Solidarity Fund

Unity in action

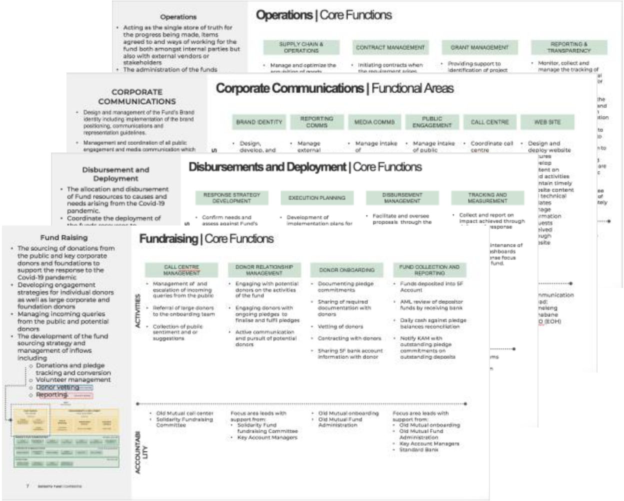
Solidarity Fund
Operating Model & Processes

May 2020

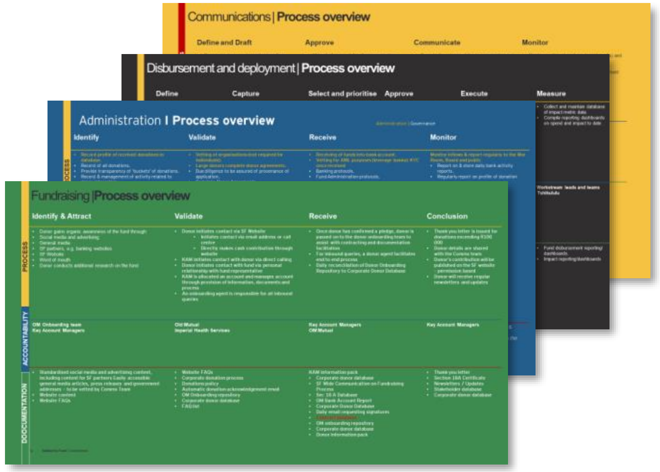
Introduction | **Solidarity Fund operating model and processes**

In this pack you will find:

1 The deep dive into the functions within each operating model component of the fund .



2 The associated process flows for each of the core functions.



This document seeks to answer the following questions :

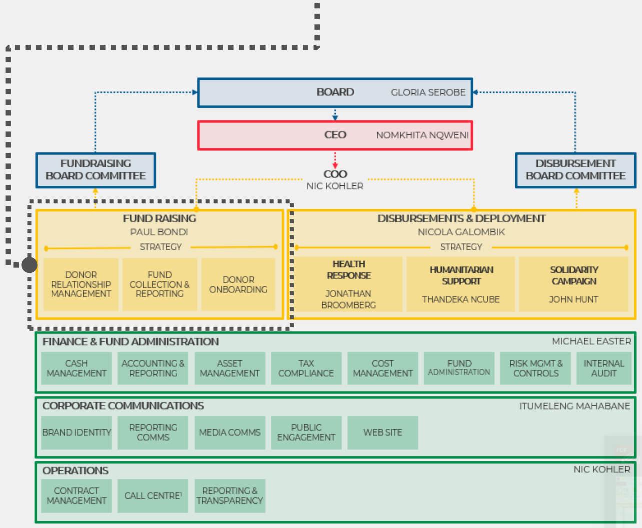
1 What are the **core functions** of each operating model component of the fund?

2 What are the **underlying processes** within each operating model component ?

3 Where are the **external stakeholder touchpoints** across the operating model?

Fund Raising

- The sourcing of donations from the public and key corporate donors and foundations to support the response to the Covid-19 pandemic
- Developing engagement strategies for individual donors as well as large corporate and foundation donors
- Managing incoming queries from the public and potential donors
- The development of the fund sourcing strategy and management of inflows including
    - Donations and pledge tracking and conversion
    - Volunteer management
    - Donor vetting
    - Reporting



Fundraising | **Core Functions**

	DONOR RELATIONSHIP MANAGEMENT	DONOR ONBOARDING	FUND COLLECTION AND REPORTING
ACTIVITIES	• Managing and tracking of incoming donations queries on various channels • Engaging with potential donors on the activities of the fund • Engaging donors with ongoing pledges to finalise and fulfil pledges • Active communication and pursuit of potential donors	• Documenting pledge commitments • Sharing of required documentation with donors • Vetting of donors • Contracting with donors • sharing SF bank account information with donor	• Funds deposited into SF Account • AML review of depositor funds by receiving bank • Daily cash against pledge balances reconciliation • Notify KAM with outstanding pledge commitments on outstanding deposits
ACCOUNTABILITY	Focus area leads with support from: • Solidarity Fund fundraising Committee • Key Account Managers • Old Mutual Call centre	• Old Mutual onboarding • Old Mutual Fund Administration • ENS	Focus area leads with support from: • Old Mutual onboarding • Old Mutual Fund Administration • Key Account Managers • Standard Bank • PWC
STAKEHOLDERS	• National Dept. of Health • Foundations • Private Donors • Corporate Donors	• National Dept. of Health • Foundations • Private Donors • Corporate Donors	• National Dept. of Health • Foundations • Private Donors • Corporate Donors • South African Public

Fundraising | **Overarching process**

	Identify	Attract	Onboarding	Receive	Conclusion

Process	• SF fundraising team reviews and updates the corporate and foundation donor target database daily and action the following:
	  o Allocate Key Account Managers (KAMs) to pursue each account for a donation.
	  o Add new corporate or foundation accounts that the KAM's a looking to engage that are not already on the database.
	• KAM to begin pursuit of accounts and provide daily updated to SF fundraising team
		Individual donor
		• Gains organic awareness of the fund through:
		  o Social media and advertising
		  o General media
		  o SF partners, e.g. banking websites
		  o SF Website
		  o Word of mouth
		• Donor conducts additional research on the fund
		Large Donor
		• KAM initiates contact with donor via direct calling
		• Donor initiates contact with fund via personal relationship with fund representative/ KAM
		• KAM provides additional information & documents
		• An onboarding agent is responsible for all inbound queries
			Individual donor initiates contact via
			• Email address or call centre
			• Directly makes cash contribution
			Large Donor
			• Once donor has confirmed a pledge, donor is passed on to the donor onboarding team to assist with contracting and sharing the required documentation as wells the relevant onboarding material is shared with the donor.
			• For inbound queries directly to the call centre email addresses, a donor agent facilitates end to end process.
			• Daily reconciliation of donor onboarding repository against the corporate and foundation donor database
				Individual cash donor
				• Donor makes cash contribution through one of the various website payment options.
				• Active management of call centre and following relevant escalation processes for queries.
				
