

Dear Unogwaja Community,

RE: Unogwaja Mission Report February 13, 2018

In order to craft Unogwaja into an organization that can truly realize the aspirations of social change in South Africa and the world, it is necessary at times to take a status check and listen to the voices of stakeholders and community members. Between January 25, 2018 and February 3, 2018 Warren Chalklen, Unogwaja's Executive Director, engaged in brainstorming sessions, conducted one-on-one interviews and released an online survey with alumni, staff, community members and an array of important Unogwaja stakeholders. The central thrust of these engagements involved thanking and honoring the community, and also asking their advice on how they believe Unogwaja should identify itself and how it should operate moving forward. The results of the engagement help us not only see where we are, but also illuminate important areas of growth.

Synthesized below are major themes with detailed charts in the addendum attached. The results represent the voices of 38 respondents from over seven countries with an average of more than 3.5 years with the organization. The permeating message of the results demonstrate that Unogwaja should focus its attention on education. Specifically, Early Childhood Development (ECD), mothers and their families, grades 1-7 and unemployed graduates. These reflections help the organization get closer to defining what it embodies and how it translates these embodied actions into social transformation. As such, the responses will be crystallized further in the coming weeks into a vision, mission, and values statement providing the framework for a 2-3 year strategic plan: a map for where we will go and how we will get there, over the next period of the Unogwaja journey.

Thank you to the incredible team at Unogwaja, with special mention to Nicky Collins, for the amazing support they have been over this first period of my time with Unogwaja. Further, to those that took the time to participate in this process, I am truly grateful for your time and contribution. Should you have any questions, inputs or just want to chat, I am available at warren@unogwaja.com.

Sincerely,
Warren Chalklen, Ph.D
Executive Director, Unogwaja Community Trust

Results Summary

Unogwaja's organizational Identity

How do we describe ourselves, and how do others describe us?

Mission related terms/phrases:

- A movement for change, a force of good
- To empower the people of South Africa through a powerful journey of inspiration, passion, positivity & transcending boundaries
- Unogwaja is a people centered organization.

Top words describing Unogwaja:

- Hope
- Inspiring
- Empowering
- Change
- Love

Customer satisfaction:

Because Unogwaja is a service oriented organization, the extent to which the broad Unogwaja community is satisfied with the services it provides is an important indicator of organizational responsiveness and effectiveness. Just under half of respondents collectively indicated that they were either neutral (33.3%), dissatisfied (8.3%) and very dissatisfied (4.2%) with Unogwaja's services. This compared to 33.35% indicating they were satisfied and 20.8% indicating they were very satisfied with the services Unogwaja provides.

Unogwaja's organizational efficiency

What are we doing well, and what are our challenges?

Strengths:

- **Family:** Alumni and Unogwaja community
- **Commitment:** To transformation and a better world
- **Ubuntu:** Service oriented

Weaknesses:

- **Lack of clear focus:** No clear managerial and strategic direction.
- **Fundraising:** Riders and support crew not meeting financial and goal commitments

- **Lack of transparency:** Unogwaja financials and day to day management commitments and decisions

How can Unogwaja do better?

- Get a clear focus
- Refocus on our vision
- Concentrate on an improved professional backup
- Attract sponsors who believe in the vision
- Improve diversity and inclusion

How well is Unogwaja meeting its obligations?

The extent that Unogwaja is perceived to be fulfilling its obligations is a significant symbol of trust in the organization to deliver on the expectations that it has promised. Less than half (39.1%) of respondents indicated that Unogwaja always fulfilled their obligations while 30.4% indicated that Unogwaja fulfilled their obligations “Sometimes”. Significantly, 21.7% of respondents were neutral and 8.9% believed that Unogwaja hardly fulfilled its obligations.

How loyal are you to Unogwaja?

