



**Solidarity
Fund**

Unity in action

Solidarity Fund Operating Model

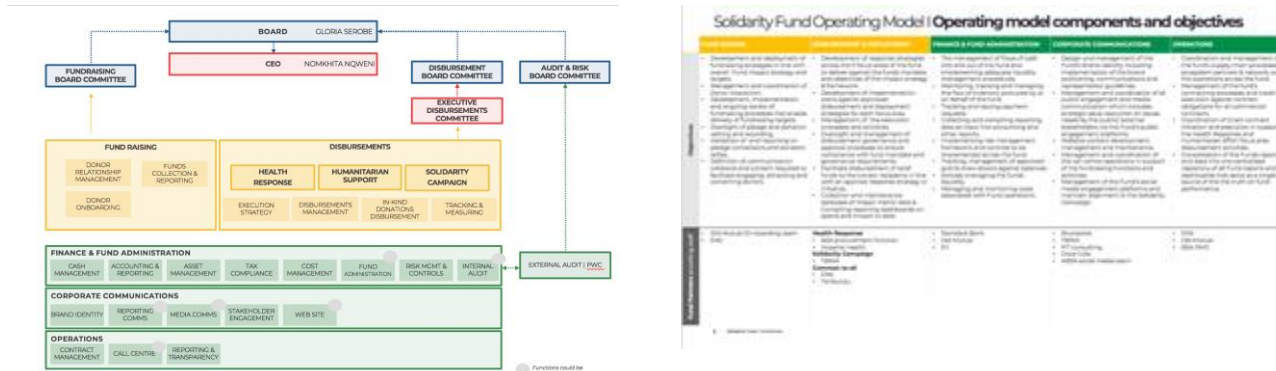
May 2020

	Topic	Content outline	Reference document
1	Fund operating model	<ul style="list-style-type: none"> • Operating model design principles and outline • Operating model functions & capabilities detail • internal and external stakeholder mapping • Operating model process maps (overarching end to end processes) 	Solidarity Fund Operating Model document <i>(this document)</i>
2	End-to-end fund processes	<ul style="list-style-type: none"> • Detailed processes for all functions across the fund. • Outline of key activities, internal accountability, external stakeholder touch points and documentation created for or required by the fund along the process . 	Solidarity Fund end-to-end processes document
3	Fundraising process deep-dive	<ul style="list-style-type: none"> • Deep-dive detailed process maps for all activities areas across the fundraising operating model component. • Outline of the internal and external stakeholder touch points. • Outline of Fund accountability for completion of process steps. 	Fundraising detailed process document
4	Disbursement process deep-dive	<ul style="list-style-type: none"> • Deep-dive detailed process maps for all activities areas across the Disbursements operating model component. • Outline of the internal and external stakeholder touch points. • Outline of Fund accountability for completion of process steps. 	Disbursements detailed process document
5	In-kind donation disbursement processes	<ul style="list-style-type: none"> • Deep-dive detailed process maps for all activities areas across the In-kind donations disbursements function. • Outline of the internal and external stakeholder touch points. • Outline of Fund accountability for completion of process steps. 	In-kind donations disbursement detailed process document

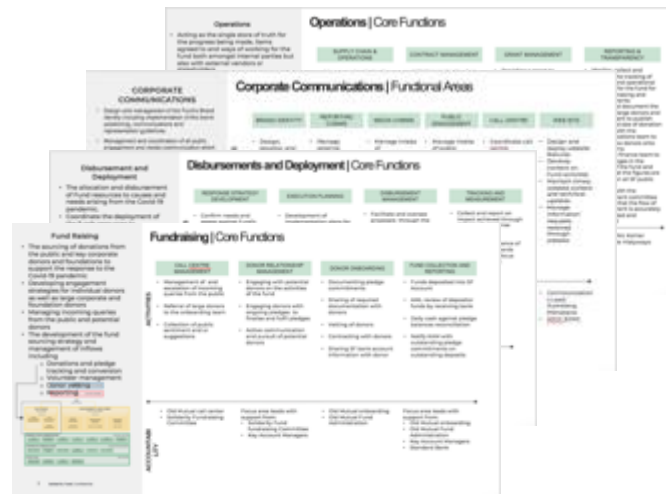
Introduction | Solidarity Fund operating model & processes

In this pack you will find:

- 1 The Solidarity Fund's functional operating model reflecting the components that work together to deliver the mandate of the Fund.



- 2 The outline of the capabilities within each significant function, showing the accountability and the external stakeholder touch points within each function.

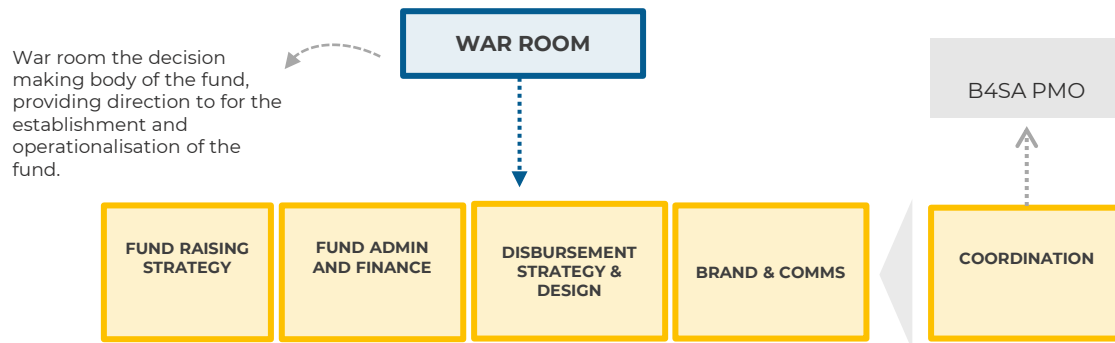


This document seeks to answer the following questions :

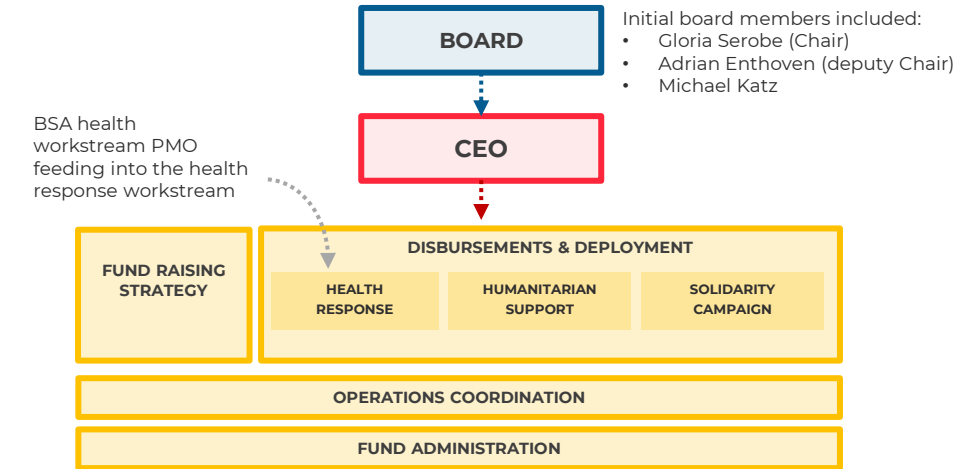
- 1 Defines the operating model of the Solidarity Fund, reflecting the **functional building blocks** of the fund and showing how the components work together to deliver the mandate of the fund.
- 2 Defines the functional components of the Solidarity Fund and the **capabilities that are delivered by within each function.**
- 3 **Maps the processes** across the value chain of the Solidarity Fund, reflecting the accountable people or teams, and the interfaces between functions.
- 4 Identifies the high level touch points with **external stakeholders** within the operating model and the processes.