				Large Donor
				• Transfers funds into the SF Bank Account and received proof of payment.
				• Standard Bank to conduct AML review.
				• KAM requests proof of payment from donor and shares it with SF Fundraising team.
				• SF fundraising team conducts daily account recon against the pledged funds to the donation received
					• Thank you letter is issued for donations exceeding R100 000
					• Donor details are shared with the Comms team
					• Donor's contribution will be published on the SF website – permission based
					• Donor will receive regular newsletters and updates
					• Donor is updated on the progress of the fund through various platforms
					• Donor requests Sec18A certificate through link available on the SF website

Function	• Donor relationship management	• Donor Relationship Management	• Donor Onboarding • Donor Relationship management	• Donor relationship management • Fund Collection and reporting	• Donor Relationship management • Fund collection and reporting
Responsibility	• SF Fundraising committee • Key Account Managers	• OM Call centre (small individual donors) • OM Onboarding team (large individual donors, corporate and foundation donors) • Key Account Managers (Corporate and foundation donors)	• Old Mutual Onboarding team • Key Account Manager	• Key Account Managers • OM Mutual Administrators • Standard Bank	Key Account Managers
Documentation	SF corporate and foundation donor database	• Standardised social media and advertising content, including content for SF partners Easily accessible general media articles, press releases and government addresses – to be vetted by Comms Team • Website content • Website FAQs	• Website FAQs • Corporate donation process • Donations policy • Automatic donation acknowledgement email • OM Onboarding repository • Corporate donor database • FAQ list • Registration certificate • Tax exemption certificate • SF Fund Bank Account information • BBBEE opinion	KAM information pack • Corporate donor database • SF Wide Communication on Fundraising Process • Sec 18 A Database • OM Bank Account Report • Corporate Donor Database • Daily email requesting signatures • Contract database • OM onboarding repository • Corporate donor database • Donor information pack	• Thank you letter • Section 18A Certificate • Newsletters / Updates • Stakeholder database • Corporate donor database

Fundraising functions | **Donor relationship management**

	Track pledges and queries	Review and update database	Pledge to donation recon	Daily fundraising reporting
Process	• Track incoming large donor pledges from Old Mutual Call Centre or Donor Onboarding team • Track ongoing conversations between KAM and potential donors	• Update corporate donor database for all confirmed corporate pledges (all corporate donations and donations of >100k or more by HNWI) • Assign corporate targets from either existing relationships or from queries through SF channels to Key Account Managers • Update the contract database for contracted donations	• SF Fundraising committee to conduct a daily recon of confirmed pledges to deposits into SF bank accounts • Update the Corporate Donor Database to reflect outstanding pledges that have been converted to cash deposits • Follow up with Key Account Managers on progress on outstanding confirmed pledges • SF Fundraising to review bank accounts to check for any other new deposits of more than 100K • Update to the Corporate Donor Database ends at 2pm daily • Review balances from other ongoing fundraising initiatives eg, crowdfunding through Shoprite/OutVest; Salary Sacrifices , JSE Trade Day	• SF Fundraising to develop financial report with consolidated view of outstanding confirmed pledges to date • Changes in confirmed pledges • Confirmed Pledges against donations received from Donors • Balance coming from other fundraising initiatives • Balance of cash deposits from individuals • Account for Top 50 pledges; Top 50 donations as well as balances received from crowd funding initiatives
Responsibility	**Old Mutual Call Centre** • Accountable to SF Fundraising committee • **SF Fundraising committee** accountable to SF Executive	• **Key Account Managers** accountable to SF Fundraising committee • **SF Finance lead** accountable to the SF Executive • **SF Fundraising** accountable to SF Executive	• **SF Fundraising committee** accountable to SF Executive	• **SF Fundraising committee** accountable to SF Executive
Documentation	• Pledge reports from OM Call Centre and OM team managing the 4 mailboxes • Corporate Donor database	• Corporate Donor Database • Contract Database • Contracts • Vendor registration forms	• Corporate Donor Database • Bank Account Statements	• SF Daily Fundraising reconciliation report

Fundraising functions| **Donor onboarding**

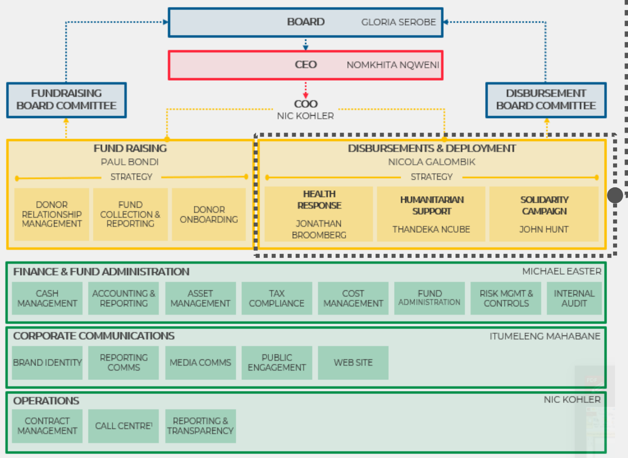
	Handover of large donors to onboarding team	Sharing onboarding material	Contracting	Pledge to donations reconciliation
Process	• Once donor commits to a pledge above R100k they are handed over to the onboarding team from the call centre • The pledge is confirmed by an onboarding agent and the donor's information is confirmed and validated by agent • Vetting potential donor	• Onboarding agent to share onboarding material with donor • Share SF bank account information and details required for tracking of donation once deposit is made • Initiate initial conversation around contracting requirements of donor to be shared with the SF Legal and contracting team	• SF donor contract shared with the donor with any approved amendments required by the donor • Ongoing contract to be placed and tracked on the contracting database • Additional questions and amendments to be reviewed by SF Legal and contracting	• SF Fundraising to conduct daily recon of pledges to donations • Track onboarding of donors who have already committed to pledge as input to fundraising pledge database • OM onboarding/KAM to identifying donor pledges that require follow-up to close
Responsibility	• Old Mutual Onboarding	• Old Mutual Onboarding	• Old Mutual Onboarding • SF Contracting and legal	• SF Fundraising • Key Account Managers
Documentation	• Donor contact sheet	• Onboarding material	• Contracts	• Donor Pledge Database

Fundraising functions | **Funding collection and reporting**

	Cash received in SF Account	Transfer of documents	Update donor pledge report	Update public platforms
Process	• Funds deposited into SF bank account • Bank receiving deposit to conduct the AML review of depositor • Bank Statements with detailed depositor information to be solicited by Old Mutual to be shared with SF	• KAM to solicit proof of payment from donor once donation has been made to be shared with SF Fundraising • Once donations have been confirmed, thank you letters to be shared with donors	• SF Fundraising to review Bank statements and identify new deposits of values over R100k and trace back to donor pledge database • Update donor pledge database highlighting movements in donations, top 10 donations • Provide fund deposits collected update to Finance team as inputs to various dashboards as inputs to various committees	• Update public platforms with lists of major donations from consenting donors
Responsibility	• Various SF Banks • Old Mutual Fund administrators	• Key Account Managers accountable to SF Fundraising • SF Fundraising accountable to SF	• SF Fundraising accountable to SF • SF Finance accountable to SF	• SF Fundraising accountable to SF • SF Communications accountable to
Documentation	• Bank Account Statements	• Donor Proof of Payment • Thank you letters	• Donor Pledge report	• Public platforms focused primarily on the website

Disbursement and Deployment

- The allocation and disbursement of Fund resources to causes and needs arising from the Covid-19 pandemic.
- Coordinate the deployment of the funds resources to designated by the Funds impact framework
- Core focus areas of the funds response to the Covid-19 pandemic:
  - Health Response- health supplies and equipment needed to combat the disease
  - Humanitarian Effort- humanitarian support for socio-economic needs
  - Solidarity campaign- educating and galvanizing the nation behind the combat against Covid-19



Disbursements and Deployment | **Core Functions**

ACTIVITIES

STRATEGY DEVELOPMENT

- Confirm needs and assess against Fund's impact framework, objectives and strategic focus areas.
- Pipeline management of the full portfolio of needs and identified by the fund and its ecosystem partners.
- Define and validate an appropriate response to address identified and prioritized needs.
- Develop approach to address needs and confirm appropriate execution engine/ execution partners to implement response strategy.

