UBUNTU 2021
STRATEGY REFRESH
A GLOBAL STANDARD FOR COMMUNITY TRANSFORMATION
Campus Completion Strategic Initiatives

Last year, we launched Vision 2025 to create a five-year strategy focused on investing in three growth initiatives while strengthening key institutional sustainability pillars.
COVID-19 RESPONSE: OUR COMMITMENT TO OUR COMMUNITY

On 16th March 2020, Ubuntu launched an Emergency COVID-19 Response Unit to prepare for the pandemic. We suspended all non-essential services at the campus and fully diverted our efforts to provide timely and targeted rapid response intervention—life-saving medical, food security, and psychosocial support to those most at-risk. Despite the uncertainties and challenges, we have emerged resilient:

- Our global Crisis Campaign raised over $4.6M
- We retained all staff members
- We expanded our partnerships with Kolisi Foundation, national supermarkets, and local institutions such as the South African police force, schools, and other social service organizations
- We pivoted successfully to roll out a massive food security operation to keep 4,000 households afloat
- We distributed over R5M of PPE to local organizations

2020 proved that Ubuntu is indeed a community-rooted grassroots institution that is capable of having a massive impact in the face of unprecedented crisis. We are a trusted part of the townships’ fabric. The COVID-19 pandemic is an enormous challenge, but we have been resolute and our impact is clear.

4,000 → 30,000
Households receiving monthly food packages

R5M
worth of PPE & medical supplies distributed to 27 organizations

600
Clients receiving HIV treatment through the Ubuntu Clinic

206
Youth have returned to work since March
STRENGTHEN CRADLE-TO-CAREER MODEL

2020 OBJECTIVES

Enhance Health and Household Stability

Expand Early Childhood Development

Strengthen Job Skills Training

Campus Facilities Maintenance

2020 RESULTS

400+ clients received HIV services & 100% babies born healthy
individualized case management plans for each client

Enhanced play-based teaching model

Put focus on socio-emotional wellbeing during COVID-19

Leveraged new center & café to provide on-the-job trainings
Placed 200 students in employment

We have a clear facilities plan, and our space has transformed into
a vital COVID-19 relief center.

CHALLENGES & LESSONS

Challenges: Heightened health risks due to COVID-19, increase in unemployment, and closure of the Ubuntu Campus due to the pandemic

Pivots: We suspended non-essential operations and launched COVID-19 response to provide food security and medical support. Most of the staff shifted to work remotely and launched virtual programming for ECD and JST students.

Lessons: While we have always prioritized depth over breadth, when needed, the Ubuntu Model is capable of scaling up to deliver urgent needs of the community.

2021 OBJECTIVES

Ensure Ubuntu Campus is Safe to Reopen
Roll out health & safety plan to enable a safe campus reopening

Resume all core programming
Ensure Ubuntu’s cradle-to-career programming can run at modified capacity: open school, conduct home visits, & train JST students

Maintain Campus Facilities
Maintain high quality of current and future facilities, including the new school, and add green space

Challenges & Lessons

Possibility of new COVID-19 infection wave → a strong health and safety plan & a blueprint for COVID relief and mobilization
Escalating crime → strengthened private security
Stagnant economy → growing employer pipeline and corporate relationships
# Expand the Ubuntu School

## 2020 Objectives

- **Construct primary school**
- **Enroll 25-30 ECD graduates into Grade R**
- **Pivot out of ASE partnership and internalize staff**
- **Finance operations & construction**

## 2020 Results

- School construction delayed due to COVID-19 and contract with construction company terminated
- Students enrolled but will repeat the grade to make up 70% of the school year they missed due to COVID-19
- Contract with ASE terminated and all operations are overseen by Ubuntu, greatly enhancing performance
- Acquired bridge loan, raised $2M, and launched B-BBEE initiative which will support school sustainability fund

## Challenges & Lessons

**Challenges:** Long period of time for children to be away from Ubuntu’s in-person care; limited staff capacity; socio-emotional issues at home and academic loss in the absence of the safety of our campus

**Pivots:** Ubuntu’s team is providing remote education for students during COVID-19 and renewed focus on teacher development and training

**Lessons:** Ubuntu has the knowledge and experience to manage all aspects of the Ubuntu School on its own; remote learning in the context of our community is extremely difficult because of disparities in infrastructure and income.

