

SOLIDARITY FUND

CONSOLIDATED REPORT

March 2020 - March 2023



**Solidarity
Fund**

Unity in action



STRENGTH IN SOLIDARITY

The COVID-19 pandemic touched every aspect of our lives. From the dramatic loss of human life, and the millions of jobs lost, to the devastating social impact on all. It overwhelmed health systems and tested our social cohesion in the face of unprecedented lockdowns.

But the pandemic **also illuminated the resilience and humanity of the South African people.** Despite enormous challenges, people from all walks of life came together with courage, hope, and creativity to help each other in our hour of need.

This spirit of kindness and generosity was embodied in the Solidarity Fund.

The Fund was unique - **for the first time, government, business, and civil society came together** to provide a vehicle for South Africans to pool resources and **unite the country in the fight against the COVID-19 pandemic.** It was the largest mobilisation of public and private funding and support ever seen in South Africa, and the largest non-governmental COVID-19 relief fund in the world.

South Africans and the international community put their trust in the Fund, donating R3bn in just four months in 2020. Individuals and entities of all kinds volunteered and donated their assistance, helping the Fund to operate with agility, urgency, and purpose.

The Fund took this outpouring of support to heart, ensuring these resources were managed and used with the utmost integrity and transparency, funnelling them into projects that would have the most significant impact.

Through this unprecedented solidarity, South Africans stood together with courage, spirit, and resourcefulness to face and overcome the unknown and move forward with a renewed sense of hope and unity.

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STANDING TOGETHER

On 16 March 2020, as the COVID-19 pandemic reached South African shores, leaders representing business, community, government, and labour held a special National Economic Development and Labour Council (NEDLAC) meeting. Both the business sector and the government tabled the idea of an independent, coordinated effort to face the storm heading our way. From there things moved rapidly.

In the week leading up to the 23rd of March 2020 presidential announcement of the Fund, Business for South Africa (B4SA) engaged experts from a variety of disciplines to assist in getting the Fund established and operational as quickly as possible. **A key objective was to ensure that the Fund would be an independent and transparent entity, accountable to society at large.** In this first week, the basic structure, focus areas and governance principles of the Fund were defined. Registration as a public benefit organisation began, a brand design and website were created, a bank account opened, and the Board Chair, Gloria Serobe and Deputy Chair, Adrian Enthoven, appointed.

As soon as the Fund was announced, significant numbers and amounts of contributions began to flow in from South Africans from all walks of life, as well as international donors. Businesses, government, foundations and organisations, and even individuals, generously donated enormous amounts, the largest being R1bn.

Also inspiring was the way everyday people donated selflessly, even if they didn't have much themselves. At tills, with bank deposits, through their retail reward points and online crowdfunding platforms, people gave what they could, with many also giving up part of their salary through the payroll giving scheme.

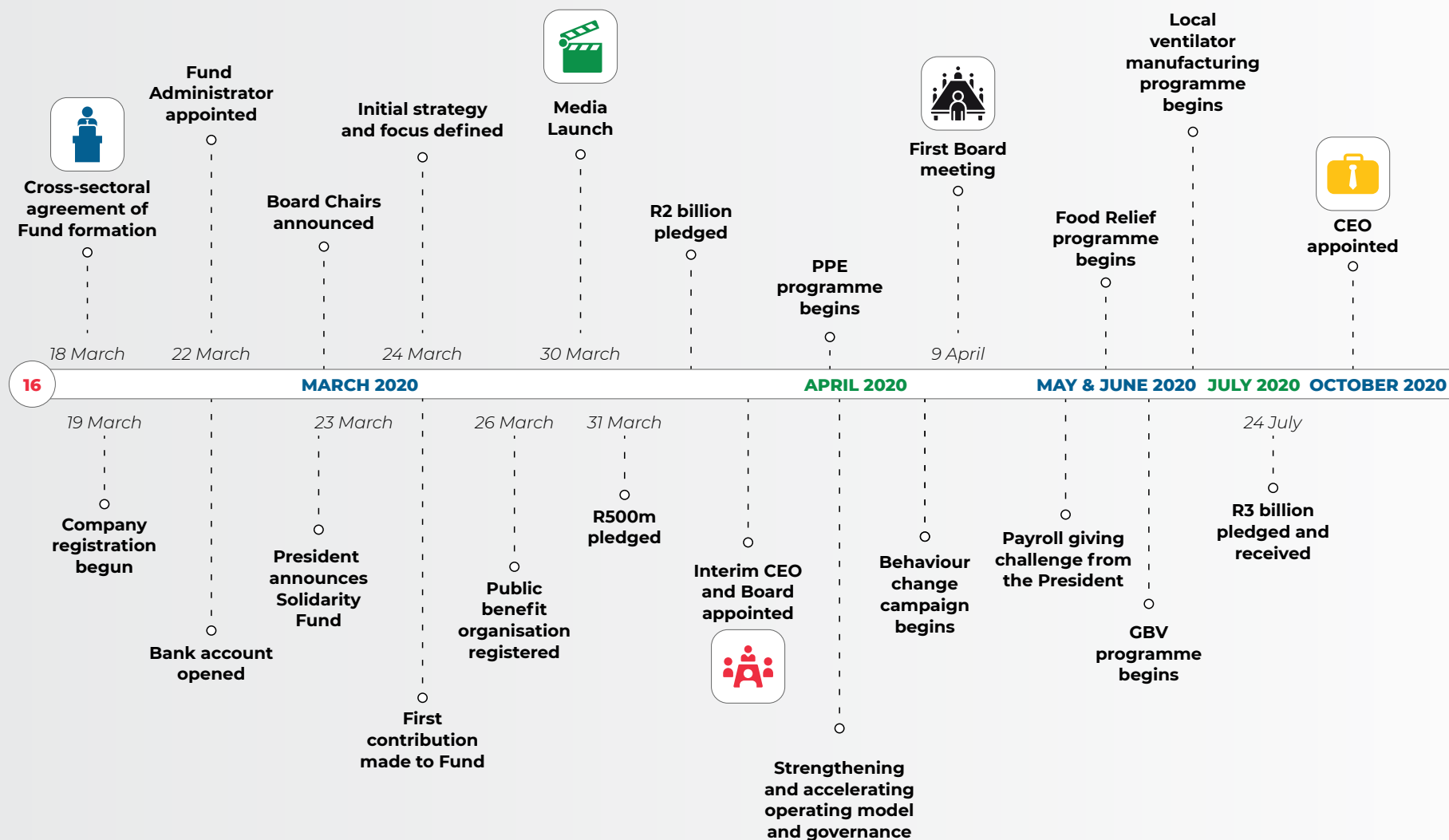
Through this incredible outpouring of support the Fund raised R3bn in just four months. **The Fund's leadership held their first daily war room meeting at 7.30am the day after the Fund was announced,** a tradition that continued for most of the Fund's existence. The first board meeting took place on 9 April. Throughout the rest of April and early May, a large number of volunteers worked tirelessly, donating their skills and commitment to finalising the Fund's structure and establishing its subcommittees, operations, governance, and controls.

The speed, solidarity and selflessness through which the Fund was established was unprecedented; traits that became the hallmark of the Fund. This remarkable collaboration between government, private sector, and civil society enabled the Fund to continue to raise and disburse significant resources, and ensure that these resources were used effectively and efficiently to help all South Africans to unite to overcome the worst of the pandemic together.

*For the first time,
individuals and partners
from many different
sectors, working
mostly remotely, and
facing largely unknown
challenges, came
together, pooling their
skills and resources,
and rallying all South
Africans to help each
other through the worst
the pandemic could
throw at us.*

THE FUND START UP TIMELINE

March - Oct 2020

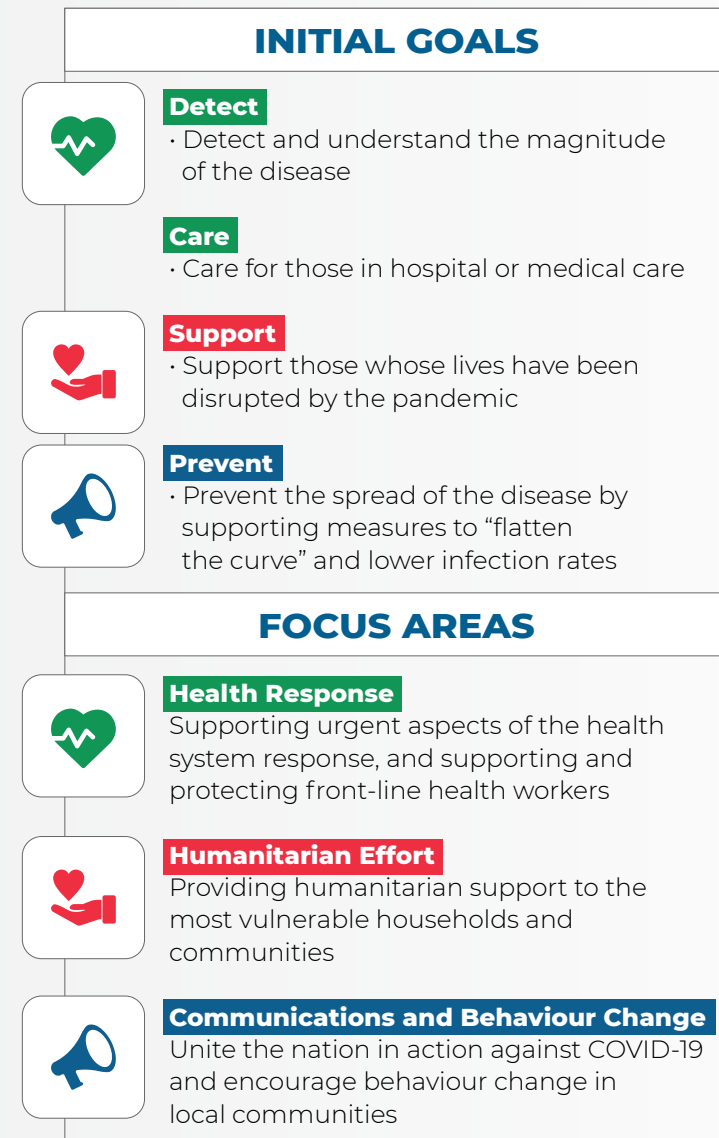


MANDATE AND STRATEGY

The Solidarity Fund was established to unite the nation in solidarity to effectively and meaningfully contribute to South Africa's ability to respond to the COVID-19 pandemic.