DISBURSEMENT MANAGEMENT

- Facilitate and oversee proposals through the disbursement governance and approval processes.
- Oversee the execution of response strategies and the disbursement and deployment of fund resources.
- Manage and optimize the acquisition of goods aligned to approved proposals where procurement is managed by the and or for use by the Fund.
- Manage and track the distribution of acquired goods from supplier to intended end receiver.
- Manage the distribution network used to distribute the acquired goods.
- Monitor and manage the tracking of financial and operational reporting data for the fund.

TRACKING AND MEASUREMENT

- Collect and report on impact achieved through delivery of response strategies.
- Support maintenance of reporting dashboards across response focus areas of the fund.

ACCOUNTABILITY

STRATEGY DEVELOPMENT

- Focus area leads with support from:
  - External Technical advisory committees and panels
  - Key government stakeholders
  - Civil society bodies and associations

DISBURSEMENT MANAGEMENT

- Focus area lead
- Disbursement and deployment lead
- Solidarity Fund Finance team
- Old Mutual

TRACKING AND MEASUREMENT

- Focus areas teams
- Solidarity Fund operations team
- Tshikululu

STAKEHOLDERS

STRATEGY DEVELOPMENT

- National Department of Health
- Department of Social Development
- CHAI

DISBURSEMENT MANAGEMENT

- National Department of Health
- Department of Social Development
- CHAI
- NGO's, NPO's, NPC's
- Procurement agents
- Health suppliers
- B4SA

TRACKING AND MEASUREMENT

- Executing agents or partners

Disbursement and deployment | **Overarching process**

	Define	Capture	Select and prioritise	Approve	Execute	Measure
Process	• Current and emerging needs are identified. • Needs are tested against the objectives of the Funds impact framework goals and objectives. • Funds' response to needs is validated with panel of technical experts advising each workstream.	• Proposals for funding / support are received through the focus area leads. • Ideas for relief/ support are generated by focus area teams. • Requests go through initial screening against fund mandate and objectives as well as priorities set for each focus area.	• Requests / funding ideas are ranked and prioritised based on objectives of each focus area and the fund as a whole. • Proposals to be put forward for a funding decisions are selected and tabled for Executive Disbursement Committee consideration. • Executive Disbursement Committee submissions are prepared.	Prioritised funding requests and proposals are assessed by the Executive Disbursements Committee who agree the following: • Proposals to approved • Proposals for ratification and/or approval by the Disbursements Sub-committee of the board • Proposals for approval by the Disbursements board Sub-committee	• Send funding approval letter/ notice to applicant and solicit information necessary to complete transaction. • Finalise and sign-off grant contract between Solidarity Fund and party for which funding is approved. • Engage and mobilise stakeholders involved executing approved programme. • Send payment instruction to fund administrator.	• Collect and maintain database of impact metric data. • Compile reporting dashboards on spend and impact to date .
Function	**Strategy development**	**Disbursement management**	**Disbursement management**	**Disbursement management**	**Disbursement management**	**Tracking and measurement**
Responsibility	• **Workstream leads and teams** • **Technical advisory committees**	• **Workstream leads and teams** • **Tshikululu** • **Technical advisory committees**	• **Workstream leads and teams** • **Technical advisory committees**	**Executive Disbursement Committee** • Requests up to ZAR 20m **Disbursements Board Sub-committee** • Requests between ZAR 20m and ZAR 100m **Solidarity Fund Board** • Validated requests above ZAR 100m	• **Workstream leads and teams** • **Executing partners** • **Tshikululu**	• **Workstream leads and teams** • **Tshikululu**
Documentation	• Solidarity Fund Impact framework • Workstream specific response strategies/ focus areas	Funding request proposal covering: • What is the need? • What it s the proposed solution to address the need? • How will the solution be deployed? • What the potential impact could be? • What the rough timing outline for the proposed is?	In additional to the questions outlined in the Capture process set also answers the following questions: • How this request will support in delivering the Funds mandate and objectives? • Are there any risks and if yes what are the mitigation action? • Does this funding request overlap with other requests? If yes ,how can these be consolidated to maximise impact?	Funding approval memo with the following signatories (including approval rational and conditions): • Executive Disbursements Committee • Board Disbursement Subcommittee • Solidarity Fund Board	• Funding approval notice/ letter • Payment instruction • Signed grant contract and/or service provider contract • Execution roadmap	• Fund disbursement reporting/ dashboards. • Impact reporting/dashboards

Disbursement and deployment functions | **Strategy development**

	Assess need	Define fund response	Sign-off
Process	• Data is received from key stakeholders external to the fund such as the NDOH or CHAI in the health workstream and DSD in the humanitarian workstream regarding current and emergent needs arising form the pandemic. • Current and emerging needs are identified and ranked . • Needs are tested against the objectives of the Funds impact framework goals and objectives.	• Review current fund disbursement strategy and impact framework. • Amend and update disbursements strategy in line needs selected for fund to respond. • Update impact framework metrics to align with disbursement strategy. • Develop view of proportional fund resource allocation as well as indicative response timeframe. • Develop view of likely response programmes across disbursements workstream (e.g. purchase of PPE/ ventilators/ food parcels/ vouchers etc.).	• Draft disbursement strategy is presented to the Funds executive team and war room for review, comment and sign-off. • Signed-off disbursement strategy is tabled with the Fund's Disbursements sub-committee of the board for ratification. • Once ratified by the disbursement sub-committee of the board the strategy is circulated to the Solidarity Fund's board for noting.
Responsibility	**Disbursements and deployment lead with input and support of workstream leads** • Coordinates collation of input data to inform Fund's response prioritisation **Fund technical advisory teams across workstreams** • Provide the fund with technical advise on prioritisation of current and emerging needs	**Disbursements and deployment lead with input and support of workstream leads** • Coordinated compilation of Fund disbursement strategy	**Disbursements and deployment lead**
Documentation	Needs assessment/ recommendations to the fund	Draft disbursement strategy	Signed-off disbursement strategy