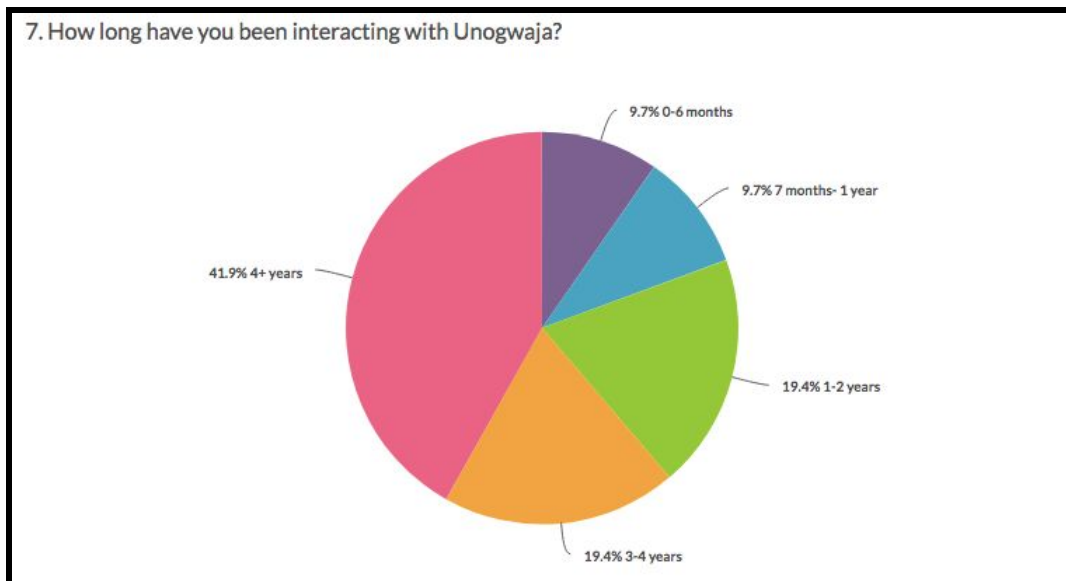
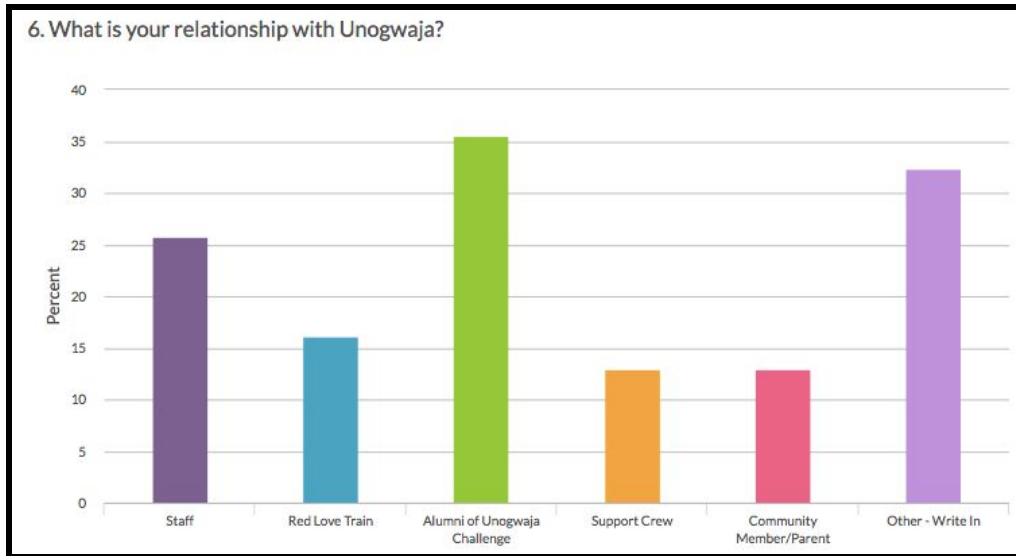
Overwhelmingly, respondents indicated they were very loyal to Unogwaja. 8.7% were somewhat loyal and neutral respectively. See notable reflections below:

