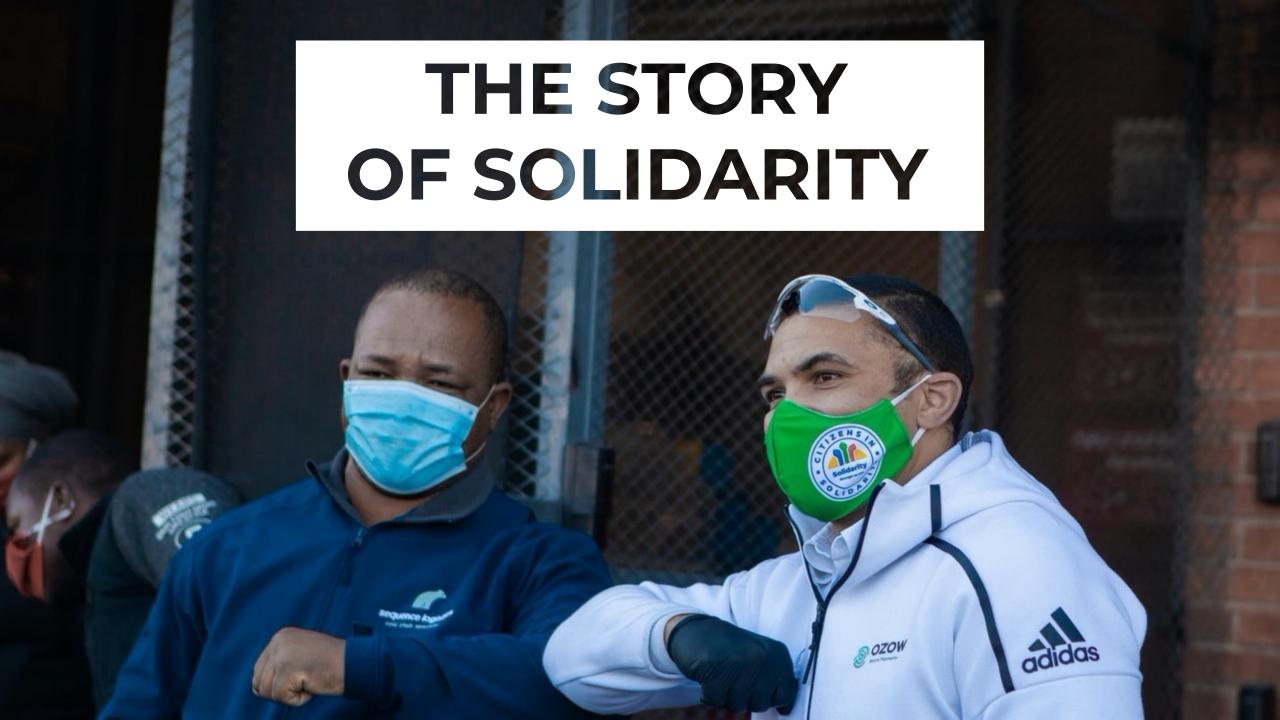


Solidarity Fund Donor Presentation Update and Recent Activities

29 NOVEMBER 2021

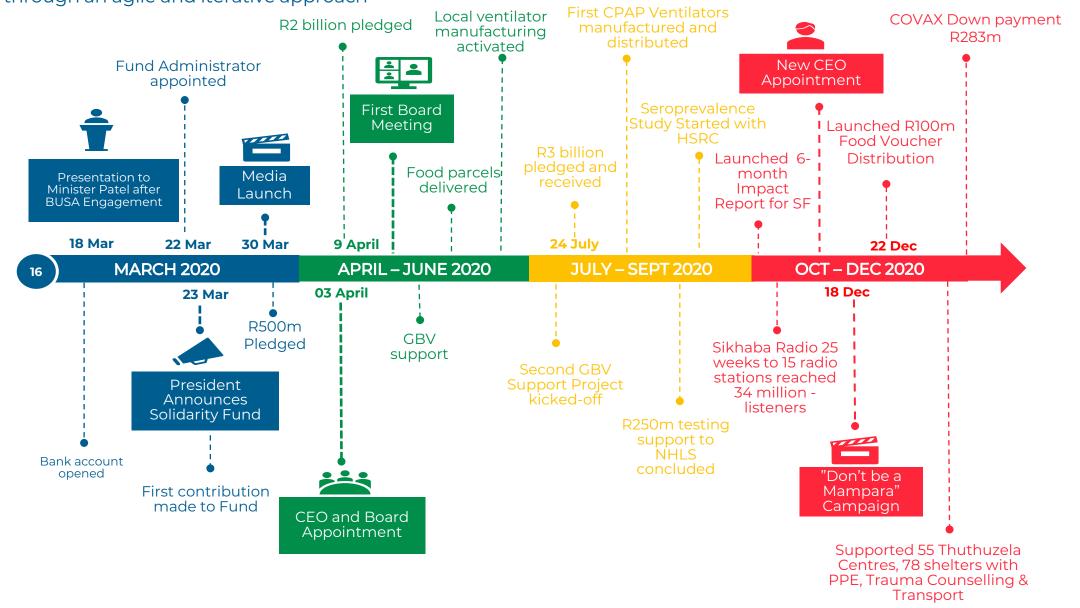




THE STORY OF SOLIDARITY 2020



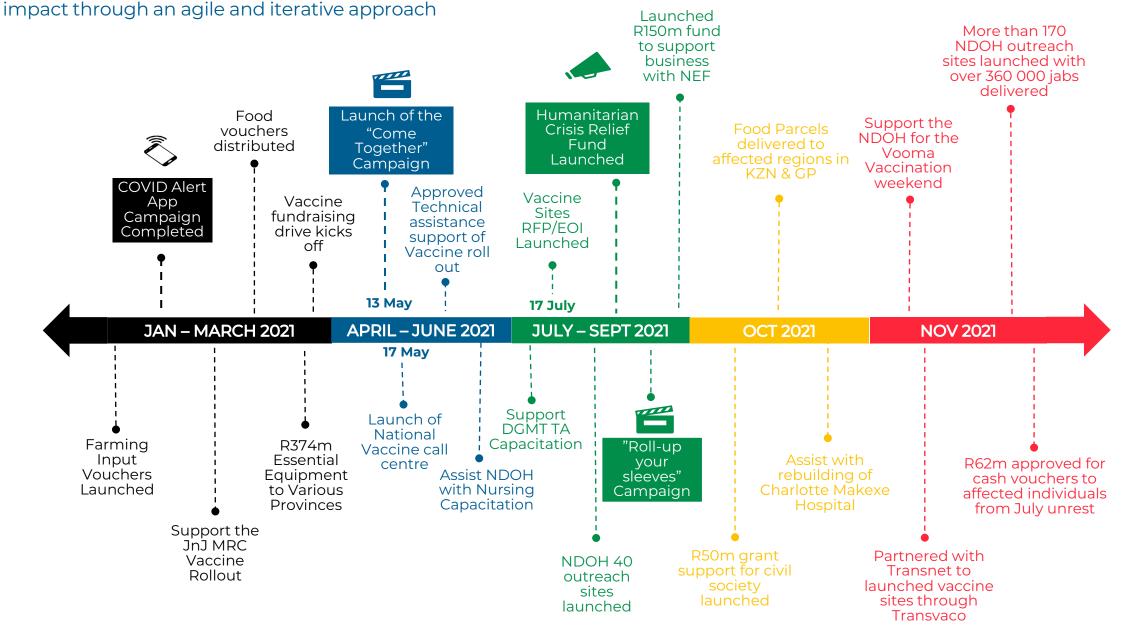
Formed as a rapid response vehicle to augment Covid-19 initiatives for South Africa, mobilizing and creating impact through an agile and iterative approach



THE STORY OF SOLIDARITY CONTINUED 2021



Formed as a rapid response vehicle to augment Covid-19 initiatives for South Africa, mobilizing and creating



PRINCIPLES OF SOLIDARITY



Strong, Independent Board of Directors	Governed by an independent board of directors led by Ms. Gloria Serobe, and includes independent and experienced board members from business, government and civil society that guide and oversee the Fund
Empowered and Accountable Leadership	The leadership team operates in an agile manner, aligned with the rapid response focus of the Fund, but always subject to the governance required to ensure that all contributions to the Fund are recognized, accounted for and effectively managed, and to ensure that all disbursements are aligned with the Fund's mandate
Alignment with National Strategy	Works closely with Government and Business for South Africa but is entirely independent. Committed to aligning with the National Health Strategy in order to deliver the greatest possible impact. The Fund is focused on initiatives that are inclusive across the country where there is great need
Frictionless ·····	A resource efficient entity - no salaries or overhead costs. All donations go directly to impact
