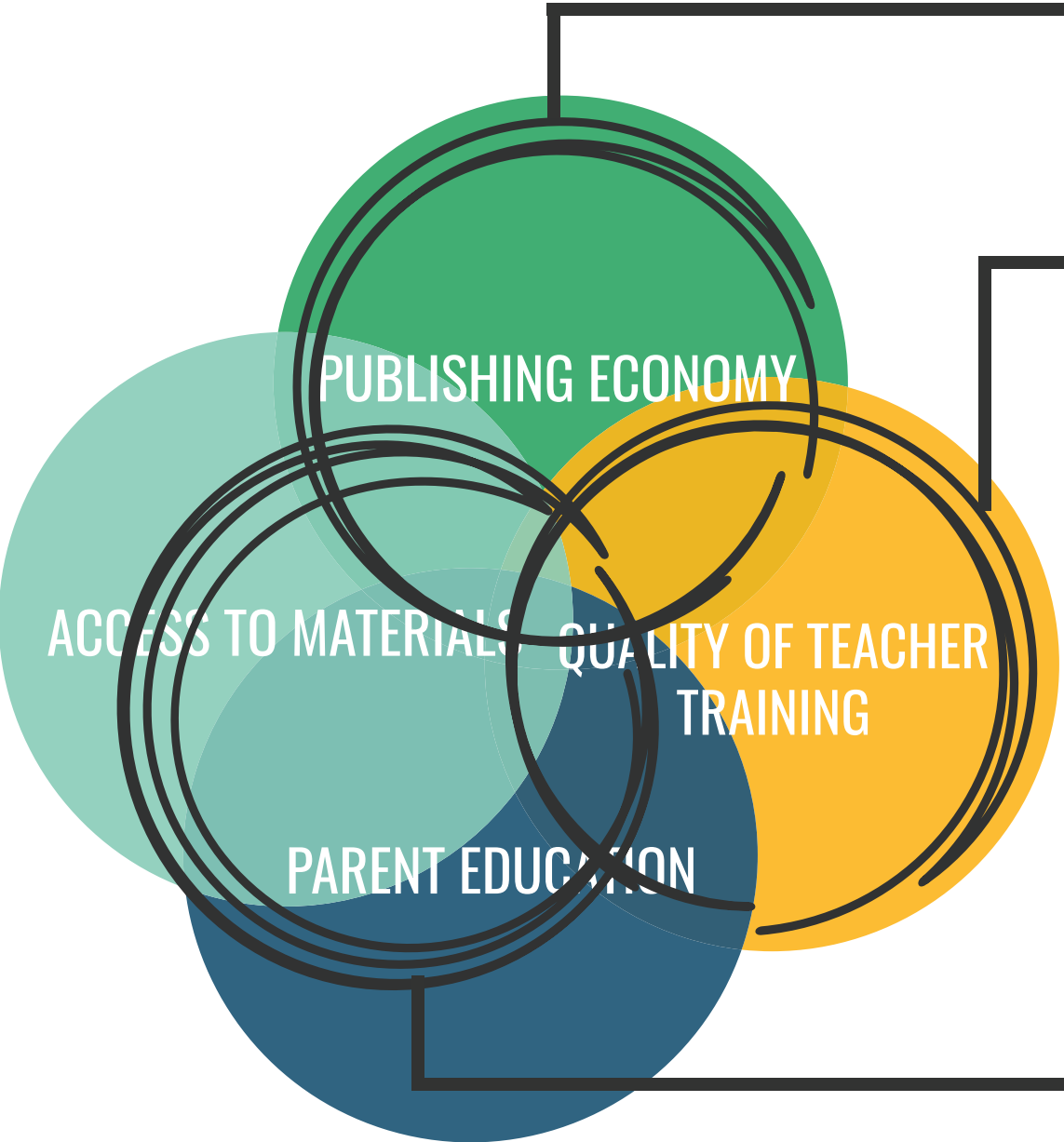
Through the creation of culturally-relevant children's reading materials we can support educators and education organizations help children learn to read and inspire them to read more often. Central to this is both our core focus on producing research-based, high quality, local content and meeting unmet market demand.



STRATEGIC ANCHORS

- **Social Enterprise:** an organization that utilizes principles of entrepreneurship to find sustainable solutions to social problems.
- **Learning Science:** all content we make is grounded in data, made to excite, and built to last.
- **Frontier Markets:** we serve last mile learners in unaddressed markets.

PROGRAM OUTLINE



PANGEA PUBLISHING



Pangea Publishing produces high quality children's books. The books are made to culturally, linguistically, and visually reflect the children who read them. We write both original stories as well as record, dictate, and reproduce local folklore. We currently publish in 14 languages with readers in 54 countries around the world.