Disbursement and deployment functions | **Disbursement management**

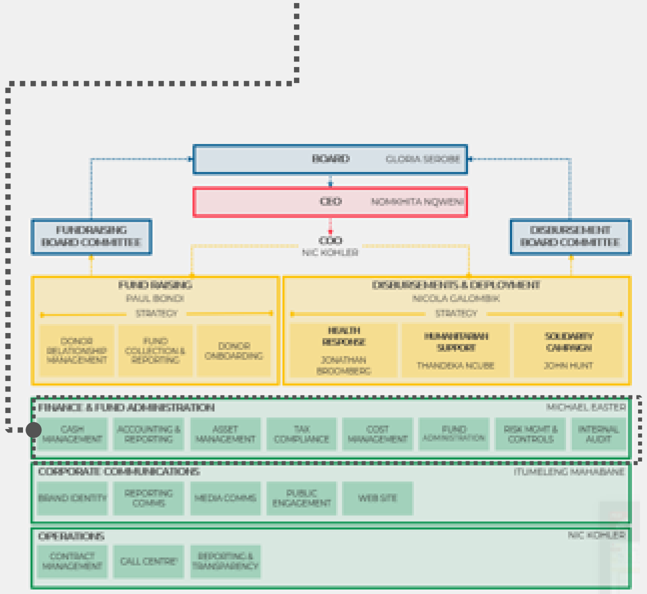
	Capture	Select and prioritise	Approve	Execute
Process	• Proposals for funding / support are received through the focus area leads. • Ideas for relief/ support are generated by focus area teams. • Requests go through initial screening against fund mandate and objectives as well as priorities set for each focus area.	• Requests / funding ideas are ranked and prioritised based on objectives of each focus area and the fund as a whole. • Proposals to be put forward for a funding decisions are selected and tabled for Executive Disbursement Committee consideration. • Executive Disbursement Committee submissions are prepared.	Prioritised funding requests and proposals are assessed by the Executive Disbursements Committee who agree the following: • Proposals to approved • Proposals for ratification and/or approval by the Disbursements Sub-committee of the board • Proposals for approval by the Disbursements board Sub-committee	• Send funding approval letter/ notice to applicant and solicit information necessary to complete transaction. • Finalise and sign-off grant contract between Solidarity Fund and party for which funding is approved. • Engage and mobilise stakeholders involved executing approved programme. • Send payment instruction to fund administrator.
Responsibility	**Workstream leads and teams** **Tshikululu** **Technical advisory committees**	**Workstream leads and teams** **Technical advisory committees**	**Executive Disbursement Committee** • Requests up to ZAR 20m **Disbursements Board Sub-committee** • Requests between ZAR 20m and ZAR 100m **Solidarity Fund Board** • Validated requests above ZAR 100m	**Workstream leads and teams** **Executing partners** **Tshikululu**
Documentation	Funding request proposal covering: • What is the need? • What it s the proposed solution to address the need? • How will the solution be deployed? • What the potential impact could be? • What the rough timing outline for the proposed is?	In additional to the questions outlined in the Capture process set also answers the following questions: • How this request will support in delivering the Funds mandate and objectives? • Are there any risks and if yes what are the mitigation action? • Does this funding request overlap with other requests? If yes ,how can these be consolidated to maximise impact?	Funding approval memo with the following signatories (including approval rational and conditions): • Executive Disbursements Committee • Board Disbursement Subcommittee • Solidarity Fund Board	• Funding approval notice/ letter • Payment instruction • Signed grant contract and/or service provider contract • Execution roadmap

Disbursement and deployment functions | **Tracking & measurement**

	Collect	Analyse & document	Report
Process	• Request and receiving of obligation fulfilment data from funds execution partners across disbursement workstreams. • Review and update obligations tracker. • Update and maintain impact database (as a feeder into the the reporting dashboards).	• Review impact metrics data received and develop progress and impact dashboards . • Development of internal operational reporting dashboards. • Development of impact reporting dashboards intended for public consumption,	• Distribute reporting dashboards with Fund executive, disbursements committees, War Room and Board. • Publish approved reporting dashboards on Funds website. • Share key impact data/ metrics though fund approved communication platforms (including social media)
Responsibility	**Workstream lead with support disbursements PMO resource** • Data collection and consolidation across disbursement workstreams **Tshikululu** • Collecting Humanitarian response specific data	**Fund reporting team/ resource**	**Disbursement and deployment lead**
Documentation	• Obligation tracker • Impact metric data base	Impact reporting dashboards	Impact reporting dashboards (internal fund operations dashboards & dashboards signed off for public consumption)

Finance and Fund Admin

- Responsible for the management and reporting of financial and asset flows of the fund
- Managing the expected inflows and outflows of funds for the SF
- Implement, monitor and track financial risk controls through the fund's various processes
- Producing SF financial statements and other reporting material
- Daily verification of the asset balances (finance and physical) of the fund



Finance and Fund Admin | **Core Functions**

ACTIVITIES

CASH FLOW MANAGEMENT

- Donation & distribution forecasting
- Tracking, managing and reconciling funds flowing into and out of the fund
- Cash flow forecasts to determine required cash balances for payments
- Manage bank balances and currencies to ensure timeous payments
- Manage foreign currency requirements

INVENTORY & ASSET MANAGEMENT

- Tracking and management of flow of PPE or food parcels procured by or on behalf of the fund
- Monitoring the sourcing and disbursement of these assets
- Managing IP

PAYMENTS

- Managing the inflow of payment requests for approved proposals
- Validate documentation submitted for payments
- Reconcile supplier payments
- Collecting reporting material for settlements
- Monitoring draw downs against balances for approved grant funds

ACCOUNTING & REPORTING

- Collecting and compiling financial information of the fund to develop reports
- Collecting and consolidating material critical to reporting on the activities of the fund
- Management of relationships with internal & external audit

RISK AND CONTROLS

- Identifying risks associated with various process steps
- Developed risk controls for each risk and monitor compliance across the fund

FUND ADMINISTRATION

- Conducting daily fund balance recons
- Financial Reporting
- AML monitoring
- Monitoring and managing fund bank accounts

TAX COMPLIANCE

- Managing the fund's PBO & S18A status
- Managing VAT compliance
- Managing income tax compliance

COST MANAGEMENT

- Monitoring and tracking of costs identifying potentially inflated pricing against market averages

INTERNAL AUDIT

- Provide oversight on the effective operations of the funds governance and internal risk processes

ACCOUNTABILITY

CFO supported by:

- SF Finance Team
- Focus Area teams responsible for providing input to finance activities
- Old Mutual – fund administration
- PWC

Finance and fund admin | **Overarching process**

	Planning & Forecasting	Execution	Compliance	Reporting
Process	• Review fund disbursement strategy to confirm Fund resource requirements in order to execute strategy and deliver desired impact. • Develop associated disbursement forecast for agreed planning period. • Confirm fund raising requirements based on disbursement forecast. • Review pledge and donation registers to confirm Funds ability to meet disbursements needs and/or determine where additional fundraising effort is required.	• Oversee collections processes . • Manage fund cash flow and bank accounts. • Manage fund payments processes and activities. • Coordinate inventory and asset management processes (including the update and maintenance of inventory/asset register). • Oversee grant administration processes.	• Conduct fund risk assessments and reviews. • Maintain/ update fund risk register. • Conduct tax reconciliations and compliance checks. • Coordinate and oversee internal audit.	• Coordinate development of fund management accounts for reporting to Fund board. • Coordinate external audit and reporting activities.
Function	• **Cash flow management**	• **Cash flow management** • **Payments** • **Cost management** • **Inventory and asset management** • **Grant management**	• **Risk and controls** • **Tax compliance**	• **Accounting and reporting**
Responsibility	**SF finance team**	**SF finance team**	**SF finance team**	**SF finance team**
Documentation	• Fund disbursement and fund raising forecasts	• Fund balance recons • Payments tracker • Asset and inventory register • Grant management tracker	• Tax compliance reporting • Risk register • Fund risk assessment and control framework	• Fund management accounts

Finance and fund admin functions | **Payments**

	Payment request	Instruction development	Liquidity check & submission	Approval	Payment	Reporting