- *For the first time in a few years I have hope and faith that the stewards of Unogwaja will unite and use what has gone before us to fulfill its full purpose on this earth. To me that is truly worth fighting for and Co-creating. It's a truly magnificent and inspiring prospect.*
- *We hold Unogwaja very close to our hearts. The experience we have had and the beautiful people we have met. There are no words that can explain our journey. Our dream is for Unogwaja to grow in leaps and bounds. The history of Unogwaja is so HUGE 🌸*
- *I love the unogwaja with all of my heart, what it stands for and what it represents. I love where the dream of it lies, just let it get there naturally please, please. It is a unique and beautiful story of hope in its own right, focus on that, people will come from anywhere and do anything if this message is conveyed right.*

Current Programs:

Of Unogwaja’s current programs, Langa and Lebone Village featured prominently in responses.

Addendum A: Detailed Responses



8. How would you describe Unogwaja?



Overwhelmingly, respondents described Unogwaja as a people centered organization.

- *A movement for change, a force of good and a hell of a journey across South Africa.*
- *Unogwaja is a living testimony of the human spirit and the connection we have as one. To me, it is a journey of discovery – of self, of others, of nature, and the awakening to the similarities we have with one another, and how we are all part of one body, one spirit.*
- *Unogwaja is about being better together. It is about helping others achieve their goals and dreams. It is about impacting and changing the lives of the people you interact with. It is not an event, it is a legacy.*
- *Unogwaja's mission is to infect as many people as possible with this ethos of change.*
- *To serve people in South Africa.*
- *Unogwaja's mission is to show people that no matter their ethnic background, religion, culture, or language, when we have a common heart/ goal that everyone is pulling towards, NOTHING is impossible. Unogwaja is not a "one-time-thing", it is and should be an EVERY day thing. From how we treat people, to how we conduct ourselves and overcome challenges, accept and care for other people.*
- *To empower the people of South Africa through a powerful journey of inspiration, passion, positivity & transcending boundaries.*

10. What programs does Unogwaja have?



Of Unogwaja's current programs, Langa and Lebone Village featured prominently in responses.

11. Describe Unogwaja in three words.



In order to drill down to terms used to describe the organization, respondents used key terms to describe Unogwaja. These include:

- Hope
- Inspiring
- Empowering
- Change
- Love

12. What do you consider to be Unogwaja's strengths as an organization?

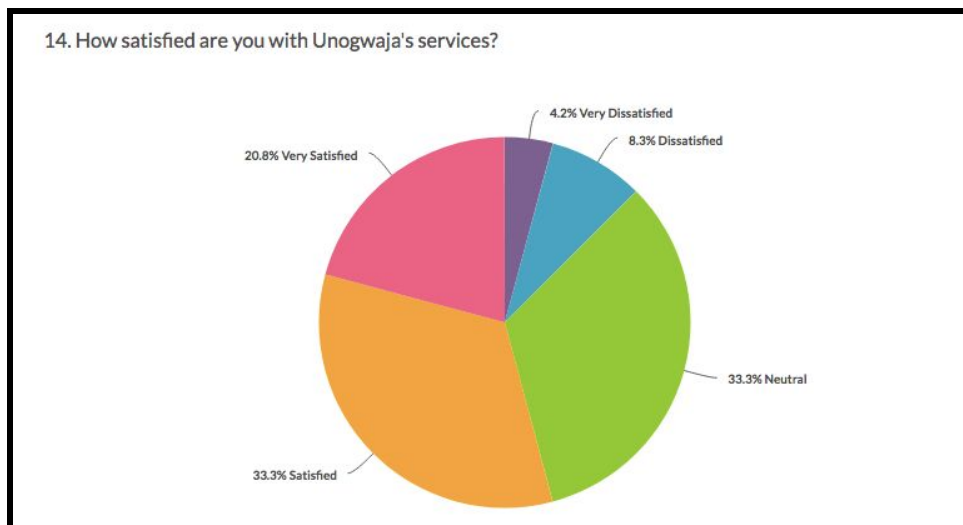


- *We inspire, support and do. We live by our ethos and encourage others to do so. It's an organization that elicits people to give of themselves towards a mission than benefit many as well as the individual.*
- *The strength of Unogwaja lies in the people it attracts and the message it proclaims. It attracts a type of person who is competitive, fit, well rounded and generous. A group of people like this can walk through walls together. Keeping them together is key though.*
- *I think a lot of people can relate to Unogwaja - the line of "wherever you go, go with your heart" does touch so many people. I think the fact that Unogwaja is about overcoming obstacles, following a dream and living with hope is a powerful one.*
- *Commitment to transform society.*

13. What do you consider to be Unogwaja's weaknesses as an organization?

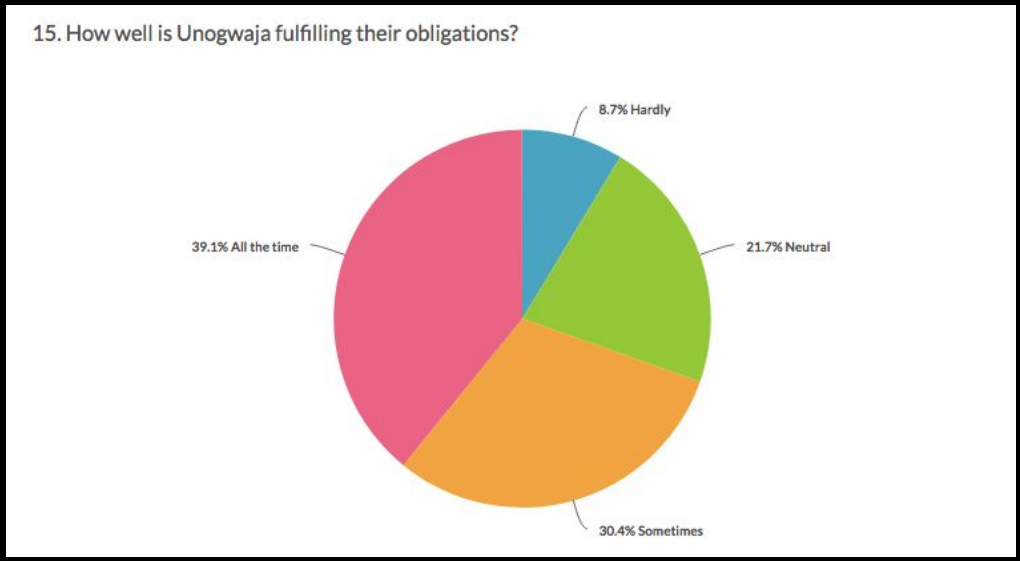


- *Lack of clear focus*
- *I've tried to gently make the point on numerous occasions. It's going to be hard to succeed with the perception of it being led by white private school boys, if not that then just privilege.*
- *Are we a premier sporting event for rich people who lay on a service for "clients" or do we choose team members to join our mission and embrace and work with adversity together? Are we an organization that raises money through sacrifice or do we see the sacrifice of many people on a daily basis in SA because of historical injustice as being the core driver to what we do and why. I don't believe it's clear enough why we get up in the morning to put on the Unogwaja badge.*
- *No clear managerial and strategic direction. Under utilized motivated and competent alumni. 3. Underutilisation of the Comrades organization as a feeder system for Unogwaja. 4. Cooperation with the Comrades Organization. 5. Riders and support crew not meeting financial and goal commitments. 6. Transparency of Unogwaja financials and day to day management commitments and decisions.*
- *A lack of focus from year to year. A lack of commercial awareness.*
- *Conflicting messages*
- *I believe the charity aspect is possibly unogwaja biggest strength but also it's biggest weakness, connecting the two clearly and communicating this as such is critical. The challenges, unogwaja in my opinion is a beautifully simple story of one man's determination and courage. To blur this message in anyway creates confusion and makes it difficult for outsiders who are interested to connect.*