Transparency	Committed to transparency in all the Fund's work, from fundraising to disbursements. The Fund holds itself accountable to all South Africans
Speed and Scale	The Fund is a rapid response vehicle - it moves at speed and focusses on scale in order to be catalytic, to fill gaps, and to deliver impact quickly across the nation at this time of crisis

FULFILLING OUR MANDATE



New 4-Pillar strategy and continue funding high-impact initiatives in two focus areas

- 1 Mobilise and coordinate financial contributions from all South Africans and members of the international
- community
 Use contributions to ameliorate the health crisis by supporting the National Vaccine Roll-out and the social consequences of the pandemic
- Bring South Africans together to play their part in combatting COVID-19

Covid-19 Crisis Response Fund

Health Response

Supporting urgent aspects of the health system response, and supporting and protecting front-line health workers. The Fund continues to support the NDOH in the National Vaccine

Humanitarian Effort

Providing humanitarian support to and strengthening the most vulnerable households and communities

Solidarity Campaign

Unite the nation in action against COVID-19 and encourage behaviour change in local communities and support in the National

Care and Detect

75–85%

Detect and understand the magnitude of the disease

Care for those in hospital, medical care and vaccine support

Support

Support those whose lives have been disrupted by the pandemic

10–15%

Prevent

Prevent the spread of the disease by supporting measures to "flatten the curve" and lower infection rates and to help support the vaccine literacy and registration

