



The application of a strategic integrated communication framework: The case of Mosaic SA and international donor organisations

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DECLARATION

I, **Karina le Roux**, solemnly declare that this work is original and the result of my own labour. It has never, on any previous occasion, been presented in part or whole to any institution or board for the awarding of any degree.

I further declare that all information used and quoted has been duly acknowledged by complete references.



SIGNATURE

20 November 2024

DATE

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ABSTRACT

This study investigated the communication dynamics of Mosaic Community Development South Africa (Mosaic SA) and its international donor organisations, focusing on the applicability and implementation of a strategic integrated communication (SIC) framework. South Africa is home to approximately 5.2 million orphaned and vulnerable children (OVC) – a figure that is challenging to ascertain precisely due to its magnitude. Mosaic SA, a non-profit organisation, aims to support as many OVC as possible through its Potchefstroom, Gqeberha, and Paarl operations. The organisation emphasises a family-based care model, initiating support with the families of OVC.

As the number of beneficiaries increases, Mosaic SA faces significant challenges in securing sufficient funding within South Africa, exacerbated by a competitive environment among non-profits, a weak economy, and a decreasing number of donors. Consequently, Mosaic SA has sought funding internationally, establishing partnerships with people in the USA, Germany, and Sweden, which have registered non-profit organisations in their respective countries to raise funds and recruit volunteers for South African initiatives. Given the substantial contributions from these international donor organisations, they are considered key stakeholders in this study.

The primary objective of this research was to examine the communication practices between Mosaic SA and its international donor organisations, assessing the perceptions of these practices. The study suggests that employing a strategic integrated communication (SIC) framework could enhance communication efforts. The core research question addresses the extent to which Mosaic SA and the international donor organisations adhere to the SIC guidelines.

The research methodology comprised two main components. First, a literature review identified relevant SIC guidelines from the Degenaar (2021) SIC framework applicable to Mosaic SA and its international donor organisations. Second, empirical research evaluated the current implementation of these guidelines and gathered perspectives from the involved parties regarding their communication practices. The empirical research included qualitative semi-structured interviews and qualitative content analysis.

The study found that while Mosaic SA and its international donor organisations demonstrate a foundational commitment to communication as a strategic asset, they face challenges in fully implementing an SIC framework. Key areas for improvement were identified as enhancing personalised two-way communication, improving digital platform usage, and instituting consistent monitoring and evaluation processes. It was concluded that addressing these areas should

enable Mosaic SA to achieve its communication goals, strengthen stakeholder relationships, build brand recognition, and make significant progress towards becoming a sustainable organisation.

Key Terms

Orphaned and vulnerable children, non-profit organisations, Mosaic Community Development SA, strategic integrated communication, international donors, stakeholder relationships

OPSOMMING

Hierdie studie het die kommunikasiedinamika van Mosaic Community Development South Africa (Mosaic SA) en sy internasionale donateurs ondersoek, met 'n fokus op die toepaslikheid en implementering van 'n Strategiese Geïntegreerde Kommunikasieraamwerk (SGK-raamwerk). Daar is ongeveer 5.2 miljoen wees- en kwesbare kinders in Suid-Afrika - 'n statistiek wat weens die omvang daarvan moeilik is om presies te bepaal. Mosaic SA, 'n nie-winsgewende organisasie, streef daarna om soveel moontlik wees- en kwesbare kinders deur hul takke in Potchefstroom, Gqeberha en Paarl te ondersteun. Die organisasie bevorder 'n model van gesinsgebaseerde sorg, wat begin by ondersteuning van die betrokke gesinne en kinders.

Gegee die groeiende behoefte, staar Mosaic SA ingrypende uitdagings in die gesig, waarvan die verkryging van genoegsame befondsing in Suid-Afrika een is. Hierdie uitdaging word vererger deur die hoogs-kompeterende omgewing van nie-winsgewende organisasies, 'n swak ekonomie en 'n afname in die aantal skenkers. Gevolglik moes Mosaic SA na internasionale befondsing begin soek deur vennootskappe met persone in die VSA, Duitsland en Swede te vestig. Hierdie vennote het nie-winsgewende organisasies in hul onderskeie lande geregistreer om fondse in te samel en vrywilligers te werf vir Suid-Afrikaanse inisiatiewe. Gegewe die beduidende bydraes van hierdie internasionale donateurs, word hulle vir die doeleindes van hierdie studie as sleutelbelangegroep beskou.