Solidarity Fund | Operating model over time

1 Early April Establishing the Fund

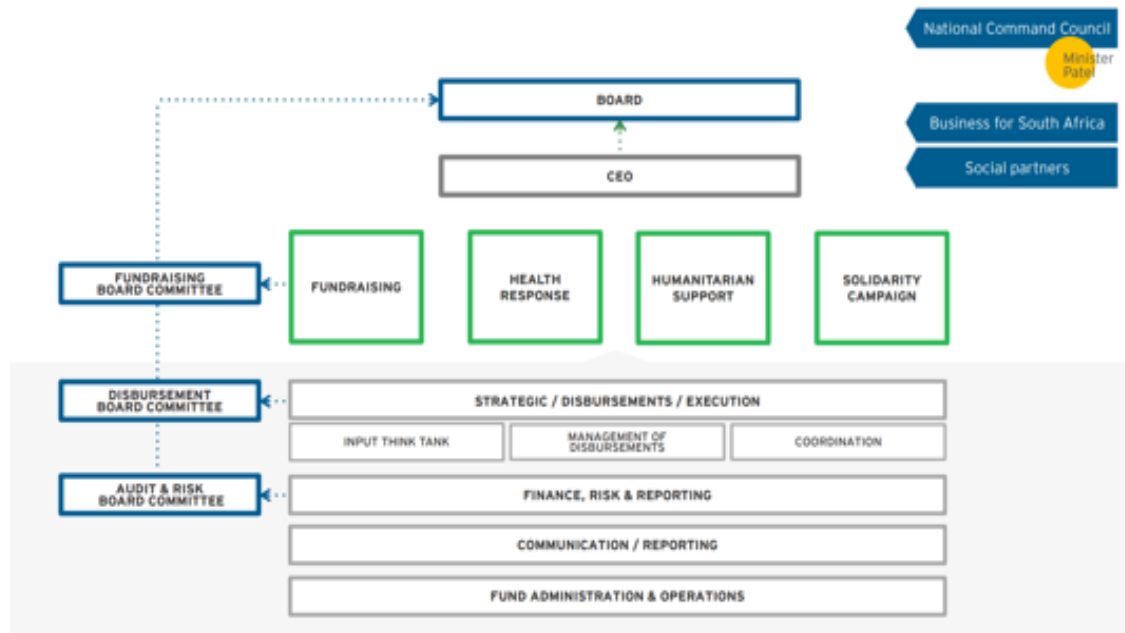


2 Mid April Emerging operations



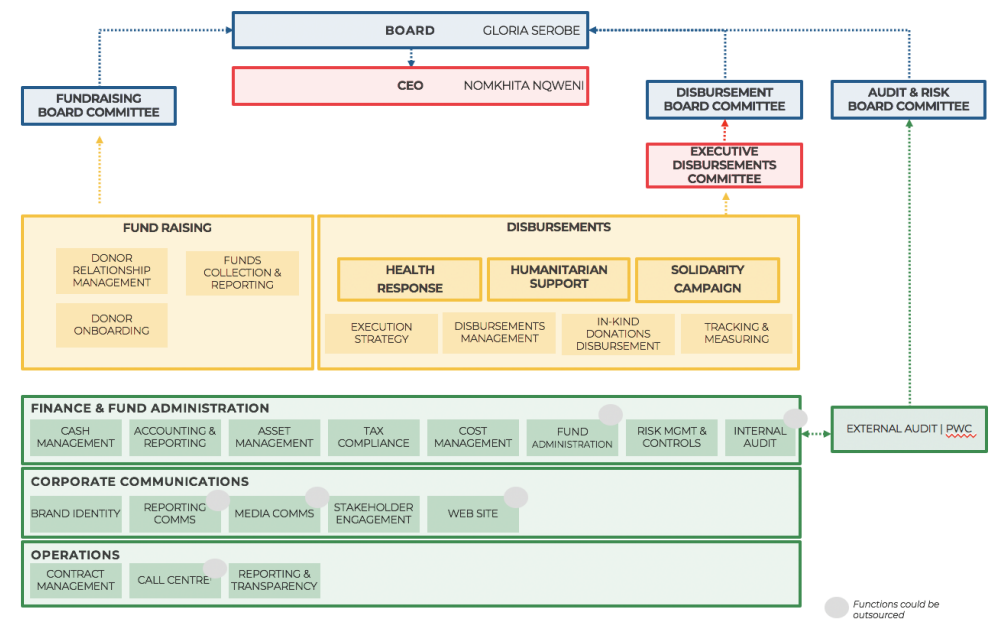
Solidarity Fund | Operating model over time

3 Late April & beyond Established governance



Functions & Capabilities

Drill down into the functions, capabilities and processes

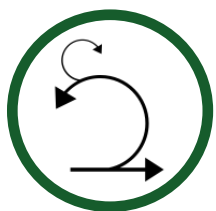


Purpose

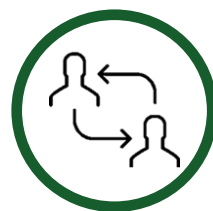
The Solidarity Fund platform for the general public, civil society and the public and private sector to contribute to the consolidated effort to fund various initiatives targeted at South Africa's response to Covid-19.

DESIGN PRINCIPLES

The Solidarity Fund's structure and operations were designed with the following principles in mind:



Agility & speed is priority



An empowered executive applying collaborative approaches to rapid decision making



High transparency, accountability and flow of information



A flat organisational structure that supports an empowered leadership



In its aim to focus on being an enabler through fund deployment, where possible the Solidarity Fund will make use of service providers over owning internal capabilities and assets



The core execution and oversight team will be as lean as possible



Effective engagement and management of the external stakeholder eco-system



Effective financial controls around the management of the funds donated by various public stakeholders