Solidarity Fund mandate

- To mobilise and coordinate financial and in-kind contributions from South Africans and members of the international community.
- To use funds raised and other in-kind contributions to ameliorate both the health crisis and the social consequences of the pandemic.
- To bring South Africans together in combatting COVID-19.



At the onset of the pandemic, the focus areas of **prevention**, **detection**, **care**, and **support** were determined to be the areas where the Fund could have the greatest level of impact to achieve its mandate. They were chosen based on best available evidence about the disease and its effects, and the local context, positing that:

- “Flattening the curve” (a commonly used term at the time, to denote keeping the number of cases at the peak of each variant as low as possible) through prevention measures would lower infection rates.
- Detecting and understanding the magnitude of the disease was necessary to contain it.
- South Africa’s healthcare system required support to provide adequate care at the onset, and through the course of the pandemic.
- South Africans across the board needed support as they faced an unknown pandemic that was wreaking havoc across the world and unprecedented lockdowns.

Disaster Relief Response

The Fund gained significant respect for the speed, integrity, and effectiveness with which it executed its COVID-19 response mandate. So much so, that when the civil unrest devastated parts of the country and plunged thousands into economic and humanitarian peril in July 2021, there was a recognition that the Fund could play a role in assisting the government to raise and administer support for those affected.

Following a resolution from its Board of Directors, heeding the call for assistance from the Presidency, the Fund expanded its mandate to include disaster relief response. This response included the provision of humanitarian relief, economic recovery, and other support services.

Through this disaster relief mandate, the Board approved the Fund to provide disaster relief support for those affected by the civil unrest of July 2021 in KwaZulu-Natal and Gauteng, and the flooding in KwaZulu-Natal and Eastern Cape in April 2022.



How the mandate and strategy were determined

The Fund's strategy and implementation was informed by the best available evidence and adapted rapidly as the pandemic and its impact evolved over time. The Fund sought to act as quickly as possible to meet the urgent need, acknowledging that the information and knowledge about "what works" was imperfect.

The Fund **broadly measured its success in terms of additionality to the COVID-19 and disaster relief response**. All of the activities it funded were supported with the belief that the Fund was uniquely placed to respond more rapidly, at scale, than other stakeholders, *and* reach some of the most vulnerable, remote communities when others could not.

With the strategy developed, the Board members activated their networks to ensure that people with the right skills, experience and mindset were brought in to operationalise the Fund.

The Fund was largely relationship driven, leveraging the networks of stakeholders and partners to access the best available evidence and human capital to determine and implement its strategy. All the while it was guided by a set of core principles as the beacon against which its decisions and actions were measured.

How the Fund used its resources to have the greatest impact

1

The Solidarity Fund uses its limited resources to...



2

...target specific leverage points that can make an outsized contribution towards strengthening South Africa's ability to respond to the pandemic...



3

...thus bolstering the national response, mitigating the impact of COVID-19 and supporting the country's long-term recovery.

The Fund's guiding principles



Strong, independent Board of Directors

The Fund is governed by an independent Board of Directors led by Ms Gloria Serobe, supported by her Deputy, Mr Adrian Enthoven, and includes independent and experienced board members from business, government, and civil society to guide and oversee the Fund.



Empowered and accountable leadership

The leadership team operates with agility, in alignment with the rapid response focus of the Fund, always subject to the governance required to ensure that all contributions to the Fund are recognised, accounted for, and effectively managed, and that all disbursements are aligned with the Fund's mandate.



Alignment with national strategy

The Fund works closely with government and business but is entirely independent. It is committed to aligning with the national health strategy to deliver the greatest possible impact, and focuses on initiatives that are inclusive across the country.



Frictionless

The Fund is a resource efficient entity, utilising in-kind support and, initially was able to rely wholly on pro-bono resources and services. Subsequently the Fund negotiated operating costs to keep these at an absolute minimum, with these largely funded out of interest earned.



Transparency

The Fund is committed to transparency in all its work, from fundraising to disbursements. The Fund holds itself accountable to all South Africans. Reports on all projects are published on the Fund's website and regular media briefings are held to share the activities of the Fund.



Speed and scale

The Fund is a rapid response vehicle - it moves at speed and focusses on scale to be catalytic, to fill gaps, and to deliver impact quickly across the nation at this time of crisis.

FOCUS AREAS

The Fund's focus areas or pillars were chosen for their potential to have the greatest contribution to supporting the national health response and ameliorating the impacts of the crises on the most vulnerable. The determination of focus areas and of which projects to fund were based on the following factors:

- the best available evidence at the time
- their alignment with the Government's pandemic response
- their ability to be implemented quickly and adapt as the situation evolves
- their optimal use of resources
- where possible, their ability to be implemented by local and empowered companies
- their ability to have impact at scale.

COVID-19 response focus areas

The Fund's primary focus was to address the ravages of the COVID-19 pandemic with a focus on three areas that combined would support the sectors and people most affected by the pandemic and help to slow its spread and curb this impact.



As a public health emergency, the pandemic required a concerted **health response** focused on strengthening the health system to cope with the surge in demand from the pandemic, and protecting those at the frontline of the response.

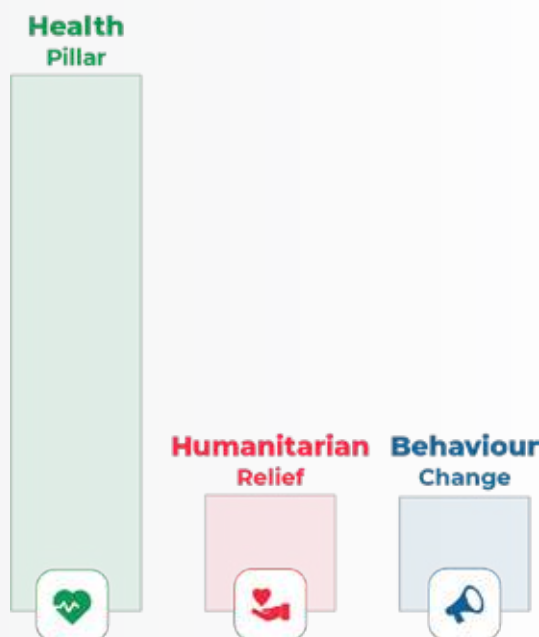


The **humanitarian response** focused on protecting vulnerable South Africans at increased risk of hunger and gender-based violence because of the lockdown and pandemic response measures.



The **communications effort** focused on promoting positive behaviours to help slow the spread of the virus and bringing South Africans together to play their part in combatting COVID-19, including getting vaccinated.

COVID-19 Response



Disaster relief focus areas

Sadly, while reeling from the pandemic, the country was also rocked by civil unrest in July 2021 and severe flooding in April 2022. With its proven track record in rapidly and effectively mobilising support through its pandemic response, the Fund was seen as a key partner to help the government support those devastated by these disasters. As such the Fund agreed to the request by the President and established a separate Disaster Relief focus area.



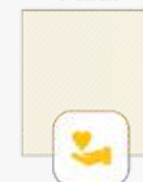
The **Humanitarian Crisis Relief Fund (HCRF)** provided economic recovery support to businesses and medical and other entities, humanitarian support, and support to civil society organisation affected by the civil unrest in KwaZulu-Natal and Gauteng.



The **Floods Response** supported communities left homeless and in need after the severe flooding in KwaZulu-Natal and the Eastern Cape, providing food relief, shelter, and psychosocial support.

Disaster Relief Response

HCRF
Pillar



Flood
Response



FUNDRAISING AND PARTNERSHIPS

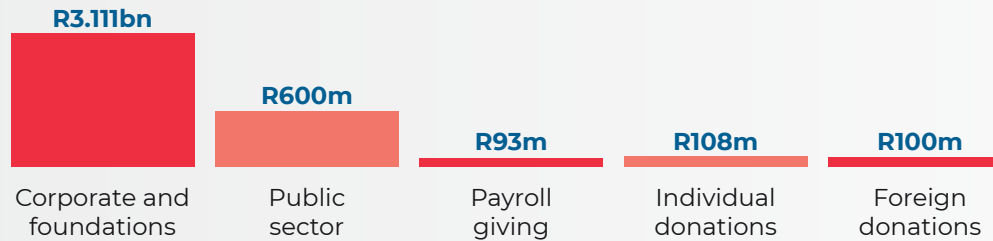
Total funds raised: **R4.011 billion**

COVID-19 Response
R3.48bn

Disaster Relief
R523m

Donations only, does not include transfers from COVID response fund.