Process	• Payment requests against signed contracts with executing agents of the Fund are submitted to SF Finance team via email to initiate payment process
	• Request for payment to include all required documentation.
	• In the event of a price deviation from the global pricing benchmark on health procurement or specifications on humanitarian initiatives on a funding envelop draw-down, a deviation sign-off note will need to accompany the supporting documentation.
	• All payment requests are loaded onto the payment register by the SF finance team with the status set to ”Requested”.
		• SF Finance to review all supporting documentation submitted.
		• For humanitarian effort disbursements , the SF Finance will review the following:
		  • Bank confirmation letter
		  • Contract detailing contract obligations against invoice details
		  • FICA report
		• For Health equipment & supplies payments:
		  • Invoice
		  • Bank Confirmation letter
		  • BSA governance & sign-off report
		• If additional information or clarification is required SF finance will revert back to requestor of the payment
		• SF Finance develops payment instruction and updates payment register status to “To be submitted for approval”
			• SF finance team checking the payment request value against available funds in the bank account.
			• In the event of a draw down on an existing envelope SF finance team confirms draw down analysis accompanying the payment request the fund against the balance remaining on the approved envelope.
			• SF finance team submits payment pack
			• Payment register status changed to ”Submitted”
				• SF signatories receive payment pack via email and review.
				• Payments that are approved signed electronically on the payment instruction and sent back to the SF finance team.
				• Payments that require further clarification will be sent back to SF finance for additional information
				• SF Finance to update status request on payments register to “Approved”
					• Approved payment instructions, with their accompanying payment packs, are sent to Old Mutual to action.
					• Payment packs and instructions received my Old Mutual by 3pm will be paid within that same day. All other payment instructions received after 3pm are scheduled for payment the following morning.
					• Payment register status is changed to “Submitted for payment”
					• Once payment has been made a proof of payment is shared with SF Finance team.
					• SF Finance team updates payments register once proof payment is received to “Paid”
						• The following financial dashboards are created daily and shared with the Fund executive:
						  o Bank Account Balance recons against disbursed funds
						  o Reconciliation between funds pledged versus funds received in SF Bank Account
						  o Envelope Balance Reconciliations against disbursed funds and planned disbursements.

Responsibility	**Procurement agent (IHS)** • Submission of payment requests for procurement orders **Humanitarian effort team** • Payment requests for Humanitarian effort initiatives **Solidarity campaign team** **SF Finance team**	**SF Finance team** • Review of payment request and documentation • Development of payment instruction **Payment requestor** • Supply additional information as needed	**SF finance team**	• SF Finance team • SF signatories as per delegation of Authority	**SF finance team** • Issue payment instruction to fund administration **Old Mutual Fund Administrators** • Execute payment	**SF Finance team** • Bank account balance review • Planned versus actual spending on approved funding envelopes **SF Fundraising team** • Pledge and donations reconciliations

Documentation	• Payment instruction including supporting document
	  o Contract
	  o FICA report
	  o Invoice
	  o Bank Confirmation letter
	  o Approved proposal
		• Payment Pack including vetted supporting documentation
		• Payment instruction
			• Bank statements	• Payment pack including vetted supporting documentation
				• Signed payment instruction
					• Payment instruction
					• Payment pack
					• Proof of payment
						• Detailed report including bank balance, expected pledges and donations received against pledges, disbursed funds, expected disbursement, balances on issued envelopes

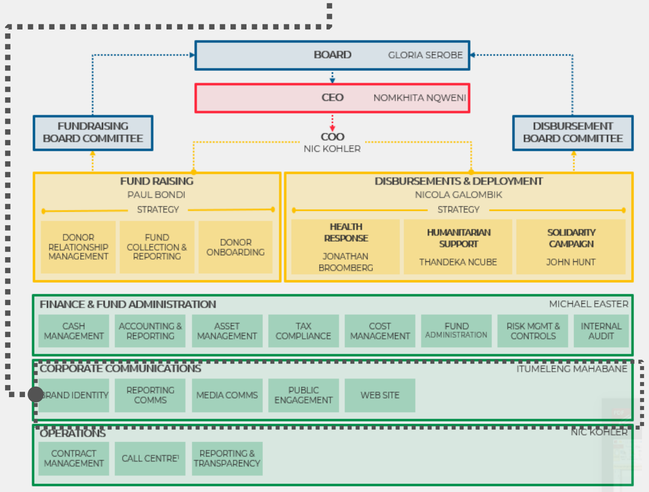
Finance and fund admin functions | **Cash Flow Management**

	Collect	Reconcile pledges	Reconcile payments	Define expectations	Track and adjust	Report
Process	• Collect financial data from fundraising flows segmented by individual donor flows and flows from corporates and foundations • Collect data associated with payment outflows to vendors and segment by health and humanitarian interventions • Track historic pattern of inflows and outflows for each segment to be used as basis for forecasting of flows	• Track and reconcile gaps between committed pledges, pledges being pursued and actuals • Source estimated timeline of fulfilment of pledge from KAM • Identify ongoing pledge pursuits by KAM and estimated size of pledge • Compare anticipated pledges to historic flow of large pledges	• Identifying pending payments to vendors • Identifying prevalent market needs associated with health or humanitarian interventions and associated costs	• Based on anticipated contributions through committed pledges and historic trends in fund inflows, project short and medium term donation flows • Based on anticipated outflows of payments to vendors, costs associated with anticipated market needs associated with SF mandate estimate short to medium disbursement values	• Conduct daily recon of expected donations including confirmed pledges and deposits and adjust forecasts • Conduct daily recon of payments executed and pending as well as developments in the market that may impact expected outflow of funds	• Consolidate forecast outputs as reporting input to financial reports shared with exco and board on a biweekly basis
Responsibility	**SF Finance Committee**	**SF Finance committee with the support of the fundraising committee**	**SF Finance committee with the support of the disbursement committee**	• **SF Finance Committee**	**SF Finance committee with the support of the fundraising and disbursement**	• **SF Finance Committee**
Documentation	• Daily Financial reports • Bank Statements	• Daily pledge reports • Bank statements	• Approved invoice payables • Bank Statements	• Forecast excel sheet	• Daily Financial reports • Bank Statements • Adjusted Forecast excel sheet	• Forecast report

Corporate Communications | **Core Functions**

Corporate Communications

- Design and management of the Fund's Brand identity including implementation of the brand positioning, communications and representation guidelines.
- Management and coordination of all public engagement and media communication which includes strategic issue resolution on issues raised by the public/ external stakeholders via the Fund's public engagement platforms.
- Website content development, management and maintenance.
- Management and coordination of the call centre operations in support of the fundraising functions and activities.
- Management of the Fund's social media engagement platforms and maintain alignment to the Solidarity Campaign.



	BRAND IDENTITY	STAKEHOLDER ENGAGEMENT	REPORTING COMMS	MEDIA COMMS	WEB SITE
ACTIVITIES	• Design, develop, and maintain SF Brand and representation guidelines • Implement brand positioning strategy to spread awareness and recognition of Solidarity Fund • Manage response to brand use inquiries • Monitor brand use and report any brand misuse • Engage with external partners & orgs on brand use guidelines	• Manage external communication reporting of Fund activities • Track and monitor communications deployment • Align with Fund activities monitoring and reporting • Engage with external partners for communications monitoring	• Manage intake of communication requests from media on Fund activities • Draft public news release • Align with Solidarity Campaign media releases • Submit for approval • Release via appropriate channel through media outlet	• Manage intake of public engagement requests • Raise strategic issues as received for leadership consideration and guidance • Align with Solidarity Campaign public engagement efforts • Deploy communications to resolve strategic issues raised by the public / external stakeholders	• Design and deploy website features • Develop content on Fund activities • Maintain timely website content and technical updates • Manage information requests received through website
ACCOUNTABILITY	• Communications Lead: Itumeleng Mahabane • TBWA	• Communications Lead: Itumeleng Mahabane • Communications team • FTI Consulting	• Communications Lead: Itumeleng Mahabane • Communications team • Tshikululu • Disbursement workstream leads	• Communications Lead: Itumeleng Mahabane • Communications team	• Communications Lead: Itumeleng Mahabane • iOCO (EOH)
STAKEHOLDERS	• SF Board • South African Public	• National Dept. of Health & other government entities • Foundations • Private & Corporate Donors • South African Public	• Executing partners (e.g national departments., NGOs/NPOs) • Donors (Foundation, corporate and individuals)	• Media partners • Executing partners (e.g national departments., NGOs/NPOs)	• Media partners • South African Public