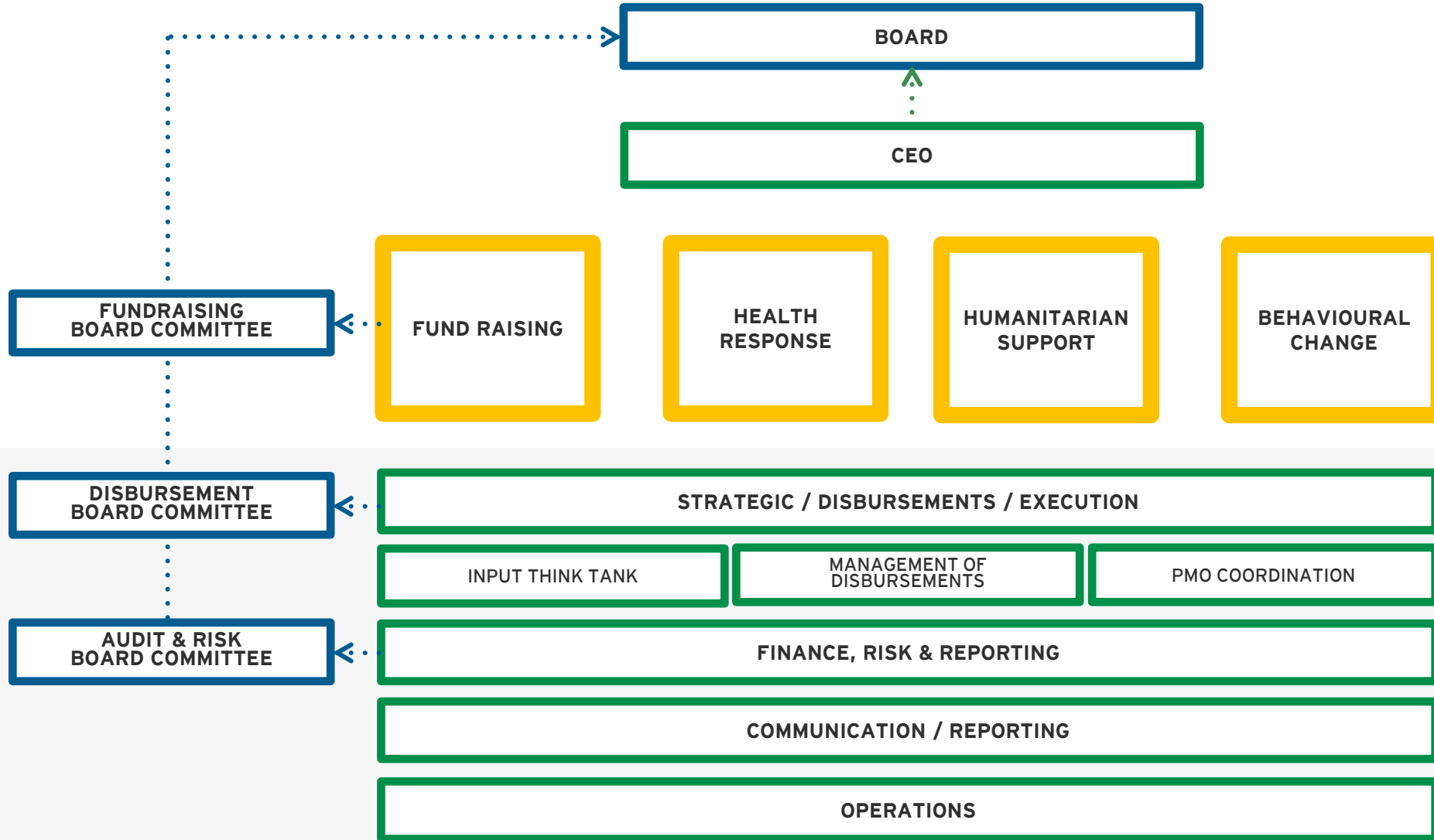


Working closely with but remaining independent from the government and business

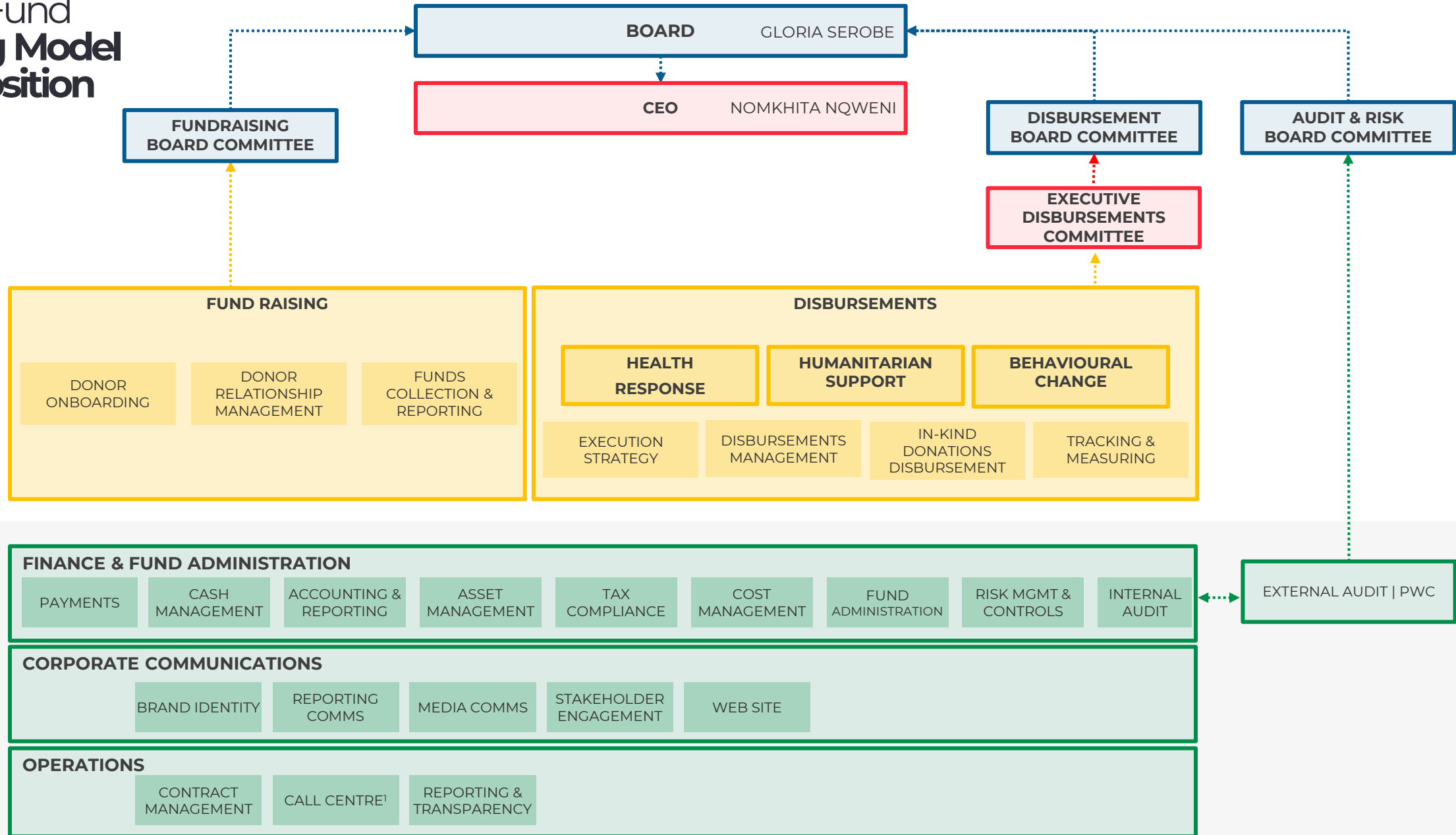
Solidarity Fund | Operating Model

MAIN EFFORT

ENABLING FUNCTIONS



Solidarity Fund Operating Model Decomposition



VALUE CREATION

SUPPORTING & ENABLING FUNCTIONS

¹Call Centre currently coordinated by Fund Raising team

OUTSOURCING PRINCIPLES

The following are the guiding principles that inform the decision for or against outsourcing specific functions within the fund:

- Functions that require specialist skills that will be leveraged periodically and are not required for day to day operations.
- Functions where specialist skills needed at scale.
- Functions that are critical to the operations of the fund but are not core to the fulfilment of the fund's mandate.
- Functions that will ensure that the fund will maintain efficiency and delivery while the core fund team remains lean.
- Functions that are characterised by routine tasks with minimal strategic implications.
- Functions whose execution has minimal financial or reputational risk for the fund.
- Functions that require specialist skills, technology or equipment with high set-up costs.

