

# SOLIDARITY IN ACTION:

## Six Months of the Solidarity Fund

### Interim Impact Report

*as at 30 September 2020*





- The people that have worked for and assisted the Fund through various efforts

**A SMILE  
IS STILL A  
SMILE,  
EVEN BEHIND  
A MASK.**



# FOREWORD

On behalf of the board of the Solidarity Fund and its team of over 200 volunteers, please accept this report as our humble effort to chronicle the six-month journey and its history from 23 March 2020 when the Solidarity Fund was established. The main task and focus of the Fund was to manage and augment the work of government as it took urgent and drastic measures to curtail the effects of the local COVID-19 epidemic to protect the people of South Africa.

The first known case of COVID-19 reported in the world was on 17 November 2019 in China. Three months later, on 11 March 2020, the World Health Organisation (WHO) declared the COVID-19 outbreak a global pandemic, having observed the devastating effects all over the world, especially in Spain and Italy. Almost no country was spared.

A week prior, on 5 March 2020, South Africa recorded its first case of COVID-19. Ten days later, on 15 March 2020, President Cyril Ramaphosa declared a National State of Disaster, in terms of the Disaster Management Act. On 23 March 2020, President Ramaphosa declared the first lockdown of the country effective 27 March 2020. He also formally announced the establishment of the Solidarity Fund under the chairmanship of Gloria Tomatoe Serobe with Adi Enthoven as the deputy Chairman. This decisive response from the South African government was nothing short of amazing and applauded by the WHO.

As an independently-run rapid response vehicle created to respond to the COVID-19 epidemic in South Africa, the Solidarity Fund became the platform where South Africans from all walks of life, and our international allies, could express their support to fight the pandemic.



**Gloria Tomatoe Serobe**

*Chairman of the Board*

The response was overwhelming. The generosity of spirit, time and financial donations given to the Fund allowed it to lessen the impact of the pandemic as effectively as possible.

R3.11 billion in financial contributions from over 304 431 donors, including 14 487 individuals and 2 523 corporates (as at the end of September 2020) was the generous response that came from South Africans and our international allies. We also received an overwhelming response of in-kind donations and human resource support.

An example of an in-kind donation we received was when Transnet converted their two Phelophepha community health trains into testing trains. This helped improve testing capacity in remote and far-flung towns accessible via existing railway lines. This kind of support was priceless. Given that the Fund had no track record to speak of, gestures of this kind showed the willingness of people in our country to pull together in a time of need.

It fell to the Fund to make sure that the South African public, and those who donated their resources, could be confident that the money allocated would be used in the most meaningful manner possible. With that in mind, a strong,



independent, and experienced board of directors from business, government and civil society had to be appointed to oversee the fund. I am particularly grateful to Sizwe Nxasana, Ayanda Ntsaluba, Tryphosa Ramano, Michael Katz, Thulani Tshefuta, Kgomotso Makhupola, Minister Ebrahim Patel and Minister Tito Mboweni for agreeing to join the board, and in so doing, provide the Fund with invaluable guidance in carrying out its mandate. I thank you.

COVID-19 does not discriminate; rich or poor, urban or rural, townships and suburbs - all were affected. It meant that our approach needed to be flexible and innovative, especially in the communities with poor infrastructure. Despite the challenges, we managed to provide inclusive support to those in need.

The journey of the Solidarity Fund has been one of common purpose and unity, challenges, humility, pride, and hope. As a team, we constantly pushed each other's boundaries in our quest for excellence. The strong leadership displayed by the interim Chief Executive Officer, Officer, Nomkhita Nqweni, provided the firm foundation needed to expedite the many facets required within the Fund with integrity, good corporate governance and exceptional delivery.

Thank you to all who gave their best and continue to work tirelessly to protect our country from the dire effects of COVID-19 and to raise her up as a stronger, more unified land.

*Gloria Tomatoe Serobe*  
*Chair of the Board of the Solidarity Fund*



**Nomkhita Nqweni**

*Interim CEO*

A year ago, one could not have imagined the havoc that the COVID-19 pandemic would wreak on our country. The disruption caused on a global level by the virus also dealt a devastating blow to our own economy, impacted our health system and escalated poverty levels amongst many South African families. COVID-19 has become a defining event of our lifetimes.

It is against this backdrop that I look back over the past seven months with a mixture of awe and humility. To have been asked to lead the task of defining and operationalising the activities of the Fund alongside so many selfless and patriotic South Africans, at such an uncertain time, has been a humbling privilege. It has been a lesson in leadership for which I will be forever grateful.

The Solidarity Fund was set up after a rallying call from our President for South Africans to come together in a powerful display of unity to combat the impact of this pandemic. Indeed, South Africans from all walks of life responded to this call 'Thuma Mina'-style. Hundreds of thousands of people and companies made generous donations to the Fund, while a team of more than

200 people donated their time and expertise pro bono to help the Fund achieve its mission.

The Solidarity Fund is what I would describe as a unique case study, showcasing the art of the possible. It demonstrates that when everyone puts their differences aside and a diversity of resources, skills and execution rapidly pull together, a tangible, measurable impact can be effected in a short space of time. This report details the Fund's activities in its first six months of operation.

At the outset, one of the Fund's main priorities was to procure and distribute much-needed personal protective equipment (PPE) as quickly as possible. This was done not only to curb the spread of the virus, but most importantly to protect vulnerable front-line health workers. The challenge at the time was that 92% of the medical equipment in South Africa, including PPE, was imported and only 8% was produced locally.

Yet, within days of the Fund's establishment, funding was approved for this critical mission and the mobilisation of the procurement and distribution of much-needed PPE was activated. Of course, while the speed of execution and delivery was paramount, it was also important that the Fund serve as a catalyst in supporting the country's innovation and manufacturing capabilities. In turn, this would make South Africa less dependent on global suppliers in future, and help create much-needed jobs.

As you will read in this report, the Fund's investment has resulted in the development of significant local capacity to manufacture ventilation equipment as well as accelerated the scaling up of local PPE manufacturing capabilities. This is the enduring legacy of the Fund made possible through the generous donations of South Africans; something of which we should all be proud.

Another aspect of the Fund's work that deserves recognition is the valuable impact of its humanitarian relief programme. The humanitarian crisis that unfolded in the wake of the pandemic – not only in terms of food security, but also increased rates of gender-based violence – meant that the Fund needed to step in and support vulnerable families across the length and breadth of our country.

Our food relief projects have reached close to 500 000 families, both through the distribution of food parcels, and by supporting female subsistence farmers to ensure sustainable food production into the future. For many food insecure families, the Fund's support literally provided a lifeline during this difficult time. What makes it even more remarkable is that this was made possible through the generosity of a stranger that they will likely never meet.

The administration of the generous contributions received, under the highest levels of governance and transparency, was the top priority for the Fund's management team. At the outset, we put in place business processes and controls across our operational areas of Health Response, Humanitarian Effort, Solidarity Campaign and Fundraising, and across the functions - Finance, Operations and Disbursements - that enabled them to execute their respective mandates. The operating model provided oversight of the board and its subcommittees.

It is truly inspirational to see how over the short lifetime of the Fund, a network of 21 companies and organisations provided support services either through direct funding or making their skills and resources available to the Fund.

A pro bono workforce of over 200 colleagues have, over this period, worked together to build a R3.1 billion organisation within a few weeks that has delivered tangible impact. Since the Fund was set up during the lockdown period, colleagues who had never worked together or met face-to-face united behind a common purpose with passion to make a difference.

Whilst the Fund was set up as a crisis intervention mechanism, the effects of the pandemic are likely to remain with us for some time and the strategic relevance of the Fund remains important. The Fund's work in the area of behaviour change, for example, continues to be an important factor in limiting the further spread of the virus. Since adaptability is built into the DNA of the Fund, its work will continue to evolve to meet the needs of this dynamic challenge.

As difficult as the journey has been at times, it has been a rewarding and inspiring experience to be part of a collective of selfless and committed individuals and organisations who responded to the call to serve their country at such a critical time.

I am grateful to have been part of the team helping to make a difference to the lives of many South Africans over the past seven months. It brings great personal reward to recognise that beyond every statistic, fact and figure that is quoted in this report, is a real person.

I would like to acknowledge and thank all the stakeholders, organisations, civil society partners and colleagues who have joined me on this journey.

We are the ones we have been waiting for.

*Nomkhita Nqweni*  
Interim CEO of the Solidarity Fund



# ACKNOWLEDGEMENTS

The Solidarity Fund acknowledges, with much gratitude and appreciation, the tireless efforts, contributions and solidarity of all contributing organisations, companies and individuals. In many ways, six months is no time at all, but when you consider the work that has been done by the Fund's many partners, it's been a remarkable period.

The work of the Solidarity Fund is made possible through:

The generous financial support of the 304 431 donors and funders, who are responsible for the R3.16 billion (and counting) raised in support of the Solidarity Fund.

The Solidarity Fund's partners and supporting organisations, who've worked hand in hand with the Fund from the outset, are listed below.

## In-Kind Product Donations



## Supporting Organisations



## Strategic Partnerships



Figure 1: The Solidarity Fund's partners (as at 30 September 2020)

The talents, knowledge, ideas and hard work of the executive team of the Fund, its Board and all its subcommittees and advisory boards; are visible in the graphic below:

Board of Directors	Audit and Risk Board Committee	Disbursements Board Committee	Fundraising Board Committee	Executive Team
Gloria Serobe <i>Chair</i>	Tryphosa Ramano <i>Chair</i>	Ayanda Ntsaluba <i>Chair</i>	Sizwe Nxasana <i>Chair</i>	Nomkhita Nqweni <i>Interim CEO</i>
Adrian Enthoven <i>Deputy Chair</i>	Kgomotso Makhupola	Adrian Enthoven	Adrian Enthoven	Andrew Mashifane
Nomkhita Nqweni <i>Interim CEO</i>	Michael Katz	Sizwe Nxasana	Thulani Tshefuta	Grant Brewer
Ayanda Ntsaluba <i>Chair of the Disbursement Committee</i>			<i>Co-opted Members</i> Rick Menell Leila Davids	Jennisha Gappoo
Tryphosa Ramano <i>Chair of the Audit and Risk Committee</i>				Jonathan Broomberg
Sizwe Nxasana <i>Chair of the Fundraising Committee</i>				Kevin Barret
Minister Ebrahim Patel				Martin Kingston
Kgomotso Makhupola				Michael Ester
Michael Katz				Nicola Galombik
Thulani Tshefuta				Nic Kohler
Minister Tito Mboweni				Paul Bondi
				Riaan Wienekus
				Wendy Tlou
				Wongakazi Majola

**Table 1:** The Solidarity Fund's board, subcommittee and executive team (as at 30 September 2020)



**TECHNICAL ADVISORY COMMITTEES****TAC MEMBERS: Humanitarian**

Ms Wendy Tlou	Humanitarian, Solidarity Fund
Ms Gloria Serobe	Chairman: Solidarity Fund
Mr Sello Hatang	Nelson Mandela Foundation
Ms Nicola Galombik	Strategy and Disbursement: Solidarity Fund
Ms Louisa Zondo	Technical Advisor Member
Ms Carley Furness-Symms	ELMA Philanthropies Services (Africa)
Mr Mark Heywood	Technical Advisor Member
Ms Nardos Bekele-Thomas	UN Secretary-General's Representative
Mr Temba Linden	UN Representative in South Africa
Ms Natalie Africa	Bill & Melinda Gates Foundation
Ms Nomkhita Nqweni	CEO: Solidarity Fund
Ms Nolitha Fakude	Anglo American

**TAC MEMBERS: Health**

Dr Jonathan Broomberg	Discovery Health
Ms Heather Sherwin (PhD)	ELMA Philanthropies Services
Dr Glenda Gray	President South African Medical Research Council
Prof Johnny Mahlangu	WITS University and NHLS
Dr Nozipho Sangweni	Discovery Health
Dr Lance Lasersohn	Current President of the South African Society of Anaesthesiologists (SASA)

Dr Paul Davis	Medical Doctor
Prof Jimmy Volmink	University of Stellenbosch
Dr Noluthando Nematswerani	Discovery Health
Prof Sharon Fonn	WITS University

**TAC MEMBERS: Behavioural**

Mr Siven Maslamoney	Yellowwoods
Ms Wendy Tlou	Humanitarian, Solidarity Fund
Mr Martin Kingston	Rothschild & Co
Ms Tanya Cohen	PPGI (Public-Private Growth Initiative)
Ms Brenda Goldblatt	Right to Care
Ms Dianne Woodward	Harambee
Ms Lebogang Ramafoko	Tekano
Ms Seara Mkhabela	Anglo American
Mr Saul Johnson	Genesis Analytics

The Solidarity Fund also acknowledges the work of the Impact Reporting Working Group, led by Wongakazi Majola and supported by Jennisha Gappoo, and report contributors Genesis Analytics (lead author), EY, Groundglass and Elné Potgieter (graphics and design).



Wongakazi Majola



Jennisha Gappoo



# EXECUTIVE SUMMARY

**On 5 March 2020, the COVID-19 global pandemic reached South Africa's shores, as the first case was reported by Zweli Mkhize, Minister of the National Department of Health.**<sup>1</sup> With 17 cases reported in the week that followed, the South African government moved swiftly and decisively. President Cyril Ramaphosa declared a National State of Disaster on 15 March 2020 and announced a nationwide lockdown on 23 March 2020. During this address, President Ramaphosa also announced the establishment of the Solidarity Fund.

**The Solidarity Fund is a public benefit organisation, established to confront the COVID-19 national crisis in South Africa.** The Fund is mandated to contribute towards the national health response, provide humanitarian relief and mobilise all who live in South Africa to do their part. In so doing, the Solidarity Fund aims to effectively and meaningfully contribute to South Africa's ability to respond to the COVID-19 pandemic.

**The Solidarity Fund is set up to be independently administered and transparently governed.** The The Fund is comprised of an independent, well-respected board and an empowered executive leadership. Governance is core to the Solidarity Fund and reflective of its deep commitment to be accountable to all donors and to the people of South Africa.

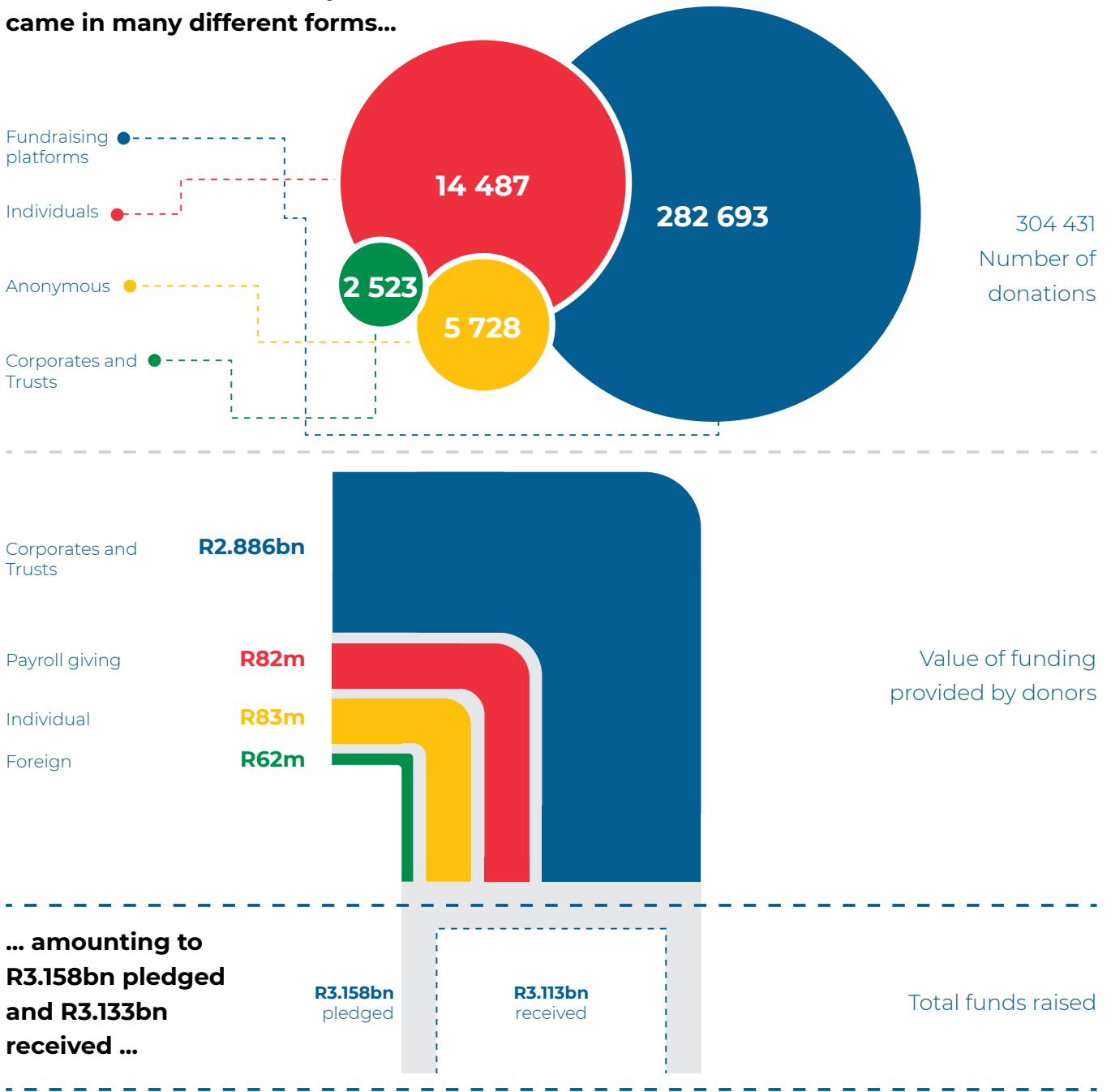
**The Solidarity Fund has received over R3.11 billion of the R3.16 billion pledged by businesses, governments and individuals, through the generosity of its donors.**<sup>2</sup> 304 431 donations were received, including 2 523 donations by corporates and trusts, 14 487 individual donations, 5 728 anonymous donations, and 282 693 donations via fundraising platforms.<sup>3</sup> Donations have reached the Solidarity Fund from every corner of South Africa, and from the international community. With donations starting from R5, the fundraising effort epitomises the idea that every cent counts.

<sup>1</sup><https://www.nicd.ac.za/first-case-of-COVID-19-coronavirus-reported-in-sa/#:~:text=This%20morning%2C%20Thursday%20March%205,Africa%20on%20March%201%2C%202020>

<sup>2</sup>As at 28 September 2020.

<sup>3</sup>As at 28 September 2020.

**Donations to the Solidarity Fund came in many different forms...**

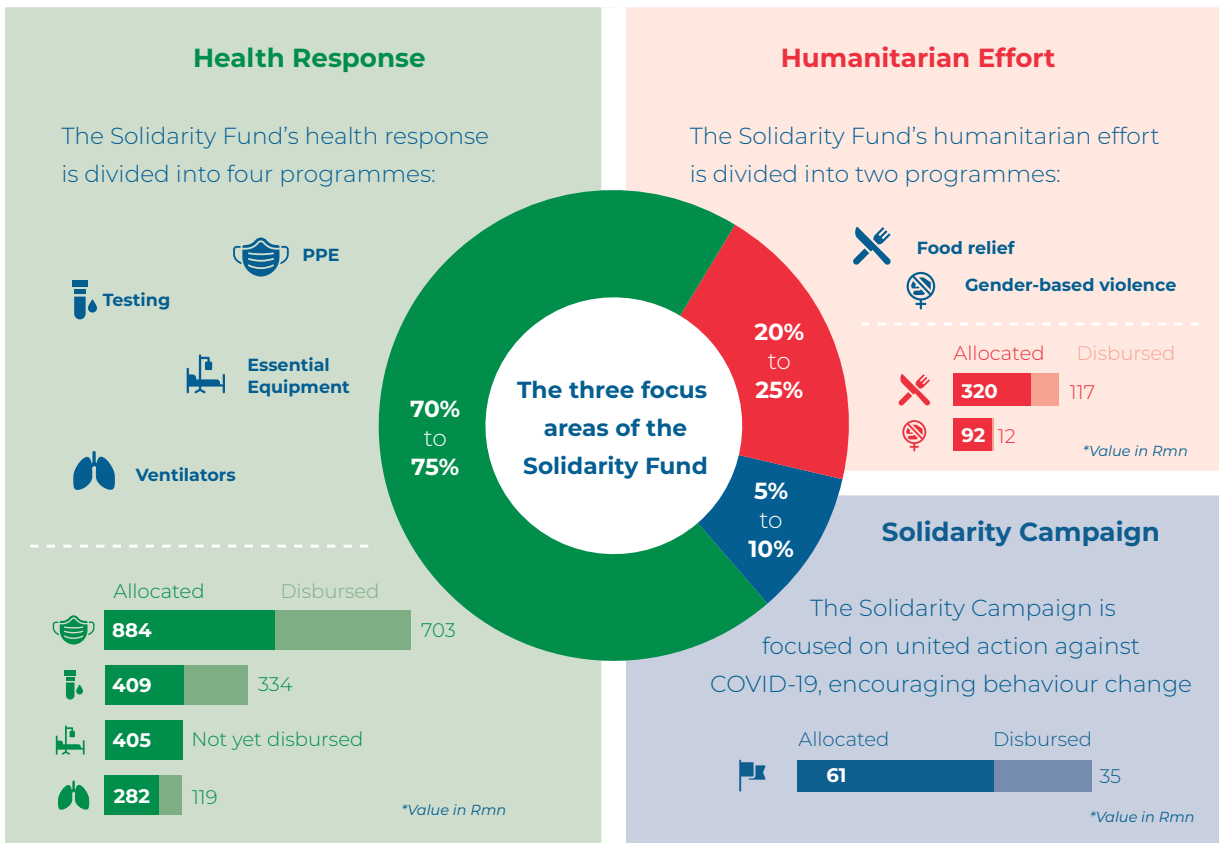


**Figure 2:** The Solidarity Fund donations (as at 30 September 2020)

**Defined by its numerous partnerships, the Solidarity Fund is an excellent example of what can be achieved when there is unity.** The Solidarity Fund partners with diverse actors, including government, the business community, civil society, the faith-based community, the international donor community and the general public. Partnerships have enabled the Solidarity Fund to be more responsive to the needs on the ground, to move quicker and with more agility, to extend its reach across South Africa, and to leverage knowledge, insights, talent and energy.