Die primêre doel van hierdie navorsing is om die kommunikasiepraktyke tussen Mosaic SA en die internasionale donateurs te ondersoek en die persepsies rondom hierdie praktyke te evalueer. Die studie stel voor dat die implementering van 'n strategiese geïntegreerde kommunikasieraamwerk (SGK-raamwerk) kommunikasiepogings kan versterk. Die hoofnavorsingsvraag fokus op die mate waartoe Mosaic SA en die internasionale donateurs aan die riglyne van 'n SGK-raamwerk voldoen.

Die navorsingsmetodologie het twee komponente behels. Eerstens, is relevante SGK-riglyne uit die Degenaar (2021) SGK-raamwerk, wat van toepassing is op Mosaic SA en sy internasionale donateurs, deur middel van 'n literatuurstudie geïdentifiseer. Tweedens, is die huidige implementering van hierdie riglyne deur middel van empiriese navorsing, waartydens die betrokke partye se perspektiewe rakende hul kommunikasiepraktyke ingesamel is, geëvalueer. Die empiriese studie het kwalitatiewe, semi-gestruktureerde onderhoude en 'n kwalitatiewe data-analise behels.

Die studie het bevind dat, hoewel Mosaic SA en sy internasionale donateurs 'n fundamentele toewyding tot kommunikasie as 'n strategiese bate toon, die omvattende implementering van 'n SGK-raamwerk sekere uitdagings vir die organisasie inhou. Die studie identifiseer drie hoofareas vir verbetering: die verbetering van verpersoonlikte tweerigtingkommunikasie, die verbetering van digitale platformgebruik, en die vestiging van konsekwente moniterings- en evalueringsprosesse. Die gevolgtrekking is dat die aanspreek van hierdie kwessies Mosaic SA in staat behoort te stel om sy kommunikasiedoelwitte te bereik, belangegroepverhoudinge te versterk, handelsmerkerkenning te bou, en aansienlike vordering te maak ten einde as 'n volhoubare organisasie te funksioneer.

Sleutelsterme

Wees- en kwesbare kinders, nie-winsgewende organisasies, Mosaic Community Development SA, Strategiese Geïntegreerde Kommunikasie (SGK), internasionale skenkers, belangegroepverhoudings

LIST OF ABBREVIATIONS

NWU	North-West University
OVC	Orphaned and vulnerable child/children
	Orphans and vulnerable children
Mosaic SA	Mosaic Community Development South Africa
SIC	Strategic integrated communication
CPO	Child Protection Organisation

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CHAPTER 1 INTRODUCTION

1.1 Introduction

Amidst the growing crisis of 5.2 million orphaned and vulnerable children (OVC) in South Africa, Mosaic Community Development plays a pivotal role by advocating for family-based orphan care and offering a supportive environment for these children. After the COVID-19 pandemic, the number of orphaned and vulnerable children in South Africa increased at a rapid pace, growing to the highest number of orphans on the continent and second-highest in the world (Staff Reporter, 2022; Muhigana & Meulenberg, 2022; Radebe & Nkonyeni, 2020). From the start of the pandemic to October 2021, an estimated additional 134,500 children had experienced COVID-19-associated orphanhood, which is often vastly under-reported (Anon., 2022; Asala, 2021; Conradie, 2022).

The terms *orphaned children* and *orphaned and vulnerable children* are regularly used interchangeably when referring to OVC in South Africa. They can be defined in line with the term *highly vulnerable children* (HVC) (Highly Vulnerable Children Research Centre, 2020). This definition encompasses OVC: Orphans and Vulnerable Children. HVC include those who are orphaned; receive inadequate adult support because of death, abandonment, economic distress, or chronic illness; have HIV/AIDS or are suspected of having HIV; are directly affected by armed conflict; live outside of family care; or are otherwise unsupported by traditional social safety nets in their communities. The most vulnerable children, according to the government, are orphans living without adult relatives and orphans living on their own in child-headed households (Hall & Sambu, 2019:219). Child-headed households can be described as households in which all members are younger than 18 years or where there are adults in the household who may be too sick or too old to head the household effectively and, therefore, a child bears this responsibility (Hall & Sambu, 2019:219).