OPERATING MODEL COMPONENTS AND FUNCTIONS THAT COULD BE OUTSOURCED

FUND RAISING

DONOR
ONBOARDING

FINANCE & FUND ADMINISTRATION

ACCOUNTING &
REPORTING

FUND
ADMINISTRATION

INTERNAL AUDIT

CORPORATE COMMUNICATIONS

REPORTING
COMMS

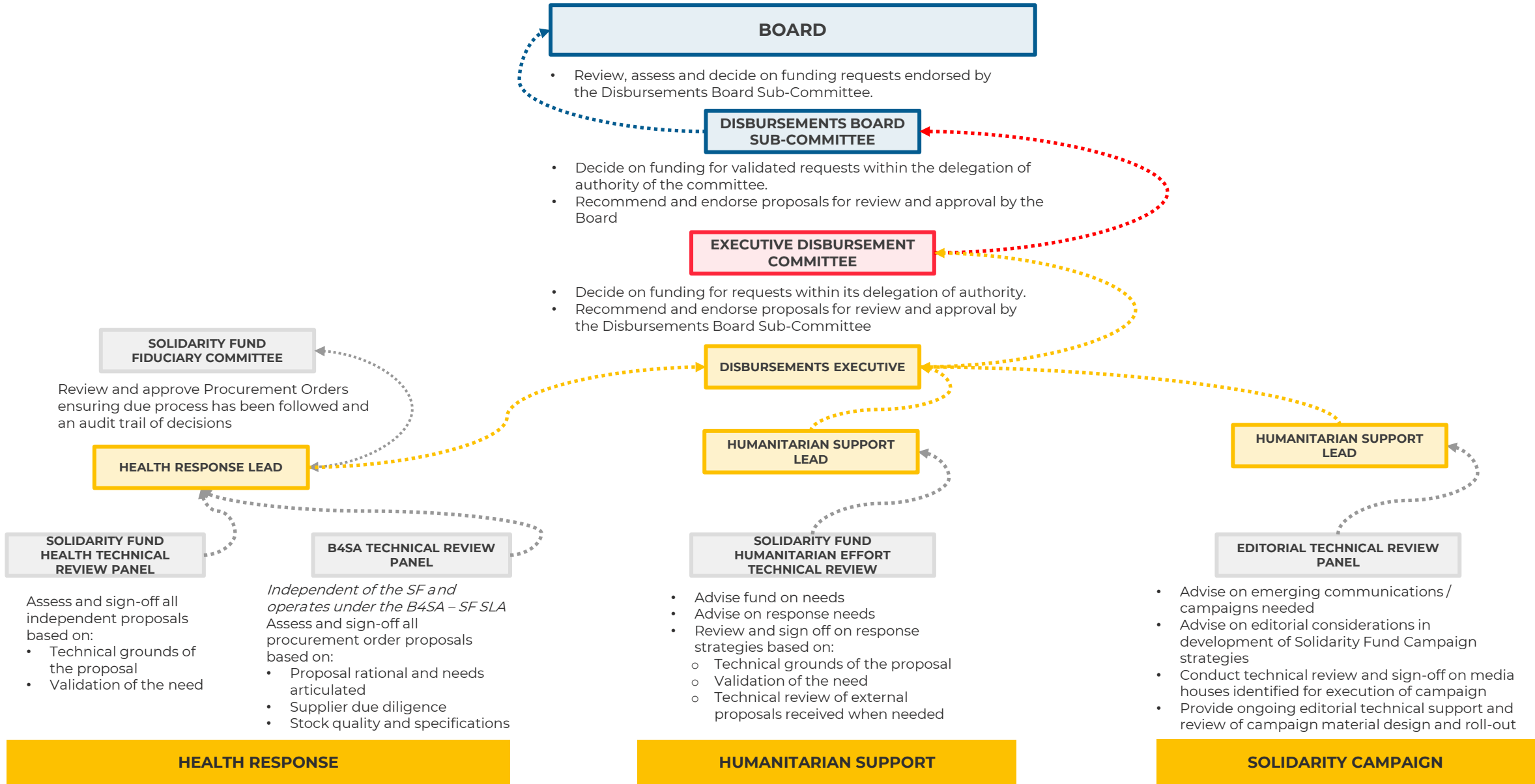
MEDIA COMMS

WEB SITE

OPERATIONS

CALL CENTRE

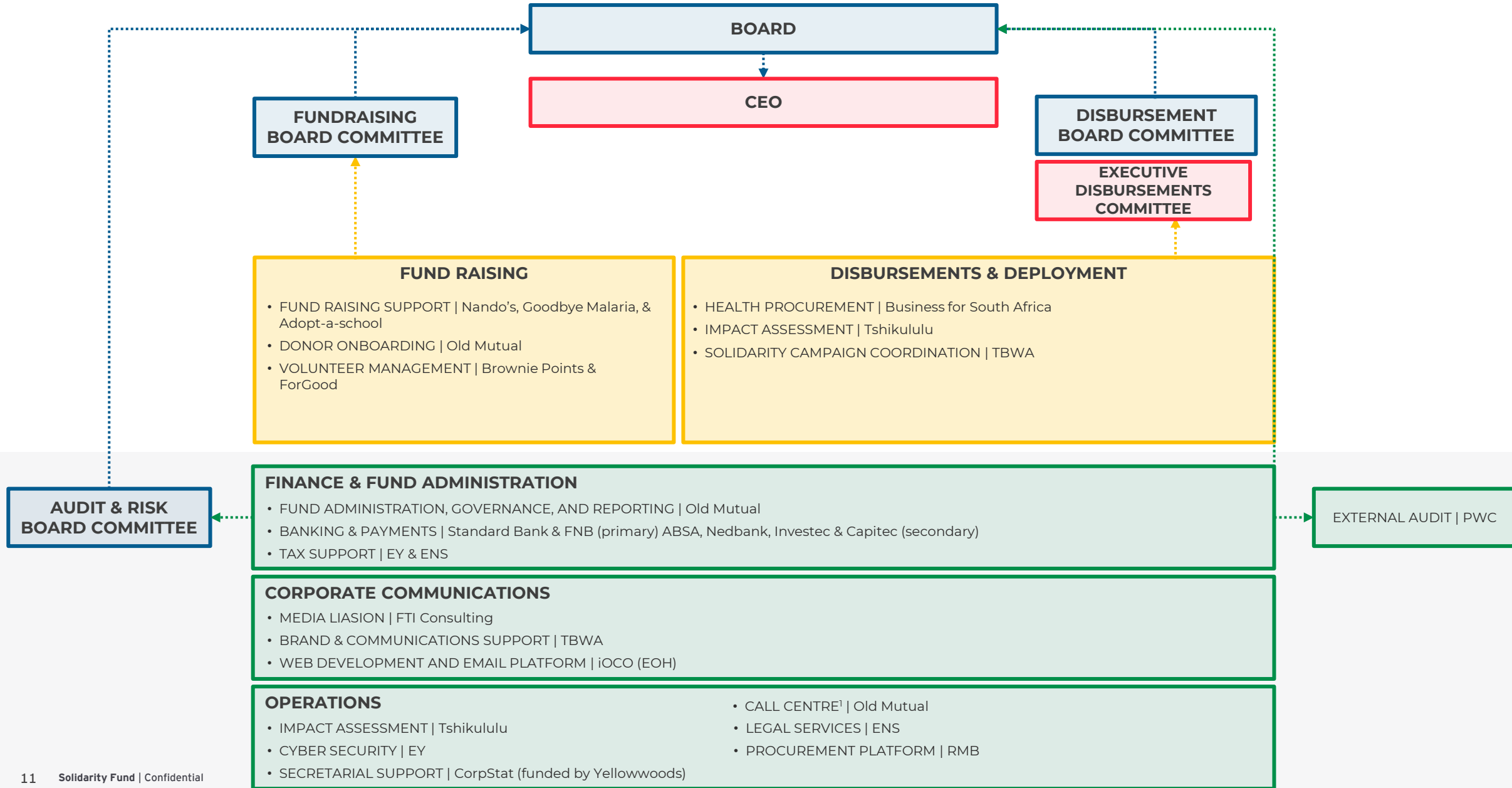
Solidarity Fund | Disbursement governance flows