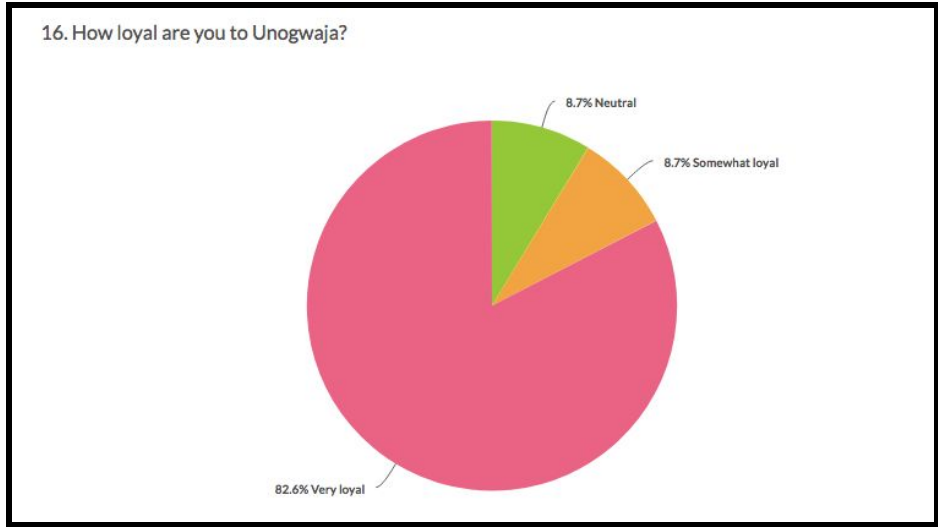


Because Unogwaja is a service oriented organization, the extent to which the broad Unogwaja community is satisfied with the services it provides is an important indicator of organizational responsiveness and effectiveness. Just

under half of respondents collectively indicated that they were either neutral (33.3%), dissatisfied (8.3%) and very dissatisfied (4.2%). This compared to 33.35% indicating they were satisfied and 20.8% indicating they were very satisfied with the services Unogwaja provides.



It is important to determine how well Unogwaja is perceived to be fulfilling their obligations. The extent that Unogwaja is perceived to be fulfilling its obligations is a significant symbol of trust in the organization to deliver on the expectations that it has promised. Less than half (39.1%) of respondents indicated that Unogwaja always fulfilled their obligations while 30.4% indicated that Unogwaja fulfilled their obligations “Sometimes”. Significantly, 21.7% of respondents were neutral and 8.9% believed that Unogwaja hardly fulfilled its obligations.



Overwhelmingly, respondents indicated they were very loyal to Unogwaja. 8.7% were somewhat loyal and neutral.

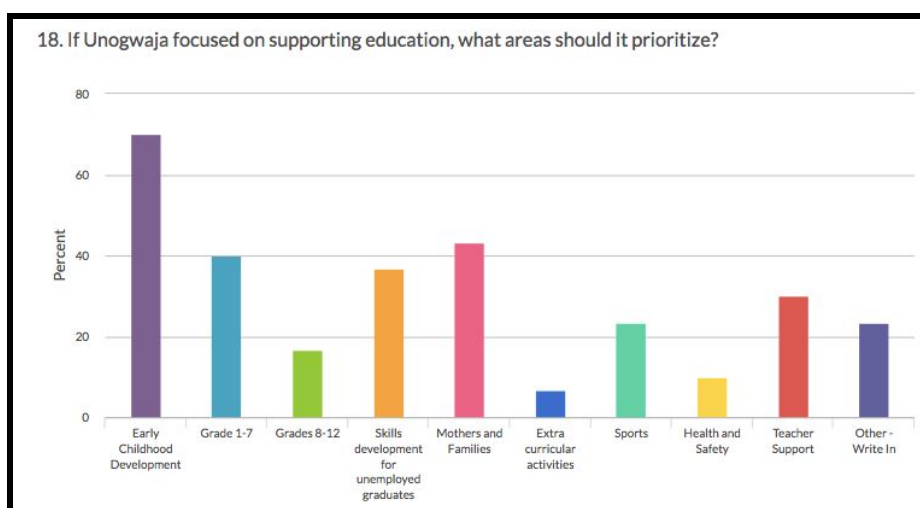


The primary theme that permeated the answers to how Unogwaja should evolve to better serve South Africa was a clear focus. Respondents believed that armed with a clear focus, Unogwaja could achieve powerful objectives.