10–15%

Humanitarian Crisis Relief Fund

Crisis Relief

Provide relief and support to those affected by the recent unrest in Gauteng and

Support

Provide access to food and Medical Supplie to vulnerable

Provide Business Recovery support to SMMEs

100%

New Pillar

ALLOCATI

FOCUS AREAS

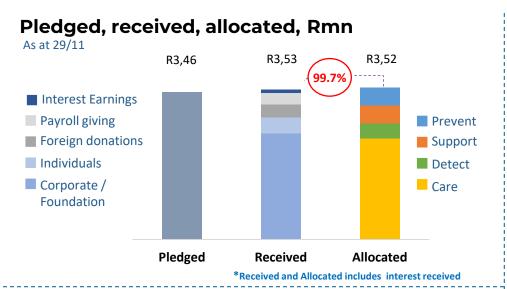




FUNDING



Over R3.5 billion raised since inception, of which R3.5 billion allocated



Top Donors	<u>R'm</u>
Mary Oppenheimer and Daughters	1000
Naspers Limited	500
The ELMA South Africa Foundation	250
Hasso Plattner Foundation	100
South African Government	100
Anglo American/De Beers*	88
UK Department for International Development*	82
Accenture*	50
Allan & Gill Gray Philanthropy Limited	50
National Lotteries Commission	50
Telesure Investment Holdings	50
Ninety One (Pty) Ltd	40

Top 10 Payroll Giving R'm	
Economic Freedom Fighters	15.0
South African Government	8.5
Coronation Fund Managers	4.5
Siemens	3.4
Safika Holdings (Pty) Ltd	3.0
ANC Members of Parliament	2.9
Capitec Bank Holdings Limited	2.8
Yellowwoods	2.5
Goldfields/GFL South Deep	2.5
AngloGold Ashanti Limited	2.4

Core Execution
<u>Donors</u>
ENS
ЕОН
EY
Firstrand - SPIRE
Old Mutual
ODEK
PWC
SKX Protiviti
Yellowwoods

As at 30/11



Total number of donations received

322 471

Donations in total

14 817	3 897
Individuals	Anonymous

300 754 3 003
Fundraising partners crusts

Vaccine drive donations received

Top 10 Outstanding Pledges - Vaccine Drive			
Donors	R'm		
Accenture Foundation (South Africa) Trust	50.0		
Anglo American/De Beers	50.0		
UK Department for International Development	37.3		
Sibanye Stillwater Limited	25.0		
FirstRand Bank	25.0		
Impala Platinum Holdings Ltd	25.0		
Goldfields/GFL South Deep	20.0		
Exxaro Resources Limited	15.0		
Absa Group	10.0		
Total	257.3		

Confidential

Cumulative donations vs. pledges over time



SUPPORTING ORGANISATIONS AND STRATEGIC PARTNERSHIPS IN THE

In-Kin@URRENT PHASE

Product Donations

Supporting Organisations



























































BUSINESS FOR SA | COVID-19

Strategic

Partnerships

FIRSTRAND

BILL& MELINDA

GATES foundation













SUPPORTING ORGANISATIONS AND STRATEGIC PARTNERSHIPS IN THE FIRST In-Kind PHASE OF THE FUND

Product Donations





Sanitiser





Fuel



Fuel



Supporting Organisations

































































































Strategic **Partnerships**















SOLIDARITY FUND IMPACT IN NUMBERS





Reagent and extraction kits to enable testing

106

HOUSAND

Tests provided by increasing testing capacity

R45



To assist with the Seroprevalence study



Units of PPE procured and distributed in all 9 provinces

MILLION

Units of PPE procured for medical students



Essential equipment allocated for EC, GP, KZN, WC, FS, MP, NW, LP



20 HOUSAND

Non-invasive ventilators manufactured which has activated local manufacturing capacity (10 860 distributed)



200

Sparrow Ventilators distributed to 32 hospitals in 7 provinces



Farming input vouchers redeemed



R333

MILLION

for vaccines – R283 million upfront payment to COVAX facility on behalf of SA government. R50 million towards vaccination of 500 000 frontline health care workers.



280

THOUSAND

Households reached and provided with food parcels



47

THOUSAND
Household/subsistence
farmers to receive
farming input vouchers in
rural areas (66% Womenheaded households)



133

Shelters and care centres provided with PPE and critical medical services to assist women and children affected by GBV

Confidential



332 CBO call and 11 systematic/catalytic call received funding in GBV Phase 2



-

MILLION

Estimated beneficiaries to be reached through the second GBV intervention. in all 9 provinces. 89 493 beneficiaries reached through systemic call, 3 917 148 beneficiaries reached through



135

THOUSAND

Households targeted to receive food vouchers



Of listeners found the Sikhaba content informative



104 000

Users have accessed the return to work website



Adults reached in the Behavioural Change and Communication Campaign

Phase 2a **87**%

Claim to have altered their behaviour after being exposed to the Behavioural Change and Communication Campaign Phase 2a