Solidarity Fund | External Fund service providers

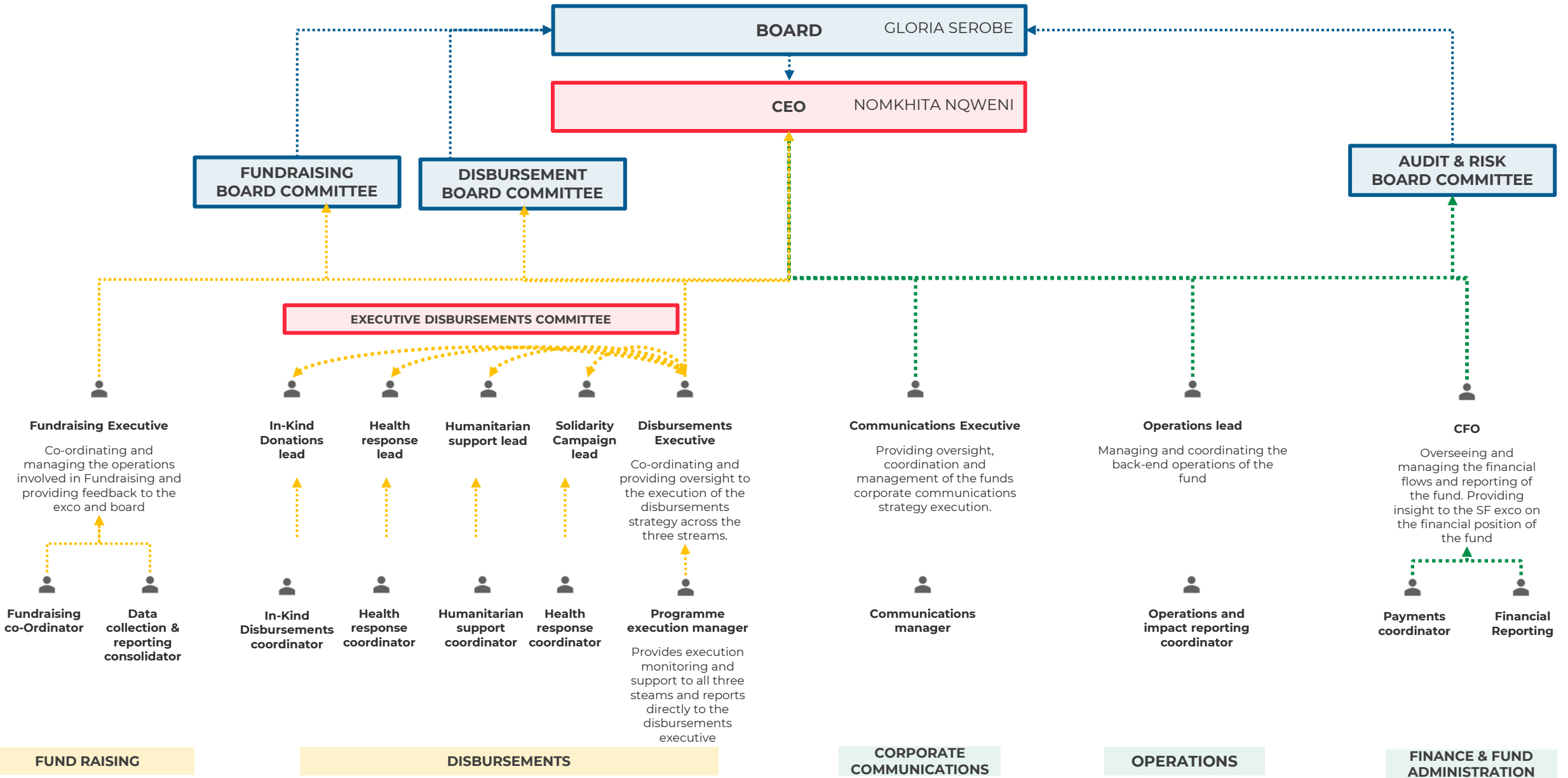
VALUE CREATION

SUPPORTING & ENABLING FUNCTIONS



¹Call Centre currently coordinated by Fund Raising team

Solidarity Fund | Organisation design



FUND RAISING

DISBURSEMENTS

CORPORATE COMMUNICATIONS

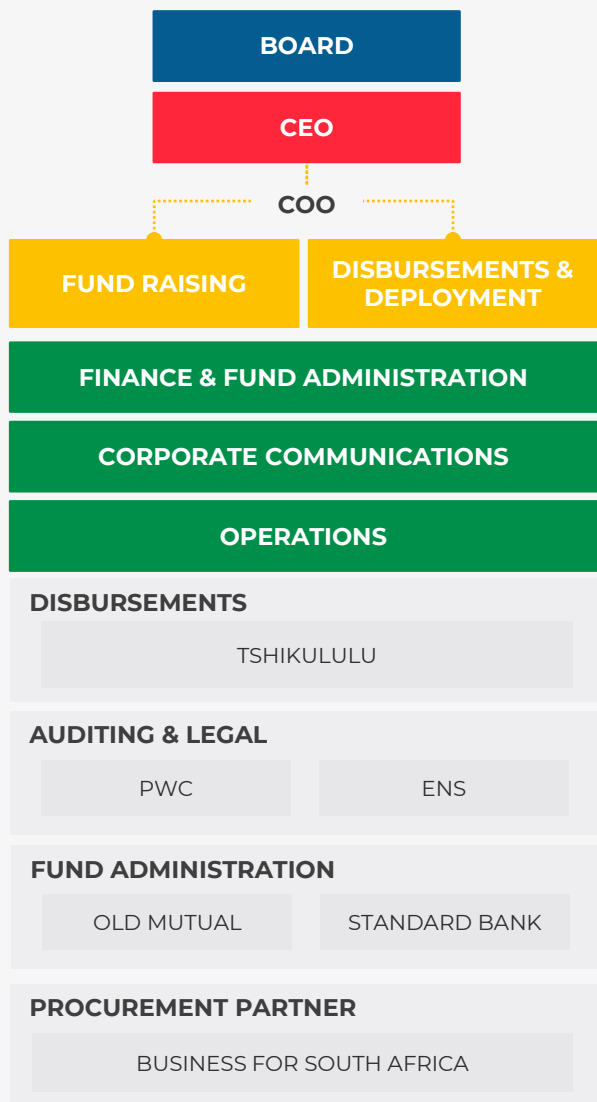
OPERATIONS

FINANCE & FUND ADMINISTRATION

Solidarity Fund Operating Model | Operating model components and objectives

	FUND RAISING	DISBURSEMENT & DEPLOYMENT	FINANCE & FUND ADMINISTRATION	CORPORATE COMMUNICATIONS	OPERATIONS
Objectives	<ul style="list-style-type: none"> Development and deployment of fundraising strategies in line with overall Fund impact strategy and targets. Management and coordination of Donor interaction. Development, implementation and ongoing review of fundraising processes that enable delivery of fundraising targets. Oversight of pledge and donation vetting and recording. Validation of and reporting on pledge conversions and donation tallies. Definition of communication collateral and content required to facilitate engaging, attracting and converting donors. 	<ul style="list-style-type: none"> Development of response strategies across the 3 focus areas of the fund to deliver against the funds mandate and objectives of the Impact strategy & framework. Development of implementation plans against approved disbursement and deployment strategies for each focus area. Management of the execution processes and activities. Oversight and management of disbursement governance and approval processes to ensure compliance with fund mandate and governance requirements. Facilitate disbursement of relief funds to the correct recipients in line with an approve response strategy or initiative. Collection and maintenance database of impact metric data & Compiling reporting dashboards on spend and impact to date 	<ul style="list-style-type: none"> The management of flows of cash into and out of the fund and implementing adequate liquidity management procedures. Monitoring, tracking and managing the flow of inventory procured by or on behalf of the fund. Tracking and issuing payment requests. Collecting and compiling reporting data as input into accounting and other reports . Implementing risk management framework and controls to be implemented across the fund. Tracking, management of approved grants draw-downs against balances. Actively managing the funds liquidity. Managing and monitoring costs associated with Fund operations. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Coordination and management of the fund's supply chain processes, ecosystem partners & network, and the operations across the fund. Management of the fund's contracting processes and tracking execution against contract obligations for all commercial contracts. Coordination of Grant contract initiation and execution in support of the Health Response and Humanitarian effort focus area disbursement activities. Consolidation of the Funds reports and data into one centralised repository of all Fund reports and dashboards that serve as a single source of the the truth on fund performance.