Corporate communications | **Overarching process**

	Define and Draft	Approve	Communicate	Monitor
Process	• Communication requirement arises from SteerCo request or external media request • Define a position for the request utilising brand identity guidelines • Communications Team drafts initial communication release • Draft Communications Protocol for approval including: o Execution plan for communication o Roles and responsibilities for communication (approver) o Draft communication	• 1st level of approval for all communication protocols conducted by Communications Strategy lead • 2nd level of approval is dependent on the communication content (and documented in communication protocol) o If the communication is related to disbursement, SF CEO + relevant Workstream Leader to approve o If the communication is related to a broader, cross-cutting issue, SF SteerCo to approve	• Execute the release of the communication per the approved protocol terms • Communication execution dependent on content type: o Reporting Communications: Updates on Governance, Funding and Disbursements o Media Communications: media relations o Public Engagement and Conversations: building advocacy, engaging with individuals and behaviour change campaigns, providing POVs on critical COVID-19 topics	• Monitor sentiment analysis (social media) and coverage report (traditional media) of communications • Evaluate output in alignment to achievement of outcomes set forth in Solidarity Fund Communications Strategy
Function	• Media Comms • Reporting Comms • Brand Identity	• Media Comms • Reporting Comms • Brand Identity	• Media Comms • Reporting Comms • Stakeholder Engagement • Web site	• Reporting Comms • Web site
Accountability	• Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team	Communications Strategy Lead • First level of approval CEO + Workstream Lead • Second level of approval SF SteerCo • Second level of approval	• Governance and Disbursement Manager (Reporting Communications) • FTI (Media Communications) • Insights and Engagement Officer (Public engagement and conversations)	• Communications Team • Social media firm (name to be inserted)
Documentation	• Communications Protocol document • Stakeholder and media updates (2x week) • Draft Communication	• Communication sign-off	• Final Communication	• Sentiment analysis (social media) • Coverage report (traditional media) • Reporting and Impact template

Corporate communications functions | **Brand Identity**

	Design Solidarity Fund brand	Develop brand representation guidelines	Create & implement brand positioning strategy	Monitor brand use
Process	• Design brand identity for the Fund in consideration of Fund activities – Health Response, Humanitarian Efforts, and Solidarity Campaign • Discuss brand identity with internal and external stakeholders to gather feedback • Present and approve brand identity with SF Board	• Develop brand representation guidelines for internal and external use purposes to maintain brand identity	• Develop brand strategy to be used to deploy communications to resolve strategic issues raised by the public / external stakeholders in alignment with Fund activities • Position the Fund as a vehicle through which all South Africans can contribute to the fight against COVID-19 • Link to Solidarity Campaign workstream	• Monitor sentiment analysis (social media) and coverage report (traditional media) of communications • Evaluate brand usage and traction • Refresh design of brand identity and brand representation guidelines as required to best align to and support Solidarity Fund mandate • Develop and reinforce metrics / criteria for intervention and impact
Responsibility	• Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team • TBWA • SF Executive Board	• Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team • TBWA	• Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team	• Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team • FTI Consulting
Documentation	• Solidarity Fund brand identity & logo	• Solidarity Fund brand representation guidelines	• Final Communication	• Sentiment analysis (social media) • Coverage report (traditional media) • Reporting and Impact template

Corporate communications functions | **Stakeholder Engagement**

	Develop stakeholder engagement strategy and define positions on strategic issues	Engage with relevant external stakeholders	Issue stakeholder media releases and monitor accordingly

Process	• Identify key themes being raised by stakeholders on COVID-19 related issues
	• Define stakeholder ecosystem:
	  • Stakeholders raising or affected by COVID-19 issues
	  • Stakeholders impacted / involved in the Fund activities
	• Define points of view on critical conversations regarding the impacts of COVID-19
	• Develop strategy to engage with stakeholder ecosystem on the mandate & activities of the Fund in response to COVID-19 issues, as well as discuss how external parties are working on the same issues in parallel
		• Manage external communication reporting of Fund activities
		• Report on activities being driven through external partners and engage through their communications
		• Find media opportunities for targeted positioning of the Fund's priority areas and activities
		• Align with Fund activities (Health Response, Humanitarian Effort, and Solidarity Campaign) monitoring and reporting
			• Track and monitor Solidarity Fund communications deployment
			• Track external partners communications

Responsibility	• Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team • FTI Consulting	• Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team • FTI Consulting	• Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team • FTI Consulting
Documentation	• SF stakeholder engagement strategy • SF stakeholder ecosystem	• Media/engagement documents (if relevant)	• Sentiment analysis (social media) • Coverage report (traditional media) • Reporting and Impact template

Corporate communications functions | **Media Comms**

	Define and draft	Approve	Communicate	Monitor

Process	• Public engagement request arises from internal or external media request, including weekly media release & bi-weekly media briefing
	• Define a position for the request utilising brand identity guidelines
	• Communications Team drafts initial communication release
	• Draft Communications Protocol for approval including:
	  o Execution plan for communication
	  o Roles and responsibilities for communication (approver)
	  o Draft communication
		• 1st level of approval for all communication protocols conducted by Communications Strategy lead
		• 2nd level of approval is dependent on the communication content (and documented in communication protocol)
		  o If the communication is related to disbursement, SF CEO + relevant Workstream Leader to approve
		  o If the communication is related to a broader, cross-cutting issue, SF SteerCo to approve
			• Execute the release of the communication per the approved protocol terms
			• Execute communication through media relations and channels
			• Align with Solidarity Campaign public engagement efforts
				• Monitor sentiment analysis (social media) and coverage report (traditional media) of communications
				• Evaluate output in alignment to achievement of outcomes set forth in Solidarity Fund Communications Strategy
				• Raise strategic issues as received for leadership consideration and guidance

Responsibility	• Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team	Communications Strategy Lead • First level of approval CEO + Workstream Lead • Second level of approval SF SteerCo • Second level of approval	• Governance and Disbursement Manager (Reporting Communications) • FTI (Media Communications) • Insights and Engagement Officer (Public engagement and conversations)	• Communications Team • Social media firm (name to be inserted) • Tshikululu
Documentation	• Communications Protocol document • Stakeholder and media updates (2x week) • Draft Communication	• Communication sign-off	• Final Communication	• Sentiment analysis (social media) • Coverage report (traditional media) • Reporting and Impact template

Corporate communications functions | **Reporting Comms**

	Define and draft	Approve	Communicate	Monitor

Process	• Communication requirement arises from reporting need
	• Define a position for the request utilising brand identity guidelines
	• Communications Team drafts initial communication release
	• Draft Communications Protocol for approval including:
	  o Execution plan for communication
	  o Roles and responsibilities for communication (approver)
	  o Draft communication
		• 1st level of approval for all communication protocols conducted by Communications Strategy lead
		• 2nd level of approval is dependent on the communication content (and documented in communication protocol)
		  o If the communication is related to disbursement, SF CEO + relevant Workstream Leader to approve
		  o If the communication is related to a broader, cross-cutting issue, SF SteerCo to approve
			• Execute the release of the communication per the approved protocol terms
			• Align with Solidarity Campaign media releases
			• Communication execution and channel dependent on content type:
			  o Reporting Communications: Updates on Governance, Funding and Disbursements
				• Monitor sentiment analysis (social media) and coverage report (traditional media) of communications
				• Evaluate output in alignment to achievement of outcomes set forth in Solidarity Fund Communications Strategy

