




# **EDITORIAL APPROACH AND DIRECTION**



# THE MEDIA LANDSCAPE.



Trust deficit in the activities and possibly the governance processes of the Solidarity Fund - brought about as a result of a dip in proactive communication from the Fund.

Exacerbated by the general discourse in the media related to matters of possible Govt corruption/bureaucratic bundling with respect to the awarding of PPE tenders/contracts and general misuse/theft of funds directed to the response of the pandemic.

**Key to engendering trust** in the activities of the fund, its governance and impact is **to communicate on a more regular basis on substantive issues** –decision making processes, who has benefited, how funds disbursed.


Must clearly communicate the decision making/administrative process and the lead/lag times from ‘granting funds’ and/or ‘ordering equipment’ to provide a clear explanation of the variance between funds received, disbursements made.

Even more important considering that the peak occurred much sooner than anticipated, and that the extreme impact on the health sector never truly materialised (at least in the view of the public and possibly the media).

**We need to manage and proactively present the case that the impact of the Fund will live beyond its existence, and that of the current wave of the pandemic.**



# THE MEDIA LANDSCAPE.



In order to manage negative/ ongoing critical coverage due to a perceived lack of information - send out regular communication and present the Solidarity Fund as transparent and accountable.

**We need to be visible.**

**NOTE:** As media requires 'headlines' to draw readers, irrespective of the impact made, there may well always be an angle for critique. An updated Q&A specific to the contents in this plan will be fleshed out and presented to the exco for input, with a final version placed in a central location for all to access.



# APPROACH.

## PROACTIVE

- Proactive in order to provide all stakeholders with regularly updated view/analysis/detail of SF activities/plans
- To mitigate against any media/public perceptions regarding lack of transparency
- Get ahead of the stories and be proactive in positioning the SF impact

## KEY ISSUES TO ADDRESS VIA PROACTIVE APPROACH

- Transparency (in all forms)
- Usage/intended usage of donated funds
- Approved projects/upcoming projects and their impact/anticipated impact.
- Stakeholder engagement (donors, government and civil society).



# APPROACH.

## REALISTIC, CONSISTENT, MANAGEABLE

1. Designed to provide a realistic, consistent and manageable open line of communication with all stakeholders via the media and the SF owned channels
2. Leverage owned channels by acting as a reliable source on delivery and impact of the SF, together with promoting Education and Awareness campaigns endorsed by the SF

## BUILD TRUST

1. Proactive activity builds trust with the public through increasing the Fund's public profile. In a very real way, the public is the key stakeholder audience and not the media. The media are the tool by which we can reach the public (the media hold us accountable to their readers, the public)



# EDITORIAL DIRECTION.

We have learnt through recent media interaction that the primary reason for their interest is based on the Fund's delivery, its impact, and importantly the use of funds.

**The core of the editorial/media engagement direction should be:**

- Transparency
- Fact based data sharing

**Only once we have established trust in terms of transparency and clarity of data/facts/spend, then we may be in a position to temper our communication with:**

- Empathy
- Progressive discourse around COVID-19

The recognition of the fund and what it set out to do (be a rapid response structure in a government/business/civil society partnership) is well established. However we need to continually reinforce that we are not an agent of government, but rather additive to the national response.

- SF will openly report back on the shared successes and challenges in fulfilling its mandate.
- SF will not engage in speculation and will not comment on any government initiatives/statements, successes or challenges.
- SF will engage in open dialogue with progressive forces creating an enabling environment to solution for the challenges COVID-19 present

# OBJECTIVES. FOCUS, DISCIPLINE & CONTINUITY

<b>Protecting the integrity of the Fund</b>	Ensure regular and transparent reporting/communications about Funding and disbursement initiatives As much as possible, demonstrate transparency about decision drivers
<b>Position the Fund as delivering effective impact / intervention</b>	Communicate the impact of the Fund's initiatives Demonstrate impact where possible - recipients
<b>Build trust and establish legacy</b>	Build trust through transparency and land messaging to establish legacy

## PRACTICAL CONSIDERATIONS GOING FORWARD.

OVERARCHING MESSAGE- POSITIONING THE FUND AS A DRIVER OF IMPACT THAT WILL LEAVE A LEGACY POST ITS CLOSE OUT		
Protect the integrity of the Fund	Position the Fund as delivering effective impact/intervention	Build trust and establish legacy
<p><b>TRANSPARENT</b></p> <p>Post Board media and stakeholder updates</p> <p>Communications of rationale and decision drivers/ process upon each significant disbursement initiative</p> <p>Report on internal impact assessment for funding activities</p>	<p><b>DEMONSTRATE</b></p> <p><b>Demonstrate the functional and humanity response</b></p> <p>Why the need for the project. Who are the beneficiaries, who are the partners. Reflect the reach, impact, responsiveness to communities.</p> <p>How and why were the various role players selected.</p>	<p><b>BUILD</b></p> <p>Communicate clear, fund informed objectives in all disbursement communications</p> <p>Develop and reinforce metrics/criteria for intervention and impact</p> <p>Briefings in conjunction with key disbursement and social partners where feasible</p>