**South Africa has since transitioned into the ‘new normal’, shifting into Alert Level 1 as of 21 September 2020.** This shift was accompanied by a sense of growing control over the progression of COVID-19 and a sense that rebuilding South Africa, the economy and people’s lives can now begin in earnest. Coinciding almost exactly with the six-month mark since the Solidarity Fund’s establishment, the shift to Alert Level 1 also has provided space for the Fund to reflect, take stock and document its story and achievements.

**The Solidarity Fund’s work is focused on three areas; the Health Response, Humanitarian Support and the Solidarity Campaign:**



**Figure 3:** The Solidarity Fund overview (as at 30 September 2020)

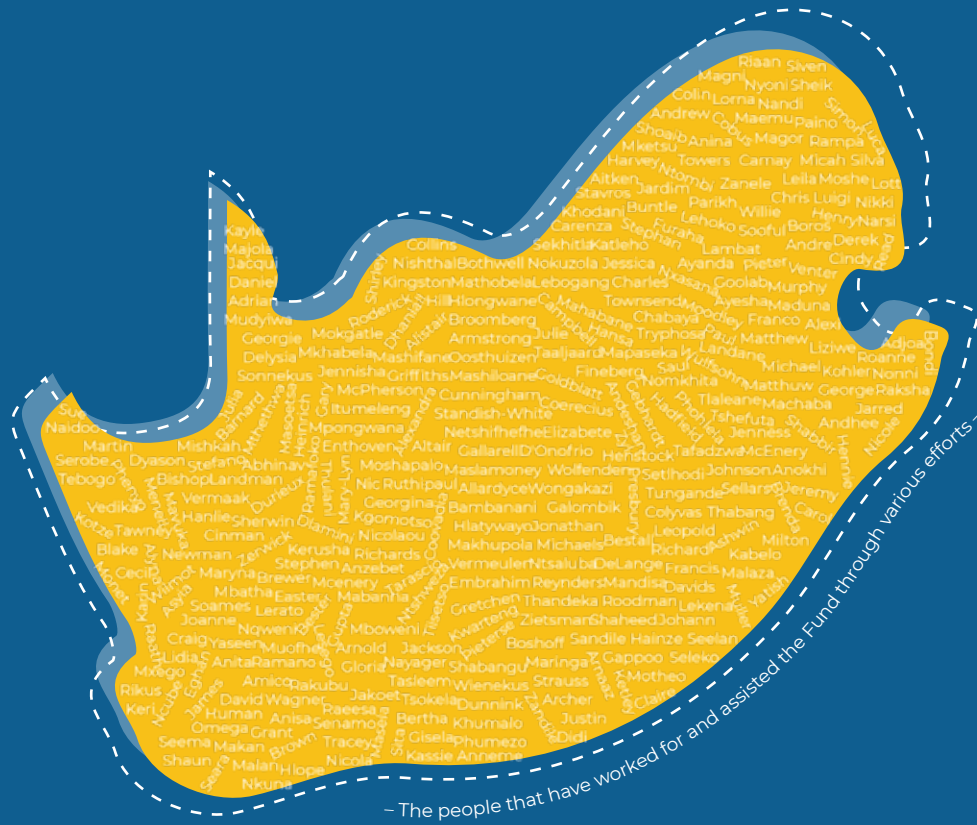
This report presents a detailed description of the stories, experiences, achievements, challenges and lessons learnt across the Solidarity Fund’s three workstreams during the period 23 March 2020 to 30 September 2020.

**The experience of the last six months is unparalleled. Despite monumental effort and global cooperation, COVID-19 remains a daily reality and continued threat.** The Fund remains independent and transparent. The Fund will ensure that all donations received are put to maximum use for the benefit of all who live in South Africa. In so doing, the Fund will uphold its principles and will continue to collaborate with its current partners, the government of South Africa, business and civil society.

Currently, the Solidarity Fund plans to do the following:

- The **Solidarity Campaign** will provide ongoing communication, awareness and behavioural nudges to reduce the rate of transmission, especially within Alert Level 1 and with the festive season approaching.
- As part of its **Health Response**, the Fund will supplement testing capacity in the event of a second wave and may choose to assist the NDoH in procurement, distribution or awareness of a possible vaccine should one become available next year.

In this way, the Solidarity Fund will continue to promote #UnityInAction.



# FIGHT THE GOOD FIGHT.

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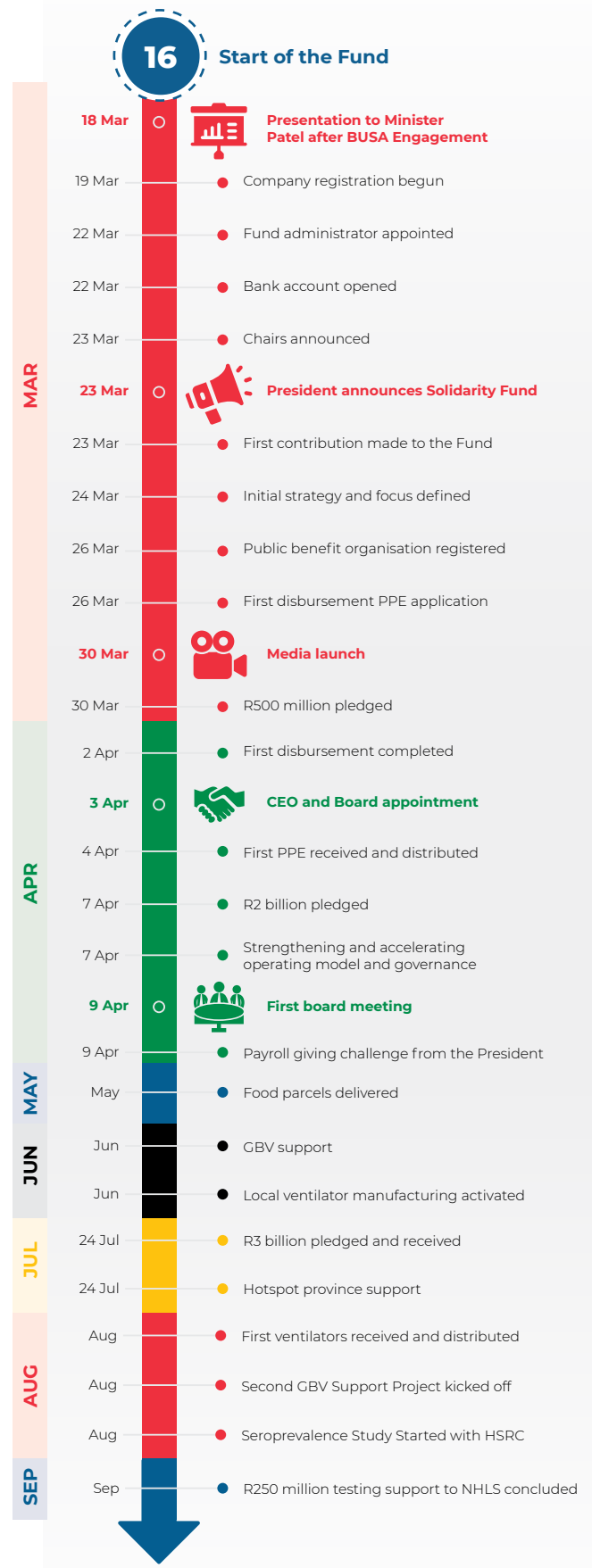
# WHAT IS THE SOLIDARITY FUND?

The Solidarity Fund is an independently-run rapid response vehicle created to respond to the COVID-19 epidemic in South Africa. It is a public benefit organisation (PBO), announced by President Cyril Ramaphosa during his lockdown address to the nation on 23 March 2020. The Solidarity Fund is mandated to:

- Mobilise and coordinate financial and in-kind contributions from all South Africans and members of the international community.
- Use funds raised and other in-kind contributions to ameliorate both the health crisis and the social consequences of the pandemic.
- Bring all who live in South Africa together to play their part in combating COVID-19.

With just one week from its inception to achieving PBO status and just two weeks to the Solidarity Fund Board being established, the Fund moved swiftly to discharge this mandate.

**Figure 4:** The Solidarity Fund timeline (as at 30 September 2020)



# THE 'PRE-ESTABLISHMENT' STORY OF THE SOLIDARITY FUND



The pace at which resources were mobilised and commitments unleashed for the Solidarity Fund was absolutely breath-taking. Business for South Africa (B4SA) had identified, at the beginning of March, that it was only a matter of time before the pandemic would hit our shores and we resolved to appeal to the business community to intervene in working with government and our other social partners to develop a strategy to mitigate the impact of the pandemic.

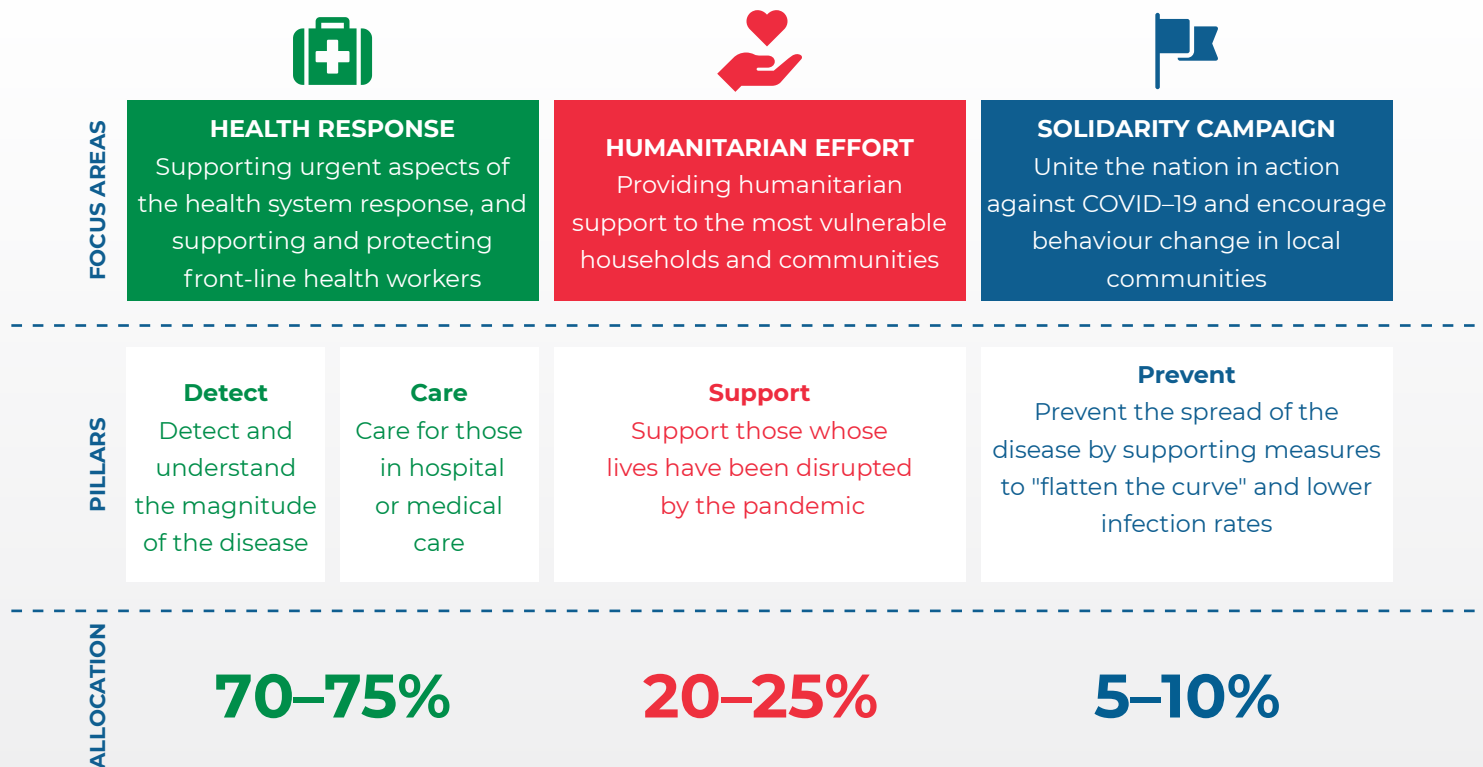
Things moved quickly after the B4SA board meeting on 3 March 2020. Two days later, the first positive case of COVID-19 was reported and on 16 March 2020, a special Executive Council meeting of Nedlac was convened at which government and business each tabled the concept of a Solidarity Fund. We were already anticipating working in a remote/virtual environment and over the next few days the proposition was developed, bringing in a number of specialist advisors to ensure that the Fund could be established and operational as quickly as possible, in an independent fashion,

held to the highest standards, and to be accountable to society at large.

This required lawyers, accountants, communication advisors, IT and systems providers and a fund administrator, amongst others – all were approached to provide their support pro bono in an extremely compressed time frame. By the time that the President announced the establishment of the Solidarity Fund, with Gloria as Chair and Adi as Deputy Chair, a mere week after the Nedlac meeting, all the key foundations of the organisation were in place. The speed, solidarity and selflessness of this initial response has remained a hallmark of the Fund's work since then – ensuring that all South Africans can contribute to this critical task of combating the virus and its impact on society, while working harmoniously, cooperatively and with agility, urgency and purpose.

**Martin Kingston**

*BUSA Vice-president and Advisor to the Solidarity Fund*



**Table 2:** The Solidarity Fund workstream structure (as at 30 September 2020)

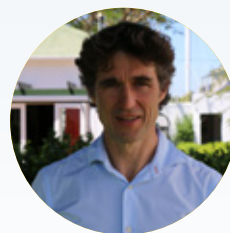
The Solidarity Fund is organised around three focus areas, chosen for their potential to deliver the greatest impact: the Health Response, the Humanitarian Effort, and the Solidarity Campaign. Its impact statement is: To effectively and meaningfully contribute to South Africa's ability to respond to South Africa's COVID-19 epidemic.

The Solidarity Fund exemplifies the spirit of collaboration and radical generosity. It is more than a fund; it is a platform that coordinates the efforts and contributions of those living in South Africa, the government of South Africa, civil society, philanthropy, the private sector and international partners. Beyond the inspirational generosity of giving from diverse walks of life, the Solidarity Fund is also a heartwarming story of everyday South Africans doing what they can to make a small difference in the face of incredible uncertainty, fear and challenge.

”

*It has been a tremendous and inspiring show of national and global unity in the fight against the COVID-19 pandemic and the consequence of the lockdown.*

Adrian Enthoven  
Deputy Chair of the Solidarity Fund



# Governance of the Solidarity Fund

The Solidarity Fund takes very seriously its responsibility as the custodian of donations from all of society, and that it is accountable to every individual donor. The Solidarity Fund is governed by an independent and highly-respected board of directors, and is led by an experienced and skilled executive management team. While maintaining close coordination and collaboration with the government of South Africa, the private sector and civil society, the Solidarity Fund was established to be independently administered and transparently governed. Independence and transparency are necessary to maximise the impact of the Fund's disbursements – and to improve the likelihood that it will meet the myriad challenges of the COVID-19 national epidemic.

The Solidarity Fund's decisions are informed by the following principles:

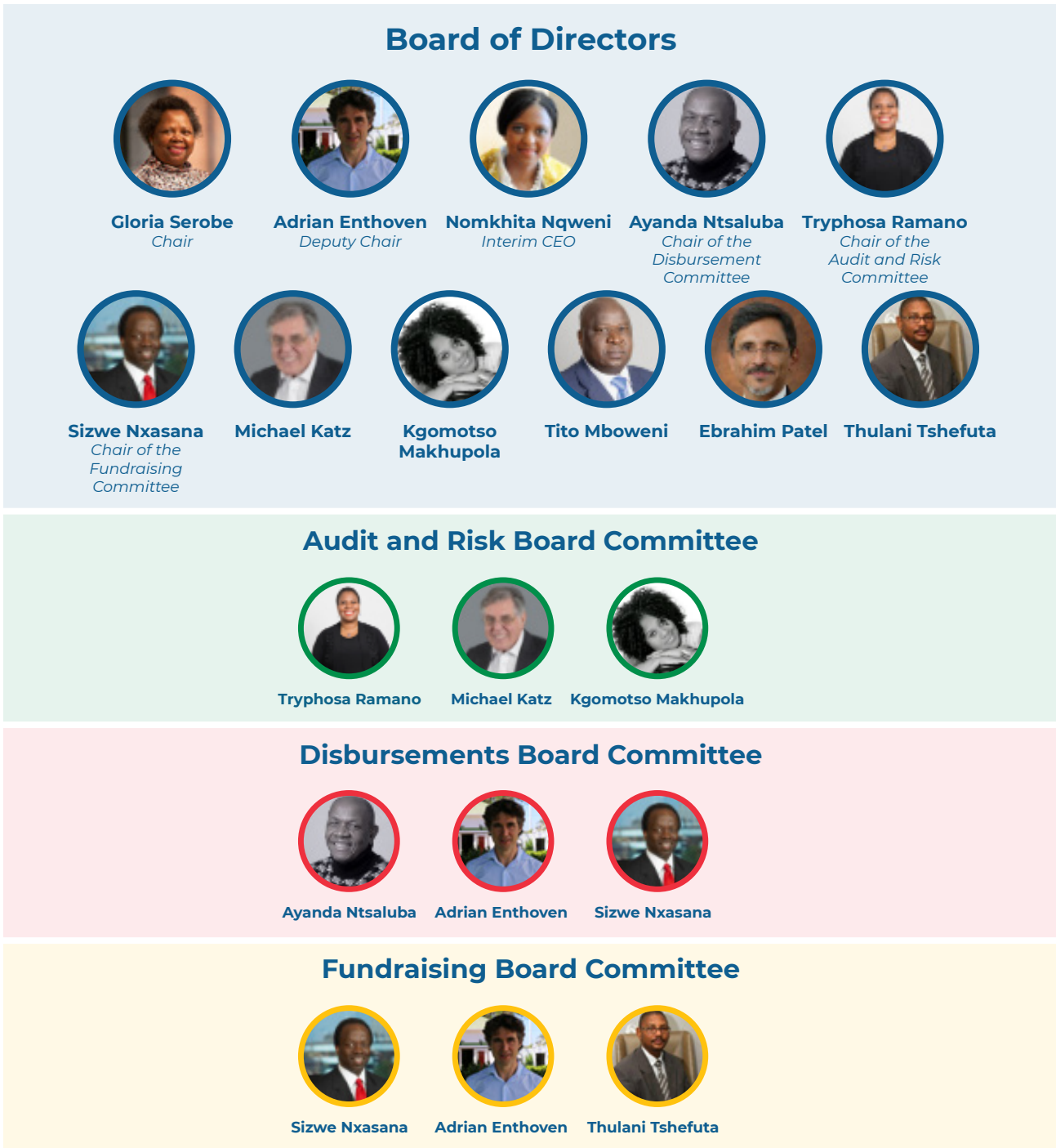
1. Catalytic interventions that complement, enhance or augment those provided by the state (where the state has limited capacity to intervene).
2. Gap funding that accelerates the delivery of critical interventions in response to COVID-19 and, where possible, supports local manufacturing and small, medium and microenterprises (SMMEs).
3. Addressing a challenge that is a direct consequence of COVID-19 or that is severely exacerbated by the crisis.
4. Interventions by non-state actors in response to COVID-19 that are delivered at scale in the Fund's focus areas.
5. Interventions that enable and support coordinated responses across social partners to accelerate scalable and sustainable solutions to COVID-19-related humanitarian and economic challenges.

The Solidarity Fund's governance framework articulates the comprehensive set of decision-making, approval and oversight arrangements that are employed as the Fund discharges its mandate.<sup>4</sup>

**A strong, independent board of directors** chaired by Ms Gloria Serobe provides guidance and oversight over all other bodies within the Solidarity Fund:

- The Audit and Risk Board Committee
- The Fundraising Board Committee
- The Disbursements Board Committee
- The Chief Executive Officer (Interim)
- Operational Functions in the areas of Strategy, Coordination, Finance, Fund Administration and Communication, which ensure effective delivery of the Fund's mandate in its three focus areas.