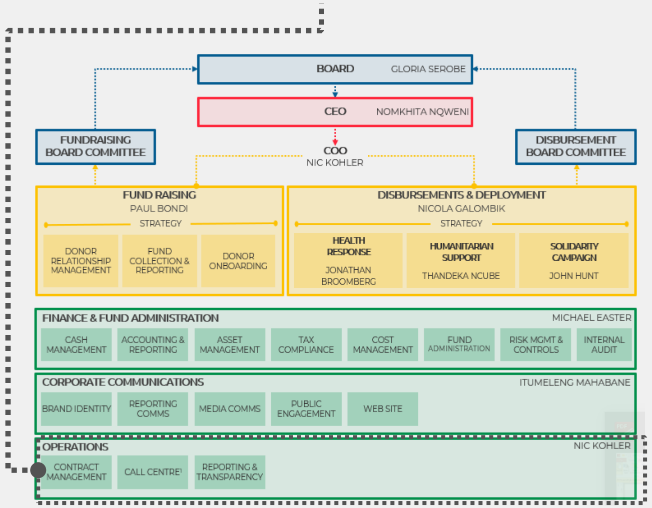
Responsibility	• Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team	Communications Strategy Lead • First level of approval CEO + Workstream Lead • Second level of approval SF SteerCo • Second level of approval	• Governance and Disbursement Manager (Reporting Communications) • FTI (Media Communications) • Insights and Engagement Officer (Public engagement and conversations)	• Communications Team • Social media firm (name to be inserted) • Tshikululu
Documentation	• Communications Protocol document • Stakeholder and media updates (2x week) • Draft Communication	• Communication sign-off	• Final Communication	• Sentiment analysis (social media) • Coverage report (traditional media) • Reporting and Impact template

Corporate communications functions | **Website**

	Design website channel strategy	Develop and launch website	Maintain content & technical updates	Monitor channel metrics
Process	• Ideate key viewer and interest segments • Define scope of ideal website features • Design website in accordance with branding representation guidelines • Determine cadence for content and technical refresh of website	• Determine and prioritise features and needs for website development by timing and complexity • Build website through technical platform • Test website viability and use across all required platforms (desktop + mobile, etc.) • Launch timely content updates on Fund activity in conjunction with Disbursements and Fund Raising activities	• Maintain ongoing content pieces in alignment with Fund activities as well as technical updates for website features • Monitor and align content with SF Disbursement and Fund Raising activities • Perform routine website testing to ensure proper functionality and solve for any failed functionality if necessary	• Monitor key reach metrics including visitor count, media impact count, visitor volume per page, etc. • Manage information requests received through the website contact platform • Track metrics in alignment with targets set for overall Communications Strategy
Responsibility	• Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team	• iOCO (EOH) • Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team	• iOCO (EOH) • Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team	• iOCO (EOH) • Communications Strategy Lead (Itumeleng Mahabane) • SF Communications Team
Documentation	• SF website channel strategy	• SF website	• Website testing outputs	• Sentiment analysis (social media) • Coverage report (traditional media) • Reporting and Impact template

Operations

- Acting as the single store of truth for the progress being made, items agreed to and ways of working for the fund both amongst internal parties but also with external vendors or stakeholders.
- The administration of the funds general practices by tracking the use of the funds resources, collecting and storing all data on the funds impact and activities.
- Collecting and storing the key material outputs as produced by various divisions and processes of the fund.
- Ensuring that all critical data is adequately tracked and stored and managed for internal use and potential future public consumption.



Operations | **Core Functions**

	CONTRACT MANAGEMENT	CALL CENTRE	IMPACT REPORTING & TRANSPARENCY
ACTIVITIES	• Initiating contracts when the requirement arises and ensuring that the activities and responsibilities of all parties are clearly articulated and align to the requirements of the fund. • Reviewing contract terms of external parties by internal legal team and escalated to ENS where required. • Tracking the fulfilment of contracts before commencing with activity between Fund and counterparty to the agreement. • Tracking the execution of obligations against contract terms for all contracts. • Manage the diverse partner network including those providing support services to the fund as well as those who are part of the supply of goods.	• Coordinate call centre operations in accordance with Fund needs • Align with Fund Raising and Disbursement functions to develop guidance and support activities	• Monitor, collect and manage the tracking of financial and operational reports & data for the Fund for both fundraising and disbursements • Collect and document the names of large donors and seek consent to publish names and size of donation. • Aligning with the communications team to update new donors onto SF platforms. • Align with finance team to track changes in the balance of the fund and ensure that the figures are updated on all SF public platforms. • Aligning with the disbursement committee to ensure that the flow of disbursement is accurately documented. • Impact reporting*
ACCOUNTATBILITY	• SF contract management team • SF Legal Advisor: Shaun Read • ENS	• COO: Nic Kohler • Old Mutual	• COO: Nic Kohler • Zandile Hlatywayo • Motheo Landane
STAKEHOLDERS	• Executing partners (e.g national departments., NGOs/NPOs) • Donors (Foundation, corporate and individuals)	• Donors (Foundation, corporate and individuals) • General Public	• Executing partners (e.g national departments., NGOs/NPOs) • General Public • Media Partners

Operations | **Overarching process**

	Plan	Prepare	Execute	Monitor and Report
Process	• Developing of strategies : o Defining the contract strategy relevant for the relationship o Daily check-in to align on strategic conversations for call centre agents based off of key inquiries and trends from the previous day	• Contract Drafting, internal and external review and authorisation of contracts • Signing of contracts by involved parties • Collecting key reporting data from various data sources for reporting on operations as well as impact reporting	• Commissioning of products and services by counterparty in line with contract obligations • Execution of payments • Escalation of incoming queries and updating of query tracking dashboard • Referring large donor pledges to OM Onboarding team • Consolidating all data into single view in preparation of various reports	• Review and tracking of SF obligations to counterparties in line with approved and singed contract. • Conduct close out review on completion of work and or end of the contract team and update contract registry • Agents to conduct final checks of the database to ensure all queries have been collected and addressed or escalated
Function	• Contract Management • Call Centre	• Contract Management • Impact reporting and transparency	• Contract Management • Call Centre • Impact reporting and transparency	• Contract Management • Call centre • Impact reporting and transparency
Accountability	• Contract requestor with guidance from COO • Contract management team • Old Mutual Call Centre	• Contract management team • SF legal support: Shaun Read • ENS • SF Reporting	• SF finance team • Functional area leads • Old Mutual Call Centre • SF Reporting	• Contract management team • Functional areas lead • Old Mutual Call Centre • SF Reporting
Documentation	• Contract Management Register • FAQ proposed responses • Query tracking dashboarding • Bank Statement Summary • Pledge tracker • Crowdfunding report • Health impact report • Humanitarian impact report	• Counter signed contract • Contract Management Register • Pledge and donations tracker • Disbursements tracker • Impact report • Financial Accounts reports	• Signed contract • Payment instructions • Payments tracker • Pledge and donations tracker • Disbursements report • Financial Accounts report • SF Impact report	• Contract obligation tracker • Contract Management Register • Query tracking dashboarding • FAQ proposed responses • Pledge tracker • Disbursements tracker • SF website update • SF Communications