Largest donation of **R1bn**, smallest **R1**



COVID-19 Response Top 10 donors

| | |
|---|-------|
| Mary Oppenheimer and daughters | R1bn |
| Naspers Ltd | R500m |
| The ELMA South Africa Foundation | R250m |
| Hasso Plattner Foundation | R100m |
| South African Government | R100m |
| Anglo American/De Beers | R88m |
| UK Department for International Development | R81m |
| Accenture Foundations (South Africa) Trust | R50m |
| Allan & Gill Gray Philanthropy Limited | R50m |
| National Lotteries Commission | R50m |
| Telesure Investment Holdings | R50m |

Disaster Relief (Humanitarian Crisis Relief Fund) Top 3 donors

| | |
|-----------------|---------|
| SA Government | R400m |
| Solidarity Fund | R100m |
| Foundations | R74.48m |

Disaster Relief (Floods response) Top 3 donors

| | |
|---|----------|
| UK Foreign, Commonwealth & Development Office | R9.88m |
| BP South Africa | R7.2m |
| GivingForce Foundation (on behalf of BP SA) | R759 259 |

We can beat this

Together we stand

For the people of SA
Thuma Mina
Every bit helps

All amounts as of 28 February 2023

The Fund had to raise funds rapidly to keep pace with and get ahead of the impact of the pandemic. A key success factor for the Fund in achieving this to the magnitude it did, was to appoint a donor team, supported by a Fundraising Board Sub-committee, both with vast networks within business, government, and civil society. Having **a dedicated team, and a clear fundraising strategy** with focused priorities **helped to ensure funds were raised rapidly.**

A large-scale fundraising strategy was developed and led by highly influential and well-respected key account managers, who were appointed based on their relationships with potential donors. These managers approached potential donors and enabled bespoke donor engagement. This provided a deep sense of comfort amongst donors, often resulting in repeat donations. The strategy was to **prioritise and direct effort at large corporates and foundations**, but to also design and develop the **appropriate channels to provide a platform for all South Africans to contribute.**

Partnerships with supermarkets enabled people to make donations at their checkout tills, and banks allowed clients to convert their rewards into donations to the Fund. President Ramaphosa also called on individuals and corporations to support payroll donations. He and the cabinet led the way in this by donating one third of their salaries for three months to the Fund.

The Fund was fortunate to receive support from key private sector partners, EY and Old Mutual, who assisted the Fund, (on a pro bono basis at the time) to establish processes for

converting the pledges into cash and facilitating key measures to ensure sound governance of all Funds received and disbursed.

Further governance measures included scrutinising the source of donations where possible. To streamline this process, the Fund developed a Donor Policy and adopted a Lexis Nexis Vetting Tool to identify and validate all donations received.

When the Fund established the disaster relief pillar, funds raised for these projects were ring fenced and managed separately from the COVID-19 response funds, to ensure accountability and transparency. Key donors and stakeholders consent was sought prior to funding being redirected from the COVID-19 response to disaster relief.

Due to the fact that the Fund was operating at speed, it decided to report back to donors through pooled systems rather than on an individual basis. The Fund did this through quarterly media updates, a monthly newsletter, and project and interim and annual reports, all of which were published on its website. **There was enormous emphasis on transparency and that the public could find on the website, not only who donated money to the Fund, but also to whom that money had been disbursed.**

The incomparable scale of the pandemic propelled people to support their fellow citizens through the Fund. The sterling reputation of the Fund, a reflection of the calibre of the Fund's Board, helped it to raise significant amounts and attract volunteers of an extremely high calibre.

South Africa's spirit of ubuntu has never been more evident than in the way people came together to support the Fund. Even those with very little gave what they could to help others in need. When the Shoprite Group of supermarkets set up the possibility for customers to donate at the till point, the stores in the remote and impoverished district of Mafikeng raised some of the highest contributions of any of the stores across the country.

This selfless generosity was replicated many times over as South Africans from all walks of life stood together in our hour of need.



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

Peter Ntshupetsang, Branch Manager of Shoprite Mafikeng

Partnerships

The Fund not only received financial support, but also a huge outpouring of volunteer and pro bono support. The Fund's entire operations were run through these partnerships and willingness of corporations, civil society organisations, and individuals to support the Fund to fulfil its mandate. This support included:

- **Over 200 individuals volunteered or were seconded** from their companies – dedicating their time and skills to support administration and operations, financial management, project management and executive functions.
- **Over 100 businesses of all sizes provided pro bono support or seconded their staff**, providing a range of services including IT, advisory support, financial management, fundraising and donor management, operational and administration support, communications, and legal support.

In the Fund's first year all the Fund's operating expenses were covered by volunteers and pro bono support, allowing the Fund to channel all funds received to projects. As the economy opened up and the tenure of the Fund extended from months to years, many companies turned to a cost-recovery, rather than a pro bono, model for services rendered to the Fund. However, the Fund was still able to channel the vast majority of its resources to projects.

The Fund is immensely thankful to all the organisations and individuals that supported us pro-bono or at significantly discounted rates. We truly would not have been able to have the impact we did without this support.

Partners that supported the Fund

A selection of partners that provided financial, pro bono and in-kind support to the Fund.



FUND'S APPROACH

The Fund was organised around focus areas chosen for their potential to reach the areas of highest need and have the greatest impact. It followed a proactive approach where needs for relief were identified based on needs analyses and consultation with technical advisory committees for each pillar that comprised professionals and activists who were steeped in the areas of focus, be they from government, business, civil society and academia.

The Fund worked with partners that had experience in the Fund's respective focus areas, on-the-ground implementing capability, the scale to reach all provinces, and the capacity to provide ongoing reporting to the Fund. These partners were identified through situational analyses conducted by the Fund, partner networks, or time allowing, closed or open requests for proposals. There were also instances where implementing partners and the National Department of Health reached out for funding. The Fund considered these proposals if they met the criteria below and the organisation submitting the proposal passed the vetting criteria to be able to serve as a trusted partner.

Criteria for determining what to fund

- Interventions must be **catalytic and complement, enhance, or augment** those provided by the state (where the state has limited capacity to undertake the interventions)
- Interventions that **serve as gap funding** that will accelerate the delivery of critical interventions
- Interventions that **address a specific challenge** that exists as a direct result of COVID-19, or is an existing challenge that is severely exacerbated by the crisis
- Interventions by non-state actors in response to the COVID-19 crisis, that are **delivered at scale** relative to the challenge, in areas the Fund has prioritised
- Interventions that **enable and support coordinated responses** across social partners to accelerate scalable solutions to humanitarian challenges exacerbated by the COVID-19 pandemic and related economic disruption

Project approval and management process

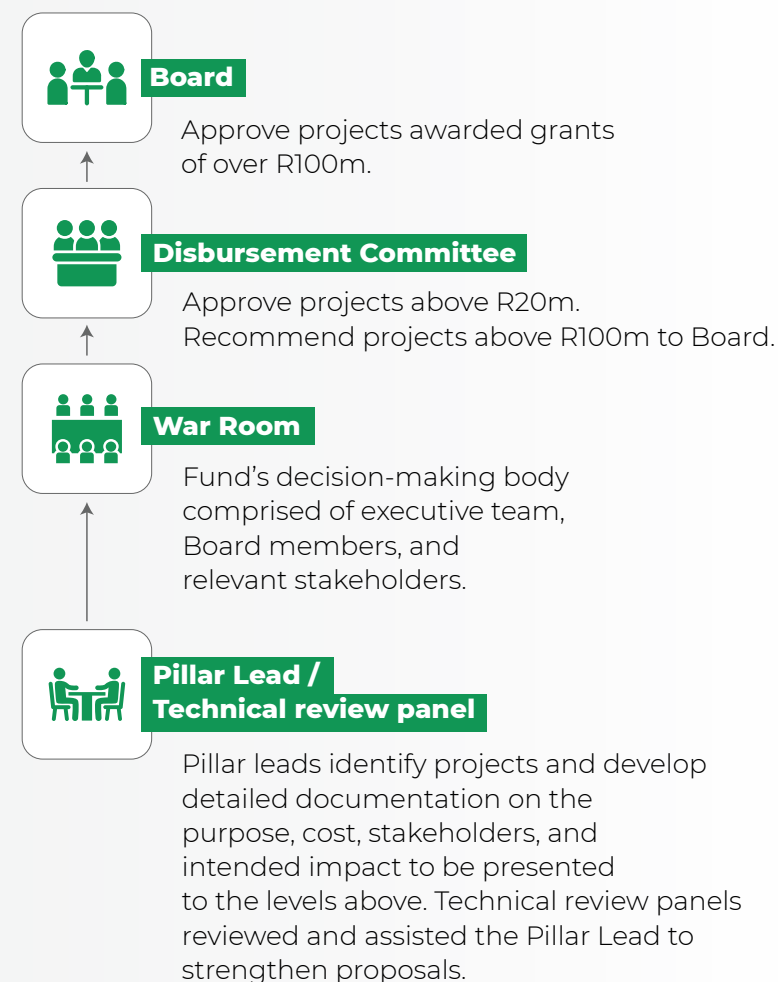
The Fund established a robust procedure for determining and approving the projects it supported, ensuring several levels of review and discussion. This process allowed for robust interrogation of the merits of the project to achieve the Fund's mandate and have an impact, and to mitigate the potential for misuse. Despite sometimes difficult debates, this process provided a strong foundation to ensure the success of programmes and effective and efficient use of resources.

The technical advisory panels vetted almost all proposals that were presented to War Room. All proposals approved at the War Room required approval at the Executive Disbursement Committee. Proposals for above R20million would go to the Board Disbursement Committee for approval. Disbursements of R100m and above required the full Board's approval.