R72

MILLION

Funding of the NDoH Call Centre to support the National Vaccine Rollout



20 sector and 120 subsector safe return to work protocols



MILLION

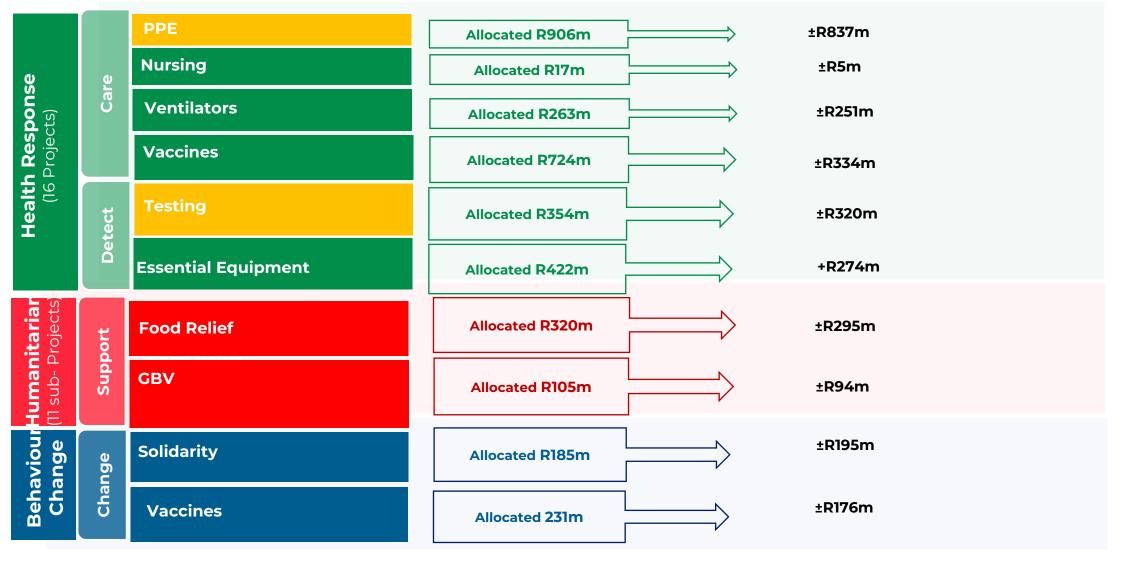
Adults reached through the Solidarity and behavioural campaign phase 1

SOLIDARITY FUND PROGRAMMES AND DISBURSEMENTS TO DATE

Program Allocations

Disbursements





R3 643m R2 833m

AS AT **29 NOVEMBER** 2021





- PPE procurement and distribution is completed
- Project close-outs are in progress



- Remaining ventilators and patient circuits have been delivered to the NDoH.
- Donation letter signed by CEO and sent, with Annexure Documents, to NDoH.

Impact & Reach

5 965 devices, **7 926** patient circuits, and **1600** humidifiers have been delivered to the NDoH

Logistics to move donated ventilators from CSIR and Save-P is complete.

Final recon in progress.











AS AT 29 NOVEMBER 2021



All Research and Testing projects are in the process of closing out.

NHLS

- R251m to the NHLS for the procurement of test kits.
- The envelope has been depleted

ICPA

• Closing after internal financial audit concluded September.

HSRC

• Contractual and technical closure was 31 July 2021

SAMRC

- SAMRC surge testing and HDI projects are now closed.
- Wastewater Covid testing continues into 2022
- R1,68m due back to SF from surge site projects.





1.23 million COVID-19 tests enabled

55 healthcare testing sites established across the country:(WC-4, KZN-12, GP-30 MP-5, LP-2, FS-2)

18 318 uninsured health care workers tested

1.2 million reagent and extraction kits purchased to increase NHLS testing capacity

25 hours – NHLS testing turn-around time, reduced from 8-10 days













AS AT 29 NOVEMBER 2021



Essential Equipment Procurement for HSS

Western Cape

- R119m was allocated, and to date R95m has been paid to the suppliers.
 Gauteng
- R104m was approved, and R94,6m worth of orders have been processed Eastern Cape
- R75,8m was allocated. Orders to the value of R67,9m have been processed KwaZulu Natal
- **R62,8m** was allocated and to date **R55,5m** worth of orders have been processed do date. Limpopo
- R6.5m has been approved, and R6,7m has been processed.
 North West
- **R26,6m** has been allocated. To date, a total of **R22,7m** in orders have been processed. Mpumalanga
- R2,9m has been allocated. To date, a total of R2,6m in orders have been processed
- Free State
- R8,9m has been allocated. To date, a total of R8,8m in orders have been processed..
 Northern Cape
- R13,9m has been allocated. To date, a total of R11,1m in orders have been processed.

Modular Hospital to ECDoH for Cecilia Makiwane

· Hospital is now operating and admitting COVID patients.



- Western Cape (100% processed)
- Gauteng (95% processed)
- Eastern Cape (100% processed
- KwaZulu Natal (93% processed)
- Limpopo (100% processed)
- North West (87% processed)
- Mpumalanga (100% processed)
- Free State (100% processed)
- Northern Cape (79% processed)











Vaccines



COVAX

No changes.

Sisonke

- The Fund was approached by NDOH to support the JnJ MRC Sisonke Implementation Study to vaccinate **500 000 HCWs.**
- The fund contributed **R50m** to this implementation study.
- Sisonke project ended in May 2021. A total of **469 424** Healthcare Workers were vaccinated.

Surge/Outreach sites

- R9 000 000 disbursed to clinical operators.
- 177 out of 180 planned sites are live.
- 348 882 vaccinations administered between Aug and Nov.

DOH TA Capacitation

- **R69m** was approved towards technical assistance to the NDoH by DGMT (50% of a co-funded project)
- 205 out of 243 (874%) national, provincial and district candidates appointed.