## 2021 Objectives

- **Complete Construction of School**
  - Replace contractor and finish construction of new school building
- **Hire New School Head**
  - Build a refined and effective school staffing structure
- **Ensure Academic Rigor**
  - Provide intensive academic and extracurricular programming to bridge the gap created by COVID-19

## Risks & Mitigations

- **COVID-19 health concerns** → hiring health and safety consultants to oversee reopening
- **Space constraints** → construction of new building
- **Hiring talent** → intensive staff training and best-practice recruitment
GROW THE UBUNTU ADVISORY

2020 OBJECTIVES

Build Capabilities
Clarify and Refine the Offering
Formalize the Model
Scale the Practice

2020 RESULTS

Strengthened Advisory arm and secured new client engagements
Feedback from initial engagements gathered, evaluated, and incorporated
Finalized offerings to create a formalize business model for target individuals and audiences
COVID-19 slowed down Advisory engagements but marketing tools in place to raise awareness

CHALLENGES & LESSONS

Challenges: All consulting client projects paused due to the pandemic.

Pivots: We will be able to incorporate our COVID-19 lessons into our Advisory curriculum.

Lessons: Locking in longer-term clients could prove beneficial in helping Ubuntu Advisory weather economic and social disruptions.

2021 OBJECTIVES

Resume Advisory Engagements & Further Refine Offerings
Re-engage with clients to complete Advisory projects and build internal capabilities

Incorporate COVID-19 to Portfolio
Utilize our expertise in implementing successful COVID-response to help organizations recover from the crisis

Secure one new engagement
Expand our clientele in the process of scaling the practice and securing significant funds

RISKS & MITIGATIONS

Difficulty in pursuing clients that align with Advisory values → Focus on deeper engagements with fewer clients
Ubuntu practiced extreme caution and remained closed last year even when the rest of the country began to normalize operations. However, after careful consultation with key stakeholders and experts, we developed and executed a plan to reopen our campus in January 2021. In preparation for the reopening, we phased out our large-scale food security program, clearing much-needed space on campus to resume core programming. To keep our clients and staff healthy in this new phase of recovery, we will emphasize the following:

**Robust Health & Safety Plan** The Ubuntu Campus is a remarkable health and education complex, which hosted nearly 300 people daily on an ordinary (pre-COVID) day. Equipping this facility for a COVID-19 reality has been a massive logistical undertaking, but we had the experience, flexibility, and knowledge to adapt to the situation. We hired Occupational Health & Safety consultants to assist in creating a robust health and safety plan. In addition to upgrading the entire campus’s air circulation and filtration systems, we are emphasizing hand hygiene, social distancing, and intensive screening, disinfection, and proactive communication measures.

**Vaccination Rollout** Ubuntu has been formally designated as a COVID-19 vaccination site by the Department of Health. As a trusted community organization with skilled staff, high-quality facilities, and a track record of accountability and transparency, we are well-positioned to play a major role in vaccine distribution. We must urgently prepare for this undertaking by investing in a new refrigeration system, expanded clinical staff and technological capacity, and an outdoor waiting room.

**Targeted Food Security** As we shift capacity toward providing critical in-person services on the Ubuntu Campus, we have ended our mass food security initiative. However, most of our families are still feeling the economic, and subsequently, the nutritional effects of COVID-19. As we move forward with reopening, we will provide 3 meals and a snack daily to Ubuntu students, as well as food security for our clients in greatest need.
CRISIS RESPONSE PHASE II
CONTINUED

**PPE Procurement and Distribution** To ensure everyone who steps foot on the Ubuntu Campus—from children and teachers, to patients and clinicians—remains safe and healthy, we must secure and maintain a consistent supply of PPE. PPE also remains a scare commodity in our community at large. While Ubuntu has provided 27 local hospitals, clinics, schools and shelters with a steady supply throughout the height of the pandemic, the need persists, and we will act to meet it.

**Staff Wellness & Development** Ubuntu’s team has been on the frontlines since day one of the crisis. Many of our staff, who come from the same community they serve, have endured tremendous hardships and personal loss due to the pandemic. To ensure the Ubuntu Team’s ability to provide high-quality care to our clients into the future, we are redoubling our commitment to staff development and wellness during this reopening period. This will include investing in staff medical and psychosocial support, team building initiatives, PPE and other safety measures, as well as routine trainings.

**Strengthened Social & Emotional Support** From our primary school students who missed half of the academic year, to youth who faced joblessness or gender-based violence, to our caregivers who struggled to put food on the table—the effects of the pandemic have been severe. Many have also lost loved ones and are still struggling to cope with their grief. While we have endeavored to address these difficulties virtually, there is no substitute for the sanctuary of the Ubuntu Campus. As part of our reopening, we expanded case management and psychosocial services, as well as strengthened communication platforms to proactively monitor each client’s progress and keep clients feeling safe and supported at all times.