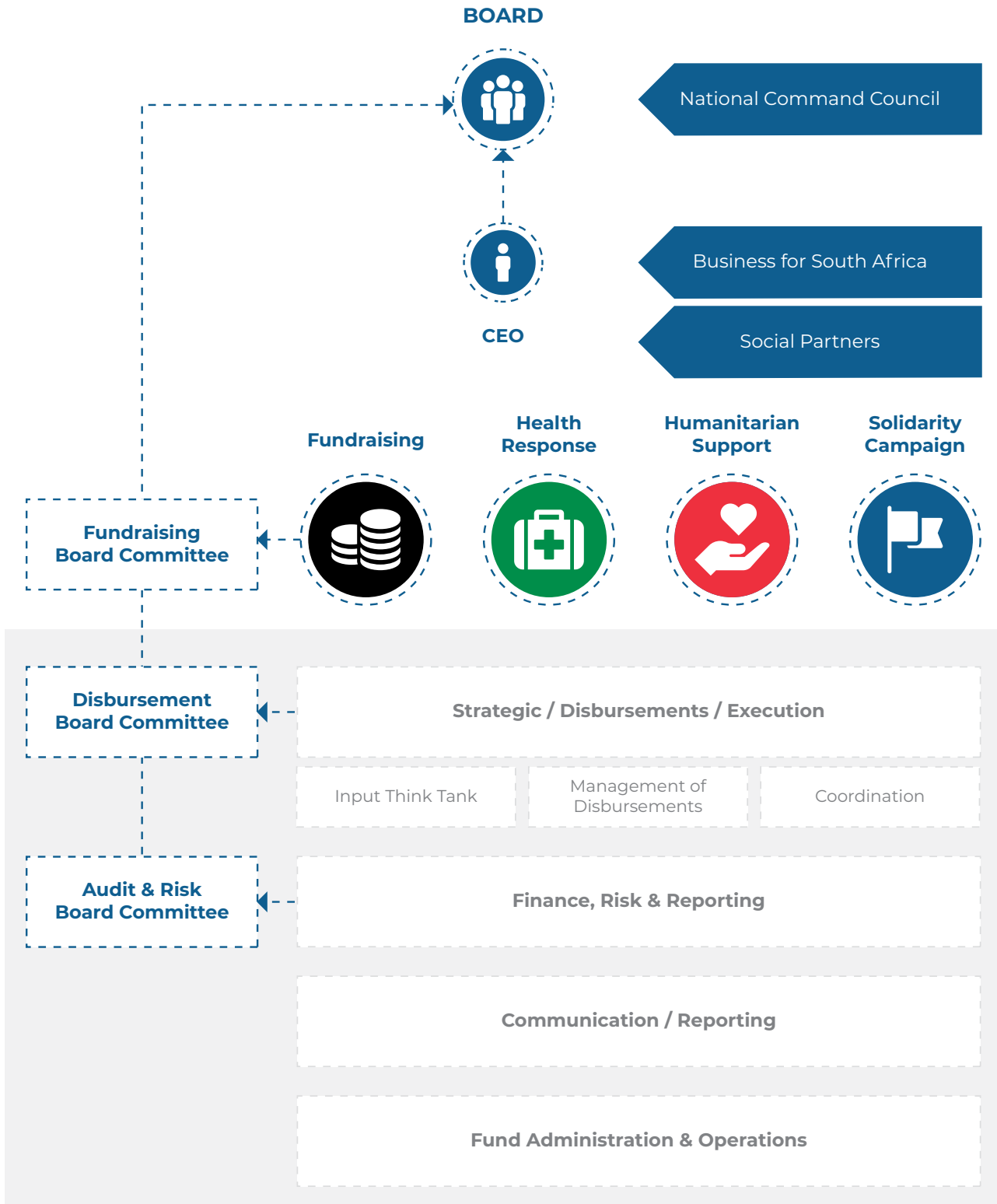
<sup>4</sup>[https://solidarityfund.co.za/media/2020/05/Solidarity\\_Fund\\_Governance\\_Overview\\_V202004191.pdf](https://solidarityfund.co.za/media/2020/05/Solidarity_Fund_Governance_Overview_V202004191.pdf)



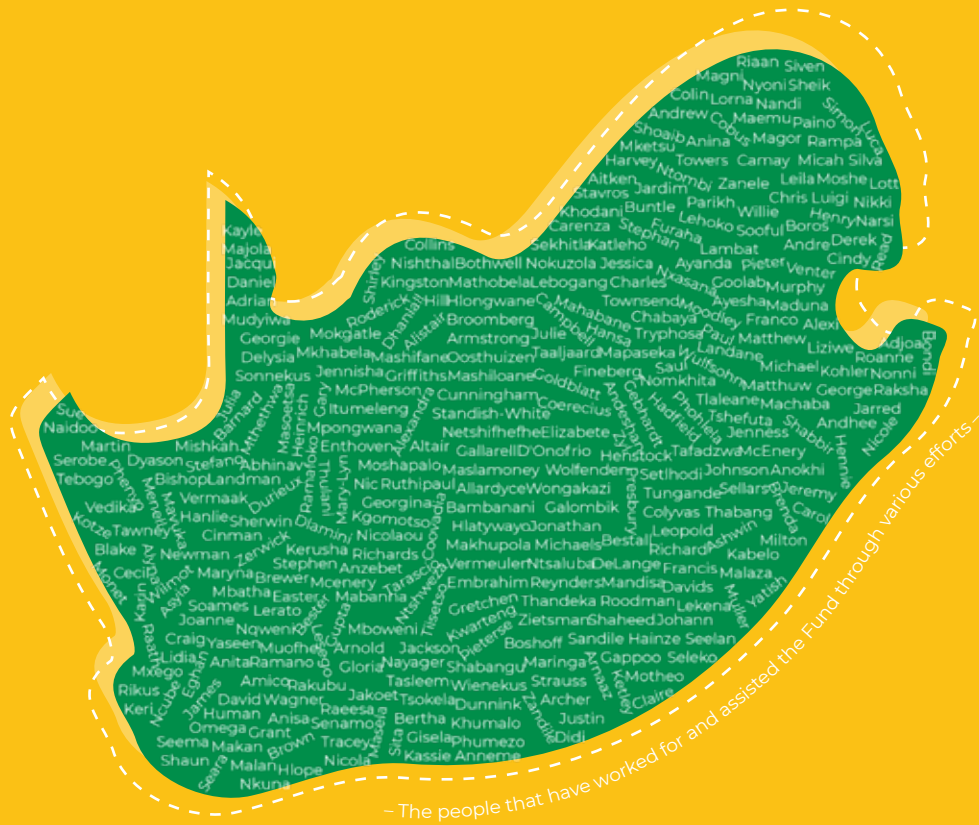
**Figure 5:** The Solidarity Fund executive leadership structure (as at 30 September 2020)

The Solidarity Fund has **empowered executive leadership**, led by Interim CEO, Nomkhita Nqweni. All staff at the Fund work on a voluntary basis in their personal capacity. The executive team is committed to ensuring that the Fund operates in an agile manner and maintains the utmost integrity. This includes ensuring that all donations are screened, recognised, accounted for and effectively managed. The Fund’s leadership also ensures that disbursements are aligned with the Fund’s mandate, and will ensure that its impact is measured and reported.

# Governance Framework



**Figure 6:** The Solidarity Fund governance framework (as at 30 September 2020)



- The people that have worked for and assisted the Fund through various efforts -

**HOPE.**  
**NOT**  
**FEAR.**



# MOBILISATION OF FUNDING



**Paul Bondi**

*Head of Fundraising*

In its first six months, the Solidarity Fund initiated large-scale fundraising efforts to mobilise the donations needed. A targeted fundraising strategy was developed by Paul Bondi, the Co-Head of Rothschild & Co. Through his efforts, a number of highly influential and well-respected key account managers were appointed based on their relationships with potential donors across the public and private sector, local and international foundations and high net worth individuals.

Key account managers proactively engaged potential donors, successfully garnering support for the Solidarity Fund and raising the required funding in an unprecedented time frame. These conversations required bespoke engagement, and organisations relied on the sterling reputation of the executive team and key account managers to create meaningful impact with the donations provided.



*The Solidarity Fund is a unique South African innovation which has mobilised social capital from all the sectors of South African society to fight COVID-19, save lives and livelihoods. With a total of some 306 000 donations which were received from South African and the international community of individuals, corporates, foundations and governments, the Solidarity Fund was able to respond very quickly to support the government's health, humanitarian and behaviour change initiatives.*

Sizwe Nxasana

**Chair of the Fundraising Committee**



*The ELMA South Africa Foundation feels vindicated by our early vote of confidence in the Solidarity Fund. We invested R250 million and have been impressed by the dexterity with which the Solidarity Fund has conducted its response to the COVID-19 pandemic in South Africa. As an investor, we have received regular, timely and informative reports from the Solidarity Fund.*

Bernadette Moffat

**ELMA Philanthropies**



Further to this, many diverse organisations demonstrated their solidarity by heeding the President's call and contributing to the Solidarity Fund on their own accord – both through corporate donations and payroll giving initiatives. Over 300 000 members of the general public made donations ranging from as little as R5 to over R1 million. This incredible support demonstrates the unified spirit of South Africans in times of adversity, but also proves that no matter the size of the donation, every cent counts. Donations were enabled through direct payment into the Solidarity Fund, via participating banking institutions and via crowdfunding partners.

Old Mutual provided a dedicated call centre and donor onboarding team to the Solidarity Fund, engaging with donors from the initial point of responding to donor queries right through to donor onboarding and post-donation support. Dedicated teams were responsible for individuals, corporates and foundations, enabling bespoke donor engagement aimed at meeting the donor need. This provided a deep sense of comfort amongst donors, often resulting in repeat donations due to positive interactions with the Solidarity Fund. During the period March 2020 to September 2020, the call centre responded to 8 789 calls and emails, indicative of the volume of engagements between the Fund and donors.

The Fund was also generously offered a variety of in-kind donations by individuals and organisations. In order to optimise the use of these in-kind donations, the Fund worked with organisations to identify where the donated goods were most needed.

Significant effort has been put into identifying donors and ensuring that the source of funds have been vetted appropriately. To this end, a Donor Policy was implemented, and a Lexis Nexis Donor Vetting Tool was adopted to identify and validate all donations received. Furthermore, a Fundraising Committee independently chaired by Sizwe Nxasana was established through which all issues are discussed and resolved in a timeous and proactive manner. The provision of feedback to donors is also a key priority to ensure that donors are aware and satisfied with how their donations are being utilised. This is done through various channels, be it weekly updates on the Solidarity Fund website, wide-reach webinars and newsletters, individual responses to inbound queries and targeted round table discussions with high-value donors.

By 30 September 2020, R3.16 billion has been pledged to the Solidarity Fund, and R3.11 billion of those pledges have been received. The close relationship between donations pledged and donations received is indicative of the successful implementation of the fundraising strategy.

## SIX MONTHS OF FUNDRAISING

Working with Paul's strategy, we designed, implemented and operationalised the Solidarity Fund fundraising process. It has been both an exhilarating and humbling experience. The Solidarity Fund was announced by President Cyril Ramaphosa on 23 March 2020, in which he urged all South Africans and members of the international community to mobilise and contribute towards the Solidarity Fund.

Immediately, donors from across the spectrum of public and private sector, civil society, the general public and the international community demonstrated their faith and commitment to protecting the welfare of South Africa through the donation of both monetary and in-kind contributions to the Solidarity Fund. This necessitated the need to rapidly design and implement a fundraising function to ensure that the custodianship of donations received were handled with integrity and transparency.

In just over six months, an astounding R3.16 billion has been raised. This could not have been achieved without the magnificent support of our fellow South African citizens and international allies and their belief in our ability to make an impact. This incredible feat was achieved through the collaborative effort of volunteers from across a number of organisations with a common purpose to serve their country and their people. I am grateful for the opportunity to have worked alongside the most dedicated and dynamic individuals and to have witnessed first-hand the power of solidarity within our nation.

*Nishthal Sooful*

Member of the Solidarity Fund Fundraising Team (EY)

## THE GENEROSITY OF RURAL COMMUNITIES

**"We're a small, remote town, so it is really special that our loyal customers made the biggest donation of all the supermarkets to the Solidarity Fund. I am very proud of my team for faithfully processing these transactions. I keep them motivated by relaying what President Cyril Ramaphosa says every time he addresses the nation."**

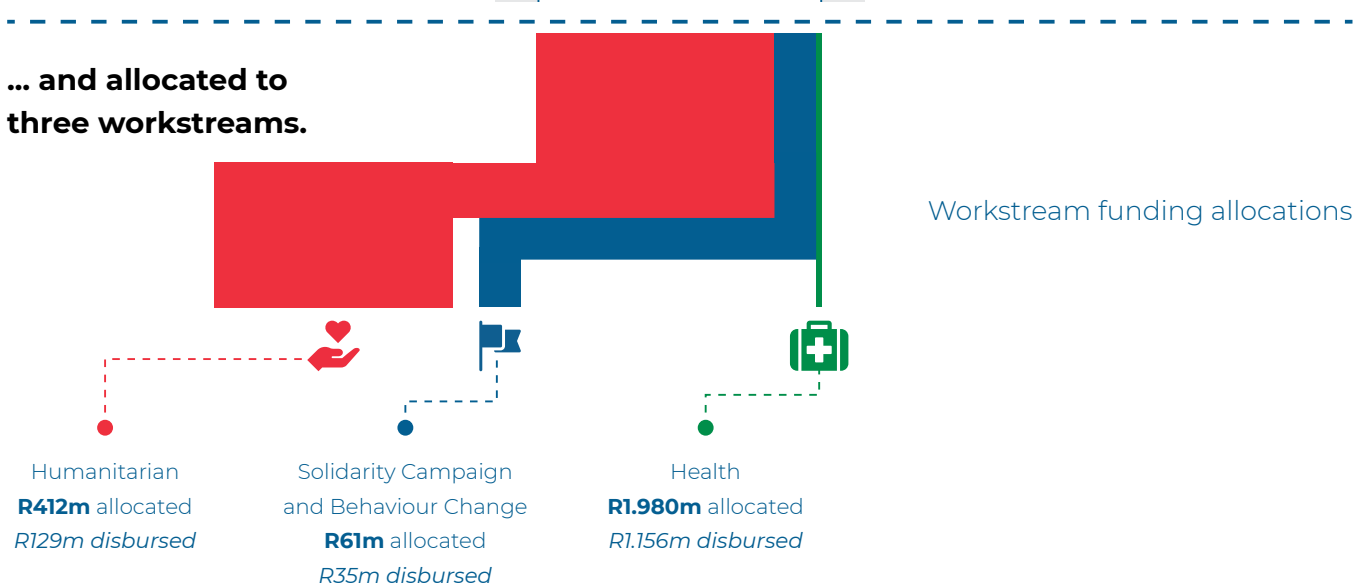
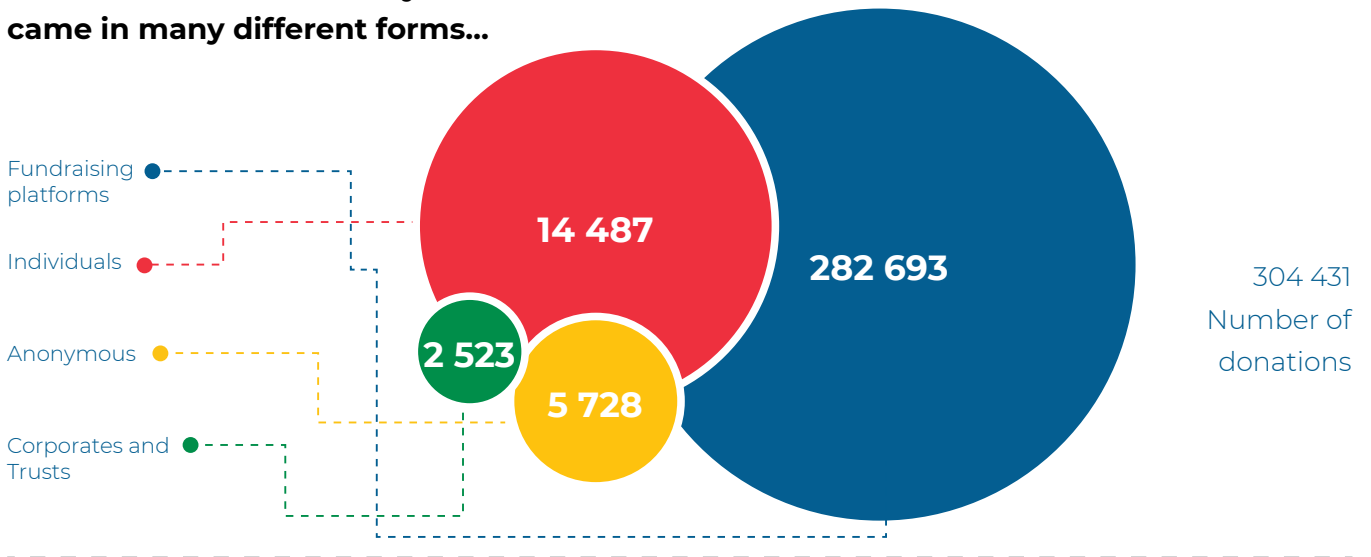
*Peter Ntshupetsang,*  
Branch Manager of Shoprite in Mafikeng

Across the length and breadth of South Africa, companies and citizens heeded the call to donate to the Solidarity Fund. One such initiative saw the Shoprite Group enabling Shoprite, Checkers and Usave customers to donate through a till-point facility, the Act for Change Fund, at more than 700 stores countrywide. United by the call to **#ActForChange**, the Shoprite Group reported that R1.6 million had been donated by its shoppers, with the retail group contributing a further R2 million to the Solidarity Fund.



The fundraising initiative of a small rural town of Mafikeng in the North West Province exemplifies the spirit of generosity and care for others that characterises the Solidarity Fund. Located in one of the most impoverished towns in South Africa, Shoprite Mafikeng and Checkers Mafikeng were the highest contributing stores. Staff and customers alike contributed regularly and consistently, with amounts starting from just R5. In fact, the other overall top contributing Shoprite stores were Shoprite Middelburg in Mpumalanga and Shoprite Kokstad in KwaZulu-Natal, all similarly located in rural communities. In this post, the Shoprite Group reports that the generosity of rural communities is also evidenced by the fact that the three top contributing provinces were Free State, Northern Cape and KwaZulu-Natal.

**Donations to the Solidarity Fund came in many different forms...**



**Figure 7:** The Solidarity Fund donations (as at 30 September 2020)



# UNITY IN ACTION THROUGH PARTNERSHIPS

At its heart, the Solidarity Fund aims to marshal a coordinated effort in response to the COVID-19 national epidemic. A key founding principle is that of ‘additionality’ – where the Fund has contributed towards ‘extra good’ that would not have been achieved in the absence of its investment, efforts and coordination. This principle of additionality finds direct expression in the nature and number of partnerships the Fund has formed and deepened since its inception.

## ***Unity in Action through Diverse Partnerships***

Amongst others, the Solidarity Fund continues to work closely with the following types of partners:

<b>COOPERATION PARTNERS</b>	Where the Solidarity Fund has common cause with another actor and cooperation is expected to yield greater impact.
<b>FUNDED PARTNERS</b>	Where the Solidarity Fund has provided catalytic funding to encourage a partner to initiate, scale or sustain their response to COVID-19.
<b>DELIVERY PARTNERS</b>	Where the Solidarity Fund purchases goods and/or services from a partner, in order to help the Solidarity Fund discharge its mandate.
<b>FUNDING PARTNERS</b>	Where the Solidarity Fund has received financial and in-kind donations from a partner.
<b>SUPPORTING PARTNERS</b>	Where the Solidarity Fund has received pro bono support from a partner, in order to help the Solidarity Fund discharge its mandate.

**Table 3:** Unity in Action through Diverse Partnerships (as at 30 September 2020)

Partnerships have enabled greater agility, greater responsiveness to the evolving context, leverage and scale. By working hand in hand with diverse organisations and individuals, the Solidarity Fund has been able to reach into the furthest corners of South Africa. Furthermore, partnerships that may seem once-off or short-lived, have helped to augment the Fund’s initiatives and message in unexpected ways. Whatever the form, partnerships remain core to the Fund. **#ThatsSolidarity**



# INTENDED IMPACT OF THE SOLIDARITY FUND

The COVID-19 national epidemic has shifted the growth and development trajectory of South Africa across the health, social, and economic vectors of the country. From the outset, the Solidarity Fund has maintained a clear and coherent view on how it intends to contribute towards the COVID-19 response. The Fund's coherence is balanced with the identified need for speed and agility, in order to ensure extreme responsiveness to the evolving context and needs.

The Solidarity Fund's impact statement of effectively and meaningfully contributing to South Africa's ability to respond to the COVID-19 epidemic, is made tangible through the Solidarity Fund Impact Framework.



**Nicola Galombik**

*Head of Disbursements and Deployment for the Solidarity Fund*

## The Solidarity Fund's Impact Framework

The Solidarity Fund's Impact Framework was developed to guide funding decisions, support a powerful and consistent narrative of the Fund's contribution to combating COVID-19, establish how the Fund and its partners will measure success, and clarify the data and documents needed for impact and disbursement reporting.

The Solidarity Fund selects particular initiatives to support in the three workstreams:

### 1. Health response:

- a. Expansion and acceleration of testing
- b. Improved contact tracing
- c. Data, research and intelligence-gathering
- d. Rapid procurement of personal protective equipment (PPE) and essential equipment
- e. Increased availability of intensive care unit (ICU) and high-care beds
- f. Support to community and professional healthcare workers

## 2. Humanitarian support:

- a. Provide food relief
- b. Provide basic health and hygiene supplies
- c. Care for, and support to, victims of gender-based violence (GBV)

## 3. Solidarity Campaign:

- a. Support powerful, accurate and widespread COVID-19 communication and awareness campaigns

Through this comprehensive, multifaceted programme of action, the Solidarity Fund aims to contribute towards flattening South Africa's COVID-19 curve, slow the progression of the national epidemic, enable requisite care for COVID-19 patients, and strengthen the short-term safety net for South Africa's most vulnerable people. Beyond the short-term, it is envisaged that the Solidarity Fund will contribute towards lowering South Africa's COVID-19 infection rate, while promoting national solidarity and effective, well-coordinated actions at national level. The Solidarity Fund strengthens the healthcare system's resilience to the national epidemic, and has helped the most vulnerable in South Africa to 'weather the storm'. By delivering these results, the Solidarity Fund aims to realise its impact statement of contributing meaningfully and effectively to South Africa's ability to respond to the COVID-19 crisis.



