

SECTOR REPORT

# Education & Human Capability Development Report 2026

Building investable education platforms around schools, systems, and long-term workforce capability

Prepared by

**NCDF Invest**

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**Purpose.** This report is prepared for institutional website publication and investor education. It provides an analytical perspective on a priority investment theme within the NCDF ecosystem.

## Key Metrics

<b>0.36</b>	<b>111%</b>	<b>3</b>
Nigeria Human Capital Index score	Future earnings loss cited in 2026 human capital findings for Nigeria	Investment layers: infrastructure, management, outcomes

## Executive Summary

Education is a long-duration investment theme because it sits at the centre of human capital formation, workforce readiness, and long-run productivity. The challenge is that education investment is often discussed socially but not structured institutionally.

Nigeria’s human capital indicators suggest that the country still faces a significant capability gap. That strengthens the case for education models that combine infrastructure, school management quality, and measurable learning improvement rather than focusing on physical assets alone.

For NCDF, the strategic opportunity lies in building an education platform that treats schools as operating institutions, not just properties.

## At a Glance

Dimension	Current Signal	Strategic Implication
Human capital	Learning and skills gaps remain severe	Education investment should be linked to productivity and workforce capability
Delivery	Facilities alone do not improve outcomes	School operations and learning systems need equal attention
Platform logic	Acquisitions and management models can create scale	Institutional platforms can aggregate fragmented education opportunities

## Why the Theme Matters Now

UNICEF’s 2024 Nigeria situation analysis cites a World Bank Human Capital Index score of 0.36 for Nigeria, below the Sub-Saharan Africa average of 0.40 and the lower-middle-income average of 0.48. More recently, the World Bank’s February 2026 human capital findings stated

that existing deficits in Nigeria are costing future earnings materially, linking weak outcomes today to lower productivity tomorrow.

This is a strong investment signal. It means education and capability development are not peripheral social themes; they are central to economic competitiveness and labour market performance.

## What an Investable Education Platform Looks Like

An investable education platform should combine three elements: quality learning environments, stronger management and operational systems, and a pathway to measurable outcomes. Infrastructure matters, but governance, leadership, technology readiness, and curriculum delivery also matter.

This is why school acquisitions, management programmes, and turnaround initiatives can be strategically important. They create a base from which quality and scale can be built more consistently.

## Implications for BrightNation

BrightNation is strongest when positioned as a platform for system improvement and capability development, not simply as a school owner. The more compelling institutional story is that it can improve learning environments, strengthen operations, and expand the long-term talent pipeline.

This is also where linked programmes—such as school management initiatives, targeted upgrades, and institution-building through acquisition—help create a more credible multi-channel model.

## Strategic Priorities

The priority is to move from fragmented school-level interventions to a repeatable operating model. That means standardising governance, investing in core infrastructure where it changes outcomes, strengthening management systems, and creating an evidence-led framework for expansion.

For investors, this creates a clearer route from education spending to durable institutional value.

## Illustrative Delivery Logic



## Implications for Institutional Investors

- Prioritise platform-led deployment over isolated transactions where execution risk is material.

- Link capital allocation to governance readiness, delivery capability, and realistic scaling assumptions.
- Use transparent reporting frameworks that connect vehicles, platforms, and underlying projects.

## Source Notes

1. UNICEF, Situation Analysis of Children and Adolescents in Nigeria, 2024.
2. World Bank press release, Current deficits in nutrition, learning, and on-the-job skills are costing children born today half of their future earnings, 12 February 2026.
3. World Bank Human Capital Report / HCI+ 2026 materials.

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