To address the abovementioned crisis in South Africa, numerous non-profit organisations (NPOs) came to play an essential role in advocating for these orphaned and vulnerable children (Bezuidenhout, 2017:20; Choto *et al.*, 2020:592; Hartmann & Bhat, 2014; Radebe & Nkonyeni, 2020). Ngudu and Motala (2020:13) highlight that the rise in NPOs represents an increase of over 200% over the past 10 years, resulting in an estimated 285,607 registered NPOs in South Africa (South African Government, 2024).

1.1.1 Non-profit Sphere in South Africa

NPOs can be defined as bodies of associates founded to respond to a need in the community to create value for society without generating profit in the process (Abdulai Mahmoud & Yusif, 2012:626). An NPO's income and property are not distributable to its members or office bearers, except as reasonable compensation for services rendered, but used for public purposes. In South Africa, this definition includes non-governmental organisations (NGOs) and community-based organisations (CBOs), collectively referred to as non-profit organisations (NPOs). In some instances, non-profit organisations are also called civil society organisations (CSOs) (Swart, 2018:2).

NPOs play an essential role in societies in various ways, such as:

- lessening human suffering;
- delivering services;
- micro-financing for people;
- empowerment;
- skills transferring;
- raising awareness of human rights;
- providing a voice to the poor;
- mobilising a motion of change; and
- creating a platform for relationships, credibility, and trust (Hamunakwadi, 2021; Holtzhausen, 2014).

These organisations are critical to any country, as they provide essential services that are not provided by the government or for-profit organisations (Tabaku, 2014:67). In South Africa primarily, the non-profit sector plays a significant role in helping the South African government fulfil its constitutional mandate and uplifting communities to improve their quality of life (Bezuidenhout, 2017:20; Brewis & Wyngaard, 2006; Choto *et al.*, 2020:592; Hartmann & Bhat, 2014; Wyngaard, 2013). Most basic human rights and socioeconomic rights, as stated in the South African Constitution, would be out of reach for most South Africans without the support of NPOs. These organisations are assigned according to the nine categories in the non-profit sector

(South African Government, 2024), namely social services; development and housing; religion; education and research; culture and recreation; health; business and professional associations and unions; environment; and law, advocacy and politics.

The South African Government acknowledges the support and presence of the non-profit sector and states in the NPO Act the government's commitment and support for non-profit organisations (Wyngaard, 2013). According to the Department of Social Development (South Africa) (2022) (DSD), all provinces in South Africa heavily rely on the non-profit sector to deliver services to the communities. As of 1 June 2022, the DSD of South Africa stated that social assistance is one of the country's most extensive child protection programmes, reaching just over 13 million children (South African Government, 2024). According to the NPO Act 71 of 1997, the government should:

provide for an environment in which non-profit organisations can flourish; to establish an administrative and regulatory framework within which non-profit organisations can conduct their affairs. Section 2 of the NPO Act states: to encourage and support non-profit organisations in their contribution to meeting the diverse needs of the population of the Republic by, amongst others, creating an environment in which non-profit organisations can flourish (South African Government, 2024).

However, although the SA NPO Act is extraordinary in explaining how the NPO sector should be supported, the implementation thereof has been inconsistent with the objectives stated (Swart, 2018; Wyngaard, 2013). The DSD encourages non-profit organisations to adhere to sound governance principles, yet it seemingly fails to provide an enabling environment for these organisations to thrive. A recent article from Politics Web supported this by confirming that the Gauteng DSD announced that they reduced the NPO budget by R400 million (Nt'sekhe, 2024).

1.1.2 The Non-profit Funding Landscape in South Africa

In South Africa, NPOs can apply for subsidies and funding programmes from the DSD. Despite the help from government subsidies, the DSD still encourages NPOs to raise their own funds to help the organisation achieve its mission and goals, as government funding is not always sufficient (Patel, 2012; Western Cape Government, 2023). South Africa is amid significant political and economic uncertainties, and steering NPOs has become increasingly challenging (Nt'sekhe, 2024, Hamunakwadi, 2021; Holtzhausen, 2014). To exacerbate the challenge, securing funds from local donors has been an enormous problem post-2008 due to the effects of the global recession and South Africa's shrinking economy (Ayinkamiye & Spencer, 2021; Foster *et al.*, 2009; Fourie & Froneman, 2009; Gunnerson, 2019; Harding, 2014; Holtzhausen, 2014; Kim *et al.*, 2011; Maboya & McKay, 2019; Meyer & Barker, 2020; Weerawardena *et al.*, 2010). Due to these economic uncertainties, NPOs have difficulty securing funding to fulfil their purpose (Gastrow, 2019; Maboya & McKay, 2019:1). These organisations, which are already largely dependent on

donations and support from individuals and for-profit companies, now have to compete for local funding in an oversaturated market (Degenaar, 2021; Maboya & McKay, 2019). Mosaic Community Development is one such organisation.