Fund Partners providing staff	<ul style="list-style-type: none"> Old Mutual EY Rothchild 	<ul style="list-style-type: none"> Discovery Tshikululu Yellowwoods EY 	<ul style="list-style-type: none"> Old Mutual EY 	<ul style="list-style-type: none"> Brunswick TBWA ABSA social media team 	<ul style="list-style-type: none"> Old Mutual Mckinsey Yellowwoods

INTERNAL



EXTERNAL STAKEHOLDERS



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

ACTIVITIES

DONOR RELATIONSHIP MANAGEMENT

- 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

DONOR ONBOARDING

- Documenting pledge commitments
- Sharing of required documentation with donors
- Vetting of donors
- Contracting with donors
- sharing SF bank account information with donor

FUND COLLECTION AND REPORTING

- 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

STAKEHOLDERS ACCOUNTABILITY

- Focus area leads with support from:
- Solidarity Fund fundraising Committee
 - Key Account Managers
 - Old Mutual Call centre

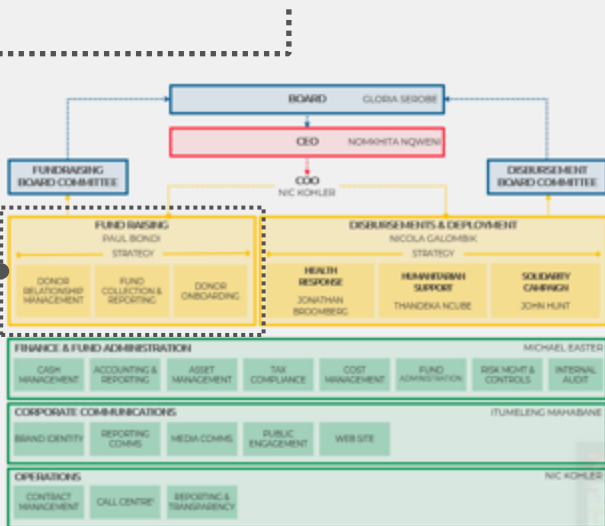
- Old Mutual onboarding
- Old Mutual Fund Administration
- ENS

- Focus area leads with support from:
- Old Mutual onboarding
 - Old Mutual Fund Administration
 - Key Account Managers
 - Standard Bank
 - PWC

- 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

Process

Identify

- SF fundraising team reviews and updates the corporate and foundation donor target database daily and action the following:
 - Allocate Key Account Managers (KAMs) to pursue each account for a donation.
 - Add new corporate or foundation accounts that the KAM's are looking to engage that are not already on the database.
- KAM to begin pursuit of accounts and provide daily updated to SF fundraising team

Attract

- Individual donor**
- Gains organic awareness of the fund through:
 - Social media and advertising
 - General media
 - SF partners, e.g. banking websites
 - SF Website
 - 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

Onboarding

- 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 well as 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

Receive

- 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

Conclusion

- 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

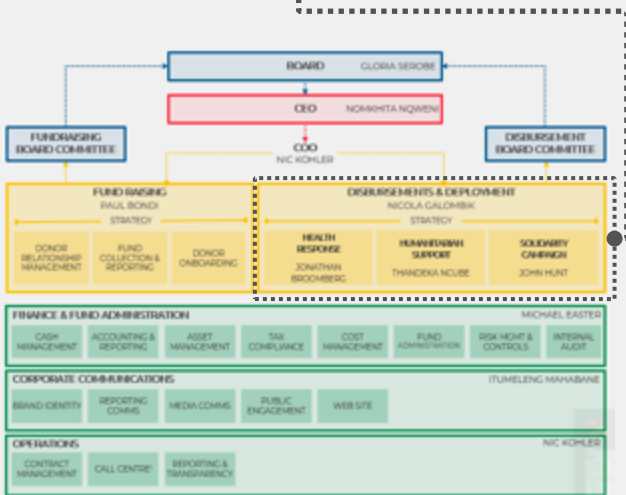
- Website FAQs
- Corporate donation process
- Donations policy
- Automatic donation acknowledgement email
- OM Onboarding repository
- Corporate donor database
- FAQ list
- Registration certificate
- Tax exemption certificate
- SF Fund Bank Account information
- BBBEE opinion