# ACTIVITY

OUR APPROACH TO MEDIA (THE PUBLIC) SHOULD TOUCH ON ALL FACETS OF THE FUND IN A TRANSPARENT WAY.  
THE FUND NEEDS TO BE APPROACHABLE,

Reporting/Media Engagement	Positioning	Enhance
<p>Media and stakeholder update on donations and disbursements</p> <p>Update on upcoming projects and funds allocated therefore</p> <p>Update on governance process</p> <p>Press Briefings</p> <p><b>Outcome – Trust / Acceptance</b></p>	<p><b>Delivering impact</b></p> <p><b>Transparent</b></p> <p><b>Trust</b></p> <p><b>Outcome - Engaging</b></p>	<p>Drive Legacy</p> <p>Galvanise Civil Society/Business/Government partnership and collaboration</p> <p><b>Outcome - Citizens in Solidarity</b></p>



# **MESSAGE FRAMEWORK**



# MESSAGE FRAMEWORK.

All our communication interventions will align to the SF strategic mandated pillars of health response, humanitarian aid and behavioural change first and foremost.

Messaging Tone:

- Thoughtful
- Engaged
- Open
- Transparent
- Not defensive

Build a comprehensive Q&A / Defensive Line document for all SF members to consult  
Key Messaging doc to be developed – 5 key messages



# **EXTERNAL ENGAGEMENT APPROACH**



# BACKGROUND & PURPOSE.

- As the narrative around Covid, its impact and the health sector morphs, the narrative around the Solidarity Fund (which will close out its operations in a few months) has also changed and therefore the communication needs to be more targeted and specific in terms of impact.
- We need to position ourselves as having allocated the funds in the best manner possible, with good governance and oversight, and the long term result of leaving a legacy in the health, humanitarian and medical response and local manufacturing verticals..
- As we head to the 'end' of the Fund's activities, we need to ensure that the Solidarity Fund has engendered trust across all stakeholders, the media, government and civil society..

## **3 close out briefings should be held, targeted at:**

- Media
- Donors
- Key stakeholders, including civil society, Government, academics and thought leaders who are leading the conversation around South Africa's COVID-19 response.



# BACKGROUND & PURPOSE.

- Briefings to be held via zoom meetings/webinars. A strong facilitator to be appointed.
- Over and above providing updates to media via press briefing, we should institute a 'media roadshow' where we approach all key Radio/Television stations in order to offer up a full update on what the Fund achieved and how a successful government/business/civil society partnership can lead to true effective change, make an impact and leave a legacy.



# THE BRIEFINGS.

## Focus

- Disbursement updates
- Clarification of any emerging issues relating to the Fund
- General media queries

## Panellists

- Chair / Vice Chair
- CEO
- Work stream leads

## Time Allocated

- 1 hour

# GOVERNANCE & PROTOCOL.

Communications Principles	Institutional and cross functional Communications	SF Pillars Communications
Guidance on spokespeople	Institutional communications	Pillar level communications
<p><b>Chairperson</b> – Spokesperson for all Board and governance matters. Joint spokesperson on crisis communications</p> <p><b>Deputy chairperson</b> – deputy spokesperson on Board and governance issues. Joint spokesperson on crisis communications</p> <p><b>CEO</b> – Primary spokesperson</p> <p>Workstream Leads – Project Specific</p>	<p>Media and Comms team assess communications requirement and produce first draft based on Q&amp;A and key messages.</p> <p>Workstream Leads – Project Specific</p> <p>Execute</p>	<p>Media and comms team assess communications requirement and produce first draft based on Q&amp;A and key messages.</p> <p>Function lead inputs and approves</p> <p>Execute</p>





# **MEDIA MONITORING**



# MEDIA MONITORING.

## Focus

- Editorial Media Monitoring And Tracking
  - Sourcing of media content from print, broadcast and online media sources from within South Africa.
  - Monitoring of South African national, regional and community Print, Broadcast & Online Media
  - Includes playback of broadcast clips (audio and visual)
- Research, Analysis And Business Intelligence
  - To identify the tone in which key issues or topics have been portrayed in the media
  - Media coverage is rated as either positive, negative, neutral, or mixed.



# **SOCIAL MEDIA APPROACH**



# APPROACH.

- A strong emphasis on transparency and behavioural change
- Leverage content from partners/stakeholders where possible
- Integrate PR/Comms messaging along with posts, once a week and ad hoc



**Solidarity  
Fund**