*We developed the Impact Framework at the outset to clarify and focus our strategy for deploying the funds in a way that would have the greatest additionality and impact, and to articulate how we would measure our success and our contribution to the national effort. Our Impact Framework has helped to guide our disbursement decisions and to align the expectations of the Fund, the donors, and social partners.*

Nicola Galombik  
**Head of Disbursements and  
Deployment for the Solidarity Fund**



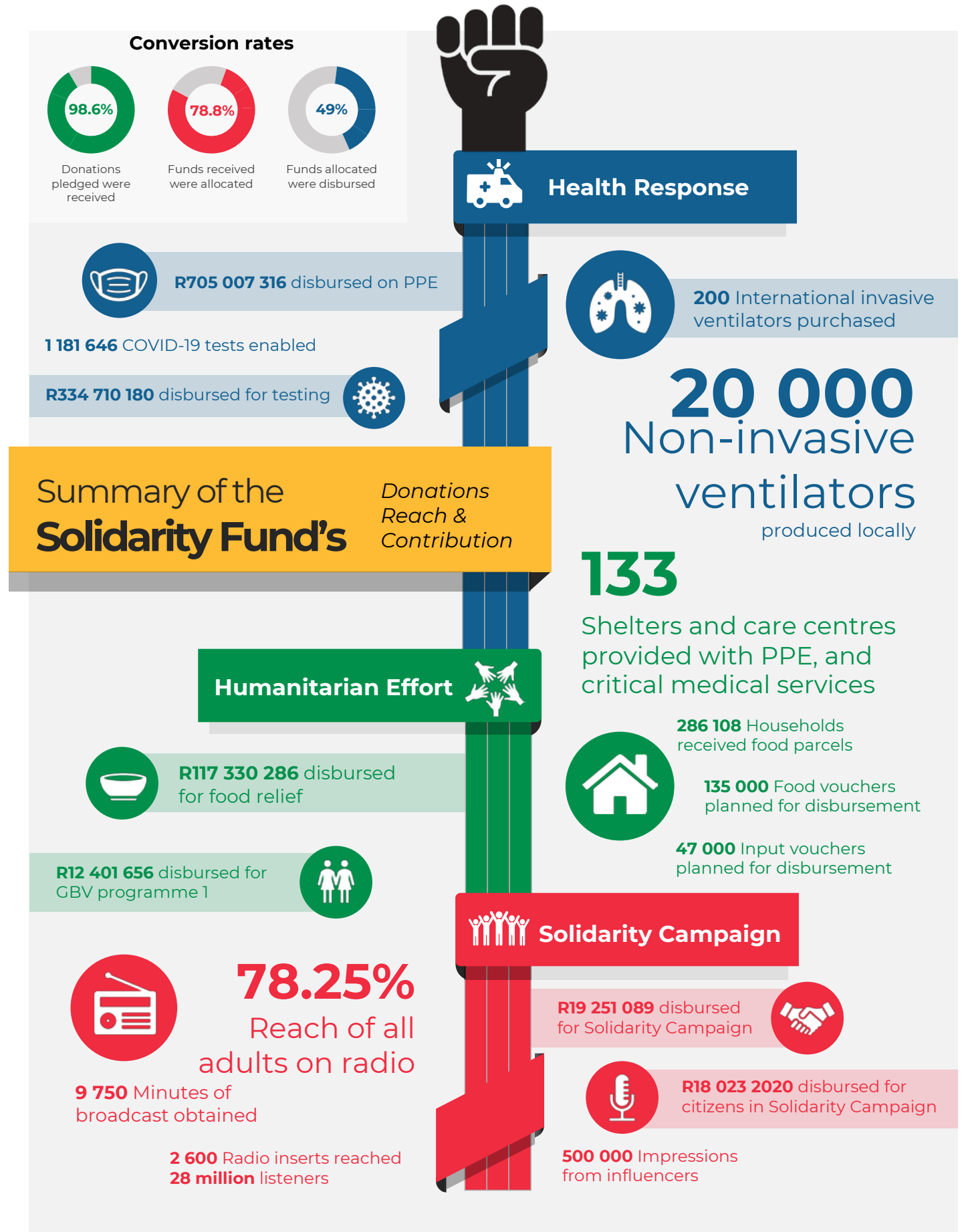
*It has been truly remarkable to be part of a group of hard-working and dedicated professionals focused on providing impactful solutions to the people of South Africa to combat the effects of the COVID-19 crisis.*

Kevin Barrett

**Former Co-Head of Operations**

	<b>Activities Supported</b>	<b>Expected Short- to Medium-term Outcomes</b>		
<b>PREVENT</b>	If we support powerful, accurate and widespread COVID-19 communication and awareness campaigns, aligned with national health information and specifically focused on low-income households and communities...	... then people will better understand the disease and its implications	... which will help South Africa flatten its COVID-19 curve	... and lower infection rates of COVID-19 across the country  ... and promote national/social solidarity
		... then people will change their behaviour to better respond to the pandemic		
		... then people will adopt and comply with government guidelines to manage the pandemic		
<b>DETECT</b>	If we accelerate and expand the availability of sufficient testing across the country...  If we ensure effective and widespread contact tracing and follow-up...  If we build a better understanding of the pandemic through data, research and intelligence-gathering activities...	... then we will be able to test as many people as possible	... which will help us contain and slow the spread of the virus, and provide the country with a clear understanding of the pandemic's scope	... and allow for effective action to be coordinated at a national level
		... then we will be able to isolate and self-quarantine those who are infected		
		... then the country will have a stronger evidence-base upon which to design and drive interventions		
<b>CARE</b>	If we accelerate procurement of the necessary emergency PPE and essential medical equipment...  If we bolster capacity by increasing availability and utilisation of ICU and high-care beds, as well as isolation facilities...  If we support community and professional healthcare workers across the country...	... then there will be adequate equipment for community and professional healthcare workers	... which will allow for an adequate level of care for all COVID-19 patients	... and strengthen the healthcare system's capacity to cope with and manage the pandemic
		... then we will strengthen and maintain healthcare facilities' ability to cope with an increased number of patients		
		... then we will have a resilient workforce ready to fight the disease		
<b>SUPPORT</b>	If we provide emergency food relief for newly vulnerable households due to the pandemic...  If we ensure access to basic health and hygiene supplies for newly vulnerable households due to the pandemic...  If we care for and support victims of gender-based violence...	... then we will reduce rates of undernutrition and starvation for the most vulnerable	... which will strengthen the short-term emergency 'safety net' for South Africa's most vulnerable	... and bolster their ability to 'weather the storm' created by the pandemic
		... then we will protect the health and safety of the most vulnerable		
	<b>IMPACT STATEMENT</b>	<b>The Fund will have effectively and meaningfully contributed to South Africa's ability to respond to the COVID-19 pandemic.</b>		

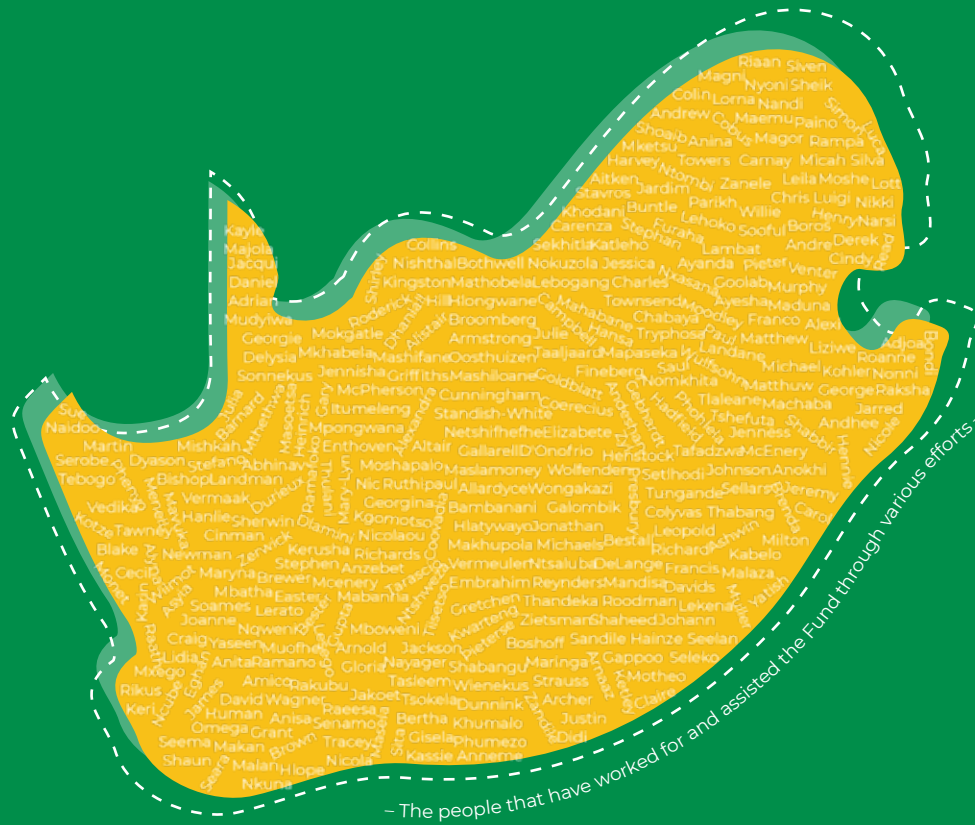
**Table 4:** The Solidarity Fund impact framework (as at 30 September 2020)



Health Response      Humanitarian Effort      Solidarity Campaign

**Figure 8:** Summary of the Solidarity Fund's donations, reach and contributions (as at 30 September 2020)



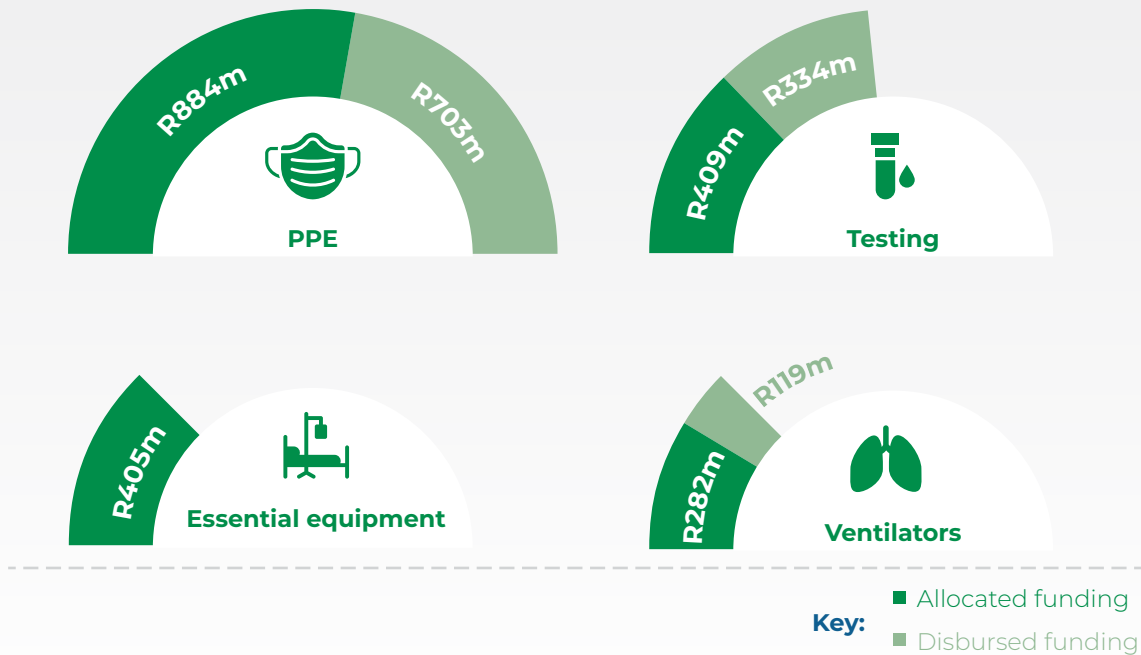


- The people that have worked for and assisted the Fund through various efforts -

# HOPE IS DOPE.



# HEALTH RESPONSE



**Figure 9:** The Solidarity Fund's health response funding allocation (as at 30 September 2020)

Through its Health Response, the Solidarity Fund contributes towards strengthening the South African health system's response to the COVID-19 national epidemic.

The Fund's strategic direction is informed by monitoring agreed national level indicators. For example, the number of infected persons occupying intensive care unit (ICU) beds and the number of COVID-19 tests conducted. Based on these indicators, and the best available evidence about the virus and its effects, the Solidarity Fund posits that flattening the curve<sup>5</sup> is the best chance to slow the progression of the virus.



**Dr Jonathan Broomberg**  
*Head of Health Response*

<sup>5</sup>Inhibiting new infections to reduce the number of new cases at any given time.

## The Solidarity Fund aims to:

1

Support increased testing capacity so that citizens can self-isolate or be quarantined.

2

Augment the health system's capacity to provide adequate care now and in the event of future surges in the infection rate.

## These deliverables inform four initiatives:



Bolstering national testing capacity



Provision of PPE



Supporting the local manufacture of ventilators



Provision of essential medical equipment

The Solidarity Fund's Health Response is founded on a collaborative, synergistic relationship with the National Department of Health (NDoH). Each Health Response initiative was funded based on detailed proposals the Fund received from the NDoH and other public health actors. Additionally, the Fund benefited from the NDoH and National Health Laboratory Service (NHLS) inputs on other proposals received. This ensured that the Solidarity Fund's work remained aligned with the broader national health system. In this way, the Fund's role is additive to the strategy, investment and efforts of the NDoH, NHLS and other public health system partners.



*I do believe that as tragic as this pandemic is for our country, given the economic hardship that millions of people are going through and the burden of disease and loss of life, I do think that there will be some lasting legacies that we can be proud of. One of them is how business and civil society, both at an organisation and individual level, stood up and volunteered and created incredible institutions to respond to the pandemic in South Africa. And also, how those institutions have partnered with government. So, that's a really positive legacy that I sincerely hope we can build on. I also believe that all of the work that is being done by government and its civil society partners is having a material impact. We have largely adequate supplies of PPE, testing capacity is sufficient, we have the right medical equipment in most hospitals, our public hospital system coped admirably, and treatment has been very effective. This is the result of strong and effective partnerships between government and civil society, including organisations such as The Solidarity Fund and Business for South Africa (B4SA).*

Dr Jonathan Broomberg  
**Head of Health Response**

## Bolstering Testing Capacity

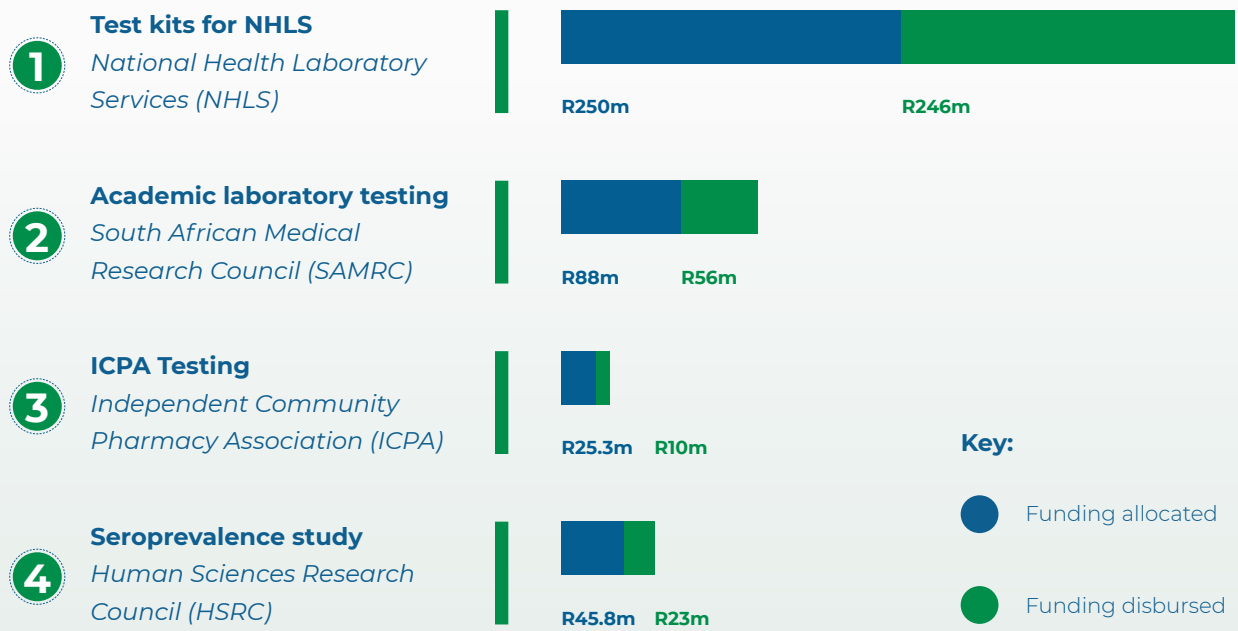


Figure 10: Bolstering testing capacity (as at 30 September 2020)

## Partners



Figure 11: Bolstering testing capacity partners (as at 30 September 2020)

## The Solidarity Fund's Testing Initiatives

The Solidarity Fund allocated R409 million to bolster national testing capacity. As at 30 September 2020, R335 million of this funding has been disbursed.

By bolstering testing capacity, the Solidarity Fund aimed to flatten the curve, through the:

- Acceleration and expansion of sufficient and rapid testing across the country.
- Effective and widespread contact tracing.
- Build a better understanding of the progression of the epidemic through data, research and intelligence-gathering activities.

The Solidarity Fund is supporting the National Health Laboratory Service's (NHLS) testing capacity by increasing the supply of testing kits. At the onset of the epidemic, the NHLS experienced major backlogs in testing. This was mainly due to a global shortage of reagent kits. Early detection of the virus is beneficial in a number of ways:

- Testing allows identification of positive cases and adherence to anti-transmission processes.<sup>6</sup>
- Testing enables COVID-19 patients to receive the necessary care that their symptoms demand.
- Testing enables the identification of hotspot areas<sup>7</sup> and results in a health system that is more responsive to the evolution of the national epidemic.

Finally, essential workers<sup>8</sup> need good access to testing because they are at high risk of coming into contact with the COVID-19 virus. With easier access to tests and quicker turnaround of test results, essential workers have better workplace protection. On the basis of a negative test, essential workers who have been in contact with COVID-19 patients are also enabled to continue working and providing much-needed care within the health system.

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<sup>6</sup>Self-isolation and quarantine.

<sup>7</sup>A geographic area with many reported COVID-19 cases.

<sup>8</sup>Essential workers such as healthcare workers, wholesale and retail workers, police services, etc.

# THE VALUE CHAIN ADDITION OF THE SOLIDARITY FUND IN TESTING

Any virus testing process starts with a swab from the patient to retrieve specimens. The swab is then transported to a laboratory for testing. While the process from patient to transportation to systemwide connectivity is already well established within the NHLS, very few laboratories were conducting COVID-19 tests at the onset of the epidemic. The virus is novel and there was high demand for testing during Alert Levels 4 and 5 when the rate of new infections was high. Available capacity was insufficient to meet demand.

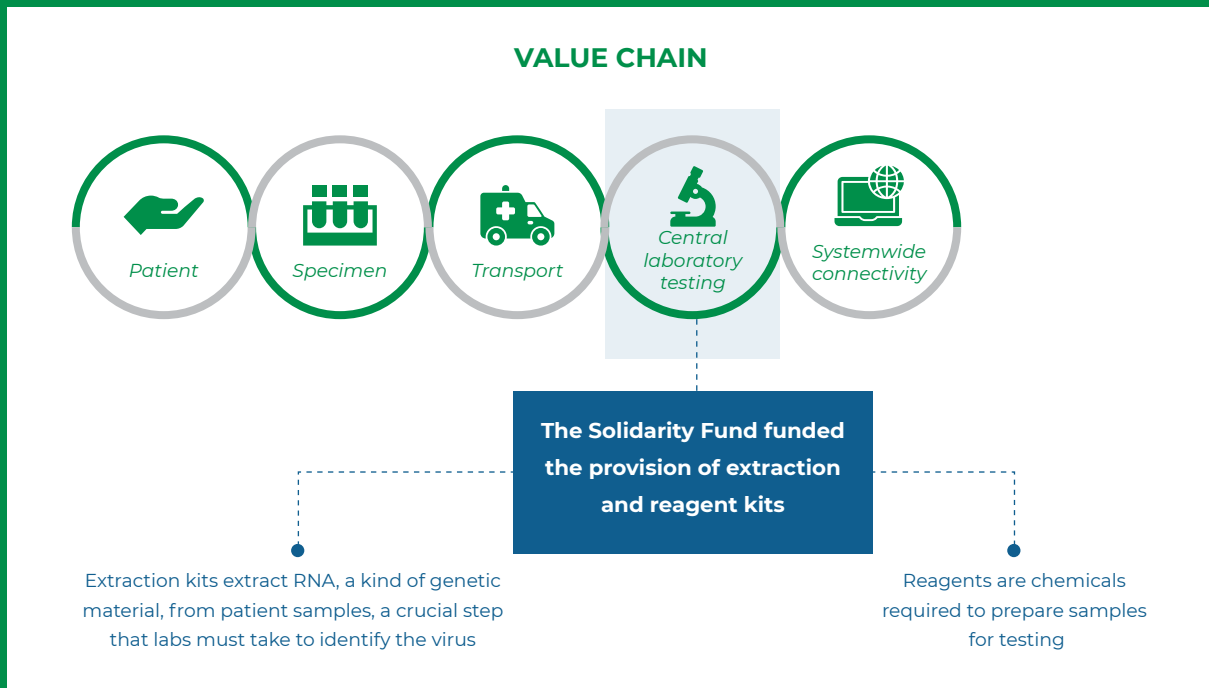
Additionally, extraction and reagent kits were scarce and difficult to source both locally and globally. This had major cost implications. There was no room to negotiate a lower price for these kits due to the high levels of global demand. However, the Solidarity Fund was able to source and buy testing kits in sufficiently large quantities to help the NHLS meet the testing demand. By using its network, the Fund was able to source

kits from five local and global suppliers.<sup>9</sup> The bulk purchase of these kits helped to secure supply and to keep costs reasonable.

Since the NHLS system was already in place and functioning well, the provision of additional testing kits enabled rapid testing turnaround. This meant that positive cases could be identified and patients could access healthcare much sooner.

Before the NHLS received assistance from the Fund, the NHLS had major testing backlogs which affected turnaround times. But, with support from the Fund, the NHLS was able to turnaround test results within 25 hours. These are impressive results given how rapidly the virus was spreading at the onset of the epidemic.

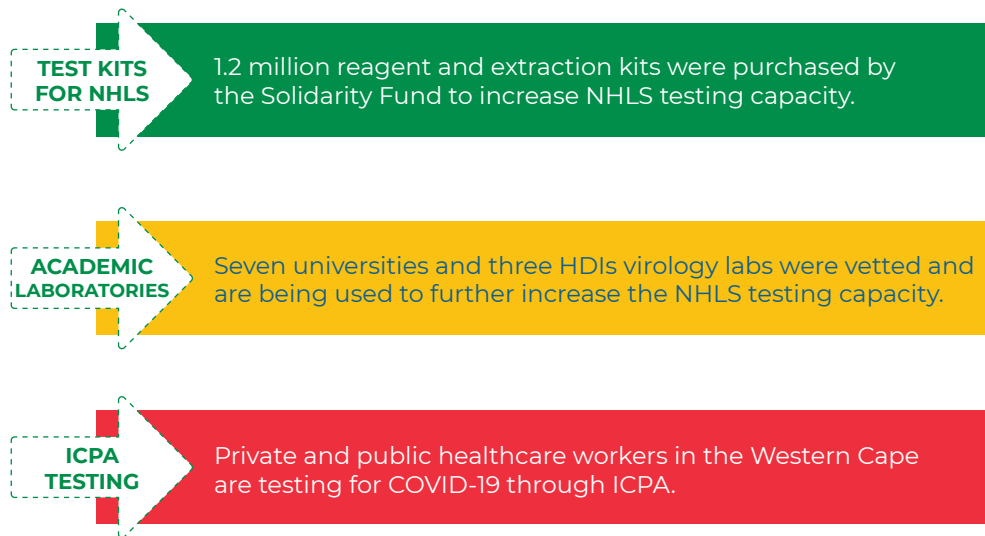
The diagram below highlights the additionality of the Fund with respect to the testing value chain.