- 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

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

EXECUTION STRATEGY	DISBURSEMENT MANAGEMENT	IN-KIND DONATIONS MANAGEMENT	TRACKING AND MEASUREMENT
<ul style="list-style-type: none"> 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. Validate an appropriate response to address identified and prioritized needs. Support development of approaches to address needs and confirm appropriate execution engine/ execution partners to implement response strategy. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Manage the receipt recording and directing of in-kind donations received by the fund. Facilitate the process of matching in-kind offers with the disbursement pillars of the fund and align with workstream leads on how the in-kind offer can be used by the fund and/or workstream. Coordinate sign-off and approval of funds disbursement of in-kind donation in line with fund mandate and workstream objectives. Facilitate integration of in-kind offer disbursement into the funds disbursement processes (workstream. Specific). 	<ul style="list-style-type: none"> Collect and report on impact achieved through delivery of response strategies. Support maintenance of reporting dashboards across response focus areas of the fund.

STAKEHOLDER ACCOUNTABILITY

<ul style="list-style-type: none"> Focus area leads with support from: <ul style="list-style-type: none"> External Technical advisory committees and panels Key government stakeholders Civil society bodies and associations 	<ul style="list-style-type: none"> Focus area lead Disbursement and deployment Solidarity Fund Finance team Old Mutual 	<ul style="list-style-type: none"> In-kind donations disbursement lead. 	<ul style="list-style-type: none"> Focus areas teams Solidarity Fund operations team Tshikululu
<ul style="list-style-type: none"> National Department of Health Department of Social Development CHAI 	<ul style="list-style-type: none"> National Department of Health Department of Social Development CHAI NGO's, NPO's, NPC's Procurement agents Health suppliers B4SA 	<ul style="list-style-type: none"> In-kind donors 	<ul style="list-style-type: none"> Executing agents or partners

Disbursement and deployment | **Overarching process**

	Define	Capture	Select and prioritise	Approve	Execute	Measure
Process	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<p>Prioritised funding requests and proposals are assessed by the Executive Disbursements Committee who agree the following:</p> <ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Workstream leads and teams Technical advisory committees 	<ul style="list-style-type: none"> Workstream leads and teams Tshikululu Technical advisory committees 	<ul style="list-style-type: none"> Workstream leads and teams Technical advisory committees 	<p>Executive Disbursement Committee</p> <ul style="list-style-type: none"> Requests up to ZAR 20m <p>Disbursements Board Sub-committee</p> <ul style="list-style-type: none"> Requests between ZAR 20m and ZAR 100m <p>Solidarity Fund Board</p> <ul style="list-style-type: none"> Validated requests above ZAR 100m 	<ul style="list-style-type: none"> Workstream leads and teams Executing partners Tshikululu 	<ul style="list-style-type: none"> Workstream leads and teams Tshikululu
Documentation	<ul style="list-style-type: none"> Solidarity Fund Impact framework Workstream specific response strategies/ focus areas 	<p>Funding request proposal covering:</p> <ul style="list-style-type: none"> What is the need? What is 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? 	<p>In addition to the questions outlined in the Capture process set also answers the following questions:</p> <ul style="list-style-type: none"> 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? 	<p>Funding approval memo with the following signatories (including approval rational and conditions):</p> <ul style="list-style-type: none"> Executive Disbursements Committee Board Disbursement Subcommittee Solidarity Fund Board 	<ul style="list-style-type: none"> Funding approval notice/ letter Payment instruction Signed grant contract and/or service provider contract Execution roadmap 	<ul style="list-style-type: none"> Fund disbursement reporting/ dashboards. Impact reporting/dashboards

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

Estimated Head count

3



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

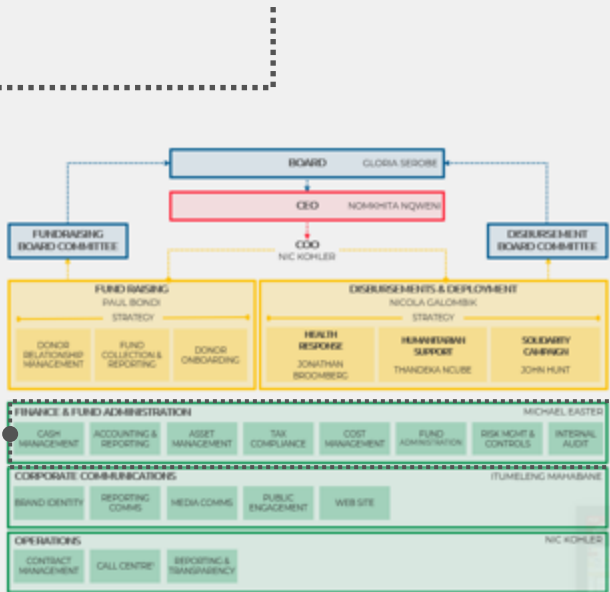
INTERNAL AUDIT

- 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	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Conduct fund risk assessments and reviews. Maintain/ update fund risk register. Conduct tax reconciliations and compliance checks. Coordinate and oversee internal audit. 	<ul style="list-style-type: none"> Coordinate development of fund management accounts for reporting to Fund board. Coordinate external audit and reporting activities.
Function	<ul style="list-style-type: none"> Cash flow management 	<ul style="list-style-type: none"> Cash flow management Payments Cost management Inventory and asset management Grant management 	<ul style="list-style-type: none"> Risk and controls Tax compliance 	<ul style="list-style-type: none"> Accounting and reporting
Responsibility	SF finance team	SF finance team	SF finance team	SF finance team
Documentation	<ul style="list-style-type: none"> Fund disbursement and fund raising forecasts 	<ul style="list-style-type: none"> Fund balance recons Payments tracker Asset and inventory register Grant management tracker 	<ul style="list-style-type: none"> Tax compliance reporting Risk register Fund risk assessment and control framework 	<ul style="list-style-type: none"> Fund management accounts

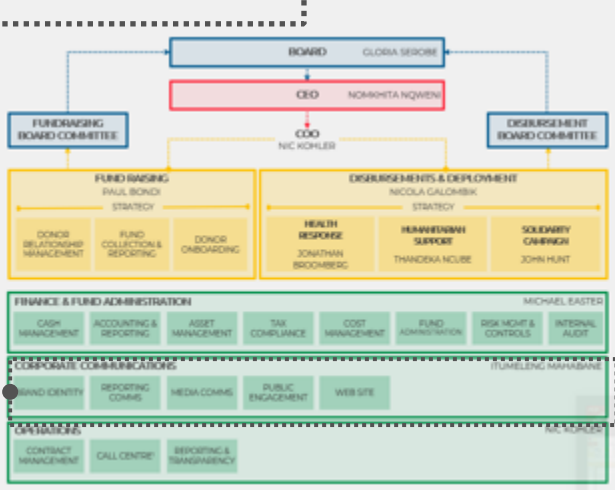
Corporate Communications

- 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.