1.2 The Case of Mosaic Community Development in South Africa

Mosaic Community Development (Mosaic SA) is one of the NPOs in South Africa striving to address the orphan care problem in the country. The organisation, founded in 2008 by Meyer and Louise Conradie, is a registered non-profit organisation (NPO) under the Non-profit Organisations Act of 1997 (Mosaic SA, 2017). Mosaic SA's vision is for every orphaned and vulnerable child (OVC) in South Africa to have a loving and caring family in which they can be equipped to realise their God-given potential. Christianity is a core value of the organisation and is embedded in its everyday routine, vision, and mission. The founders believe that a safe, supportive and healthy family environment is the best place for kids to thrive. Therefore, they partner with families taking care of OVC. Such a care model is called family-based orphan care. Family-based orphan care, or community-based care, is an alternative practice to institutionalised care that provides OVC with care and support within their community.

1.2.1 Family-based Orphan Care

Increasing studies have shown that institutionalised orphan care can negatively impact child development; therefore, alternative orphan care models, such as family-based orphan care, came into play in South Africa and other developing countries such as Nigeria (Nnama-Okechukwu *et al.*, 2020; Nnama-Okechukwu *et al.*, 2018). The assumption regarding family-based orphan care is that community members have the potential to organise themselves to address their own problems related to the needs and priorities of vulnerable children and their families. In the African traditional belief system, prevalent indigenous knowledge and cultural practice assert that a child does not belong to the biological family alone but also to the whole community (Olaore & Drolet, 2017).

The advantage of this model is that OVC have access to families and sibling relationships, which would be absent if children were moved into institutions or residential facilities (Better Care Network, 2015). However, the downside to this model is that the family or community members do not always have the resources to adequately care for the orphaned children. Even with government grants to the family, support is still insufficient to empower these families out of poverty. In South Africa, many of these caretakers do not have adequate housing or a job earning enough money to pay for food, school fees and other basic needs of their families (Mosaic South Africa, 2022b). This is exactly where Mosaic SA's services come in.

1.2.2 Mosaic SA: Background and History

Mosaic SA falls in the development and housing category at the Department of Social Development (DSD) of South Africa. Yet, they have a more holistic approach to their community services than just development and housing. Their aim is to help orphaned and vulnerable children (OVC), but their means involve the entire community. The children are the WHY, and the caretakers are the HOW (Mosaic South Africa, 2022b). After extended research on addressing the orphan care problem in South Africa, Meyer Conradie developed his own sustainable model built on the foundation of family-based orphan care. With a holistic focus on the OVC and their caregivers, this model is the first of its kind in South Africa (Mosaic South Africa, 2022b). The Mosaic model has adapted and developed over the years as the organisation conducted more research and found better ways of doing things. However, the core of the Mosaic model remains the same, with four steps to be followed to help families sustainably. The Mosaic model was first developed and implemented in South Africa in 2008 and has been replicated in three different provinces, with sites in Potchefstroom/Ikageng (North-West Province), Paarl Valley (Western Cape), and Gqeberha (Eastern Cape). As of 2023, 468 beneficiaries or Mosaic families across three locations receive assistance from the Mosaic model: 36 in Potchefstroom, 30 in Paarl Valley, and 45 in Gqeberha (Mosaic South Africa, 2023).

The Mosaic model's holistic approach is not to take care of the OVC but rather partner with grandparents, aunts, extended family members, or caring women in the community already caring for four or more OVC. These caretakers usually have children of their own, foster children, and vulnerable children that they've taken in but have limited resources for the household. Mosaic SA helps these women with various resources to better care for the OVC (Mosaic South Africa, 2022b). These resources include various social services such as job creation, coaching the parents on life skills, skills development, and education, given that they make sure the OVC attend the after-school programmes to help them with academics and development and to keep them off the streets. Mosaic SA also provides opportunities such as bursaries and the support needed for tertiary education, which may include moving the family into a brick three-bedroom house (Mosaic South Africa, 2022b).