Impact & Reach

J&J Sisonke managed to vaccinate **496 424** HCWs.

Surge/Outreach Sites have administered **348 882** vaccinations between Aug and Nov 2021.

TA to NDoH and Provinces is progressing well, with **204 out** of **243 (84%)** national, provincial and district candidates being appointed.



3rd Wave



Nursing Capacitation (GP)

- 4 327 nursing shifts made possible across 8 major hospitals
- 700+ COVID bed opened
- **R4,704m** in invoices processed by 26th Nov 2021.

Nursing Capacitation (EC)

- R39,478,548.23 allocated to fund nurses across 3 EC districts
- This funding will facilitate **295 nurses** to assist with the 3rd/4th waves
- 135 nurses have been placed across the 3 districts, with 160 still to be placed.

Charlotte Maxeke Hospital

- Approval of **R68,100,971.23** for the refurbishment of Block I, as part of the CMJH Phase I reopening
- Deliveries of Building Materials on schedule and construction is on track for the scheduled reopening
- Priority Area 1 within Block 1 Level 6, to be finalised on or before the 15th of December 2021.
- The readiness of Block 1 to be completed by end May 2022.

Impact and Reach

GP Nursing Capacitation 4 327 nursing shifts made possible across **8 major hospitals**.

700+ COVID Beds opened.

EC Nursing Capacitation 135 nurses placed.

Charlotte Maxeke
Priority Area 1 to be completed
by 15th Dec 2021.

HUMANITARIAN EFFORT (SUPPORT)

AS AT 29 NOVEMBER 2021



The FIV closeout process has commenced and will be concluded by 30 Nov 2021.

Impact and Reach

Over **47 000** Farming input vouchers were issued to the value of **R95 728 000.**

A total of **12 574** farmers were issued with vouchers through Siyazisiza, Lingelihle and SaveAct, to the value of **R 25 148 000.**







HUMANITARIAN EFFORT (SUPPORT)

AS AT 29 NOVEMBER 2021



Allocated Disbursed ±R94m

GBV - Phase 2

301 of 332 CBOs and systemic/catalytic partners were paid a total amount of R71,241,491 (**90%** of total approved) broken down as follows:

- R44,025,000 to CBO first tranches,
- R9,970,000 paid to CBOs in second tranches and
- R9,991491 to systemic/catalytic partners.

There is a total of thirty writebacks and **R6,320,000** to be returned to the SF war-chest. This amount could increase to as much as **R7.5 million** - depending on other writeback decisions to be made.

Impact & Reach

301 (90%) CBO's have received payments to the value of **R71 241 491.**





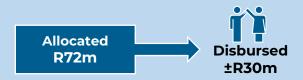






NATIONAL VACCINE PROGRAMME (CALL CENTRE)





Operations:

Call volumes continue to drop weekly in Nov 2021.

Improvement in service level of 97% achieved.

Voice:

- Quality and compliance remain above target across all suppliers with continued coaching supporting the results.
- Average Handle time came in under target without compromise to quality

Email:

- o Continues to be a success with majority of emails being answered immediately with all falling within a two-hour reply time.
- There has been a slight increase in offered. Both quality and compliance are above target.

Whatsapp:

• Callback solution is now being used and part of Businessas-usual with pending improvements to MI and efficiencies.

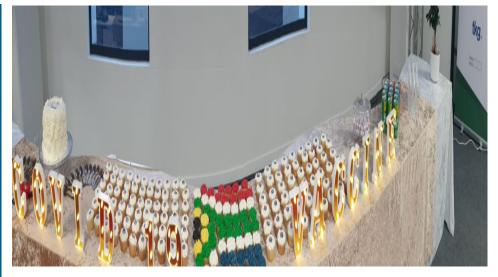
Impact & Reach

Outbound Campaigns:
Results of the analysis
around citizens having had
the first vaccine but not yet
the second has provided the
stimulus to progress the
value of Outbound
campaigns.

Language Support
Queries can now be
handled in English, Zulu,
Afrikaans, Xhosa and
Sotho.

WebChat

Training has been completed for agents moving into Webchat. QA to be completed ready for Go-Live next week.



CCI			NDoH CO	Inbound			health
	Agen	Agents			Current In	teractions	
AvailableACD	LoggedInActivated	Logged In	Total	Active	ACW	Waiting	Service Level
69	118	118	148	23	3	0	97%
	Agents S	Status		Interactions Abandoned	Interactions	Completed	Interactions Answered
Available	On A Call	Follow Up	Break				
70	23	3	19	0%	99		100%
Training	Unavailable	Gone Home	Longest Available		95	7.0	100%
1	0	1	00:15:44				
	Interaction	n Times			Intera	ctions	
Average Talk	Average	Wait	Longest Wait	Abandoned	Completed	Answered	Received
00:04:50	00:00	0:03	00:00:00	8	2360	2383	2393

National Communications Partnership





CCF

- Social mobilization for vaccination done by CCF NBA, Musanda Tshikhudini held a gathering meeting regarding the COVID-19 vaccination at Vhembe.
- Mobilisation was held at Dobsonville Clinic, Hilbrow and Themba Hospital where 73 people were reached.
- Vaccination took place at Mpilisweni informal settlement and local schools giving us a total of 67 people registered in EVDS.