Operations functions | **Contract management**

	Contract strategy	Contract drafting & authorisation	Contract execution	Contract monitoring, compliance and analysis	Contract closure or renewals
Process	• Define contracting approach most relevant for the relationship to be entered into with the SF and/or products & services to be rendered to the SF. • Contract types include: o Category A – donor contracts o Category B – supplier/ disbursements contracts o Category C – service provider contracts • Identify contract template and appropriate legal review or support needed. • Initiative contract request and log request on the contract tracker.	• Collect contract terms and "scope of work" details. • Drafting contract followed by internal and/or external review (when applicable). • Reviewed draft contract is shared with counterparty for review and signature. • Contract signed by counterparty is returned and signed by fund CEO. • Countersigned contract shared with counterparty for their records. • Contract management register updated to reflect contract status from drafting, to review to signed/authorised. • Contract obligations documented on contract register for obligation tracking purposes.	• Products and/services are commissioned by counterparty in line with obligation/ scope of work articulated in the contracts. • Payments executed as per agreed payment terms/ schedule.	• Review of contract obligations as catalogued on contract register to determine whether obligations are being met by counterparties to the agreement. • Review and tracking of SF obligations to counterparties in line with approved and signed contract. • Provide input into and support performance monitoring and management processes within other functional areas of the Fund to ensure delivery against agreed contract obligations/ scope of work.	• Conduct close out review on completion of work and or end of the contract term. • Request contract renewal where one is required and approved by the fund • Update contract status on contract management register
Accountability	• Requestor with guidance from COO • Contract management team	• Contract management team • SF legal support: Shaun Read • ENS	• SF finance team • Functional area leads	• Contract management team • Functional area leads	• Contract management team • Functional areas lead
Documentation	• Contract Management Register	• Counter signed contract • Contract Management Register	• Signed contract • Payment instructions • Payments tracker	• Contract obligation tracker • Contract Management Register	• Contract Management Register

Operations functions | **Call Centre**

	Opening	Query escalation and referral	Updating query database	Weekly review meeting	Closing and reconciliation

Process	• Morning agent check-in outlining the key objectives of the day
	• Agents are assigned to various incoming query and call platforms
	• Confirm any updates to the FAQ questions and suggested responses based on previous notes and feedback from agents
	• Agents assigned to mailboxes to review new queries
		• Agents to raise queries that need to be escalated to SF Fundraising committee
		• Agents to review queries to be passed on to OM Onboarding team
			• Agents to ensure that the queries are updated on the queries database which collects the following:
			  • Contact information
			  • Nature of the query
			  • Action taken
			  • Region from which query is coming from
				• Meeting between Old Mutual Call Centre and Solidarity Fund to review and discuss query database focusing on those queries that require follow up or escalation
				• Conduct a review of service levels.
					• Agents to conduct final checks of the database to ensure all queries have been collected and addressed or escalated
					• Review whether any additional amendments need to be made to the FAQ responses based on prevalent queries

Accountability	• Old Mutual Call Centre accountable to SF Fundraising	• Old Mutual Call Centre accountable to SF Fundraising • Old Mutual Onboarding Team accountable to SF Fundraising	• Old Mutual Call Centre accountable to SF Fundraising		• Old Mutual Call Centre accountable to SF Fundraising
Documentation	• FAQ proposed responses • Query tracking dashboarding	• Query tracking dashboarding	• Query tracking dashboarding		• Query tracking dashboarding • FAQ proposed responses

Operations functions | **Operational reporting and Transparency**

	Collect reporting data	Consolidate data into single view	Sharing Reports with various internal stakeholders	Sharing of key report take-outs with external stakeholders
Process	• SF reporting to collect data relating to Fundraising and Disbursement from: o Old Mutual administrators to send summary view of **bank statement** COB to SF Finance and reporting team o SF Finance to **update Disbursement tracking** SmartSheet o **Pledge tracker** updated COB previous day o Collated view of the crowdfunding partner contributions • SF Reporting to collect data related to impact from: o **Health (daily):** PPE purchased and disbursed, orders received and fulfilled o **Humanitarian(twice a week)**: A detailed assessment of food parcels disbursed	• SF reporting to develop consolidated dashboard detailing movements in bank account against pledges, outlining changes in donations, payment outflows against pledges • Develop reports for committees: o Consolidated pledge tracker against bank account balance o Consolidated Disbursement tracker against bank account balance o Bi-weekly Financial reporting o Solidarity Fund Impact report (PPE distribution, food parcels and Solidarity Campaign)	• Consolidated dashboard detailing movements in pledges and disbursements shared with SF War Room daily • Pledge tracker shared with the Fundraising committee which meets once a week • Disbursement tracker to be shared with the Disbursement committee • Financial Reports to be shared with SF Exco biweekly • Solidarity Fund Campaign report into War Room once a week • Reports shared as inputs to Solidarity Fund Board meetings	• Updating the website to detail changes in pledges and donations: o Top 10 pledges o Top 10 donations o Total Donations Balances (incl. payroll giving companies and organisations) o Publishable donations above R1mil o Total pledges o Total Disbursements by SF strategic pillars: Prevent, Detect, Care and Support, including approvals and total disbursements • Provide input to the Comms team on all media briefings, media releases, stakeholder presentations
Accountability	• SF Reporting accountable to SF • SF Finance accountable to SF	• SF Reporting accountable to SF	• SF reporting accountable to SF • SF Fundraising committee reporting to SF	• SF reporting accountable to SF
Documentation	• Bank Statement Summary • Pledge tracker • Crowdfunding report • Health impact report • Humanitarian impact report	• Pledge and donations tracker • Disbursements tracker • Impact report • Financial Accounts reports	• Pledge and donations tracker • Disbursements report • Financial Accounts report	• SF website update • SF Communications

Operations functions | **Impact Reporting**

	Collect reporting data	Consolidate data into single view	Sharing Reports with various internal stakeholders	Sharing of key report take-outs with external stakeholders
Process	• SF impact reporting team to collect data from the following sources to provide a consolidated view of the SF impact. **Fundraising:** • In-kind donations tracking report • Pledge tracking report **Disbursement:** • Disbursements tracking report drawn from SF Disbursement SmartSheet • Broader market demand for PPE (Care) **Solidarity Campaign:** • Prevent: Tracking of media report	Consolidated Impact Report reviewing impact against the four pillars of the SF strategy: • **Prevent** o Media campaign reach on various platforms (TV, radio and social media) • **Detect** o Allocated to disbursed – Primary metric will be No. of tests delivered to end user (Primary impact metric) • **Care** o PPE approved, disbursed and delivered to end users by location (Primary impact metric) o PPE to also be tracked against the broader national need • **Support** o Food funding approved, value disbursed, value delivered to disbursement partner o Confirmed number of delivered parcels	• Impact reporting dashboard shared to SF War Room , Executive team and disbursement and deployment leadership team on Monday, Wednesday and Friday.	• Key impact metrics related to Detect, Care and Support to be shared with Solidarity Fund Communications • Key Impact metrics to be shared with general public through social media platforms • Impact metrics to be shared to be reviewed and approved by SF Exco and SF Communications lead • Impact and integrated stakeholder reports to be shared with ARC, Disbursements committee
Accountability	• **SF impact reporting team** accountable to Solidarity Fund supported by: o SF Fundraising committee o SF Finance o SF Communications committee	• **SF impact reporting team** accountable to Solidarity Fund	• **SF impact reporting team** accountable to Solidarity Fund	• **SF communications team** accountable to Solidarity Fund supported by SF impact reporting team
Documentation	• Pledge tracker • Disbursement tracker • Finance tracking SmartSheet • Solidarity Campaign impact report	• Solidarity Fund Impact Tracker	• Solidarity Fund Impact Tracker	• Solidarity Fund Key Impact metrics report

#THAT'S SOLIDARITY

Solidarity Fund

Unity in action