Mosaic SA aims to provide caretakers with the necessary physical, spiritual, and social support. The NPO ensures access to basic health care for the entire family, not just the children, and assists the parents in life coaching, counselling and self-development opportunities. For the children to follow these programmes, they need to stay in a safe home and environment. Lastly, Mosaic SA continues to support its families by facilitating access to government services and parent support groups, conducting individual counselling sessions, leading Bible

study groups, organising community church meetings, and supporting families through essential housing assistance (Mosaic South Africa, 2023).

The following timeline shows the development of Mosaic SA from its inception through to 2023:

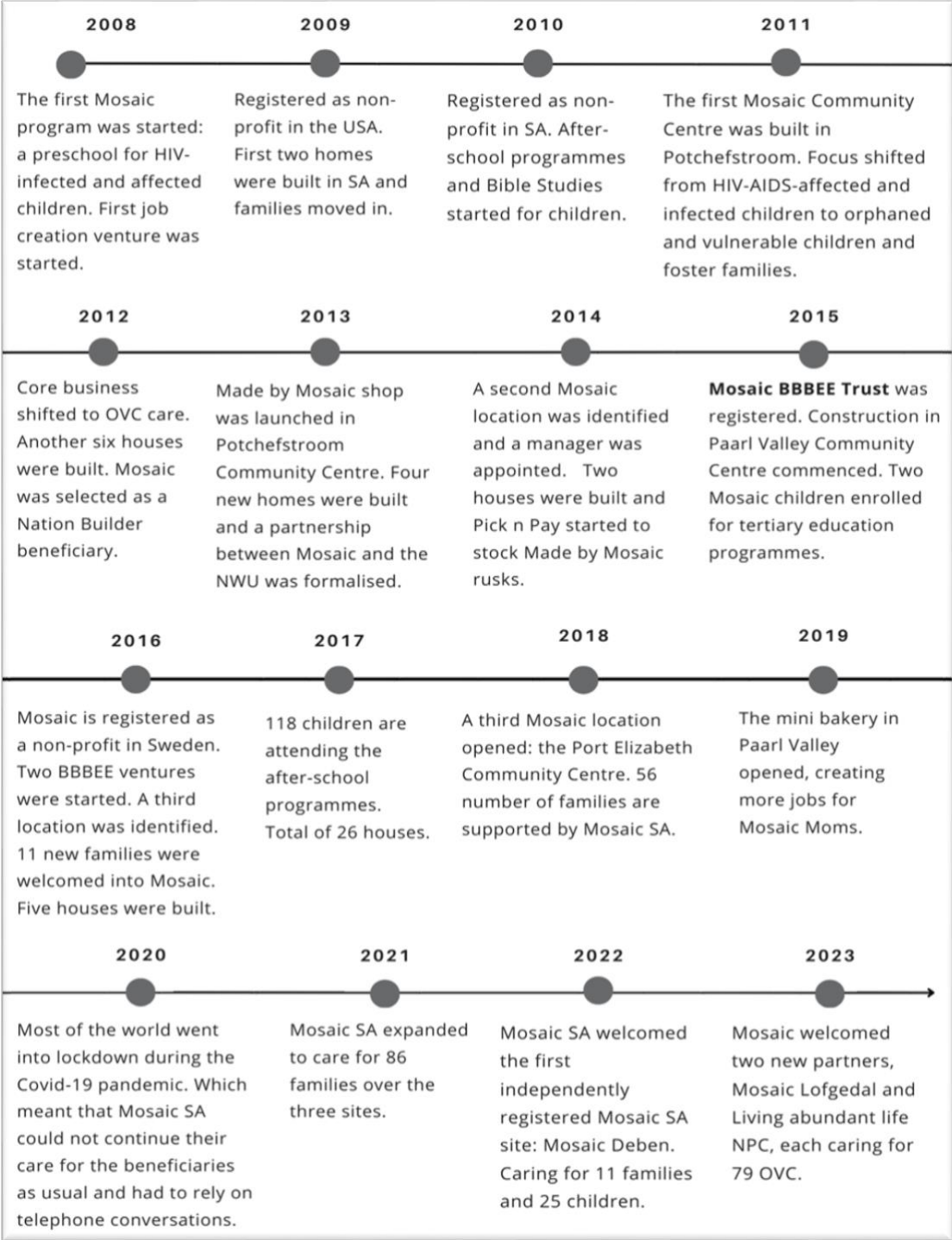


Figure 1-1: Mosaic SA timeline
(Mosaic SA Annual Reports 2019 – 2023)

Mosaic SA measures the well-being of the OVC across eight different domains to ensure the effectiveness of their model. These domains include food and nutrition, shelter and care, protection, health, psychosocial needs, education and skills training, and economic, spiritual, and community needs. Mosaic SA supports each domain with targeted programmes and activities children must participate in. The centres provide cooked meals after school and assist with various after-school programmes, including reading classes, mathematics, journaling, and homework assistance. Additionally, a talent development programme is available, along with skills training that ranges from computer programmes to sexual education.