SACC

- Increased public engagement of religious leaders encouraging vaccine uptake & warning against 4th wave, through radio and TV interviews (Phase 1)
- Train- the –Trainer workshops held in KZN and EC, with a total of 55 faith leaders attending overall. (Phase 2).
- Presented VaxuMsanzi to SACC member churches and at network meetings.

Media Communications

- Content on online radio 10
- Content shared and published on Facebook – 75
- Content shared and published on Twitter
 122
- Content shared and published on Instagram – 37
- Flyers/posters (various platforms) 31
- Flyers/posters (other partners) 9
- Multi-media materials 1

Vaccine Uptake

- 20 Officials vaccinated in Enhcobo
- **457** people vaccinated over 2 days at vaccine drive in Tigane.
- 5 more vaccine drives planned for Dec.

Media Communications

- TV Soweto TV
- Radio Zululand FM
- Social Media #VaxuMsanzi Survey Post

Impact & Reach

CCF

Over **280** media communication tools have been published on various media platforms.

SACC

- **5** planned vaccine drives in Dec.
 - 20+ officials vaccinated in Engcobo
- 457 people vaccinated in Tigane over 2 days.







National Communications Partnership





Covid Comms

- Completed shooting for Live Action PSA's.
 They are currently in post-production with 2 completed, and 3 outstanding.
- Completed all recordings for audio PSA's and animated PSA's, with postproduction to be completed next week.
- Youth workshops ongoing across South Africa in all 11 languages, reaching around 20-40 individuals per workshop, with some workshops being packed to capacity (which is beyond 40).
- A toolkit has been completed and is being placed on their website, to go live over the weekend latest.
- Due to the new variant, CC are rapidly producing content to address some common concerns.

Media Communications

- Live action PSAs 46
- Animated PSAs 5
- Audio PSAs 51
- Infographics 95
- Videos **59**
- Audio **20**
- Workshops 45

Website

- Users **61**
- Sessions 107

Facebook

- Posts 16
- Fans **4040**
- Reach 841
- Engagements **37**

Twitter

- Tweets 37
- Followers **3005**
- Impressions **26 500**
- Engagements 368

Whatsapp

- Groups **11**
- Recipients 1500+

Impact & Reach

- **321** Multi-Media content pieces
- **45** workshops across SA.
- **1500+** people reached through Whatsapp.
 - 405 engagements across Facebook and Twitter.

VACCINATION INFORMATION SOUTH AFRICA WHY IS VACCINATION IMPORTANT IN SOUTH AFRICA? SOUTH AFRICA? • Vaccines lower the chances of people getting seriously ill or dying from cOVID-19 • Vaccines will help us get back to a normal life in South Africa Vaccinations in South Africa started in April 2021 By October 2021: Over 11 million South Africans have been vaccinated — Over 11 million south Africans have been vaccinated — The South Africa Health Regulatory Authority (SAHPRA) That South Africa Health Regulatory Authority (SAHPRA) • Ohmson and Johnson • Pfizer BioNTech • RIZER BIONTECH KNOW THE FACTS. GET THE VAXX.