All projects were managed by experts in their respective field, with input from teams of sector-specific technical advisors. Pillar Leads, supported by Project Managers, provided the leadership and direction, and were responsible for the following:

- 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 approved response strategy or initiative
- Collect and maintain database of impact metric data and compiling reporting dashboards on spend and impact

Project approval process



The Fund's projects

(Shows funding amounts allocated excl. VAT as of 28 February 2023)

COVID-19 Response

Total funds allocated: **R3.38bn**



Health Response R2.37bn (70%)

- Personal Protective Equipment
- Health System Strengthening
 - Ventilators
 - Essential equipment
 - Hospital refurbishment
 - Technical and human resources capacity
- Testing and tracing
- Research
- Vaccination programme



Humanitarian Response R502m (15%)

- Food relief
- Gender-based violence response



Behaviour Change Communications R506m (15%)

- COVID-19 support
- Vaccinations support
- Solidarity Fund Documentary

Disaster Relief Response

Total funds allocated: **R653m**

Humanitarian Crisis Relief Fund: R608m

- Food relief
- Humanitarian support
- Medical support
- Business recovery support
- Civil society support

Floods Relief: R45m

- Food relief and essential products
- Integrated shelter support
- Psychosocial support



Project implementation approach

The Fund largely worked through a range of civil society, private, and public sector implementing partners with the capacity, expertise, and reach to ensure the success of the particular project. Partners were chosen for their skill, experience, and ability to act at scale. This meant that partners tended to be large established organisations with a nationwide footprint. The Fund suffered criticism for not appointing black-owned, smaller, or local companies. Noting the criticism, where possible, the Fund sought to be inclusive in different ways, whether working directly with smaller organisations who together provided a nationwide footprint, or through working with intermediaries who had the capacity to work with a large number of smaller organisations, or by encouraging larger partners to include smaller black-owned enterprises in their supply chains.

The Fund also worked closely with local and national government stakeholders to support project design and implementation. The Fund's Health Pillar engaged consistently with the Department of Health at national, provincial, and district levels, and leading stakeholders and researchers in the health sector, ensuring its projects were positioned to augment the health response.

The pillars leveraged the reach of various government departments, for example the Department of Health, the Department of Social Development and the Department of Agriculture, Land Reform and Rural Development. The Fund also partnered with national structures such as the House of Traditional and Khoisan Leaders, enabling the Fund to reach rural areas in a meaningful way.

The Behaviour Change and Communications Pillar partnered with a number of community and national stakeholders in government, business, the faith community, and civil society to ensure messaging on prevention and vaccination reached as many people as possible and in a way that would prompt people to action.



COVID-19 RESPONSE PROJECTS AND IMPACT

Health Pillar



The Fund's Health Pillar worked in partnership with the private sector, government, academia, civil society, and other stakeholders to strengthen the capacity of the health system at all levels to respond to the burden of the pandemic, and expand the coverage and reach of services to include vulnerable, uninsured, and hard-to-reach communities. Using the best available evidence on the SARS-CoV-2 virus and its effects, and an understanding of the most critical needs of the health system, the Health Pillar focused its efforts on the areas that would have the biggest impact on the pandemic.

From the outset, the pillar mobilised rapidly to support the health system **to meet the sudden and enormous demand for personal protection equipment (PPE), tracing, testing and research, and essential medical equipment.** As the pandemic evolved, the pillar's response adapted, focusing on **strengthening the health system through broadening the base of hospitals receiving essential equipment, the provision of additional nursing capacity in response to the COVID-19 waves, supporting the extension of the Cecilia Makiwane Hospital in the Eastern Cape, and refurbishment of parts of Charlotte Maxeke Hospital after the devastating fire in April 2021.**

With the arrival of the COVID-19 vaccine, the Health Pillar took an active role in **ensuring wide access to the vaccine through various initiatives** including the funding of technical support and capacity to assist the Department of Health at national, provincial and district level; supporting the vaccination of front-line healthcare workers, and helping to "take the vaccine to the people" by supporting the Department of Health's outreach sites and other projects aimed at ensuring hard-to-reach and vulnerable communities were not overlooked.

Through its Health Pillar, the Fund helped the health system to stand firm in the face of an unprecedented surge in demand, saving countless lives. Beyond this, the considered and strategic support has helped to build a stronger, more resilient health system.



Strengthening health system COVID-19 emergency response



PPE

Provision of PPE to protect frontline workers



65m+

Units of PPE procured and distributed in all nine provinces



Research

Research to improve the knowledge base of the local epidemic's spread and evolution, and promote the use of evidence for decision-making to strengthen the response



Supported the **national seroprevalence study** that provided valuable information for prevention, testing, and vaccination strategies

Supported the wastewater study that **developed an early warning public health surveillance system** for COVID-19, and future disease surveillance

Strengthened capacity in surveillance research at three historically disadvantaged universities.



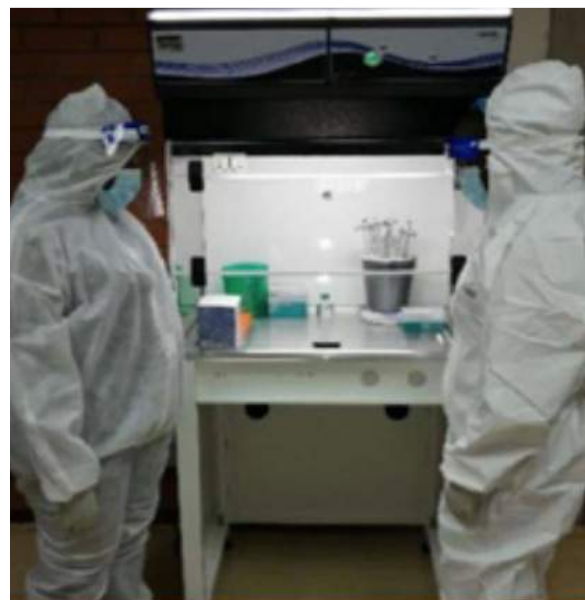
Testing

Strengthening COVID-19 surge testing capacity to widen the coverage of case finding surveillance so that infected people can be identified, isolated, and treated early



1.23m

COVID tests enabled



Strengthening health system capacity and resilience



Ventilators

Support local production of ventilators to ensure an adequate supply for the Covid-19 pandemic and other needs



20 000

ventilator units locally manufactured by CSIR and SAVE-P and donated to public and private hospitals, NGOs and the National Department of Health

Local capacity in ventilator manufacturing **improved**



Local ventilator manufacturing project beneficiary

“The CSIR wall CPAP ventilators have had an enormous impact on our patient outcomes. Those of us working in the COVID-19 medical wards would like to express our appreciation to the team who developed the CSIR wall CPAP machines. They have had an enormous impact on our patient outcomes between the first and second wave. Having them freely available to use in the wards during this very busy second wave has definitely saved lives. We are all aware of the resource constraints that ICU faces, and these CPAP machines allowed us to manage patients who were not able to be accommodated in ICU in the general wards. Many of these patients only survived because we had them at our disposal. A huge thank you to all who were involved.”

The COVID-19 team - Charlotte Maxeke Johannesburg Academic Hospital





Essential equipment

Deliver critical care equipment to public sector hospitals nationally strengthening the health system beyond the pandemic



R376m

worth of essential equipment procured including vital signs monitors, hospital beds, x-ray machines, ultrasound sonar machines and diagnostic sets, etc.

1 446

equipment orders processed benefitting **299** hospitals across all nine provinces



Essential equipment beneficiary - Nelson Mandela Academic Hospital, Eastern Cape

"The assistance has been phenomenal" ensuring our needs are met, procurement is efficient, equipment is commissioned, training is done, and – most importantly – equipment consumables have been made available immediate use of the equipment." Dr Mrara, HOD, Department of Anesthesiologist, NMAH



Augmenting nursing capacity

Support provision of critical nursing capacity to Gauteng and Eastern Cape health department to support the healthcare needs of its citizens



>10 000

nursing shifts made possible at **eight** major hospitals in Gauteng Province at the peak of third and fourth waves of the pandemic



Hospital refurbishment

Support the extension, and rebuilding of a hospital in each of the Eastern Cape and Gauteng provinces respectively



100-bed modular hospital extension

to Cecilia Makiwane Hospital extending essential medical services in the Eastern Cape Province

Restoration of Block One, South Tower, and improvement of fire and other safety standards

at Charlotte Maxeke Academic Hospital, ensuring one of the largest and most valuable specialist public health facilities in Gauteng and the country can continue to provide critical health services



Hospital refurbishment project – Gauteng

“The recommissioning of the Accident and Emergence unit is a key milestone, and we are pleased that the hospital will be able to relieve pressure from surrounding hospitals and community healthcare centres who have had to take in more patients since the closure of this facility last year. We are extremely grateful to the Solidarity Fund who sponsored the work done in the Accident and Emergency and the Spire Fund for implementing the project.”

Minister of Health, Dr Joe Phaahla



Hospital refurbishment project – Eastern Cape

“The building of the modular hospital will ease the pressure on the high volume of patients, as well as create an efficient medical-service facility. We are extremely grateful to the stakeholders involved in this remarkable initiative.”