Mosaic SA has established additional entities to support its endeavour to care for OVC and their caretakers. As illustrated in Figure 1.2, Mosaic Trust is the umbrella organisation aiming to generate sustainable income and resources for the Mosaic Community Development initiatives. Under the Mosaic Trust, six subsidiary entities have been founded, each dedicated to generating income, creating employment opportunities for foster mothers, facilitating skills development, and supporting other initiatives. These six companies are:

1. Mosaic Tech
2. Mosaic Agriacademy
3. Mosaic Professional Services
4. Mosaic Builders
5. Mosaic Training Solutions
6. Made by Mosaic

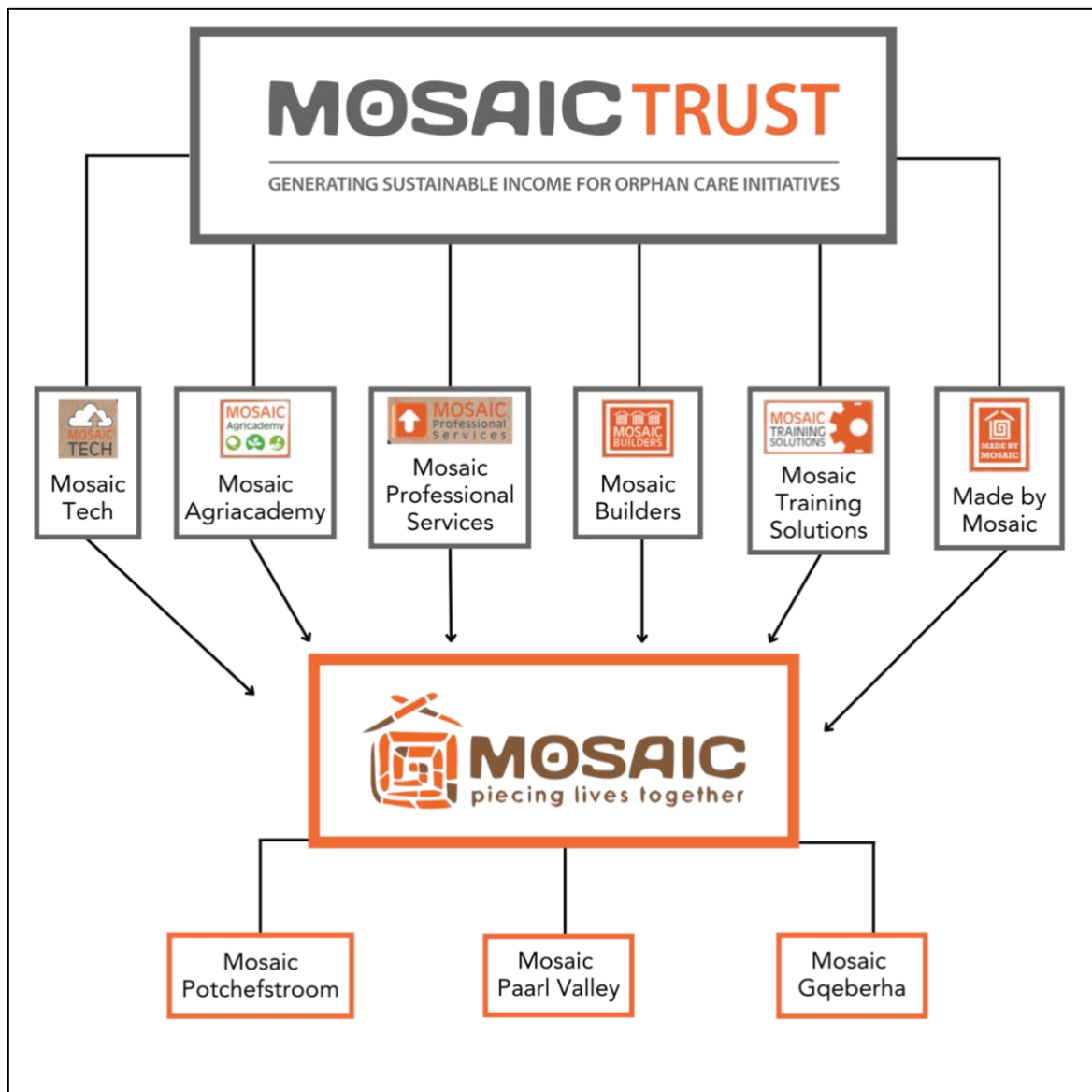


Figure 1-2: Mosaic SA organisation organogram

(Mosaic SA Annual Reports 2019 – 2023)

1.2.3 Mosaic SA: Funding

Securing funding in South Africa poses a significant challenge, mainly due to intense competition in an oversaturated NPO market (see section 1.1). The organisation’s communications and operations manager have confirmed that for Mosaic SA, local funding alone is insufficient to sustain the organisation, as it does not receive government subsidies (Möller, 2021). Consequently, the organisation has had to prioritise alternative income sources to meet its objectives and has found it easier to build relationships with international parties than to secure funds from South African donors (Möller, 2021).

Mosaic SA, therefore, established partnerships with international individuals seeking to support the organisation's mission of caring for orphaned and vulnerable children (OVC) in South Africa. To effectively raise funds, these partners registered non-profit organisations (NPOs) in their respective countries (USA, Germany, and Sweden), specifically dedicated to fundraising for Mosaic SA. These organisations, referred to as international donor organisations in this study, have generated most of Mosaic SA's income from 2014 to 2024 and are, therefore, regarded as key stakeholders.

Despite support from international donor organisations, Mosaic SA has not yet achieved sustainability. The number of beneficiaries continues to rise, and since 2019, there has been a decrease in funding (Mosaic South Africa, 2021). International donor organisations remain key stakeholders and the primary funders of Mosaic SA. Should they fail to secure adequate funding, the organisation's sustainability could be jeopardised, potentially preventing Mosaic SA from continuing to provide care for an ever-increasing number of OVC in South Africa.

1.2.3.1 Unique Fundraising Challenges Faced by Mosaic SA: A Communication Perspective

Although leveraging international donor organisations has proven innovative and effective for the growth of the NPO, Mosaic SA faces its unique set of communication and fundraising challenges associated with these international partnerships. Key among these challenges is the communication process: both between Mosaic SA and the international donor organisations and between these donor organisations and their own respective stakeholders. Mosaic SA struggles to communicate with each of its international donor organisations in a way that leads to long-term relationships and continuous funding, as each of these donor organisations has its expectations and preferences for communication. These donor organisations' goals differ from Mosaic SA's, as their core functionality is to secure funds from donors in their own countries and send those funds to Mosaic SA to fulfil their purpose of caring for OVC in South Africa.