<sup>9</sup>Inqaba, Biotec, Rosche, Cepheid, Thermofisher and Separation.

## Funded Projects

The Solidarity Fund bolsters testing capacity<sup>10</sup> through three funded activities:



The Solidarity Fund moved with urgency and speed to support national testing capacity. First, test kits were purchased in bulk quantities, used to support the NHLS testing process.

<sup>10</sup>The Fund support cannot claim data on the overall number of people tested as it only provided inputs for the effective functioning of the NHLS testing value chain. However, for the support provided to the SAMRC, the data refers to the number of tests conducted.

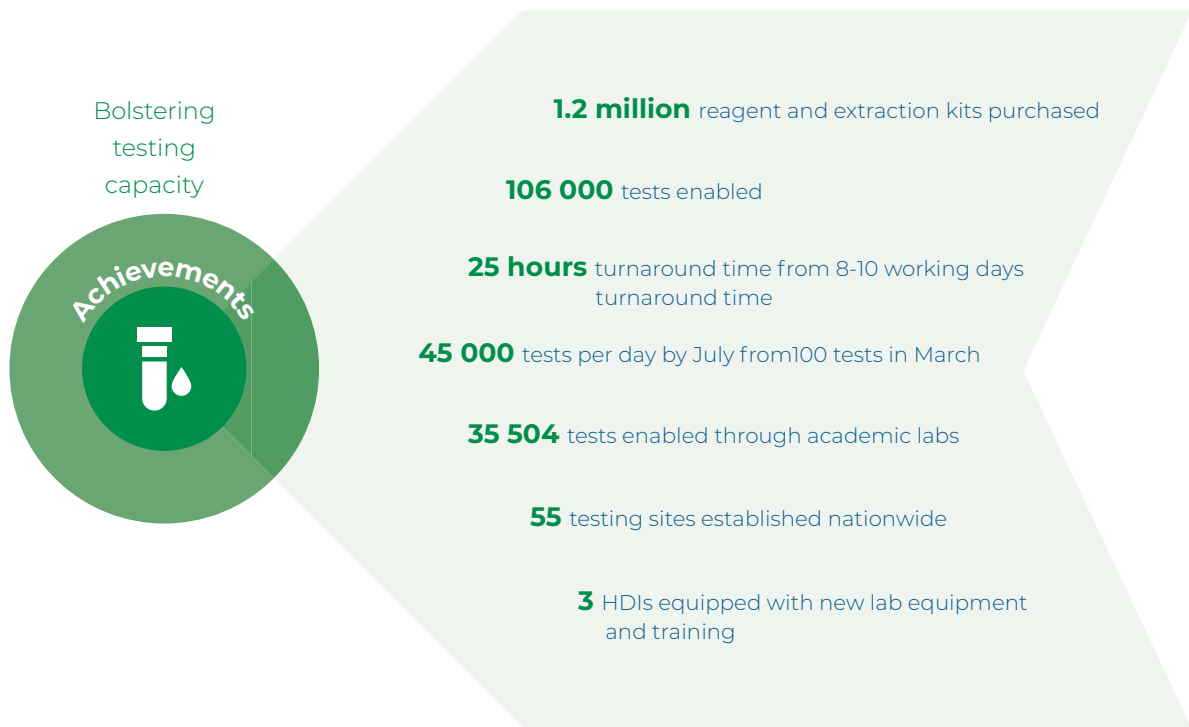


Second, the Fund supported the South African Medical Research Council (SAMRC) to scale testing across the country. SAMRC leads a consortium of seven academic laboratories located in several of the country's universities, including three historically disadvantaged institutions (HDIs). These laboratories were identified in partnership with the NHLS to ensure sufficient testing capacity in hotspot provinces. All identified labs underwent an online readiness assessment against NHLS standards. The Solidarity Fund provided an R88 million grant to the SAMRC consortium so that university virology labs could supplement the testing requirements of the NHLS. The grant also enabled three HDIs to upgrade their labs and receive training.

Third, the Solidarity Fund supports additional testing for healthcare workers through the Independent Community Pharmacy Association (ICPA). The Department of Health in the Western Cape government urged the ICPA to reach out to the Solidarity Fund at a time when the Western Cape was reaching its peak.

Through these three funded projects, the Solidarity Fund complemented the efforts of its partners in both the public and private sectors, and moved quickly to address the hypercritical testing need.

## Achievements



**Figure 12:** Bolstering testing capacity achievements (as at 30 September 2020)



*We heard this desperate cry... when the Western Cape was surging and we were peaking... when tests were taking so long to get results and there was a shortage of reagents. And basically, it was the Western Cape government who came to us and asked us saying, "Please can you approach the Solidarity Fund to test our healthcare workers because our healthcare workers' tests are taking too long. We critically need our patients' information because we need to know how to treat them and where to treat them. But at the same time, we cannot afford to have a doctor, or a pharmacist or a nurse off while waiting for their test results. It's affecting our HR."*

ICPA Representative

## Supporting the Provision of Care in Public Hospitals



Figure 13: Supporting the provision of care in public hospitals (as at 30 September 2020)

### Partners



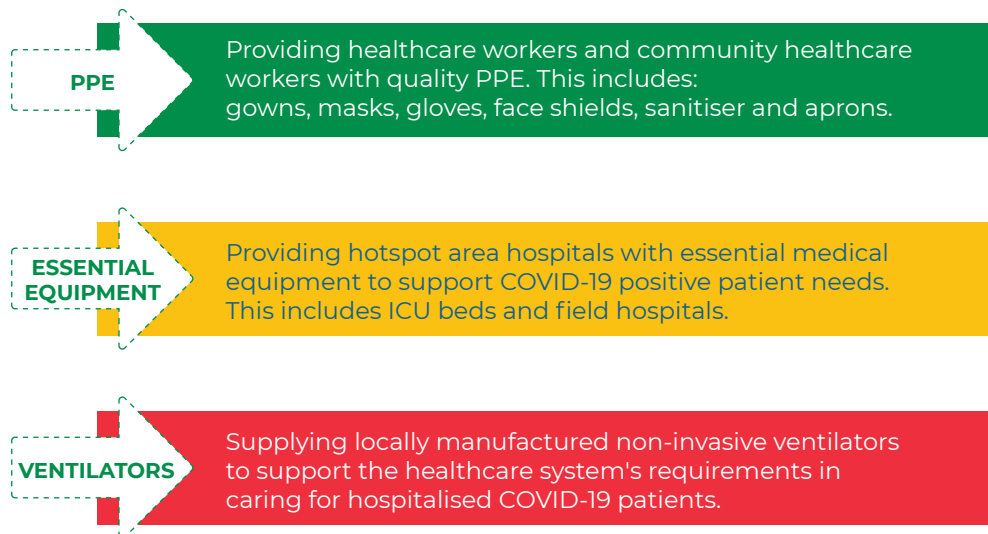
Figure 14: Supporting the provision of care in public hospitals partners (as at 30 September 2020)

# The Solidarity Fund's Public Health System Support

The Solidarity Fund aims to support its partners in the public health system so that an adequate level of care can be given to all COVID-19 patients. Beyond this immediate aim, the Solidarity Fund also strives to strengthen the health system's capacity in the face of the national epidemic.

## Funded Projects

The Solidarity Fund's aims are being achieved through three funded projects:



## PPE for Healthcare Workers and Community Care Workers

DESCRIPTION	BENEFICIARY	FUNDING ALLOCATED	FUNDING DISBURSED
PPE for community health workers (CHWs <sup>11</sup> )	DG Murray Trust (DGMT)	R90 million	R73 million
Emergency PPE for healthcare workers	National Department of Health (NDoH)	R649 million	R586 million
Emergency PPE for community care workers	National Department of Health (NDoH)	R145 million	R43.5 million

**Table 5:** PPE funding allocated and disbursed (as at 30 September 2020)

With the onslaught of the epidemic in March and April, there was a serious shortage of PPE.

This dire situation spurred an early collaboration between the Fund and the NDoH. This saw the Solidarity Fund approve the proposal for R900 million to be allocated for the emergency procurement of PPE.

The Fund works closely with the NDoH and B4SA. These partners receive frequent projections of the changing need for, and availability of, PPE. These estimates are sourced from reliable agencies like the Clinton Health Access Initiative (CHAI). The NDoH tracks PPE in hospitals on a daily basis, and ascertains the need for PPE at a provincial level over rolling six-months periods. The NDoH and B4SA share this information with the Solidarity Fund, who then procure as needed to meet the gap in demand and supply.

PPE procurement was a challenging process. During the early days of the national epidemic, PPE could not be procured locally and most PPE was imported from China under circumstances of high global competition, which meant high prices and long lead times. A significant proportion of the cost of each consignment was for airfreight. In comparison, shipping costs were less, but given the urgency of the situation, this was a suboptimal method of delivery. Through its partnership with Imperial Logistics, the Solidarity Fund managed to charter flights at relatively competitive prices. Transportation challenges also included delays at customs which influenced the speed at which the PPE could be delivered to the hospitals.

<sup>11</sup>This includes: doctors and nurses in hospitals and clinics, NGO workers in communities, medical students and medical staff in field hospitals.

B4SA has been responsible for the procurement of PPE for CHWs, through both the B4SA procurement channel and their own procurement. Suppliers of PPE are chosen on the basis of their competitive pricing, product quality, as well as speed of delivery.

The Solidarity Fund also works closely with the clothing and textile industry, which managed to rapidly pivot to producing cloth masks at a significant scale. This meant reduced costs and shorter lead times. The Fund also recognises the immense economic benefit of supporting local manufacturing, particularly during the current economic downturn.



*In a Pepco factory in Parow, 2 000 workers, who used to make school uniforms, are now making cloth masks.*

Harald Harvey  
**Advisor within the Department of  
 Trade and Industry**

## Essential Equipment for Highly-impacted Provinces and Invasive Ventilators

DESCRIPTION	BENEFICIARY	FUNDING ALLOCATED	FUNDING DISBURSED
Essential equipment for EC	Eastern Cape Department of Health (EC DoH)	R76 million	In the process of procurement
Essential equipment for WC	Western Cape Department of Health (WC DoH)	R120 million	
Essential equipment for GP	Gauteng Province Department of Health (GP DoH)	R209 million	

**Table 6:** Essential equipment funding allocated and disbursed (as at 30 September 2020)

The Solidarity Fund first identified the need for increased hospital equipment in June. In response to fears that hospitals would soon be overwhelmed by a high influx of patients, the Fund received an official request from the NDoH and provincial departments to support the ICU and high care ward's expansion needs. Hospitals were identified in hotspot provinces; namely, the Western Cape (WC), Eastern Cape (EC) and Gauteng Province (GP).<sup>12</sup>

As a rapid response vehicle, the Fund focused its funding efforts in areas that needed it most, with the aim of ensuring that any patient living in South Africa could access the requisite care. Based on approved funding proposals, the Solidarity Fund procured essential medical equipment<sup>13</sup> to be used in high care wards, ICUs and field hospitals across the three provinces.

It is important to have governance processes in place, especially for a fund of this nature. However, adhering to all required checks and balances does affect the speedy execution of projects. There is essential equipment that was procured, which has yet to be delivered to the designated hospitals, because of unanticipated delays in meeting required fund procedures.

The Solidarity Fund remains committed to providing this essential equipment. It is envisaged that these resources will still be welcomed at designated hospitals, many of which are under-resourced. It is also expected that improving the resources and capacity of public hospital will be useful in the event of a second wave or for general future use.

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<sup>12</sup>KwaZulu-Natal's funding proposal was in progress and would have been approved; however, the COVID-19 surge in infections in that province was lower than expected.

<sup>13</sup>For WC, the Solidarity Fund has approved an adjusted budget, which makes allowance for non-COVID equipment to the value of R28 million.

## Local (Non-invasive) Ventilator Production

DESCRIPTION	BENEFICIARY	FUNDING ALLOCATED	FUNDING DISBURSED
CSIR manufacturing of ventilators	CSIR	R212 million	R72 million
SAVE-P manufacturing of ventilators	SAVE-P	R37.7 million	R27 million

**Table 7:** Ventilator production funding allocated and disbursed (as at 30 September 2020)

From the onset of the national epidemic, there was clinical evidence indicating that many COVID-19 patients were experiencing breathing problems. As such, the Solidarity Fund and its partners anticipated that oxygen support would be required for critical COVID-19 patients. This meant that ventilators were going to be in short supply.

In response to this anticipated need, expenditure in this pillar included 200 imported invasive ventilators. Since then, further clinical evidence has emerged, indicating that simple non-invasive ventilators are sufficient to provide oxygen for most COVID-19 patients. The non-invasive ventilator is called a Continuous Positive Airway Pressure (CPAP) ventilator. These ventilators are simple to use, require less staff to operate, are easier to operate for staff donning PPE, and do not require significant training. Using non-invasive ventilators also means less risk of COVID-19 transmission from patients to healthcare workers.

The case of CPAP procurement from local manufacturers epitomises the principles of the Solidarity Fund: rapid response, catalytic, additive and focused on a critical requirement related to the COVID-19 crisis.



## THE STORY OF THE LOCAL MANUFACTURING OF CPAP VENTILATORS



In the early days of the national epidemic, **the Fund received a letter from the NDoH indicating great urgency to start manufacturing CPAP ventilators in South Africa.** The NDoH also recognised that its own procurement processes would likely take too long under the circumstances. The Solidarity Fund was able to support a much-needed rapid response.

At the request of the government of South Africa, multiple suppliers showcased their prototypes, with the best prototype manufacturers being approved for grant funding from the Solidarity Fund, in partnership with South African Radio Astronomy Observatory (SARAO). The DTIC selected

prototypes that were most ready for market, cost-efficient, met the health system requirements and satisfied the Broad-Based Black Economic Empowerment requirements.

**The successful grant recipients, CSIR and SAVE-P, are currently producing ventilators.** This prototype development happened at an impressively rapid pace. Prototype development of this nature normally takes at least 18 months. With the Fund's support, this process was completed within two months. The local production of non-invasive ventilators is significantly cheaper than the production of invasive ventilators, another example of the Fund's additionality.

## Achievements

Supporting the provision of care in public hospitals



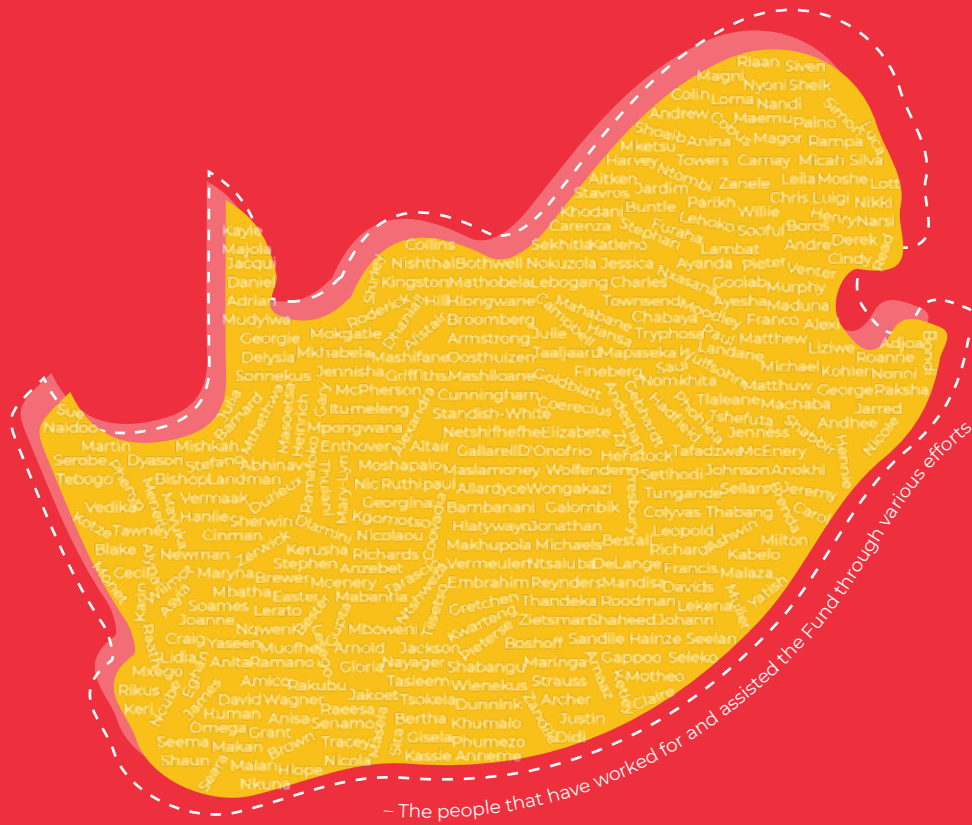
**36 million** units of PPE dispatched countrywide

**1.1 million** units of PPE procured for medical students

**20 000** non-invasive ventilators secured for local production

**200** invasive ventilators purchased internationally

**Figure 15:** Supporting the provision of care in public hospitals achievements (as at 30 September 2020)



**KEEP  
WOMEN  
SAFE.**



# HUMANITARIAN SUPPORT



**Key:**  
■ Allocated funding  
■ Disbursed funding

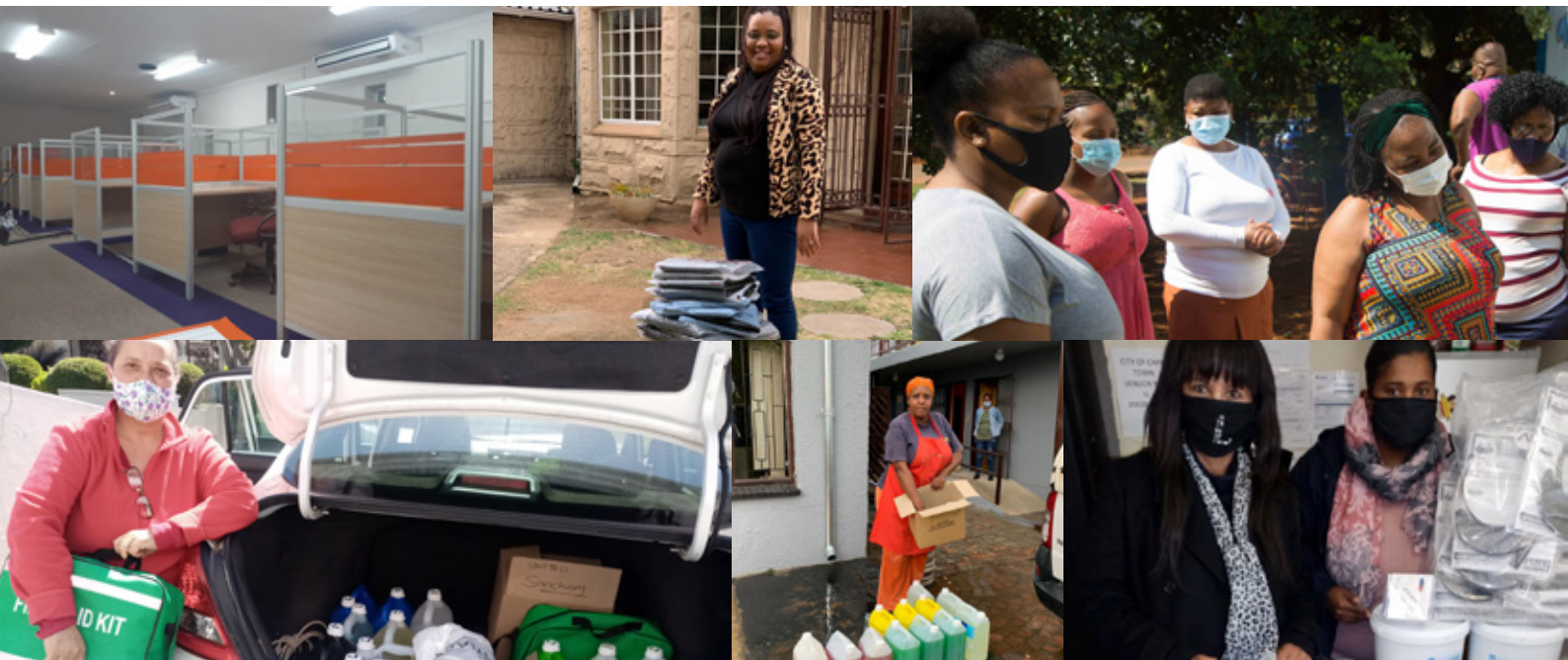
**Figure 16:** The Solidarity Fund's humanitarian support funding allocation (as at 30 September 2020)

From its earliest days, the Fund identified that the health crisis would quickly progress to becoming a humanitarian crisis. With this recognition, the Fund prioritised two immediate areas of focus; food relief and combating gender-based violence (GBV).

In both areas, the Solidarity Fund was acutely aware that food insecurity and gender-based violence are persistent, systemic social ills in South Africa. While lockdown and the escalating epidemic exacerbated both, the Fund is ill-suited to decisively address the root causes of each. Instead, there was an opportunity for the Fund to be agile, responsive and additive to the efforts of government, civil society and the non-profit sector.



**Wendy Tlou**  
 Head of Humanitarian Response



## The Solidarity Fund aims to:



Provide humanitarian support to the most vulnerable households and communities in South Africa.

## This deliverable prioritised two areas of focus:



Providing food relief



Combating gender-based violence

# Providing Food Relief

At 30 September 2020, two allocations have been made; R100 million for food vouchers and R100 million for input vouchers. These programmes are awaiting finalisation.