LITERACY INSTRUCTION TRAINING



We believe that well-trained, passionate teachers should be at the heart of every classroom. Our LIT program equips teachers with the knowledge and skills needed to ensure all children are equipped with the literacy skills they need to be successful.

MOBILE LIBRARIES



Every child should have access to reading materials to support their learning, no matter where they live. Our Mobile Library program increases access to books by delivering directly to homes and schools. Families and classrooms subscribe to our netflix-like service that sustainably makes books more affordable.

4

OUR WORK TOWARDS IMPROVING LITERACY

IMPACT
PROGRAMS

IMPACT IN NUMBERS TO DATE:

+400,000

BOOKS DIRECTLY
DELIVERED TO
FAMILIES THROUGH
OUR MOBILE
LIBRARIES

+4.5M

CHILDREN ACROSS
54 COUNTRIES HAVE
READ OUR BOOKS

130

NEW BOOKS CREATED
IN 15 LANGUAGES

PANGEA PUBLISHING

Every book created through Pangea Publishing provides a learning experience for children and their families. Our books are aligned to the local curriculum taught in schools to ensure they remain relevant and appropriate. They also include a learning guide that can be used by teachers in the classroom or parents at home to facilitate both academic and social-emotional learning and foster conversations about important topics like gender stereotypes, mental health and wellness, and equity and inclusion.

Supporting childrens' literacy skills development requires that they have access to books. But oftentimes, children in Uganda and many parts of the world have little access to books in their classrooms or in their homes, and the books they do find have characters that do not reflect them, or are written in a language that is not their own. PANGEA's social enterprise, **Pangea Publishing**, produces culturally and linguistically relevant children's books for communities that have been traditionally underserved and underrepresented.

Capturing communities' stories: Our StoryCorps team builds relationships with diverse communities, hosting storytelling events and opportunities where everyone can share their stories.

Putting pen to paper: Our team at Pangea Publishing transcribes and translates the stories told and also creates new, original stories never heard before, working to ensure that every story is relevant, relatable, and educational for children and their families.

Making stories come alive: Local artists create original, colorful artwork for the stories, bringing authenticity and beauty to each character, culture, and setting found



on every page.

Getting books in the hands of families: Once books are printed through a local publisher, we add them to circulation in our Mobile Library program and work with other local organizations to ensure they reach families and schools. Anyone, anywhere can purchase Pangea Publishing books.

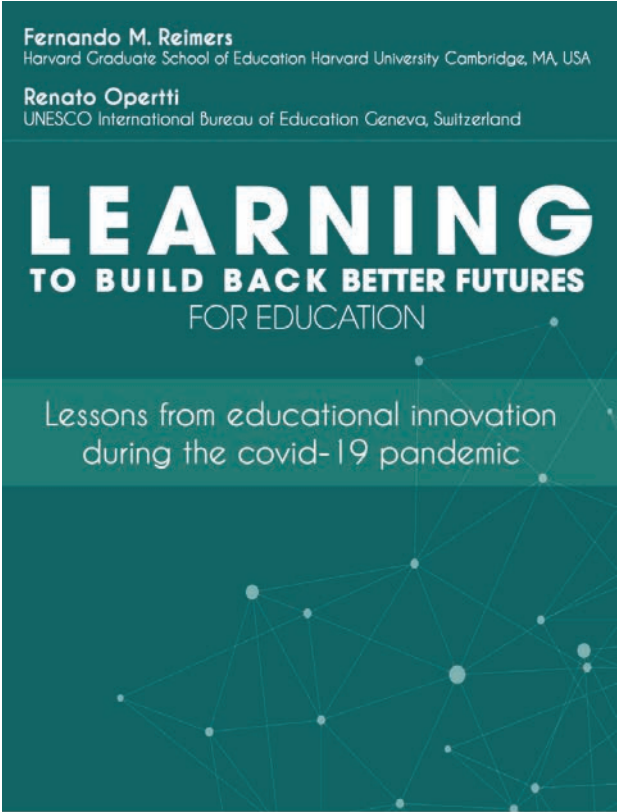


PANGEA PUBLISHING

HIGHLIGHT: UNESCO FEATURE

COVID-19 is the single greatest disruption to education in over a century. While the pandemic has further protracted, there are many deficits it has indeed created. However, there are also many 'silver linings': fundamentally rethinking where education can be done, who is and could be involved in it, and what is relevant to teach in the first place.

As households, organizations, and ministries around the world scrambled to respond to supporting children and learning during the crisis, many approaches and innovations were attempted. In "Learning to Build Back Better Futures for Education", a collaborative report produced by the UNESCO International Bureau of Education and Harvard University, highlights our "The Unwelcome Stranger" series by Pangea Publishing one of the best innovations to emerge during the pandemic. Read the full report [here](#).