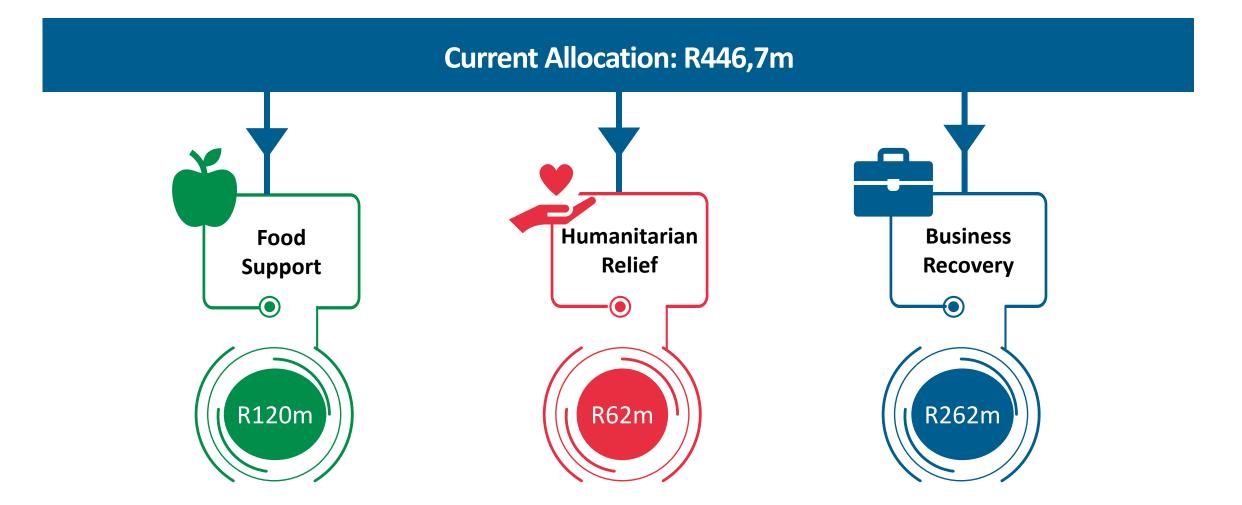




Confidential 23

HRCF OVERVIEW | CURRENT BALANCE

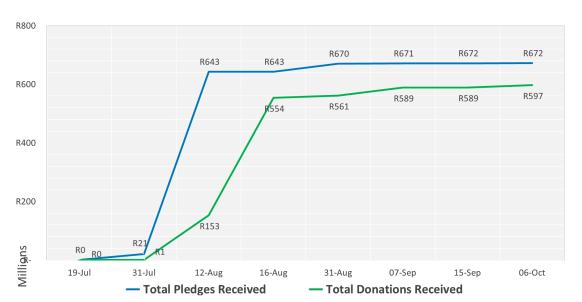




HCRF – WE HAVE RAISED R589M (INCL SF TRANSFER OF R 100M) AS AT 29 NOVEMBER 2021

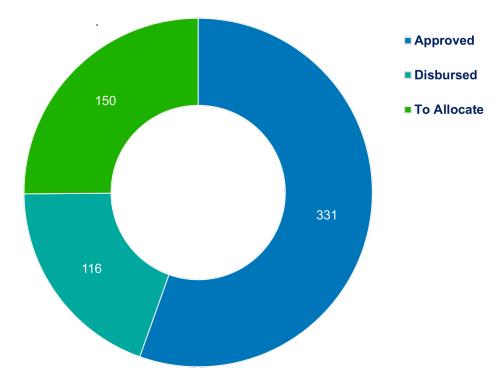
Solidarity

Pledges and donations received, Rmn



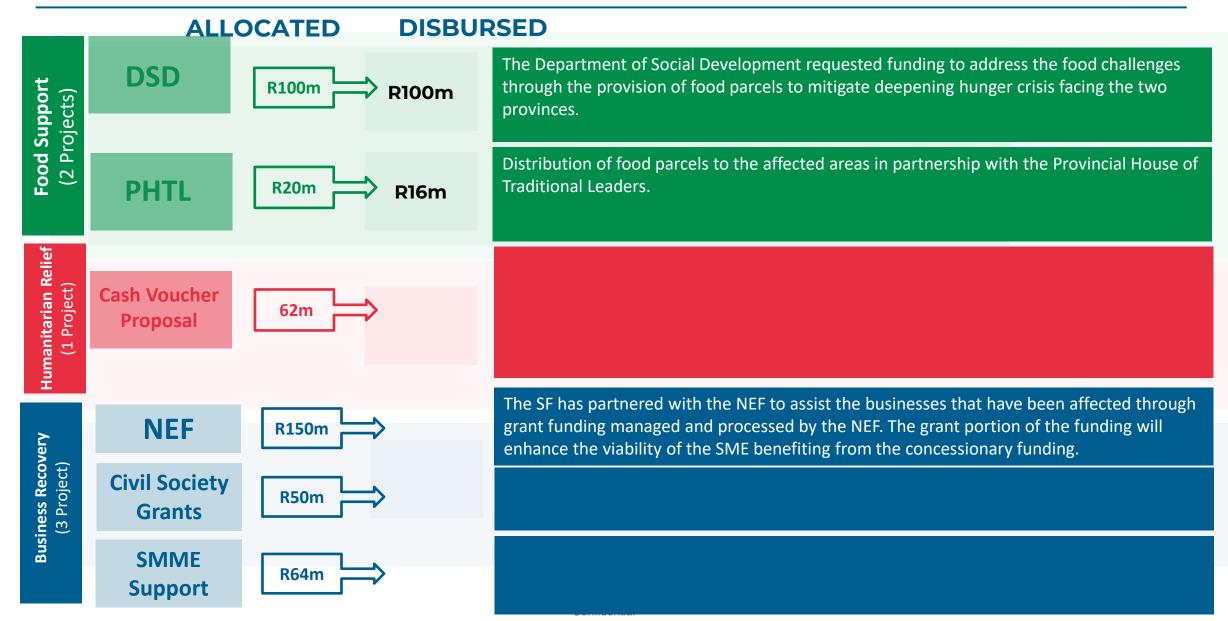
Top Donations Received	Pledged Value	Donation Received
SA Government	400,000,000	400,000,000
Foundation 1 - Matching pledges	50,000,000	-
Foundation 1	50,000,000	50,000,000
Foundation 2 - Matching pledges	25,000,000	-
Foundation 2	24,484,920	24,484,920
Nedbank	7,500,000	7,500,000
ABSA	5,000,000	5,000,000
Claude Harris Leon Foundation	2,000,000	2,000,000
South32	2,000,000	2,000,000
R Oppenheimer	1,250,000	1,250,000
R Diamond	1,250,000	1,250,000
JB Slack	1,250,000	1,250,000
VJ Freudenheim	1,250,000	1,250,000
Individual	300,000	300,000
UNITED ARAB EMIRATES	200,000	200,000
Grand Total	571,484,920	496,484,920

Approvals and Disbursements, Rmn



HRCF OVERVIEW | CURRENT INTERVENTIONS





Humanitarian Crisis Relief Fund – Food Relief Response

KZN

 SF food relief distribution commenced on 16th Aug, 2021 in KZN

GP

- Food relief in GP commenced on 2nd Sep, 2021
- Parcels were delivered through 5 food banks
- Despite a delay in commencement, the food banks were able to deliver all 1st tranche parcels.