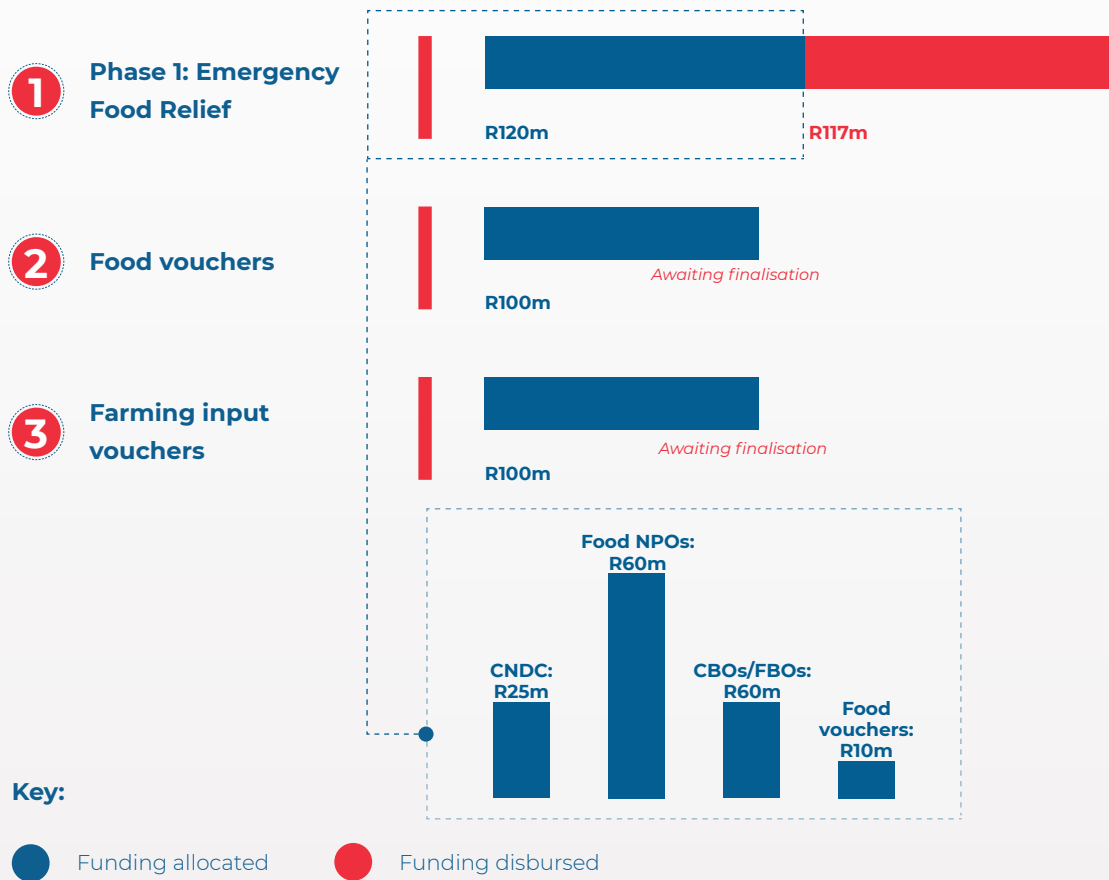


Figure 17: Food relief initiative (as at 30 September 2020)

## Partners



Figure 18: Food relief initiative partners (as at 30 September 2020)

## The Solidarity Fund's Food Relief Programme Initiative

Even prior to the epidemic, food insecurity in South Africa was persistent. The General Household Survey (GHS) of 2018 indicates that 20.2% of households have limited access to food.<sup>14</sup> During the epidemic, this figure more than doubled. Data collected during the lockdown showed that nearly 50% of households did not have money to buy food in April 2020.<sup>15</sup> In addition, one in seven respondents indicated that a child had gone hungry in the last seven days. Thus, despite social security support, such as the Child Support Grant (CSG) and a National School Feeding System<sup>16</sup>, the severe impact of the national lockdown made these existing measures insufficient.

The COVID-19 lockdown meant a loss of income for many people living in South Africa, resulting in an inability to access food, causing acute and growing food insecurity. The Fund's work in this area, came at a time when government and civil society were only beginning to mobilise their food relief activities. This provided an important opportunity for the Solidarity Fund to complement and augment the activities of its partners, while balancing the need for urgency in the face of a looming crisis.



*The Fund's ability to provide food relief quickly, while the government and respective NGO's were putting their bigger initiatives in place, meant that fewer South Africa's went hungry.*

Nic Kohler

**Former Head of Operations for the Solidarity Fund**

<sup>14</sup>The GHS questionnaire has also included a set of questions based on the Household Food Insecurity Access Scale (HFIAS) to determine households' access to food. These questions aim to measure households' food access by asking households about modifications they made in their diet or eating patterns during the previous month because of limited sources available where they can obtain food. The index provides a slightly more sensitive measure of food access than the question on hunger. The question used in 2009 was expanded in 2010 with the addition of a question on possible decreases in the variety of foods consumed.

<sup>15</sup>NIDS-CRAM survey, Wave 1, conducted between 7 May and 27 June 2020.

<sup>16</sup>The fact that schools were closed meant that many children were not able to access school feeding programmes during the initial lockdown levels.

The Fund recognises that the nature of food insecurity differs depending on whether people are located in urban or rural areas. Thus, the Solidarity Fund's food response is multifaceted, designed to address vulnerabilities in both rural and urban areas, focusing on people who need food, those who require cash and individuals who were able to produce food, sustaining themselves in the process.

The Solidarity Fund's Phase 1 food relief programme coincided with the Alert Level 4 and 5. Phase 1 involved the distribution of food parcels and a food voucher pilot. This phase was an impressively coordinated and rapidly mobilised effort, all orchestrated by the Fund in a matter of weeks. The Fund partnered with non-governmental organisations (NGOs), faith-based organisations (FBOs), and over 400 community-based organisations (CBOs) across the country. Phase 1 deployment also required close partnership with business (manufacturers, retailers, logistical companies and the like) and the Department of Social Developments to deliver food relief to households.



*The Fund was able to deliver approximately 300 000 food parcels in a six-week period during Alert Level 4 and 5 of the lockdown. The first round of food relief reached every district in South Africa and this was done through the collective hard work and commitment of the government, over four hundred NGOs, CBOs, FBOs, and private sector partners (manufacturers, retailers, and logistics providers). Many lessons were learned along the way and were incorporated into future relief effort plans.*

Anokhi Parikh

**Former member of the Humanitarian Support Workstream at the Solidarity Fund**



The Fund prioritised inclusivity in selecting partners for the food relief initiative, and those who had a track record in food delivery. The Fund was systematic in mapping the need and identifying households facing dire food insecurity. In order to ensure fair distribution of food parcels across the provinces, provincial allocations were proportionate to the number of people below the poverty line in each province. Partnerships enabled the Fund to ensure that the majority of allocated funds were spent on the food parcels, rather than on distribution costs and that distribution costs; the latter was kept to a minimum, totalling 6% of the total distribution package when using our major distribution partners.<sup>17</sup>

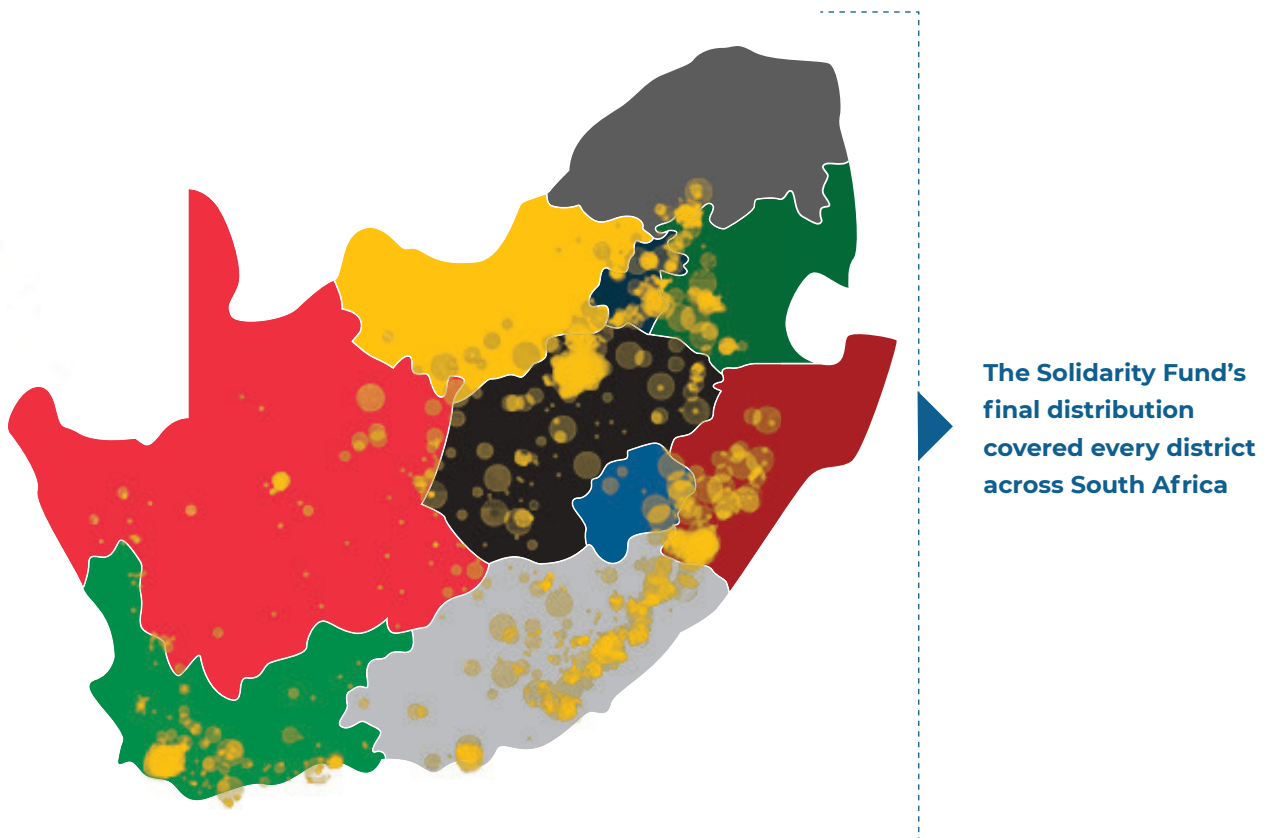
<sup>17</sup>Distribution costs were benchmarked against prevailing market rates and were found to be on the lower end.



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*People need solutions appropriate to their context. In [the] case of food, there are extremely vulnerable households who are very food insecure in the centre of urban areas and bigger metros, as well as most outlying rural areas. The solutions to food security in these environments are very different.*

Nicola Galombik  
**Head of Disbursements and  
Deployment for the Solidarity Fund**



**Figure 19:** Map of the Solidarity Fund's final distribution (as at 30 September 2020)

Following the provision of food packages, the Fund piloted a food voucher programme based on the following rationale:

1. Food vouchers support the local economy by allowing the beneficiary to spend these in their local communities.
2. A voucher promotes dignity by realising that people know their own needs and provides agency in decision-making on how to use the relief provided.
3. Vouchers are better able to target at vulnerable households, have lower distribution costs and avoid the risk of interference by local gatekeepers.
4. Vouchers are relatively quick and easy to distribute, with the beneficiary receiving a text message containing the voucher directly to their cell phone.

The vouchers could be redeemed at retailers including Pick n Pay, Boxer, Shoprite, Checkers, Usave and OK Foods.<sup>18</sup> The initial take-up of the vouchers was slow due to beneficiaries not knowing how to use the vouchers, certain retail points not accepting vouchers and recipients assuming that the text message was spam.



*We saw value in the use of food vouchers from a development and poverty perspective. The data also shows that food relief is best dispensed in the immediate term, with long-term implementation causing displacement of local economies and food systems.*

South African Council of Churches

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<sup>18</sup>The design did look at having the voucher redeemed at local spaza shops, however this proved difficult to implement in practice, due to stock-out at these shops, xenophobic attitudes, perceptions that spaza shops have hiked their prices (value), and questions around the quality of food sold at the spaza shops (quality).

## Funded Projects

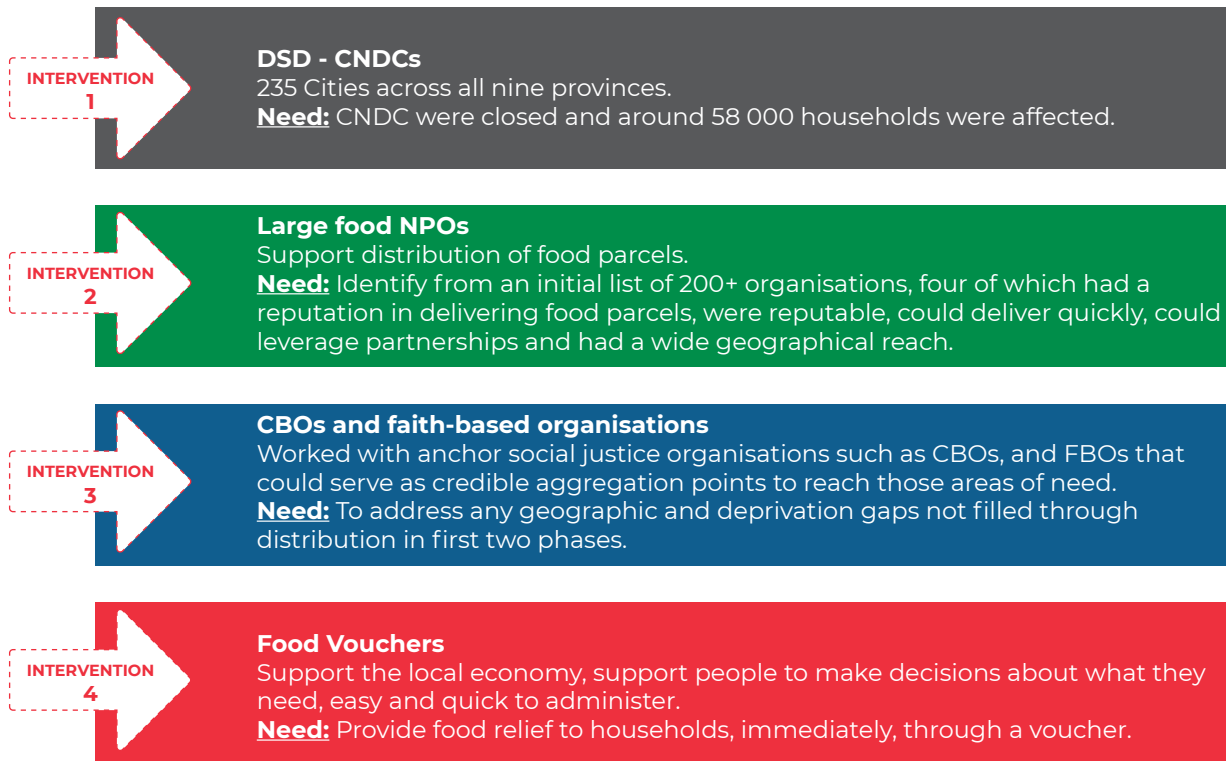
The food relief initiative aimed to reach 250 000 households through the following intervention:

1. The Solidarity Fund partnered with the Department of Social Development Community Development Centres (CNDs) to deliver food parcels to a list of beneficiaries identified by DSD.
2. Four large food NGOs with a track record of effectively managing nationwide food relief, were selected. These partners were:
  - a. Afrika Tikkun
  - b. FoodForward SA
  - c. Islamic Relief
  - d. Lunchbox Fund
3. The Fund worked with trusted partners, like NEDLAC, C-19 People's Coalition, SAWID, Raith Foundation, Ford Foundation, Mott Foundation, and DGMT.
4. An operational plan per local community was developed, linking each community-based organisation (CBO) with a logistics company. While the logistics company was responsible for procuring, packing and delivering **food parcels to CBOs, the CBOs were responsible for distributing these parcels**. Over 400 CBOs were involved in the food relief effort.
5. The Solidarity Fund rolled out a range of food vouchers provided in partnership with the SACC, with a view to building an interoperable solution for the future.



*(We) realised (that) food security would be a massive issue. (The) focus was on food parcel delivery (with) quick turnaround time, but without undermining due process.*

Afrika Tikkun



## Achievements

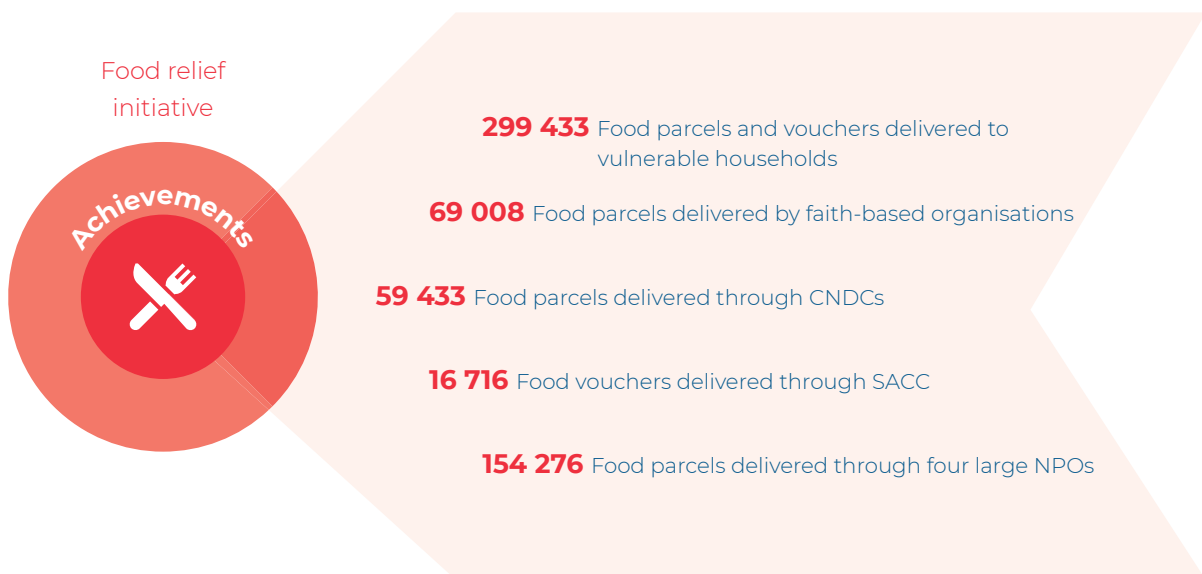


Figure 20: Food relief programme achievements (as at 30 September 2020)

The Fund faced a number of challenges in the delivery of food parcels. In particular, safety and security during deliveries, deliveries being delayed due to a lack of stock, (mostly maize and lentil shortages), while poor roads also affected the timely delivery of parcels. In regards to coordination, it was difficult to keep all stakeholders informed, as was managing the expectations of different government levels across the nine provinces, especially as things changed very rapidly.

The Solidarity Fund has learnt numerous lessons from the Phase 1 Food Relief programme, which will be applied to Phase 2:

- The value of parcels was between R360 and R400 (including distribution costs) and consisted of maize, rice, pilchards, baked beans, lentils, butternut and oil and was designed to provide food essentials for relief purposes. The Fund has identified that the levels of hunger necessitate a more significant contribution.
- Food parcel contents are a difficult design element. By contrast, food vouchers enable vulnerable household to select the items best suited to their needs.
- CBOs and NGOs play a critical role in both identifying and reaching beneficiaries. Their knowledge and connections are vital to successful deployment of humanitarian support – and will remain a crucial component of relief efforts going forward.
- Early and continued coordination with provincial level government is important. Phase 2 will maintain a close working relationship with government at all levels.
- Relief efforts are most successful when they are targeted and adapted to each context. The rural areas of South Africa are particularly affected by the ongoing hunger crisis. The Solidarity Fund will also support rural livelihoods and small-scale production of food.

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*"One family of six was overwhelmed with gratitude because the family breadwinner had been injured in an accident and they had been depending on neighbours for support."*

Resident One

*"We are a family of five and all of us are unemployed; this food parcel will truly come in handy to us because of the dire situation we find ourselves in during the pandemic."*

Resident Two

*"I am very thankful for the support. For a pensioner, it's a bit difficult to get through the month and the hamper is a big help and I am thankful for your support. Thank you very much!"*

Resident Three

## Combating Gender-based Violence

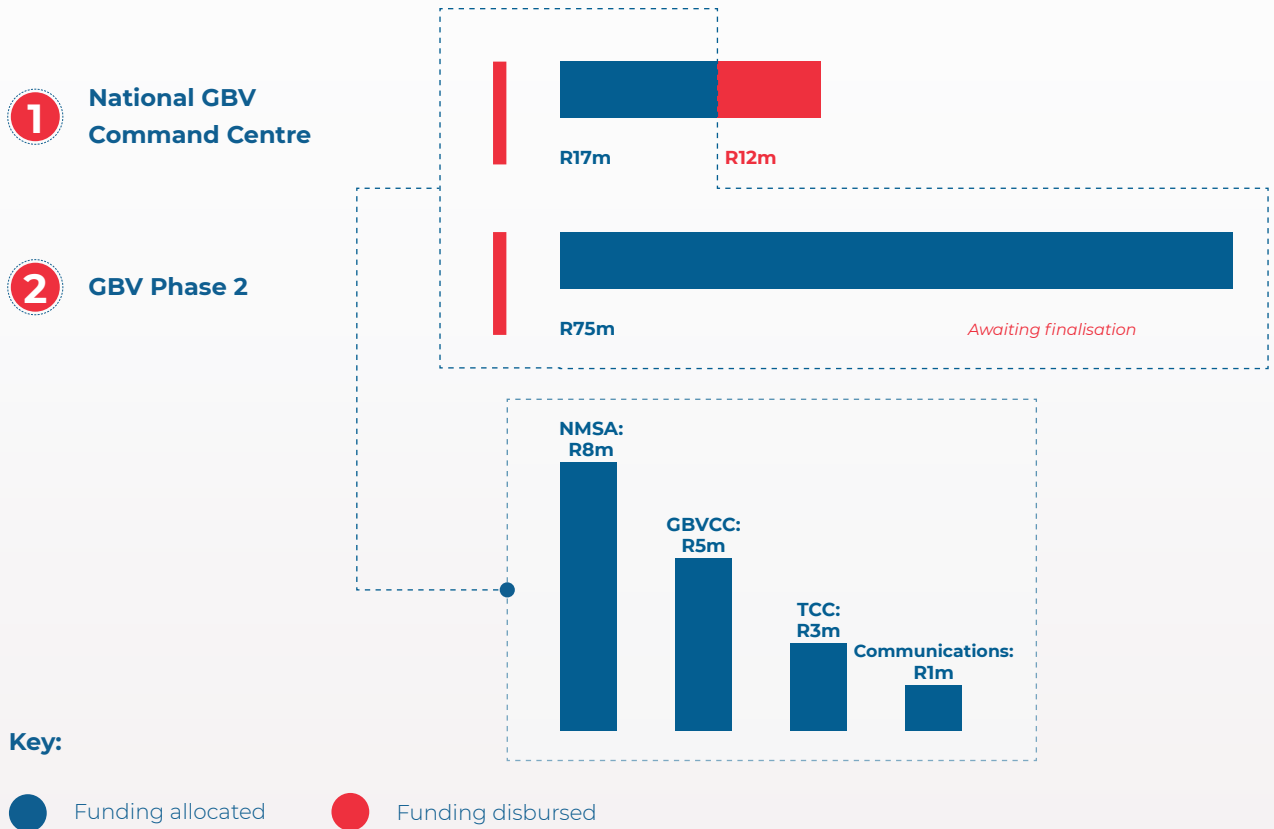


Figure 21: Combating gender-based violence (as at 30 September 2020)

## Partners



Figure 22: Combating gender-based violence partners (as at 30 September 2020)

## The Solidarity Fund's Gender-based Violence Initiative

The Solidarity Fund aims to provide support and aid to specific, existing GBV organisations nationwide. The Fund partners with those organisations that have already displayed reach and impact and are struggling to meet the growing need for their services. An important element is keeping women and children safe from COVID-19 when accessing GBV support, and communicating information to the survivors, women and children affected by GBV, on the options available to them for help.