”

IN PROVIDING CULTURALLY RELEVANT MATERIALS FOCUSING ON HEALTH CONTENT AND LITERACY, PANGEA'S LOCAL BOOKS INNOVATED IN TERMS OF THE GOALS OF EDUCATION AND ALSO EXPANDED THE DEFINITION OF THE TARGET POPULATION OF LEARNERS, MAKING IT A 2X REVOLUTIONARY INNOVATION.

PANGEA PUBLISHING

HIGHLIGHT: FORBES FEATURE

In light of school closures and a halting of services due to the pandemic, charities around the world struggled to generate income. Traditional nonprofit fundraising is contingent on donations from dispensable income. During the pandemic markets plunged, donations dried up, and many organizations have shut their doors.

In this article with Forbes' Rod Berger, CEO Drew Edwards outlines the importance of our social enterprise model, particularly in times of volatility like the past two years. The article highlights our commitment not only to excellence in social impact, but lowering the overall cost and increasing the sustainability of impact with how we operate as much as what we do.

Read the full article [here](#).

”

OUR INCOME IS WELL DIVERSIFIED THROUGH OUR NONPROFIT PUBLISHING MODEL. HAVING EARNED REVENUE STREAMS THAT MEET MARKET DEMAND WHILE ALSO PROVIDING A MUCH NEEDED SERVICE HAS PROVEN TO BE A CASH FLOW LIFE RAFT DURING THIS VOLATILE TIME.



PANGEA PUBLISHING HIGHLIGHT: REOPENING SCHOOLS WITH VP HOWARD-TAYLOR IN LIBERIA

Vice President Jewel Howard-Taylor was an ambassador for Pangea's COVID-19 series "The Unwelcome Stranger". In 2020 the Vice President read the first book on national television while school doors remained shut across Liberia. As 2021 arrived, the Liberian government took steps to reopen their schools. In doing so, the



Vice President's office reached out to Pangea to help with the reopening. The task was to develop a sequel to the children's book to remind students of safe operating practices as they returned to school. More than half of Liberia's population is school going age - returning to school meant more mobility than ever since lockdowns began.

Together we developed and printed the books along with support from the Ministry of Education, International Rescue Committee (IRC), International Bank Liberia LTD, and Golden Volereum Ltd, printed books were placed in every school in the country.

PANGEA PUBLISHING HIGHLIGHT: WELCOMING GIRLS BACK TO SCHOOL IN SOUTH SUDAN

Vice PresidentWorking together with Cambridge Education under Girls Education South Sudan (GESS) in collaboration with the South Sudanese Ministry of Education, we developed "Teens Ta Guwa" a magazine targeted towards secondary school aged girls. The magazine curated local stories.

Together we developed and printed the books along with support from the Ministry of Education, International Rescue Committee (IRC), International Bank Liberia LTD, and Golden Volereum Ltd, printed books were placed in every school in the country.

Early child marriage and teen pregnancy skyrocketed across South Sudan, prohibiting many girls from returning to school. The magazine is a curation of stories about topics relevant to teenage girls and includes features of local artists and initiatives.

The magazine was deployed in communities around the country and saw an incredible response. Both boys and girls were engrossed with the content, many taking clippings and sharing taping them to their walls. As Pangea conti nues to publish our core product off ering to support learning to read and write in early grades, we sti ll partner with high impact opportuniti es to engage young and emerging readers through literature.





MOBILE LIBRARIES

Our Mobile Libraries travel Uganda near and far. From the city to the countryside, we are delivering books to families and schools. We do not just travel like a carnival either, the libraries are run consistently in each community for years in order to provide children enough time to learn and learn enough reading to build a culture of it in their lives. This has never been as important as 2021, when schools remained closed. In some communities, this is the only educational program operating.

Access to books in schools as well as households is a pervasive challenge in Uganda. Only 46 public libraries exist to serve a population of 41.5 million people. For many families, these public libraries or school libraries remain inaccessible because of distance; for those that are nearby, many libraries still do not allow families to check out books, leaving homes without the essential materials they need to help foster literacy skills for children.

PANGEA's mobile library program was launched to close the access gap and bring high-quality, relevant books to homes and schools. Every month, families receive books delivered straight to their door, aligned with the child's interests and developmental level, to ensure that learning can continue outside of school hours.

Ensuring the safety of families and Mobile Librarians during COVID-19

At the start of COVID-19, PANGEA suspended its mobile library operations to minimize contact and protect the safety of staff and the families they served. As COVID restrictions lightened across Uganda, we worked alongside staff to train them on health and sanitation protocols, ensured that they had the necessary personal protective equipment, and worked alongside families to ensure they felt comfortable and confident with deliveries continuing.