Impact & Reach

KZN

Within the uMgungundlovu district, parcels were delivered at a rate of **2500** per day

The project in KZN saw the delivery of **47 172** food parcels over 6 weeks.

To date, **58%** of food parcel deliveries have taken place.

GP

A total of **23 768** food parcels have been delivered over 4 weeks.

An estimated **118 840** individuals were reached in GP.



More information

Please find our reports by pillar for more information on individual projects

Reports covering all Pillars:

Interim Impact Report (6 months)

https://solidarityfund.co.za/media/2020/12/Solidarity-Fund-%E2%80%93-Interim-Impact-Report_Final.pdf
Health Pillar Reports:

Essential Equipment Report

https://solidarityfund.co.za/media/2021/09/Essential_Equipment_Report_020921.pdf.

Personal Protective Equipment

https://solidarityfund.co.za/media/2021/06/SF_PPE_report_070621_v3.pdf

National Ventilator Production (Locally Manufactured) - Interim Report

https://solidarityfund.co.za/media/2020/10/SF_Health_Report_on_Ventilators_%E2%80%93_Final.pdf

Testing Effort - Interim Report

https://solidarityfund.co.za/media/2020/10/SF Health Report on Testing %E2%80%93 Final.pdf

PPE for frontline Community Care Workers

https://solidarityfund.co.za/media/2020/09/SF-Report-for-the-frontline-Community-Care-Workers-1.pdf

PPE for the Health System

https://solidarityfund.co.za/media/2020/07/924551_SF_Health_Report_Updated_new_hr-2.pdf

More Information

Humanitarian Pillar:

GBV2 Interim Report

https://solidarityfund.co.za/media/2021/09/GBV2_Interim_Report_20092021.pdf.

Farming Input Voucher Programme

https://solidarityfund.co.za/media/2021/08/Farming_Input_Vouchers_190821-1.pdf.

Citizens in Solidarity Continuity Campaign

https://solidarityfund.co.za/media/2021/07/SF Citizens in Solidarity Continuity Campaign 290621.pdf

Gender-based Violence 2 Report

https://solidarityfund.co.za/media/2021/06/SF GBV2 June 2021.pdf

GBV1 Close-Out Report

https://solidarityfund.co.za/media/2021/06/GBV1_close-out_report_June_2021.pdf

Food Voucher Report

https://solidarityfund.co.za/media/2021/06/Food_voucher_report__June_2021.pdf

Gender-Based Violence (GBV1) Response

https://solidarityfund.co.za/media/2021/03/SF_GBV1_010321.pdf

The Food Voucher Relief Programme – Interim Report

https://solidarityfund.co.za/media/2020/10/SF_Humanitarian_Report_on_Food_Vouchers_%E2%80%93_Final.pdf

The Solidarity Fund Food Relief Programme – Summary Report

https://solidarityfund.co.za/media/2020/06/SF_Closing_report_Updated_00000002.pdf

More Information

Please find our reports by pillar for more information on individual projects

Behaviour Pillar:

Safe Return to Work Campaign

https://solidarityfund.co.za/media/2021/05/SF_Safe_return_to_work_report_v2_130521.pdf

Behaviour Change and Communication Programme – Phase 2 (#UnityInAction Campaign)

https://solidarityfund.co.za/media/2021/05/SF_Joe_Public_Report_Compressed.pdf

COVID Alert App Campaign

https://solidarityfund.co.za/media/2021/04/COVID_Alert_120421.pdf

Church in Action Campaign

https://solidarityfund.co.za/media/2021/04/SACC_report_060421_10h45.pdf

Spaza Shops Campaign

https://solidarityfund.co.za/media/2021/03/SF_Spaza_shops_report_170321.pdf

Loudhailers for COVID-19 Messaging

https://solidarityfund.co.za/media/2021/03/SF Loudhailers report 080321 12h20.pdf

Radio Campaign to Increase Awareness of COVID-19 Messaging

https://solidarityfund.co.za/media/2021/02/SF_iShikhaba_report_10022021.pdf

More Information

Please find our reports by pillar for more information on individual projects

Behaviour Pillar:

SK52 – Track and Trace

https://solidarityfund.co.za/media/2021/02/SF_Contact_Tracing_Report_022021.pdf

Phepa Ufunde Campaign Targeting Schools and Educators

https://solidarityfund.co.za/media/2021/01/SF_Phepha_Ufunde_report_26012021.pdf

Right to Care – Funerals/TL/EC

https://solidarityfund.co.za/media/2021/01/COVID campaign for funerals 19012021.pdf

Community Radio Programme

https://solidarityfund.co.za/media/2020/12/Community-Radio-ProgrammeGrounded-Media_18122020-v2.pdf

Research Omnibus on COVID-19

https://solidarityfund.co.za/media/2020/11/Research_Omnibus_Ask_Afrika-_Nov_2020.pdf

Red Cross Children's Hospital (Rx Radio) Campaign

https://solidarityfund.co.za/media/2020/10/SF_Behaviour_Change_Report_on_Rx_Radio_%E2%80%93_Final.pdf

The Creation and the Impact of the Citizens in Solidarity Campaign

https://solidarityfund.co.za/media/2020/09/The-Impact-of-the-Citizens-in-Solidarity-Campaign-Septermber-2020-2.pdf