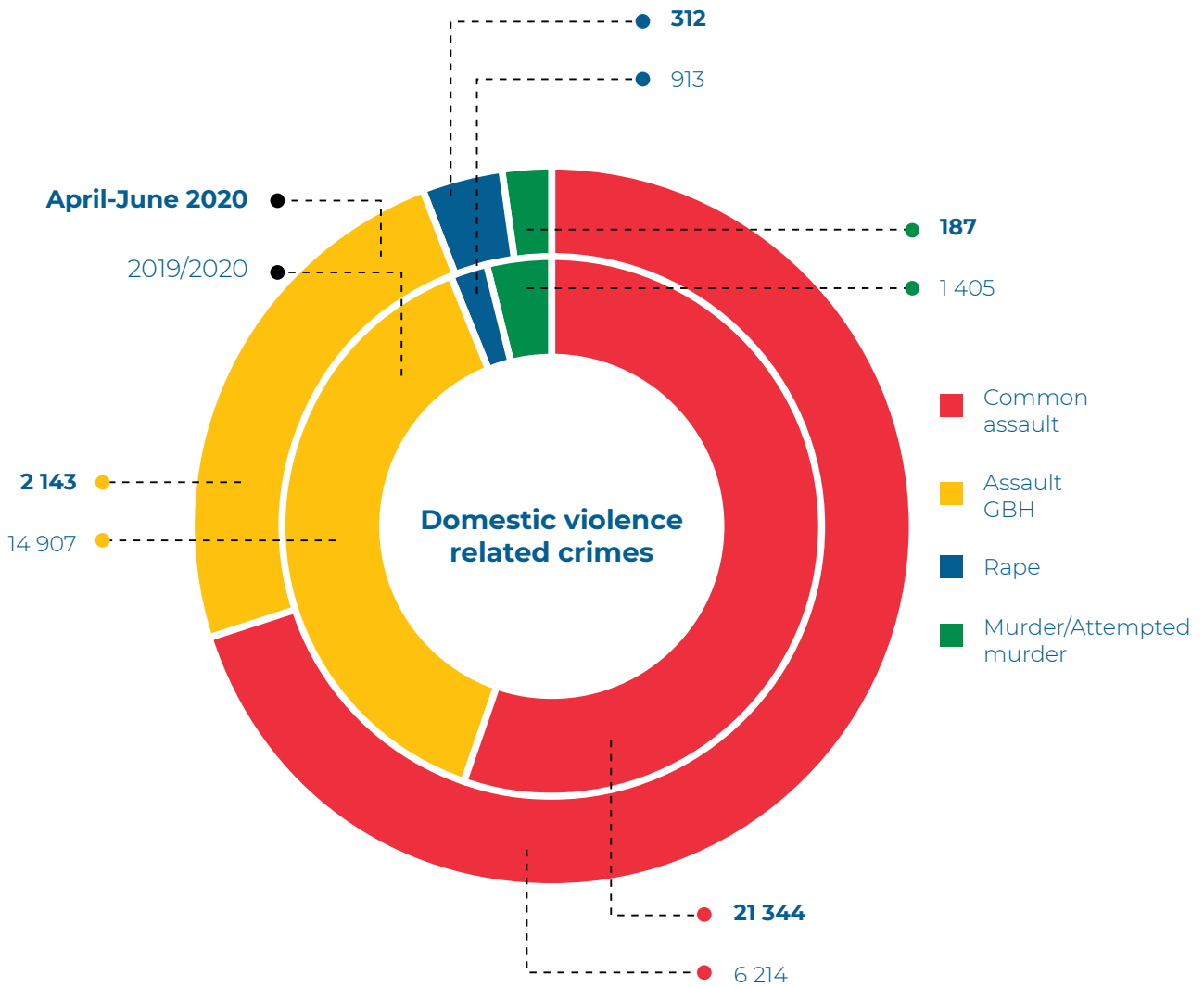
Data from the 2019/2020 Crime Statistics report, published by the South African Police Service (SAPS), reports 53 293 sexual offences, an increase from 52 420 offences in 2018/2019. Contact crime, where victims themselves are the target of violence, showed 21 344 counts of common assault, 14 907 assaults with the intention to do grievous bodily harm (GBH), 923 attempted murders and 1 482 murders. Most of these contact crimes are perpetrated by an acquaintance or boyfriend/girlfriend and at the place of residence of the perpetrator or victim.<sup>19</sup> Every year, the South African government launches the 16 Days of Activism for No Violence Against Women and Children Campaign. Additionally, the government is also currently implementing the Emergency Response Action Plan on Gender-based Violence and Femicide, which was announced by President Ramaphosa in September 2019.

GBV cases are notoriously under-reported, and lockdown may have prevented many victims from reporting cases. Nonetheless, the data for the three months April to June 2020, indicates an escalation in domestic-related crimes during the lockdown period. The rise in GBV during the national lockdown led to several demonstrations across South Africa, in Johannesburg, Cape Town, Pretoria and Durban in August this year.

The data-free messages to the GBV Command Centre's phone number increased more than tenfold and SMSs streamed in at double the usual daily rate. By 22 April 2020, the Centre had received 12 702 calls since the start of the year.

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<sup>19</sup>Source: SAPS crime statistics, inner circle data for 2019/2020 and outside circle data for April to June 2020, <https://www.saps.gov.za/services/crimestats.php>



**Figure 23:** Domestic violence-related crimes (as at 30 September 2020)



## Funded Projects

The Solidarity Fund identified three projects, which were assessed during a detailed proposal process. This process involves engaging with potential beneficiary organisations to better understand their funding needs, major cost drivers, unit costs for each cost driver and other relevant information.

The Solidarity Fund provided:

1. Support to scale up the National GBV Command Centre helpline (0800 428 428).
2. Support for existing victim shelters (National Shelter Movement of South Africa) and Thuthuzela Care Centres to increase access to safe spaces and GBV services.
3. Communications efforts to provide critical information to GBV victims.



*The Fund has provided resources to assist with responding to the increased call volumes experienced at the GBV Command Centre, with PPE to keep health and shelter workers safe as they provided critical services to victims of GBV, as well as critical medical services and safe transport for victims at the shelters.*

Wendy Tlou

**Head of Humanitarian Response**



*By providing PPE support to the NSMSA it allowed the organisation to direct their funds toward serving their clients, without having to worry about PPE. In addition, staff felt less exposed to the virus having quality PPE. NSMSA was also able to buy decontamination equipment and clean their facilities more regularly to ensure that their staff and clients are in a protected environment. Support from the Fund has also allowed the NSMSA to care for clients who enter into isolation which reduced the risk of transmission. Funding from the Fund allowed them to provide PPE to every client and they could keep the products they received ( for example, masks/sanitiser) when leaving the shelter.*

*Transport was also provided for staff and clients to protect them from needing to take public transport to the shelter where they could potentially be exposed to the virus.*

NSMSA Staff Member



### National Shelter Movement of South Africa

Has a network of 78 member shelters across the nine provinces.

**Need:** Faced challenges in meeting operating costs of the shelters, and were in need of PPE and other essential medical supplies.



### The Gender-Based Violence Command Centre (GBVCC)

A call centre operated by the Department of Social Development. It operates a national, 24hr/7-day call centre facility with social workers answering the calls.

**Need:** COVID-19 demanded a rapid expansion of services offered.



### Thuthuzela Care Centres (TCC)

One-stop facilities, led by the NPA, with 55 centres across all nine provinces.

**Need:** Centres work at the front line of GBV and thus need medical supplies, including PPE, to safely perform activities.

The dramatic increase in the incidence of GBV underpinned a growing sense of urgency. GBV is a complex issue, as is the national collection of actors focused on combating GBV. Therefore, close coordination with numerous partners was required. The Solidarity Fund implemented projects within tight time frames in the midst of the additional challenges that came with lockdown regulations.

The Solidarity Fund learnt a number of lessons which will be applied to the ongoing efforts related to combating GBV. Partnerships remain a vital component for the Fund's work in this area. Within these partnerships, the Fund will continue to value empathy, sensitivity, patience, and commitment. In this way, the Solidarity Fund aims to leave a lasting legacy of impact.

”

*PPEs received are used to ensure that the shelter and the entire organisation remain well-cleaned and well-disinfected, reducing the possibility of COVID-19 infection and the spread of other germs that may cause illness. This is important as there are small children in the shelter who need to play in an environment that is constantly disinfected. The PPEs received are also very helpful to both the staff and the clients as they help to ensure that they protect themselves against COVID-19. Thank you for giving LifeLine Vaal Shelter the means to proudly service our communities in need.*

NSMSA Shelter Feedback

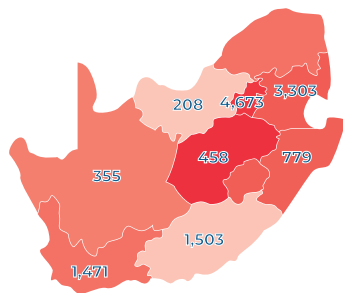
# Achievements

Combating gender-based violence

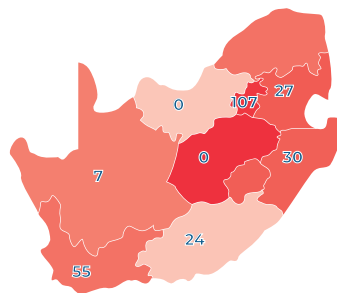


- 12 750** units of PPE purchased for National Shelter Movement
- 322 330** units of PPE delivered by Gift of Givers
- 50** laptops and tables supplied to GBV command centre
- 40** workstations added to GBV command centre to support social workers as volume of calls increased
- 250** units of essential medical equipment distributed

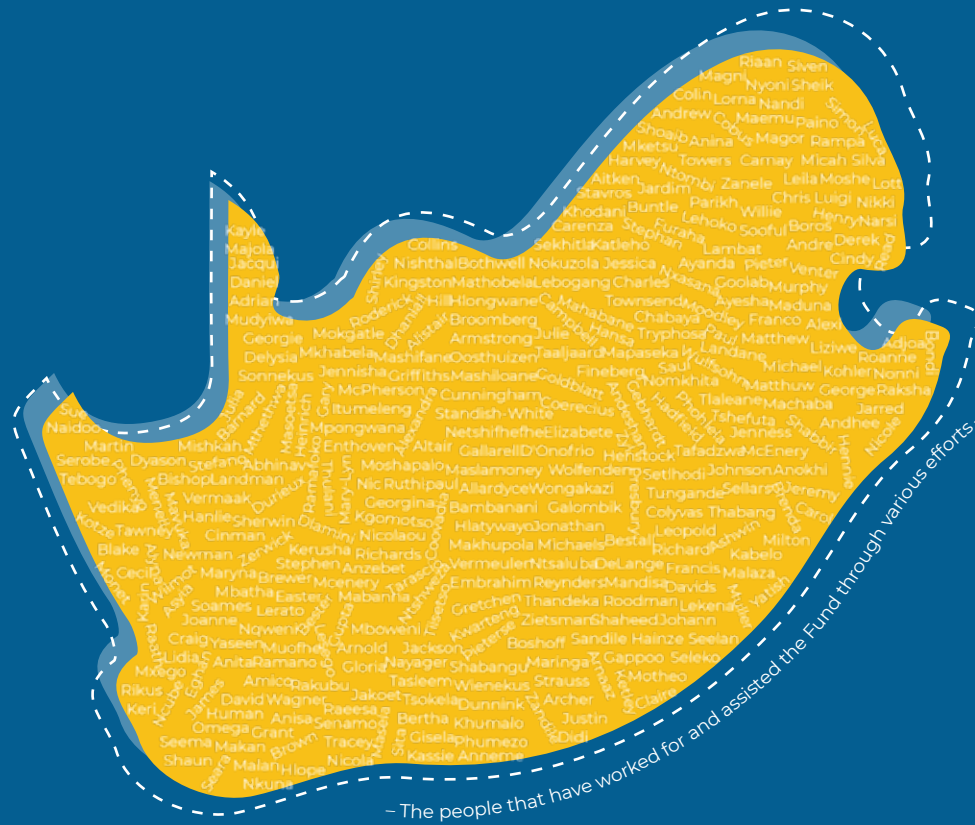
**12 750** units of PPE purchased for National Shelter Movement



**250** units of essential medical equipment distributed



**Figure 24:** Combating gender-based violence achievements (as at 30 September 2020)



# HEROES WEAR MASKS.



# SOLIDARITY CAMPAIGN

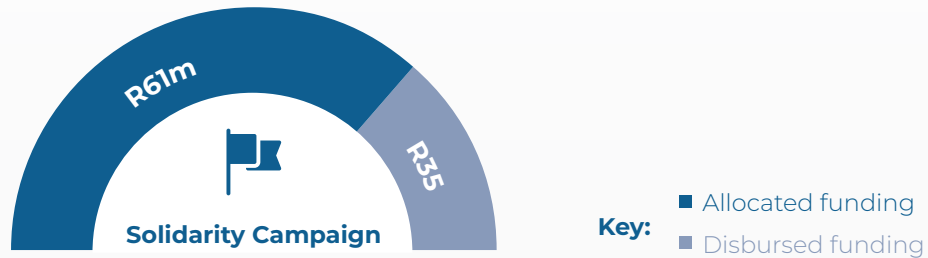


Figure 25: The Solidarity Fund's Solidarity Campaign funding allocation (as at 30 September 2020)

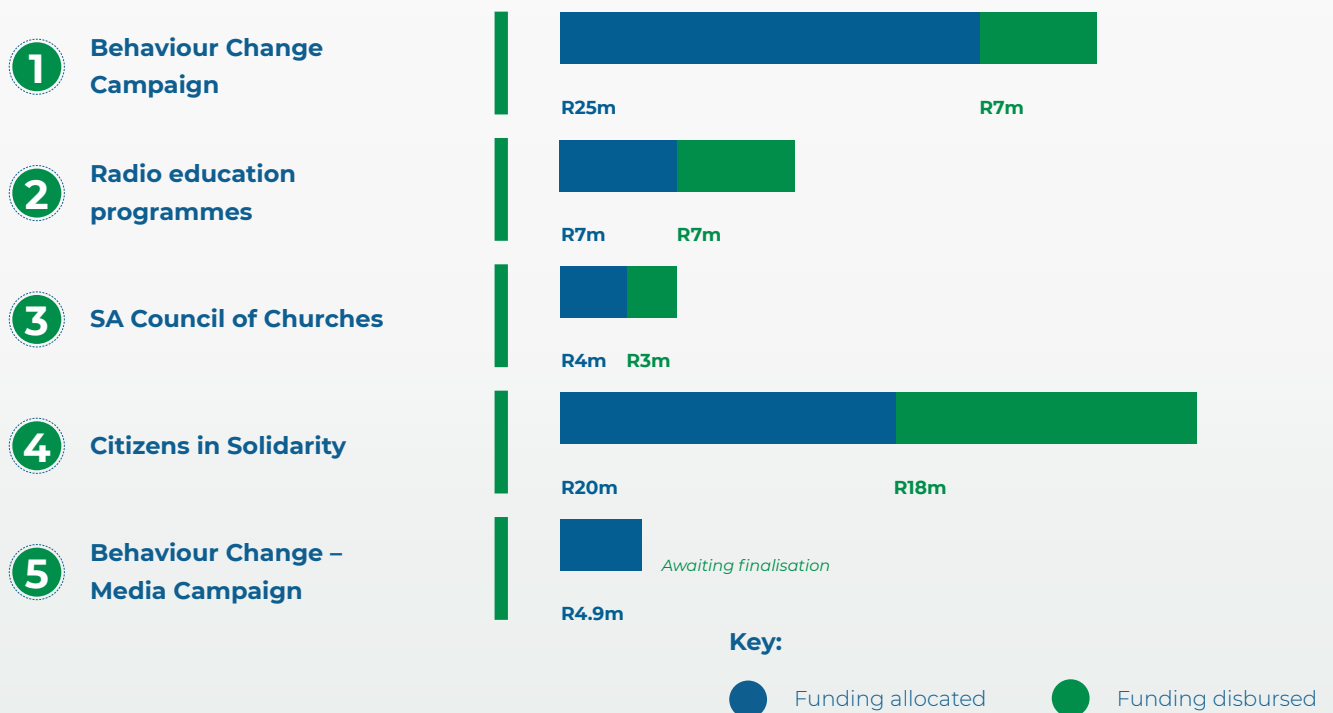


Figure 26: Solidarity Campaign (as at 30 September 2020)

## Partners

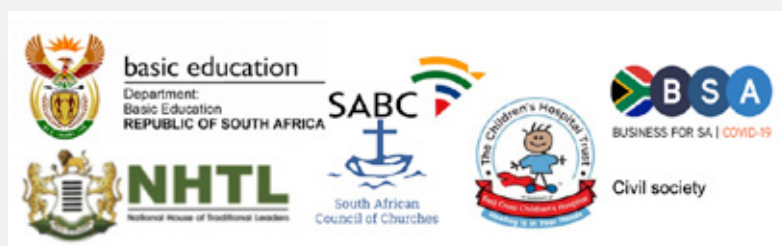


Figure 27: Solidarity Campaign partners (as at 30 September 2020)

## The Solidarity Fund aims to:



The Solidarity Fund aims to unite all who live in South Africa against the COVID-19 epidemic and to encourage mask wearing, hand washing and social distancing in order to curb the progression of the virus in South Africa.

## Behaviour change is encouraged through:



The Citizens in Solidarity campaign



Behaviour change messaging and nudges

## *Citizens in Solidarity and the Broader Solidarity Campaign*

Through the Solidarity Campaign, the Solidarity Fund aims to unite all who live in South Africa against the COVID-19 epidemic and to encourage behaviour change. By working closely with civil society, traditional leaders and faith-based organisations, the Solidarity Fund works to ensure that essential messaging and information is delivered by trusted sources.

Initial media and communications efforts concentrated on the identity and purpose of the Solidarity Fund, and simple messaging related to preferred behaviours associated with managing rising infection rates. The Solidarity Fund moved very quickly to develop a brand and a distinctive logo to establish real connections with the people of South Africa, to harness the power of social media platforms and an intentional online presence, all within the first few weeks of the Fund's establishment.

The Solidarity Fund also seeks to build on people's intrinsic motivation to keep themselves and others safe by adopting behaviours recognised to curb transmission. This informs the Citizens in Solidarity Campaign.

# The Solidarity Fund's Citizens in Solidarity Campaign

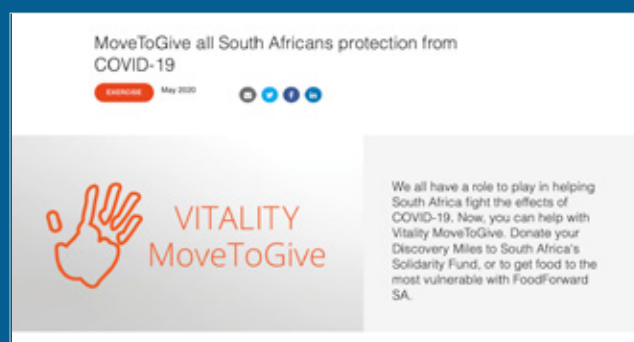
The Solidarity Campaign provides COVID-19 messaging designed to catalyse behaviour change, including the wearing of face masks, hand washing and social distancing. The Solidarity Campaign ultimately aims to move from fatalism and fear in the face of the epidemic to agency; that the action of the individual will make a difference.

The campaign also focuses on building social solidarity and leverages respected members of society to foster trust around the campaign messages. During the Alert Level 5 lockdown, the message from the then newly-established Solidarity Fund was clear and focused, namely **“stay at home and wash your hands”**. The messaging was kept simple to focus attention and to unify action. The overall aim was to support the work done within the Health Response and reduce misinformation at a time of great uncertainty regarding the impact of the epidemic in South Africa. The team determined upfront that it was very important to be in tune with the conversations on the street and how they were changing as the epidemic progressed.

In the early days of the campaign, the Solidarity Fund asked 20 well-known South Africans to self-film their own narrative of staying at home using their mobile phones. The messages were meant to echo the importance of staying at home, for example, “by staying at home, you are supporting the front-line healthcare workers and helping to flatten the curve”. The content was also shared on mainstream media, and often broadcasted at no or little expense to the Fund. In addition, these videos were shared by partners, who also added the Solidarity Fund logo to their own messaging. The repeat messaging and amplification through partners was effective in reinforcing immediate behaviour change during the Alert Level 5 lockdown.

## AMPLIFYING THE SOLIDARITY CAMPAIGN

Corporates such as Discovery amplified the Solidarity Fund (SF) message; they created opportunities to donate miles to the Fund, wrote articles to their customer base to garner support for the Fund, created social posts referencing SF artwork and added donate buttons to both mailers and social posts.







*(We) need to ensure that our health system can cope with the sick. To do that we need to slow the pace of transmission, [and we know] the only way to do that is through behaviour change. It is very simple; social distancing, mask wearing, sanitising hands. (These behaviours) are easy to talk about but very difficult to affect.*

*One of the most important aspects of the Solidarity Fund mandate is to advocate behaviour change.*

Martin Kingston

**BUSA Vice-president and Advisor to the Solidarity Fund**



*The logo was focused on celebrating nationhood, “we are all in this together”, hence the colours of the South African flag. The raised fists point to an active fund, and the unity in fighting the virus together. “South Africa has conquered tough times before; we will do it again.” The arms becoming stripes resulting in a fountain of colour above the fists, reflects positivity and celebration. The yellow sunrise is symbolic of the rising sun and optimism.*

John Hunt

**Former member of the Solidarity Fund Executive Team**

The messaging during this phase was largely based on the lessons learnt from watching the pandemic unfold in other countries, and on advice from medical experts. There was growing consensus amongst health experts, guided by estimates from the COVID-19 modelling consortium, indicating that behaviour change could reduce transmission by up to 20%. The Solidarity Fund continues to benefit from the insights of public health behaviour change experts, in particular those who have worked on successful campaigns, including Lovelife and Soul City, to shape its approach.