Corporate Communications | Core Functions

Estimated Head count
 2

	BRAND IDENTITY	STAKEHOLDER ENGAGEMENT	REPORTING COMMS	MEDIA COMMS	WEB SITE
ACTIVITIES	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Design and deploy website features • Develop content on Fund activities • Maintain timely website content and technical updates • Manage information requests received through website
ACCOUNTABILITY	<ul style="list-style-type: none"> • Communications Lead: Itumeleng Mahabane • TBWA 	<ul style="list-style-type: none"> • Communications Lead: Itumeleng Mahabane • Communications team • FTI Consulting 	<ul style="list-style-type: none"> • Communications Lead: Itumeleng Mahabane • Communications team • Tshikululu • Disbursement workstream leads 	<ul style="list-style-type: none"> • Communications Lead: Itumeleng Mahabane • Communications team 	<ul style="list-style-type: none"> • Communications Lead: Itumeleng Mahabane • iOCO (EOH)
STAKEHOLDERS	<ul style="list-style-type: none"> • SF Board • South African Public 	<ul style="list-style-type: none"> • National Dept. of Health & other government entities • Foundations • Private & Corporate Donors • South African Public 	<ul style="list-style-type: none"> • Executing partners (e.g national departments, NGOs/NPOs) • Donors (Foundation, corporate and individuals) 	<ul style="list-style-type: none"> • Media partners • Executing partners (e.g national departments, NGOs/NPOs) 	<ul style="list-style-type: none"> • Media partners • South African Public



Corporate communications | **Overarching process**

	Define and Draft	Approve	Communicate	Monitor
Process	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Execution plan for communication Roles and responsibilities for communication (approver) Draft communication 	<ul style="list-style-type: none"> 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) <ul style="list-style-type: none"> If the communication is related to disbursement, SF CEO + relevant Workstream Leader to approve If the communication is related to a broader, cross-cutting issue, SF SteerCo to approve 	<ul style="list-style-type: none"> Execute the release of the communication per the approved protocol terms Communication execution dependent on content type: <ul style="list-style-type: none"> Reporting Communications: Updates on Governance, Funding and Disbursements Media Communications: media relations Public Engagement and Conversations: building advocacy, engaging with individuals and behaviour change campaigns, providing POVs on critical COVID-19 topics 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Media Comms Reporting Comms Brand Identity 	<ul style="list-style-type: none"> Media Comms Reporting Comms Brand Identity 	<ul style="list-style-type: none"> Media Comms Reporting Comms Stakeholder Engagement Web site 	<ul style="list-style-type: none"> Reporting Comms Web site
Accountability	<ul style="list-style-type: none"> Communications Strategy Lead (Itumeleng Mahabane) SF Communications Team 	Communications Strategy Lead <ul style="list-style-type: none"> First level of approval CEO + Workstream Lead Second level of approval SF SteerCo Second level of approval 	<ul style="list-style-type: none"> Governance and Disbursement Manager (Reporting Communications) FTI (Media Communications) Insights and Engagement Officer (Public engagement and conversations) 	<ul style="list-style-type: none"> Communications Team Social media firm (name to be inserted)
Documentation	<ul style="list-style-type: none"> Communications Protocol document Stakeholder and media updates (2x week) Draft Communication 	<ul style="list-style-type: none"> Communication sign-off 	<ul style="list-style-type: none"> Final Communication 	<ul style="list-style-type: none"> 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

ACTIVITIES

ACCOUNTABILITY

STAKEHOLDERS

CONTRACT MANAGEMENT

- 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.

CALL CENTRE

- Coordinate call centre operations in accordance with Fund needs
- Align with Fund Raising and Disbursement functions to develop guidance and support activities

IMPACT REPORTING & TRANSPARENCY

- 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*

- SF contract management team
- SF Legal Advisor: Shaun Read
- ENS

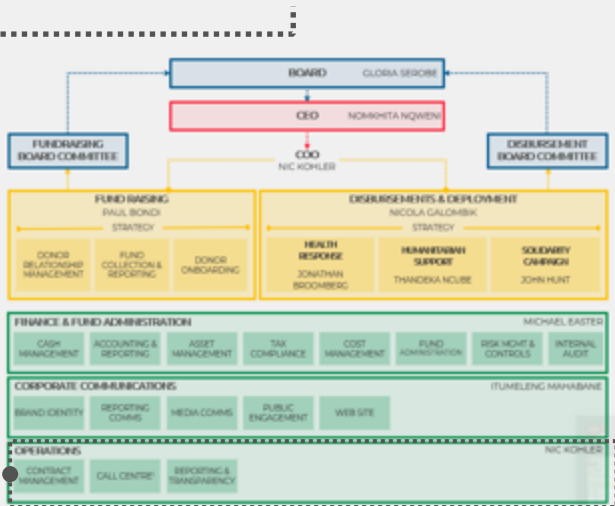
- COO: Nic Kohler
- Old Mutual

- COO: Nic Kohler
- Zandile Hlatywayo
- Motheo Landane

- 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	<ul style="list-style-type: none"> Developing of strategies : <ul style="list-style-type: none"> Defining the contract strategy relevant for the relationship Daily check-in to align on strategic conversations for call centre agents based off of key inquiries and trends from the previous day 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Review and tracking of SF obligations to counterparties in line with approved and signed 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	<ul style="list-style-type: none"> Contract Management Call Centre 	<ul style="list-style-type: none"> Contract Management Impact reporting and transparency 	<ul style="list-style-type: none"> Contract Management Call Centre Impact reporting and transparency 	<ul style="list-style-type: none"> Contract Management Call centre Impact reporting and transparency
Accountability	<ul style="list-style-type: none"> Contract requestor with guidance from COO Contract management team Old Mutual Call Centre 	<ul style="list-style-type: none"> Contract management team SF legal support: Shaun Read ENS SF Reporting 	<ul style="list-style-type: none"> SF finance team Functional area leads Old Mutual Call Centre SF Reporting 	<ul style="list-style-type: none"> Contract management team Functional areas lead Old Mutual Call Centre SF Reporting
Documentation	<ul style="list-style-type: none"> Contract Management Register FAQ proposed responses Query tracking dashboarding Bank Statement Summary Pledge tracker Crowdfunding report Health impact report Humanitarian impact report 	<ul style="list-style-type: none"> Counter signed contract Contract Management Register Pledge and donations tracker Disbursements tracker Impact report Financial Accounts reports 	<ul style="list-style-type: none"> Signed contract Payment instructions Payments tracker Pledge and donations tracker Disbursements report Financial Accounts report SF Impact report 	<ul style="list-style-type: none"> Contract obligation tracker Contract Management Register Query tracking dashboarding FAQ proposed responses Pledge tracker Disbursements tracker SF website update SF Communications

#THAT'S SOLIDARITY



**Solidarity
Fund**

Unity in action