- Many respondents indicated a strong desire to focus on education, specifically the Langa project.
- Unogwaja is a transformational organization that must play an active role in the landscape in South Africa by in the short term focusing on Langa community which there is such a unique foundation, back drop/ context and existing culture

that is ready to experience a rising like no other place in the world. I believe Unogwaja can be a global leader in change based on respect and love in the world.

- Refocus on our vision, concentrate on an improved professional back-up, attract sponsors who believe in the vision.
- Focus on education, particularly Gr RR, R, 1,2 which are the key foundation years. Provide a support system for the teachers in overcrowded classrooms by working with small selected groups in literacy and maths. Run a parallel ESL program at schools. Provide programs for caregivers on how to stimulate children from a young age to give them a head start at school in the future and create a love for reading and learning.
- Diversity and inclusion



Value	Percent	Responses
Early Childhood Development	70.0%	21
Grade 1-7	40.0%	12
Grades 8-12	16.7%	5
Skills development for unemployed graduates	36.7%	11
Mothers and Families	43.3%	13
Extra curricular activities	6.7%	2
Sports	23.3%	7
Health and Safety	10.0%	3
Teacher Support	30.0%	9
Other - Write In (click to view)	23.3%	7

Over 70% of respondents believed that Early Childhood Development should be a fundamental education focus of Unogwaja followed by mothers and their families (43.3%), Grades 1-7 (40%) and Skills development for unemployed graduates (36.7%).

19. Anything else you would like to share?



- *For the first time in a few years I have hope and faith that the stewards of Unogwaja will unite and use what has gone before us to fulfill its full purpose on this earth. To me that is truly worth fighting for and Co-creating. It's a truly magnificent and inspiring prospect.*
- *We hold Unogwaja very close to our hearts. The experience we have had and the beautiful people we have met. There are no words that can explain our journey. Our dream is for Unogwaja to grow in leaps and bounds. The history of Unogwaja is so HUGE 🌸*
- *I love the unogwaja with all of my heart, what it stands for and what it represents. I love where the dream of it lies, just let it get there naturally please, please. It is a unique and beautiful story of hope in its own right, focus on that, people will come from anywhere and do anything if this message is conveyed right.*

Key terms:**Organizational Identity:**

- The organizational identity is the extent to which an organization remains consistent committed, accountable and responsive to its mission, core values and constituencies. Organizational identity encompasses what is central, distinctive and enduring about an organization.

Mission

- Brief, powerful statement of reason the organization exists

Vision

- Guiding image of success of the organization. Highlighting it's hopes and ambitions for the future.

Values

- Represents the core beliefs of the organization. These inspire the ways the organization works and deals with people

Programs

- A product or service and organization provides to change a current situation

Summary:

- The survey received 38 responses from seven countries, including online responses and in-person interviews.
- Of the 38 respondents, 35.5% comprised Unogwaja Alumni, 32.3% considered themselves as "Other" and 25.8% were staff.
- By time interacting with Unogwaja, 41% of respondents have been involved with Unogwaja for more than four years, 19.3% for between 2-3 years, Ten percent of the respondents had been interacting with Unogwaja for less than six months.
- The central thrust of the results demonstrate that Unogwaja should focus its attention on education. Specifically, Early Childhood Development (ECD), mothers and their families, grades 1-7 and unemployed graduates.

Link to survey:

<http://www.surveygizmo.com/s3/4161999/Unogwaja-Help-us-define-our-Mission>