## Funded Projects

### Citizens in Solidarity Campaign

The Citizens in Solidarity Campaign aims to encourage individuals to adhere to preferred behaviours by wearing a Solidarity Fund-designed badge. This ‘badge of honour’ is to be worn by those displaying the correct behaviours<sup>20</sup> in public. The tag line of “Be a Citizen in Solidarity” aimed to launch the Fund to the greater public through a range of activities. It allowed a variety of stakeholders to congregate behind a sense of purpose in supporting each other during the pandemic.

A second project of Citizens in Solidarity aims to extend its reach to the furthest corners of South Africa. This project saw the Fund procuring loudhailers, which are intended to be used by traditional leaders in rural areas, to broadcast behaviour change messaging.

Citizens in Solidarity also includes the Solidarity Cup; the first televised cricket match since the start of lockdown. Cricket players wore the badge to indicate that they exhibited and supported the behaviour endorsed by the campaign.



<sup>20</sup>Mask wearing, washing hands and social distancing.

## THE SOLIDARITY CUP

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The Solidarity Cup was broadcasted on Nelson Mandela International Day, 18 July 2020. A new format of the game, called 3TeamCricket (3TC), was developed to be played without an audience. President Ramaphosa recorded a message to wish the cricketers good luck for the event and around 113 000 viewers tuned in to watch the game. The Cup is an important example of the Solidarity Fund's close collaboration with business. Three corporates sponsored the event.

**"The first 3TC match was held on Madiba Day 2020 at 11am, the first live sporting event since lockdown at SuperSport Park in Centurion. The format was three teams, playing over two halves in one match. This collaboration with Cricket South Africa was born from a desire to grow the game of cricket in South Africa and beyond, to build an active community of cricket lovers and to give back to cricket communities.**

The event being named The Solidarity Cup allowed us to further cement this narrative by aligning with the Solidarity Fund and their message of Citizens in Solidarity. We are eternally grateful for the support of the Solidarity Fund and the opportunity to unite South Africans at a time when our country needed it most. Myself and my team worked on the event pro bono and all funds raised went towards helping people in the cricket family adversely affected during this pandemic.

The match included some of the best of SA's cricket talent and an immense amount of work went into making sure the event was COVID-safe; it was a made-for-TV event with no spectators and the minimum number of operational staff on site with strict medical protocols and safeguards in place, as we wanted to showcase a return to live sport for South African citizens in the most responsible way.



The image of some of SA's best sportsmen standing in formation 1.5m apart to sing our national anthem at the opening of the event, SA's first live sporting match, on such a special day, sent a message of goodwill and unity to all South Africans. The players wore the Citizens of Solidarity badge on their kit as proud South Africans in uniting against gender-based violence, racism and acting responsibly during this pandemic."

*Francois Pienaar*

Chief Executive Officer of 3TeamCricket

"To be able to raise R3 million, that will be very handy for the needy people out there and go a long way towards alleviating some of the struggles being experienced at the moment."

*Temba Bavuma*

Captain of Kites and silver medal winner  
(Vice captain of the South African National Cricket team)<sup>22</sup>

"There were obviously more important things out there, getting out and playing, doing it for solidarity in South Africa and showing that we stick together as a nation. To me, that was what it was ultimately about. What makes me happiest is the funds we raised, that is the cherry on the cake."

*AB de Villiers*<sup>23</sup>

Captain of Eagles team, gold medal winner  
(South African cricketer)

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<sup>21</sup><https://www.youtube.com/watch?v=OL6gONjQHns>

<sup>22</sup><https://timesofindia.indiatimes.com/sports/cricket/news/ab-de-villiers-feels-proud-to-be-part-of-3tc-solidarity-cup/article-show/77056007.cms>

<sup>23</sup><https://timesofindia.indiatimes.com/sports/cricket/news/ab-de-villiers-feels-proud-to-be-part-of-3tc-solidarity-cup/article-show/77056007.cms>

## Supporting Behaviour Change

The Solidarity Fund embarked on mass behaviour change interventions.

Important networks that have been identified as conduits of behaviour change messaging and nudges are:

- Business sector
- Faith-based communities
- Traditional leaders
- Civil society
- Youth sector
- Schools

An example of this initiative is the radio-based series, Sikhaba iCOVID. This series was broadcasted by 15 radio stations, comprising 10 minutes of daily programming for a period of 13 weeks, broadcast in all 11 languages. A focus group of 200 people listened-in to calls made to these radio stations and identified topical issues that were being raised by the public. For example, it was identified that parents were very anxious about their children returning to school. Based on the information collected by the focus group, the radio content was adapted. The insights generated by the listening groups also led to additional and complementary initiatives of the Solidarity Fund, with, for example, the partnership with Zenex Foundation to train school management teams on health and safety.



*(It was) clearly not only a communication challenge, but a behaviour change challenge. There was a lot of communication, and the WHO warned of an infodemic where there is so much information that it becomes counterproductive. To find the right balance, we consulted a number of behaviour change specialists.*



Siven Maslamoney  
**Former Member of the  
Disbursements Committee**



*The radio show is very powerful in creating a platform that helps dispel myths... and it responds in real time. It reflects what South Africans are concerned about. The aim was to ensure that all groups were covered irrespective of language. Practical questions were covered, for example, “If I am having a baby, can my partner come to the hospital?” and “Why do we still have the lockdown when numbers are coming down?”*

Dr Kopano Matlwa Mabaso  
**Medical doctor and content creator for Radio Sikhaba**

The Solidarity Fund partnered with RX Radio, in order to reach a truly unique audience, young children. **RX Radio** is a radio station run by and for children operating from the Red Cross War Memorial Children's Hospital. It is the first radio station in the world that trains child reporters to broadcast from within a hospital. The Red Cross Children's Hospital (RX Radio SA) ran one PSA each in English, Afrikaans and isiXhosa, as well as a webinar where children could call in and ask questions.

As South Africa shifted away from Alert Level 5, the Solidarity Fund also contributed to the **Safe Return to Work Campaign** alongside its partners. This initiative focuses on providing businesses with content and to improve health and safety procedures. It is envisaged that businesses' adherence to workplace protocols will keep more employees and customers safe. The [Return2Work](#) website provides information on how to safely operate under the set regulations by sector or provides a roadmap for businesses who want to open or remain open. The Solidarity Fund promotes **Safe Commute** messaging too, which is broadcasted on taxi radio to reach people most vulnerable to infection whilst using public transport. The focus is on mask wearing and washing hands before and after journeys. Taxi radio reaches about 806 000 listeners per week.



*The [process] was not politicised. By drawing on the South Africans spirit, the team knew that if the correct tone was hit and the message was sincere, this would gain traction. The fact that the private sector also got behind the Fund and saw it as an important vehicle for donations, also speaks to the credibility of the Fund.*

Luca Gallarelli

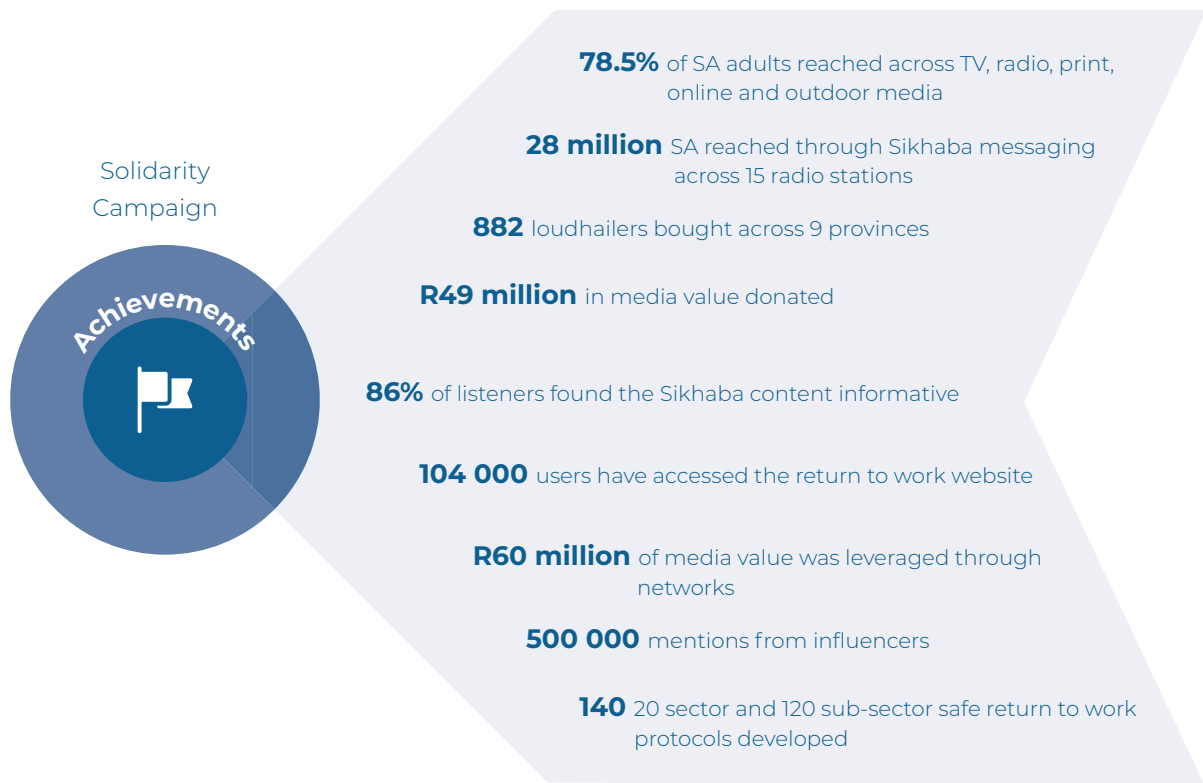
**Former member of the Solidarity Campaign team**

## PARTNERING TO ENABLE A SAFE RETURN TO WORK

The Solidarity Fund's partnership with the Presidency of South Africa, Business for South Africa (B4SA), the Public Private Growth Initiative, Harambee Youth Accelerator, and Genesis Analytics for the Return to Work initiative, allowed for close collaboration and coordination of activities. The partnership led to the development of return to work protocols for sectors and businesses, training of businesses and an informative website to guide a safe return to work and help businesses to stay open: <https://www.return2work.co.za/>



## Achievements



**Figure 28:** Solidarity Campaign achievements (as at 30 September 2020)

The Solidarity Fund gained a number of important insights during the deployment of the Solidarity Campaign:

- There should be consistency in the team and key decision makers to maintain momentum for rapid deployment.
- Messaging resonates with the public when it is authentic and captures the prevailing sentiment of the nation.
- Administration of fund activities can affect the speed of implementation. Perseverance and effective communication in times of challenge are aided by a team with unified purpose, which exemplifies the Solidarity Fund.

”

*[There was] no middleman. Decision makers had to be in the room, and could speak with each other through, for example, WhatsApp. There was open communication and quick decision making among like-minded people.*

John Hunt

**Former member of the Solidarity Fund  
Executive Team**



# CONCLUDING REMARKS: Beyond the First Six Months of Solidarity

When the first War Room meeting was held on 24 March 2020, we faced a daunting task. We had to build a new institution from scratch, whilst at the same time mobilising the largest fundraising campaign in our country's history, and deploying those funds with urgency and the utmost care to have the greatest possible impact as the crisis rapidly unfolded.

This report has described how we discharged this assignment during the six-month "Crisis Phase" of the Fund. We all applied ourselves obsessively to this task. I cannot overstate the responsibility we all felt as the custodians of this national initiative; to our donors, to those who would become infected by COVID-19, to all those involved in the national effort being led by the President and to all who live in South Africa. Every individual working in the Fund selflessly dedicated themselves to serve their country, making enormous personal sacrifices.

It was inspiring to witness not only the willingness of so many people to respond to the call to serve, but what we collectively managed to achieve in six months. It demonstrates what we can accomplish as a nation when we come together, focussing on a clear and common purpose.

The effort began with building exemplary governance and management frameworks



**Adrian Enthoven**

*Deputy Chair of the Solidarity Fund*

and systems, assembling a board of highly respected and experienced individuals, and marshalling the strongest possible executive team to formulate and execute the projects. The Fund crowded in the best and most experienced organisations and individuals. These individuals were required not only to be outstanding at ideation and execution of multifaceted interventions, but also at managing the complexity of close coordination and partnerships with government, business and civil society.

To ensure strong oversight and governance, the board and all of its subcommittees had standing weekly meetings, and met at least every fortnight. The executive team met in the "war room" every day at 7:30am. In the early stages of the Fund the "war room" took place seven days a week.

In the spirit of radical generosity and social solidarity, the foundational ethos of the Fund, we paid no salaries, no fees, no consultants and no expenses. All the resources we mobilised were pro bono, and enabled us to create a “frictionless” vehicle that could channel 100% of the donor funds to direct impact initiatives.

While building the organisation, we mobilised a significant fundraising campaign, guided by the Fundraising Subcommittee of the board. In addition to a dedicated senior fundraising team, everyone in the Fund was involved in the fundraising effort. This was typical of how we worked – regardless of your official role, our culture was for everyone to “lean in” wherever they could to fulfil our mission. This is what enabled us to raise a philanthropic fund of unprecedented magnitude at astounding speed: R3.16 billion from over 2 500 companies and foundations and over 300 000 individuals in a matter of months.

While raising the funds we needed and securing deposits, we also concentrated our efforts on concluding what turned out to be approximately 40 highly-focused projects and sub-projects, requiring some 200 legal agreements with counter parties and totaling almost R2.5bn in commitments. These projects were selected from countless proposals we received and reviewed. What guided our decision-making was a focus on initiatives that met our mandate, had impact at scale, that focused on problems that “needed” the Fund (i.e. the problem would either not be addressed if the Fund did not intervene, or the Fund was best placed to address the problem), and where we could have an outsized impact by leveraging off our ability to act with speed and agility. The process to arrive at a decision on a project was rigorous and robust. Our goal was to arrive at the best possible investment decision that would have the greatest impact, and to achieve this we needed people with diverse perspectives, experiences and ideas to participate in a vigorous engagement, where only the best ideas would finally prevail.

One of the powerful lessons of the Fund was the benefit of partnering with organisations and sectors of society which had execution experience and capacity. We used the significant execution proficiency and capacity of the private sector to implement our health procurement initiatives. We partnered with the considerable experience, expertise and execution capacity in civil society to implement our humanitarian programmes.

The Fund has now moved out of the “Crisis Phase (Phase 1)”, and into the “Living with COVID-19 Phase (Phase 2)”. We anticipate this phase to last until there is widespread vaccination and immunity in our population, which is likely to take us well into 2021.



We have asked ourselves what the country needs from the Fund during this second phase. We will have circa R800 million to spend in Phase 2, assuming no additional funds are raised. We will need to be agile and responsive as events unfold, but we believe that the Fund will need to still play a major role in catalytic health interventions (in areas such as accelerating vaccine roll-out), targeted humanitarian initiatives to alleviate the adverse impacts of COVID-19, and enhanced efforts to shift and maintain the behaviours necessary to contain community transmission of the virus and prevent a second wave.

This report is an interim report of our work during the Crisis Phase of the Fund. We intend to compile a comprehensive and final report once our remaining funds have been spent, all funds are accounted for and we are able to meticulously report on our impact. Until then, we undertake to continue to implement our mission with rigour and assiduousness, and to be fully transparent and accountable.

We are immensely grateful for your trust and continued support.

*Adrian Enthoven*  
*Deputy Chair of the Solidarity Fund*

# #ActInSolidarity

To find out **how to get involved**, contact [info@solidarityfund.co.za](mailto:info@solidarityfund.co.za)

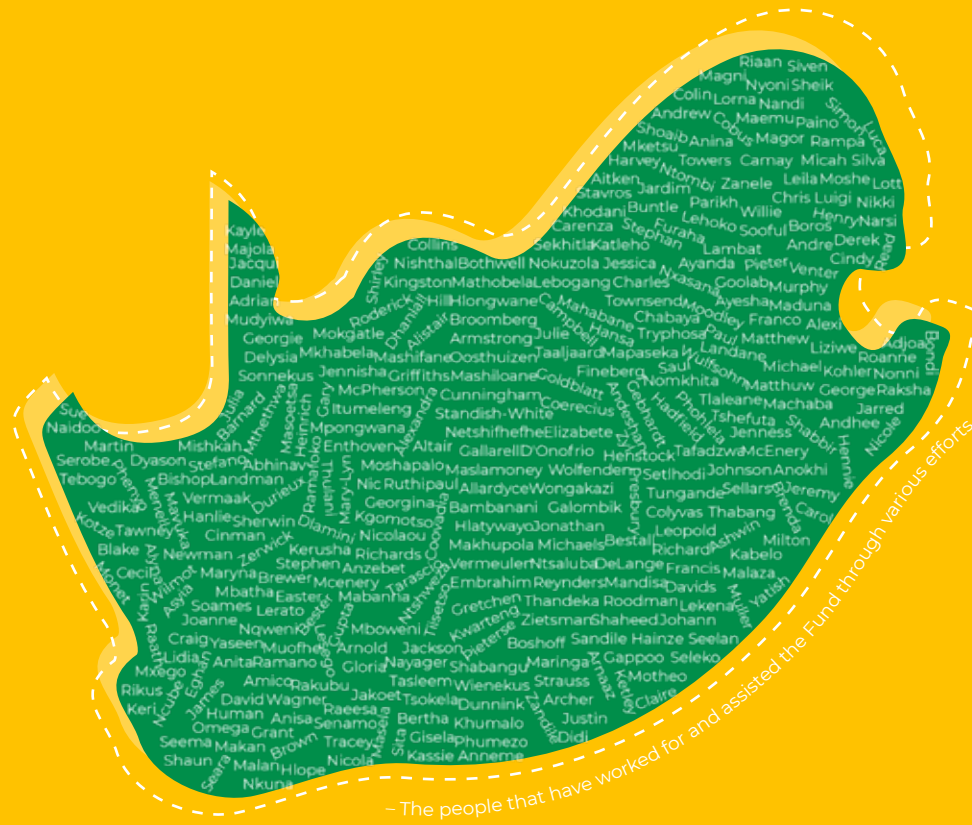
To **donate** to the Solidarity Fund, phone 0860 001 001 or [visit this page](#).

If you **need help**, [visit this page](#) to access useful links and information.



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- The people that have worked for and assisted the Fund through various efforts

# THE POWER IS IN YOUR CLEAN HANDS.



# GLOSSARY

## Acronyms

<b>B4SA</b>	Business for South Africa
<b>CBOS</b>	Community-based Organisation
<b>CHW</b>	Community Health Workers
<b>CNDC</b>	Community Nutrition and Development Centre
<b>CPAP</b>	Continuous Positive Airway Pressure
<b>CSG</b>	Child Support Grant
<b>CSIR</b>	Council for Scientific and Industrial Research
<b>DGMT</b>	DG Murray Trust
<b>DTIC</b>	Department of Trade, Industry and Competition
<b>EC DoH</b>	Eastern Cape Department of Health
<b>FBOS</b>	Faith-based Organisations
<b>GBV</b>	Gender-based Violence
<b>GBVCC</b>	Gender-based Violence Command Centre
<b>GHS</b>	General Household Survey
<b>GP DoH</b>	Gauteng Province Department of Health
<b>HDIS</b>	Historically Disadvantaged Institutions
<b>HSRC</b>	Human Sciences Research Council
<b>ICPA</b>	Independent Community Pharmacy Association
<b>NDoH</b>	National Department of Health
<b>NGO</b>	Non-governmental Organisation
<b>NHLS</b>	National Health Laboratory Services
<b>NPA</b>	National Prosecuting Authority
<b>NPOS</b>	Not for Profit Organisation
<b>NSMSA</b>	National Shelter Movement of South Africa

<b>PBO</b>	Public Benefit Organisation
<b>PPE</b>	Personal Protective Equipment
<b>PSA</b>	Public Service Announcement
<b>SACC</b>	South African Council of Churches
<b>SAMRC</b>	South African Medical Research Council
<b>SAPS</b>	South African Police Service
<b>SARAO</b>	South African Radio Astronomy Observatory
<b>TCC</b>	Thuthuzela Care Centres
<b>WC DoH</b>	Western Cape Department of Health

## Definitions

<b>Extraction kits</b>	Extract RNA, a kind of genetic material, from patient samples, a crucial step that labs must take to identify the virus.
<b>Funding allocated</b>	Amount approved by the Executive Disbursement Committee, Disbursements Board Subcommittee and/or Solidarity Fund Board for a specific initiative.
<b>Funding disbursed</b>	Payment of money from the Solidarity Fund to projects/service provider, on the basis of a signed grant agreement and/or service provider contract.
<b>Hotspot</b>	Geographical areas where cases of COVID-19 are high and rising.
<b>In-kind contribution</b>	The payment in goods or services as opposed to money.
<b>Invasive ventilators</b>	The term 'invasive' is used if it involves any instrument penetrating via the mouth (such as an endotracheal tube), nose, or the skin (such as a tracheotomy tube through a stoma, a surgically-created hole in the windpipe) to serve as an artificial airway.
<b>Non-invasive ventilators</b>	Simpler equipment called a Continuous Positive Airway Pressure (CPAP) ventilator which assists with patients' breathing. Non-invasive ventilation (NIV) supports the patient's breathing without the need for intubation or a tracheotomy.
<b>Positive test rate</b>	The positive rate is referring to the number of "positive" COVID-19 tests as a share of all tests conducted. It is a measure to show that the correct persons are tested, i.e. those who had symptoms are more likely to have COVID-19.
<b>Pro bono</b>	Services that are provided by experts/professional at no cost to the Solidarity Fund.
<b>R&amp;D</b>	Research and development.
<b>Reagents</b>	Are chemicals required to prepare samples for testing.
<b>Reduced waiting time</b>	Average time from getting tested to receiving results.
<b>Seroprevalence</b>	Detect the prevalence of COVID-19 antibodies in the general population and estimate how many people have had COVID/COVID exposure.

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# **Solidarity Fund**

**Unity in action**