Sicelo Msi, CEO of the Cecilia Makiwane Hospital



Supporting the national COVID-19 vaccination programme



Availability

Supporting government to secure access to vaccines and ad hoc support for transportation of vaccine related supplies



Access

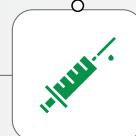
Supporting vaccine rollout with a focus on protecting front-line health care workers, and “taking the vaccine to the people”, with outreach in communities, retail centres, and social security distribution points



Supported the **supply of 2.6m Pfizer vaccine** doses through the COVAX facility

Supported **transportation of 5.6m Pfizer vaccine** doses worth R2.1b donated by the US Government

Supported the **transportation of 6m 23G needles** worth R1.18m procured by the SA government



Enabled the **rapid start-up of the vaccination programme with the vaccination of 496 424 front line HCW** through the J&J Sisonke implementation study

Supported **administration of 1 393 827 vaccines** and the opening of over **320 outreach sites** between July 2021 and 30 June 2022





Capacity

Supporting capacitation, planning, and coordination around the vaccine response



Over 230 national, provincial, and district technical experts appointed from April 2021 to June 2022 to strengthen **technical capacity** in the rollout of the national **vaccine programme** to over **37m South Africans**



Coverage

Ensuring broad vaccine coverage by strengthening rural outreach teams in districts with low uptake, and taking vaccinations to schools



Supported the recruitment of **373 additional human resources** capacity, **1 939 items of medical and other equipment**, and **22 vehicles**

This support helped four Eastern Cape districts to **administer 495 716 vaccinations**, strengthening vaccine outreach in **deep rural and hard-to-reach communities**



Vaccine coverage

“One of the major issues why people were not vaccinated was the issue of access. The recruitment of NGOs through the Solidarity Fund assisted with mobile clinics that went to taxi ranks where you catch people from semi-urban and rural areas. Here we gave them information and vaccinated there and then.”

Dale Rikhotso, Vaccine Outreach Partner Project Manager



Humanitarian Pillar



The humanitarian pillar was designed as a rapid-response mechanism to address the needs of vulnerable communities in a dignified manner to help alleviate the negative social impact of the pandemic. It aimed to build on efforts by government and the private sector by **focusing on two of the hardest hit areas:**

- **enabling access to food to overcome increased levels of hunger due to the pandemic;**
- **and improving protection of vulnerable women and children from increased incidence of gender-based violence (GBV).**

The Fund responded to the escalation of GBV as a result of the measures imposed during the pandemic by supporting the efforts of government, civil society, and the non-profit sector to help alleviate the impact on citizens, and access to assistance.

The food relief response aimed to address the immediate need of those unable to access food and facing a real threat of hunger. The Fund initially focused on an emergency relief response **through supporting food parcel distribution**, complementing similar efforts by the government and other entities. However, due to the lack of choice for households and high logistic costs associated with these programmes, the Fund adapted, pivoting to a **digital food voucher intervention**. Vouchers offer a more efficient and dignified option, allowing beneficiaries to use the support to best meet their individual needs.

Since the digital food voucher programme largely targeted urban populations, the Fund then broadened its focus to support a more rural-focused relief intervention that would help address the disruption to household-level food production in rural and peri-urban areas. The national **Farming Input Voucher programme supported subsistence farmers who had either suffered increased hunger or lost income because of COVID-19** restrictions, with preference given to rural and women farmers.

The Gender-based violence response provided support and aid to specific, existing GBV organisations nationwide. The Fund partnered with organisations that had demonstrable reach and impact but who were struggling to meet the growing need for their services. **A key focus was on keeping women and children safe from COVID-19 when accessing GBV support**, and communicating information to the survivors, women and children affected by GBV, on the options available to them for help.

The Fund prioritised those who had a track record in implementing similar projects. It also took a systematic approach to map the areas and populations with the greatest need, adapting and tailoring its response to deepen its impact.



Improving access to food for vulnerable households



Food Parcels

Procurement and delivery of food parcels to alleviate hunger of those unable to access food due to the pandemic response measures



290 123

Households reached and provided with food parcels



Food parcel project beneficiary

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



Food relief project partner

"The National House of Traditional and Khoisan Leadership's partnership with the Solidarity Fund is a great example of positive results that can be achieved through partnerships. It has brought back hope and confidence to our communities during the COVID-19 pandemic."

Nkosikazi Mhlauli, Deputy Chairperson, National House of Traditional and Khoisan Leaders (Convenor for Solidarity Fund projects/programmes).





Food Vouchers

Providing digital food vouchers allowing beneficiaries to use the support to best meet their individual needs



113 691

food vouchers redeemed
(valued at R86m)



Food voucher project beneficiary

“At SANZAF, we see the extent of the food security problem in our country on a daily basis, more so now that we find ourselves in a time of economic uncertainty. Thankfully we are able to augment our usual feeding programmes through collaboration with old and new partners. We are therefore very pleased to work with the Solidarity Fund on the food voucher project as a means to provide some relief to more families.”

Yasmine Francke - CEO, SANZAF



Improving access to food for vulnerable households



Farming Input Vouchers

R2 000 vouchers to purchase farming implements and supplies to support rural subsistence farmers



R131m

in farming input vouchers redeemed with an 87% redemption rate

R89.8m

in vouchers redeemed by women-headed households (69%)

71 308

households supported



Farming input voucher beneficiary

Ellie Masego, another farming input voucher recipient from Bojanala district, North West province says: *"This voucher and help we have received has really made a big difference as we have been struggling. Now I am able to extend my vegetable garden so that I can improve my life and that of my community."* She currently distributes her crop to four families and receives funds monthly from the community trade.



Protecting vulnerable women and children



GBV Phase I

Support to national level GBV initiatives; COVID-19 protection at care centres; communications campaign



133

shelters and care centres provided with **30 777** units of PPE and critical medical services

GBV Command Centre refurbished and re-launched

29.9m

citizens provided information on how to access support through communications campaign



Gender-based violence beneficiary story

Jean, a 34-year-old woman from the DRC, has been living in South Africa for the past ten years. She is a mother of three children and is a victim of GBV. She was uncomfortable reporting the violence because, culturally, it was unacceptable to report her own husband. After receiving a flyer about RCP's GBV programme, she approached the organisation and stated that she was already separated from her husband because of the abuse. After an initial assessment, she was put in a counselling programme and has since joined their integrated Vocation Skills Training programme, where she attends pedicure and manicure classes. Jean said that this training is changing her life because she can now gain an income and support her children.

Refugee Children's Project (RCP) - Gauteng





GBV Phase II

Support to community grass roots GBV response efforts and systemic initiatives to help address the GBV crisis in the country



281

community-based organisations supported

11

systemic partners supported

550 494

beneficiaries reached through **410 328** activities



R35m

donated to the GBVF Response Fund to support local organisations at the forefront in the fight against GBV across South Africa



Behaviour Change Pillar



The South African government and health system could not address the impact of the COVID-19 pandemic alone. All South Africans had to come together and act responsibly to slow the infection rate and help save lives. The Solidarity Fund knew that a targeted and consistent communications and **behaviour change campaign** that educated South Africans to practice behaviours that would help minimise the pandemic spread **was a critical component of the Fund's pandemic response support**.

In the first year of the Solidarity Fund the behaviour change and communications pillar **focused on educating South Africans on non-pharmaceutical behaviours**, like staying at home, wearing a mask, self-isolating when sick or symptomatic and washing hands, as a means of slowing the spread of the disease and reducing the pressure on the health system. With the arrival of the COVID-19 vaccines, the Fund shifted its **focus to support the national vaccination programme with an emphasis on creating demand and increasing the uptake of vaccinations** – while continuing with prevention and safety messaging.

The Fund's Behaviour Change Communications response was implemented at multiple levels, collaborating with numerous stakeholders across a number of sectors to reach as many people as possible and inspire positive behaviours. This support has had a hugely positive impact on the COVID-19 response and contributed to the decision by many South Africans to roll up their sleeves and get vaccinated.

An almost constant stream of **national communications campaigns were run, adapting campaigns to improve reach, reinforce messaging, overcome COVID-19 fatigue, and leverage key events** (such as the festive season, back-to-school, etc.). These included the *#CitizensInSolidarity Campaign*, *#UnityInAction Campaign*, and the national vaccine demand creation campaign - *#RollUpYourSleevesSA*. These multi-pronged communications initiatives used media, radio, billboards, taxis, social media, and influential political, sporting, and social personalities to spread the message to all corners of the country. They were also **supported with on-the-ground activations where community mobilisers took to the streets to engage with the public directly** reinforcing messages, addressing questions, misunderstandings and hesitancies.

In addition to these national initiatives, the Fund also supported numerous targeted campaigns and communications initiatives through partners in key sectors of society. This enabled the Fund to reach more people directly, to tailor messaging to better land with key sectors of society, and to leverage leaders in these communities as champions, improving the chances of people acting on the information.



These targeted behaviour change communications activities included working with the following sectors:



Business – using the Return-to-Work platform to deliver information through various formats to guide a safe return to work after lockdown and help businesses to stay open and keep employees safe.



Traditional leaders – through the National House of Traditional and Khoisan Leaders to improve reach and influence in remote areas across South Africa.



Faith leaders – leveraging the large following and significant influence of religious leaders, empowering them with accurate information and the skills to better guide and encourage their congregants to practice safe behaviours and to get vaccinated, and to help their congregants to manage the psycho-social impact of the epidemic.



Education and youth – to ensure and promote safe behaviours in schools and amongst youth as schools and universities re-opened, including using youth ambassadors.



Influencers – engaging popular and respected television, social media, and sports personalities to help promote positive behaviours, build a sense of unity and solidarity, and inspire hope and encouragement.



Activations and community mobilisations – trained community-based behavioural change agents, took to the streets, especially in hotspot districts, super-spreader touchpoints, and in low vaccination uptake areas and vaccination outreach sites. They brought the messaging to life through meaningful conversations and simple moments of listening to South Africans, helping to dispel myths and improve understanding and action. These interventions also provided employment and skills development opportunities for mobilisers, improving their future prospects.