Essential workers in the face of COVID-19

86% of the children served by the mobile library program are refugees in the Imvepi Refugee Settlement in northwestern Uganda. During COVID, while most places in communities around the world have come to a standstill, our team has helped learning go on. In April, Uganda's Office of Prime Minister (OPM) requested that our Mobile Libraries stay open to help children continue reading during lockdown. In collaboration with the International Rescue Committee medical team in Imvepi, and under the leadership of the Uganda's Office of Prime Minister (OPM), we were able to take extra precautions to continue serving families.





LITERACY INSTRUCTION TRAINING

Training teachers can look different from classroom to classroom and from year to year. It has never looked more different than 2021. With schools still closed, our team built home-based lesson plans and conducted remote trainings for the first time ever.

We believe that teachers play an essential role in equipping students with the literacy skills they need to become the next generation of leaders.

PANGEA's Literacy Instruction Training (LIT) program is designed to support primary school teachers to be more effective in teaching literacy skills in their classrooms.

Our 8-module program equips teachers with the core competencies and skills they need while providing targeted coaching and mentoring to teachers in their classrooms to support them in translating concepts to practice.

Supporting teachers amidst wide-scale school closures

With schools in Uganda still closed nearly two years on since the pandemic and subsequent closures began in March 2020, PANGEA's LIT team has had to pivot and rethink how we support teachers during protracted periods of disruption. Our Instructional Coaches created an online community of practice to continue teacher professional development, in an ever-changing environment. The connection created between teachers created an electric response. Like all working professionals, the shift to completely different working order was difficult and in some contexts impossible. Meanwhile, some who were still teaching were doing

so through entirely new, and often varied mediums. Engagement was incredibly high and has continued to the end of the year from the time the program began in August.

Developing at-home learning guides

In collaboration with the Pangea Publishing team, LIT created at-home learning guides to accompany Pangea Publishing children's books that were printed and distributed. The team also created at-home learning kits distributed through the mobile library program to support caretakers to engage in literacy practices and support their child's learning from home.

5

A RECORD YEAR FOR THE BOOKS

2021 FINANCIALS

FINANCIALS: 2021

We know it's important to you that your donation is being used not only efficiently, but effectively. It's important to us, too. We work hard to build transparency and accountability into our operating standards and achieve the highest grades for such.

This year, we made significant progress not only delivering more impact but doing so while keeping our fundraising and administrative costs low. Additionally, you will note that we have begun making strides with our own sustainability, generating program service revenue, when appropriate. This not only give beneficiaries choice and dignified voice, but makes donation dollars go further.

CONTRIBUTIONS & GRANTS		<u>\$242,894</u>
PROGRAM SERVICE REVENUE		<u>\$70,889</u>
TOTAL CONTRIBUTIONS		<u>\$313,783</u>
PROGRAM SERVICES		<u>\$185,593</u>
ADMINISTRATIVE		<u>\$35,927</u>
FUNDRAISING		<u>\$10,519</u>
TOTAL EXPENSES		<u>\$232,039</u>
ENDING NET ASSETS		<u>\$87,869</u>

6

THE PEOPLE BEHIND OUR MISSION

TEAM
PARTNERS

OUR TEAM

A COMMUNITY OF CHANGEMAKERS
WORKING TIRELESSLY TO SHIFT
THE NARRATIVE IN LITERACY.

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Founder, Serviceberry Consulting

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Chief Executive Officer & Co-Founder

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Chief Operations Officer & Co-Founder

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Director of Monitoring and Evaluation

Uganda Office Staff

Nathan Okiror
Country Director, Uganda

Brenda Apeta
Director of Programs

Diana Nawatene
Director of Pangea Publishing

Paul Oluka
Project Manager, Mobile Libraries

Caroline Tugume
Accounts Administrator

Ibrahim Kadara
Instructional Coach

Edina Akello
Instructional Coach

Isaac Watum
Story Curator

Lillian Kusiima
Lead Designer

Joseph Ochieng
Mobile Librarian

Abok Santo Ray
Mobile Librarian

Amos Driliga
Mobile Librarian

Cicilia Ludiong
Mobile Librarian

Ruth Anenochan
Mobile Librarian

Julian Aroku
Sales Executive, Pangea Publishing

Okot Alex
Story Corps

Juliet Bugirwa
Story Corps

James Nyende
Groundskeeper

Amina Nassali
Chef

Interns

Kavita Karr
Research Intern, Wheeler Magnet School

Praharsha Gurram
Project Intern, Avenues The World School

Volunteers

Dallen Thomas
Brigham Young University

Madison Romney
Deloitte

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WE CANNOT DO IT ALONE. WE PARTNERED WITH THESE GREAT ORGANIZATIONS IN 2021

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Vice President's Office, Republic of Liberia

World Reader

Xavier Project



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