Civil society community partners – to amplify reach and ensure messaging reached all parts and all peoples of the country, the Fund collaborated with several civil society organizations. This collaboration helped to reach many more South Africans by providing information in all official languages and engaging people in their communities and through their faith.



The National COVID-19 Call Centre – to provide a comprehensive, adequately enabled, and well-coordinated call centre capability to support the National Vaccination Programme. The call centre helped to build awareness amongst the population of the vaccination programme and increase uptake by answering frequently asked questions on the vaccination process and the vaccine, providing assistance on the appointment booking process and providing support to health workers.

Encouraging positive behaviours to protect each other



COVID-19 and vaccine communications campaigns

90% of all adults in South Africa (~35 million adults) reached by both COVID-19 campaigns

3.9m reached through the targeted vaccination campaign collectively, of which 2.9m were vaccinated

600 000+ clicks to vaccination site from online and social media initiatives

On the ground, **950** community mobilisers working in all nine provinces achieved **670 000** direct engagements on average per month to encourage, support, and convert citizens to get vaccinated.

Over **5 000** outdoor sites to promote messages including billboards, taxi screens, sides of taxi's etc.

85% of those seeing the #UnityInAction campaign said it motivated them to change their behaviour and inspire others to do the same



Behaviour change campaign partner – The Solidarity Cup cricket match

“The image of some of SA’s best sportsmen standing in formation 1.5m apart to sing our national anthem at the opening of the event, SA’s first live sporting match, on such a special day, sent a message of goodwill and unity to all South Africans. The players wore the Citizens of Solidarity badge on their kit as proud South Africans in uniting against gender-based violence, racism and acting responsibly during this pandemic.” **Francois Pienaar - Chief Executive Officer at 3TeamCricket**



Behaviour change community vaccine demand creation project partner - CovidComms

“Working with the Fund has had a catalytic effect for us. The Fund has built a remarkable reputation and partnering with them has enabled us to secure additional funding, attract new partnerships, and expand upon our work. We are grateful that the Fund put their faith in us and empowered us to be creative and pilot and implement projects that make sense on the ground.”





Call centre impact

Almost **2m** calls and over **58 000** interactions handled by email, chat, and WhatsApp

Queries handled in **five** different languages - English, Zulu, Afrikaans, Xhosa, and Sotho

240

Jobs created at contact centres



“Working at the call centre is my first job actually, I was nervous, but it also made me feel good that I was helping and also to be able to provide at home.” **Thembelihle Maseko, COVID-19 Vaccine Call Centre Employee**



Civil society community partners

Over **2m** reached through community radio, social media, and newspapers

Over **500** in-person workshops held

Addressed myths and hesitations leading to thousands choosing to get vaccinated and take up positive behaviours



Religious Forum's vaccine drive a battle for the minds of men

There is a saying popularised by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) constitution: “Since wars begin in the minds of men, it is in the minds of men that the defences of peace must be constructed.”

This is what underpins the campaign by the Religious Forum against Covid-19 which is an interfaith collaboration of various religious communities standing together to fight the

fears associated with getting the Covid-19 shot. The forum feels morally bound to eliminate the trust deficit and scepticism which exists among congregants in the work of science.

Moulana Ebrahim Bham, the secretary-general of the Council of Muslim Theologians, explains that the Islamic faith had been providing a the-



Moulana Ebrahim Bham

vacines because of the sceptics who have become a loud voice within the social media space,” he said.

Bham explains that anti-vaccination sentiments were fuelled by people within the faith communities who had created doubts from a theological perspective but they are now dismantling this deadly

ty has also taken solace in the fact that people often rely on the counsel of their faith leaders for guidance on spiritual decisions or anything that has a bearing on their lives.

“We all know that there were restrictions which had a major impact on the faith communities. Communities rely greatly on interaction with their faith leaders. In the Muslim and Islamic faith we are adopting to prevent harm. In our teachings we emphasise extensively vac-

tionary messaging through the Faith Meets Science workshop around the country.

Sponsored by



The Religious Forum Against Covid-19 comprises of various religious groups namely:

Bantu Church of Christ, Believers in Christ, Council of African Independent Churches (CAIC), Council of New Churches in Lesotho (CNC),

**IMITHI YOKUGOMEL
A I-COVID-19
IPHEPHILE
EZINGANENI
(IMINYAKA
ENGU-12+)
NAKUBANTU
ABADALA.**



DISASTER RELIEF PROJECTS AND IMPACT

Humanitarian crisis relief fund



In July 2021 the Gauteng and KwaZulu-Natal provinces were rocked by a wave of civil unrest and looting, causing catastrophic damage to businesses and severely impacting the livelihoods and lives of so many, especially informal traders and small, medium, and micro enterprises (SMMEs) and those that work for and rely on them.

With businesses and civil society organisations still reeling from the impact of the COVID-19 pandemic restrictions, the unrest made it even more difficult for them to recover, leaving businesses struggling to survive, plunging many into unemployment, and negatively impacting the local economy. The riots and looting also prevented access to medical care and cut supply chains of food, medicines, and COVID-19 vaccines, pushing already vulnerable communities further into need, and having a detrimental impact on the COVID-19 response.

The Solidarity Fund had shown its ability to mobilise rapidly in support of the COVID-19 pandemic, while maintaining due diligence and cost-effectiveness. The South African government therefore requested **the Fund to assist with humanitarian and business recovery support in the provinces affected by the unrest**. R100m was redirected from the COVID-19 response (with the approval of the Board and key donors) to the humanitarian crisis relief fund (HCRF), with additional resources sourced through the Fund's fundraising team. HCRF funds were administered separately from the COVID-19 funds to ensure transparency and accountability.

The HCRF focused its efforts on the critical areas that had the most intense negative impact on those affected by the unrest. This included **supporting food relief efforts** as access to food and food supply chains was severely impacted; **helping those that had lost their livelihoods** with R1 000 funding vouchers over three months; **providing business recovery support to small, micro, and medium enterprises (SMMEs), cooperatives, and pharmacies and other medical entities** damaged or looted in the unrest, who were not covered by insurance, and were struggling to survive; **and supporting civil society organisations working in Food Security, Health Care, Peace Building, Economic Recovery, and NPO Support in communities** that were severely affected by the unrest enabling them to continue to be there for their beneficiaries.



Uplifting communities impacted by the unrest



Food Relief

Supporting communities facing major food shortages because of the unrest and those left unemployed and unable to buy food for themselves and their families



157 274

food parcels delivered in Gauteng and KwaZulu-Natal, including 196 traditional councils in KwaZulu-Natal





Humanitarian Relief

Providing cash vouchers to informal traders and employees (not eligible for unemployment insurance) of affected businesses who have lost their livelihoods to purchase food and other essential items based on their individual circumstances



19 409

beneficiaries redeemed cash vouchers
(97% of those issued)

R58.5m

worth of vouchers redeemed by beneficiaries



Humanitarian Crisis Relief Fund business recovery partner

“Helping these community businesses to recover has a really big impact on the community. Seeing their businesses bounce back and the people they have come to know in their local shops and restaurants, etc. returning after facing all of this trauma is inspiring and uplifting.”

Alef Meulenberg, Afrika Tikkun CEO



Uplifting communities impacted by the unrest



Civil Society Support

Providing grant funding support to civil society organizations working in Food Security, HealthCare, Peace Building, Economic Recovery, and NPO Support in communities that were severely affected by the unrest so they can continue to provide much needed support to their communities



> R70m

provided to **38** civil society organisations

670 126

beneficiaries reached directly and indirectly through support to civil society organisations





Business Recovery Support

Providing financial assistance and business mentorship support to SMMEs, cooperatives, pharmacies and other medical entities damaged or looted in the unrest to rebuild and reopen as quickly as possible to continue providing much needed goods, services, medicines, and employment for their communities



936

SMMEs and cooperatives received grants and loans to rebuild and restock

20

Pharmacies and other medical entities supported

± 9 604

jobs saved through business recovery initiatives



I'm Kennedy Gededzha, owner of Kenny's Joint. Due to the COVID-19 pandemic and the July 2021 unrest, my business collapsed in 2021. I could only buy stock for my business after receiving business management training and start-up capital from the HCRF programme. My business ... would not exist without the support I received. Without anyone to support us, my family and I would probably be starving."



Floods Response



Despite the Fund beginning to scale down its operations, the Board agreed to the government's request to assist with the disaster relief efforts for the severe flooding that devastated large swathes of KwaZulu-Natal and the Eastern Cape in April 2022, setting up the Flood Response Pillar.

The impact of the floods was profound with over 400 deaths, 40 000 people displaced and 13 790 totally or partially destroyed homes recorded in KwaZulu-Natal alone. While the crisis in Eastern Cape was on a smaller scale, the impact on these mostly rural, socio-economically deprived communities was no less devastating. Over 3 000 families, 1 943 homes, and countless livestock, crops, farming equipment and infrastructure were destroyed. Across both provinces, access to health, education, food, transportation, and water and sanitation services were interrupted due to the extensive damage to infrastructure and supply chains.

Following a board resolution and support from relevant donors, the Fund redirected R20m from the COVID-19 resources and raised additional funds to fund seven projects under the Floods Response Pillar. These projects focused on supporting those displaced by the flooding by providing food and essential products, integrated shelter services, and psychosocial support.

Using the experience it gained over two years of implementing the COVID-19 response, the Fund leveraged existing contracting mechanisms, and its extensive network of partners, to mobilise rapidly, identifying the areas of support where it could have the greatest impact, and mobilising implementing partners to implement seven projects in four months.

Despite the short implementation period, the Fund was able to provide extensive support to many of those that had lost everything in the floods, bringing comfort and hope, and helping to ease their burden.



Supporting those displaced by the floods



Food relief and essential products

Provided food relief to displaced community members living in temporary accommodations by distributing daily cooked meals; procuring, packaging, and distributing food parcels; and providing wash kits, hygiene packs, and blankets to beneficiaries living in community halls



4 764

food parcels procured and distributed to vulnerable families in mostly rural KZN

323 830

warm meals served feeding up to **5 130** beneficiaries a day in up to 31 community halls

6 147

beneficiaries reached with sanitation and hygiene support



Floods response psychosocial support beneficiary

"I almost left the session because I thought all these people were the same. I am so grateful that they convinced me to continue with the sessions. I am feeling hopeful and feel like the weight I have been carrying all these months has been offloaded."



Psychosocial support

Providing trauma and grief counselling to people in community halls and within communities, helping them come to terms with the tragedy of their experience and build resilience to move forward



5 133+

beneficiaries reached with trauma counselling and psychosocial support

548

faith leaders trained in grief debriefing and trauma counselling



Integrated shelter services

Installing boreholes, renovating schools and homes, procuring and installing water tanks, toilets, and tents, providing mattresses at temporary housing sites for vulnerable families; Issuing building material vouchers and cash vouchers to enable families to rebuild their homes



350

families benefitted from the installation of 350 tents, 136 toilets, and 195 water tanks, and toilet chemicals and water purification tablets at temporary housing sites, and provided 1 400 mattresses

300

beneficiaries issued with R30 000 building material vouchers with 90% vouchers redeemed

± 270

flood affected rural households in Alfred Nzo and OR Tambo Districts assisted to rebuild their homes

Local economic activity for building material suppliers boosted



Floods response shelter beneficiary

"I would like to say thank you to weFEEDsa for giving our community shelter over our heads after we have been victimized by floods. Now today they bring furniture: beds and linen, gas stove with gas cylinder, table, and chairs. I am really happy, thank you so much." **Councillor Sigananda Shezi - Ward 15 Ethekeeni Municipal Council**

GOVERNANCE

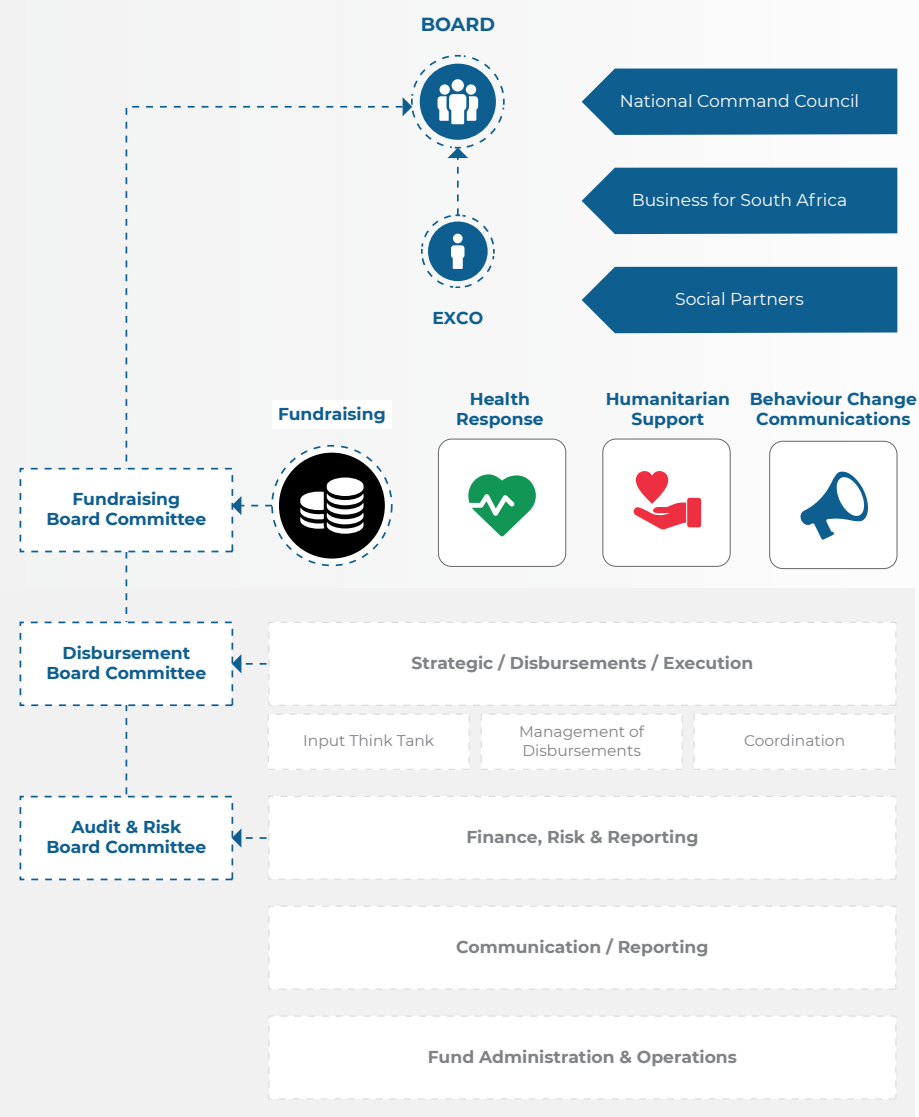
The Solidarity Fund was deeply committed to ensuring it protected and used the generous donations it received in the most effective and impactful way possible. It was established to be completely independent while working closely with government, the private sector, and civil society to implement its programmes. Independence and transparency were necessary to maximise the impact of the Fund's disbursements and foster trust in the Fund.

The Fund was governed by an independent and highly respected Board of Directors and led by an experienced and skilled executive management team, with the CEO at the helm. Governance was further strengthened by the Fund's pro-bono operating partners, such as Old Mutual (Fund Administrator) and ENSAfrica (legal services), who brought further scrutiny. PwC (external audit) and SkX Protiviti (internal audit) also brought an additional layer of assurance.

By establishing and maintaining robust governance protocols the Fund showed that it is possible to respond to a crisis and act with speed, and still adhere to best practice in governance. The internal and external auditors were important in ensuring that the Fund continually improved the control environment and strengthened governance processes.

The Fund's governance framework articulated the decision-making, approval, and oversight arrangements the Fund employed to discharge its mandate.

The Fund's governance framework



Board of Directors

For appointment to the Board, credible individuals were identified who possessed the necessary skills, experience, and reputation to run a Fund with strong governance, transparency, and independence. The Board had to represent all social partners - government, business, and civil society - and all segments of the population. It was also important that board members could bring relationships with potential donors. Key stakeholders, including the President, were consulted when determining the process for appointing board members. All those approached to serve on the board agreed without hesitation.

The Board and the Executive Committee were committed to ensuring that the Fund operated with agility, integrity, and transparency. This included ensuring that all donations were screened, recognised, accounted for, and effectively managed; that disbursements were aligned with the Fund's mandate; and that impact was measured and reported.

Board of Directors



Gloria Serobe
Chair



Adrian Enthoven
Deputy Chair



Nomkhitha Nqweni
Interim CEO
until September 2020



Tandi Nzimande
Permanent CEO from
October 2020



Ayanda Ntsaluba
Chair of the
Disbursement
Committee



Tryphosa Ramano
Chair of the
Audit and Risk
Committee



Sizwe Nxasana
Chair of the
Fundraising
Committee



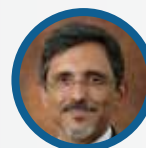
Michael Katz



Kgomoiso Makhupola



Tito Mboweni
Resigned September 2021



Ebrahim Patel



Thulani Tshefuta

The Board, chaired by Gloria Serobe, assisted by Adrian Enthoven as her Deputy Chairman, provided guidance and oversight over all other bodies within the Solidarity Fund, namely:

- The Audit and Risk Board Committee
- The Fundraising Board Committee
- The Disbursements Board Committee
- The Executive Committee

How the board functioned

Initially the Board met weekly to enable quick decision making and impact. After four to six months bi-weekly meetings were scheduled, and over time these became once a month as the urgency passed.

All members of the Board and many of the Executive still had considerable other responsibilities in their “day jobs” besides dedicating time to oversee the Fund. Because of this the majority of Board and sub-committee meetings were held at rather unsociable hours - from 7.30am in the morning or after hours, often going on until after 10pm at night. This level of commitment never wavered, even as the Fund continued to extend its mandate as the need remained.

The Board was informed about all decisions made on disbursements. Approvals on disbursements from above R20m up to R100 million were made by the Disbursement Sub-committee. Disbursements of R100m and above required the full Board’s approval.

“South Africa put their
trust in us, we could not
let them down”

Gloria Tomatoe Serobe –

Chair of the Solidarity Fund Board

Board sub-committees

Fundraising Committee

The Fundraising Committee, under the guidance of the chair, provided oversight of the Solidarity Fund's fundraising function. Committee members guided and supported the fundraising team in maximising the capital raised for the Solidarity Fund, overseeing the fundraising strategy, the choice of fundraising team leaders and channels through which fundraising activities were pursued. It ensured that there was transparency around where and how the Solidarity Fund raised capital and ensured that there was appropriate risk management over the source of the funds donated to the Solidarity Fund. The fundraising committee had oversight over the process of reconciliation of funds committed and these were reflected in the Fund's financial system and processes.

Disbursements Committee

The Disbursements Committee of the Board, under the guidance of the chair, provided oversight of the disbursement and deployment of the Solidarity Fund's resources in the pursuit of combating the impact of COVID-19 in South Africa. The committee developed a strategy that defined how the Fund would apply its capital to ensure the greatest impact within South Africa, supporting significant and transformational programmes. Potential projects were brought before the Disbursement Committee after evaluation by a technical team and recommendation by the Executive Committee, to ensure the solution was appropriate, and an effective use of the Fund's capital.

Fundraising Board Committee



Sizwe Nxasana



Adrian Enthoven



Thulani Tshefuta

(Chair)

Co-opted members

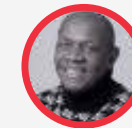


Leila Davids



Rick Menell

Disbursements Board Committee



Ayanda Ntsaluba



Adrian Enthoven



Sizwe Nxasana

(Chair)

Audit and Risk Committee

The primary objective of the Audit and Risk Committee was to assist the Board in discharging its responsibilities related to safeguarding of assets, ensuring adequate and effective systems and control processes, preparation of financial statements in compliance with regulatory requirements and accounting standards, and the oversight of external and internal audit appointments and functions. The Committee also made submissions to the Board on any matter concerning the accounting policies, financial controls, records, and reporting, and reviewed the quality and effectiveness of the external audit process.

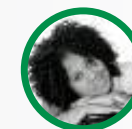
Audit and Risk Board Committee



Tryphosa Ramano
(Chair)



Michael Katz

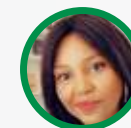


Kgomotso Makhupola

Co-opted members



Lulama Boo



Antoinette Davis



**Tumellano
Lavhengwa**

Executive Committee

(2021 and 2022)



**Tandi
Nzimande**
Permanent CEO
from October 2020



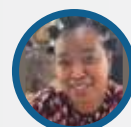
**Zanele
Ngwepe**
Chief Finance
Officer



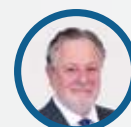
**Gugu
Ngubane**
Head Health
Response



**Wendy
Tlou**
Head Humanitarian
Support, Behaviour
Change and Flood
Response



**Wongakazi
Majola**
Head Humanitarian
Crisis Relief
Fund and
Reporting



**Rick
Menell**
Head of
Fundraising



**Nicola
Galombik**
Head of
Disbursements and
Deployment
Resigned January
2022



**Jennisha
Gappoo**
Chief Operating
Officer (COO)
Resigned
December 2021



**Nozipho
Sangweni**
COO
Appointed
January 2022



**Martin
Kingston**
BUSA Vice President
and Advisor to the
Solidarity Fund

War Room

The War Room was established as the strategising and executing engine of the Fund to support rapid and informed decision making. It was chaired by the Fund's CEO and attended by all Executive Committee members, as well as three members of the independent Board, and, if required, key stakeholders. The respective pillar heads or other executives would bring key proposals to the War Room with a business case to seek approval on budgetary or resource requirements. The War Room made key recommendations to inform decision making that didn't require Board approval and to ensure that all decisions enabled the delivery of the Fund's mandate and were closely aligned to the Fund's values.

Because of the need to ensure the Fund could move rapidly, the executive had to meet constantly to make decisions and share information. The war room met daily until early February 2022, thereafter the frequency of meetings reduced depending on the need for meetings. At about the same time a forum consisting of only the Executive team was constituted and met at least once a week. Meetings were always held at 7.30am, due to the other commitments of members.

FINANCE AND OPERATIONS

Operating model

The Solidarity Fund was very intentional in its operating model design to ensure it bridged the gap between strategy and execution. The Fund's strategic objectives were underpinned by the Fund's COVID-19 mandate, and realised through the end-to-end business processes across the Fund. When the Fund's response extended to disaster relief, the same processes were applied. Three key enablers drove operational parity across all business processes and enabling functions, thus ensuring that the Fund was able to successfully deliver on its mandate.

These three key enablers were:

- A capable and capacitated workforce
- Standardised practices
- Enabling technology and systems

The end-to-end business processes that facilitated delivery against the Fund's mandate were planning and awareness; donation receipt; donation allocation and disbursement; and monitoring and reporting. The various components that formed the constituents of the end-to-end business processes were considered to be either core or supporting and enabling in nature.

The core components were:

- Fundraising
- Disbursements
- Reporting

The supporting and enabling components were:

- Finance and fund administration
- Corporate communications
- Operations

The operating model was designed with disbursements set as the core of the organisation. The support or enabling services were designed to be as lean as possible, but still effectively support the core functions. **The Fund was generously supported in many of its operational functions by a number of supporting partners who provided critical administration, contracting and legal, financial and asset management, and governance support.** The vast majority of this support was provided on a pro bono basis, enabling the Fund to operate at high standards while channelling the majority of its resources to direct project implementation.

Operations function

The operations functions were managed and executed by an internal Solidarity Fund team in collaboration with support from ENSAfrica who provided tax and legal resources to support the Fund in operating within its values and governance structures. The function oversaw, coordinated and managed the Fund's supply chain processes; managed the Fund's contracting processes and tracking execution against contract obligations for all commercial contracts; and coordinated grant contract initiation and execution in support

of the Fund's disbursement activities. The operations team also oversaw, coordinated, and managed the Fund's human capital, IT, and supply chain processes. A key function of the operation team was to ensure that the fund had a data repository that all documents were saved to and could be easily accessed as necessary. This was particularly important given the distributed nature of a virtual entity such as the Fund.

Finance and administration function

The finance function was responsible for the management and reporting of financial and asset flows within the Fund. The teams were structured to manage the inflows and outflows of funds, implement, monitor and track financial risk controls through the Fund's various processes. The finance function was also responsible to produce financial statements and other reporting materials and to do daily reporting of the asset balances (financial and physical) of the Fund. The Fund's financial administration function was provided by Old Mutual, which had the systems that helped to very quickly put the Fund in a position to operationalise. Old Mutual provided the Fund Administration services on a pro bono basis until end September 2022.





The Solidarity Fund's newsletter

Corporate Communications

The Solidarity Fund was entrusted with substantial amounts of donor funding, and with it the hope and expectations of the nation. Trust from government, business, civil society, and the donor community was crucial for the Fund to function effectively and efficiently. To earn and maintain this trust, the Fund needed to be explicit, transparent, and detailed in all of its communication.

The Fund's corporate communications function provided the media, stakeholders, donors, staff, partners, and the public with clear communication on the role of the Fund, its mandate,

objectives, governance structures, activities, and impact in a transparent manner.

Corporate Communications involved a multi-pronged approach that included:

- **Stakeholder engagement** - Provided stakeholders with regular news, views, analysis, reports, and details of the Fund's activities
- **Media Relations** - Proactively positioned the work and impact of the Fund, providing an open line of communication, providing media content based on the organisation's mandate, its operations, impact and core messaging, and addressing as required, against any factually incorrect media content and negative media or public sentiment.
- **Owned channels** - Utilised the Fund's website and social media platforms to provide credible information, showcase impact, and report on the Fund's activities.
- **Build trust** - with the public by increasing the Fund's public profile and communicating in an open, consistent, and clear manner.

Sharing our story

With the generous support of Sibanye Stillwater and AngloAmerican, the Fund commissioned a **48-minute documentary** to showcase the immense contribution of so many for the good of all South African's. The documentary was **broadcast 11 times across 8 television channels** between 26 November - 3 December 2022. It was also promoted through, and made available on, the Fund and its partners YouTube Channels, through social media, and at an intimate viewing

STANDING READY FOR FUTURE CHALLENGES

The Solidarity Fund's mandate was to provide a short-term, yet impactful and significant mechanism to augment the Government's national response to the COVID-19 pandemic.

The Fund mobilised significant donations, galvanising and uniting South Africans, government, business, and civil society for the pandemic response. It created a foundation for future action, empowering national and community-level partners to continue doing their work and, in some cases, with more resources, infrastructure, skills, and capacity.

With the arrival of the COVID-19 vaccines, South Africa has found its way to a “new normal”, focussing on rebuilding. **The challenges are still many, but the emergency has subsided.** The Fund has fulfilled its mandate. As such **the Board has decided that the Fund will scale down its presence and activities, but will not completely close down.** It will remain in a scaled-down state ready to rapidly respond in the event of any future emergency event.

The Fund contracted Nexia SAB&T, a middle tier accounting and consulting firm, to administer the Fund in its scaled down state. Working with a smaller Board, the Administrator will oversee the management and close out of the Fund's last remaining projects, and support the Board with maintaining the scaled-down Fund.

A cash reserve of at least R15 million will be retained for maintenance and to enable immediate action in the event of a future emergency. A summarised history of the Fund's activities, processes and impact, together with lessons learnt, are shared on the Fund's website. A far more detailed blueprint has also been compiled for use in the event of reactivation. This blueprint will assist the next team to reduce operational friction and leverage the lessons learnt in this first iteration of the Fund's work. In this way, the **Fund can retain its intellectual property and institutional knowledge, ready to respond rapidly in a future crisis.**



THANK YOU

The Solidarity Fund is extremely grateful for the opportunity to serve South Africa in such a meaningful way at a time of unprecedented economic and social disruption. We would never have been able to achieve these remarkable successes without the selfless dedication and support of the over 300 000 who donated funding, and the more than 200 individuals and entities who gave of their time and expertise.

Through this support, we stood by each other, helping friends, neighbours, and those we've never met to navigate the worst of the pandemic and move towards a brighter and more hopeful future.

The Fund and South Africa thank you. We couldn't have done it without you!





**Solidarity
Fund**

Unity in action