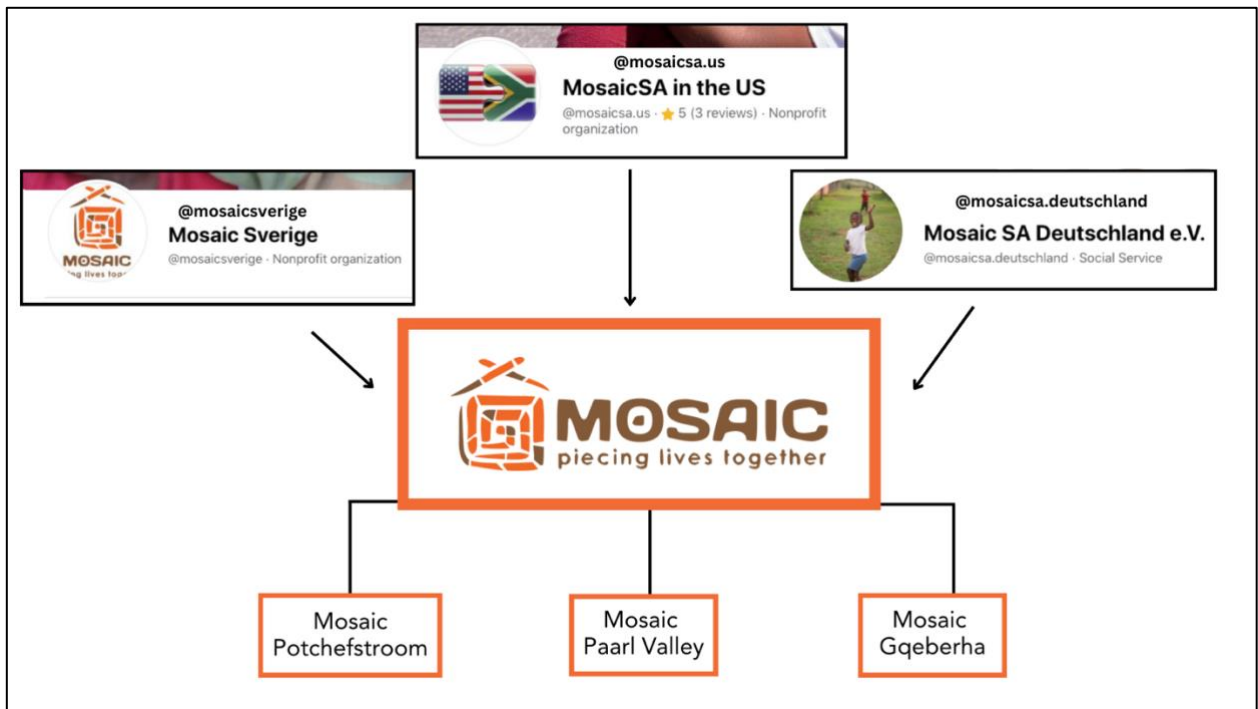


Figure 1-3: Mosaic SA international donor organisations

(Mosaic SA Annual Reports 2008 – 2023)

Each international donor organisation uses its own communication platforms and media to communicate with its stakeholders. The communication challenge comes in when their communication needs are diverse regarding the use of language, reported data, and messaging.

Mosaic SA in the US is a 501(c) organisation, an NPO under the federal law of the United States according to Internal Revenue Code Section 501(c). It is one of over 29 types of NPOs exempt from some federal income taxes. It is also registered as a non-religious organisation (Möller, 2021). This implies that the USA NPO prefers non-religious communication with a solid emotional and storytelling appeal, which contrasts with Mosaic SA, as Conradie founded the organisation on a strong Christian foundation, as stated in the organisation's vision (see section 1.2). In the past, Mosaic SA in the USA operated its own website and Facebook page. However, these platforms were not managed effectively due to limited resources and time constraints. As a result, the two organisations decided to consolidate their online presence by merging their websites and Facebook pages. Now, Mosaic SA in South Africa and Mosaic SA in the USA share a single website, Facebook page, and Instagram profile to engage with their respective target audiences – one in South Africa and another in America.

Mosaic SA in Germany is registered as an association that exclusively pursues charitable purposes to be exempted from tax payments in their country. Mosaic SA in Germany has its own

website where it communicates with its stakeholders. The website is in German and explains the organisation as follows (directly translated from German to English):

The association exclusively pursues charitable purposes within the meaning of the "Tax-privileged purposes" section of the German Fiscal Code (AO). The purpose of the association is to promote civic engagement in favour of charitable purposes within the meaning of § 52 Paragraph 2 No. 25 AO by: People in mental, material or physical need - especially orphans and half-orphans including their foster families are helped. The activities focus on Africa, especially South Africa, whereby the help is usually provided through local organizations. The aim is to bring the love of God closer to people (Mosaic SA Deutschland E. V., 2024).

Mosaic SA in Germany has its own Facebook page, but they do not create the content for this page themselves. The South African team creates the content, translates it to German, sends it to the German team, waits for approval or amendments, and then posts it on the German Facebook page. According to the communication professionals in South Africa, Mosaic SA in Germany prefers a more statistical appeal to communication directed to them than religious messages and storytelling (Möller, 2021).

Mosaic SA in Sweden does not have its own website but its own Facebook page, on which all communication is in Swedish. They explain their purpose as follows (directly translated from Swedish to English):

Mosaic Sweden is part of Mosaic South Africa. We work to create a sustainable solution to the situation of orphans in South Africa (Mosaic Sverige, 2023).

According to the Mosaic SA communications practitioner, the Swedish donor organisation seems indifferent regarding its communication needs, with no specific preference for messages. There have also been very few communication interactions with them in the last three years (Möller, 2021).

Communication challenges became even more complex during the COVID-19 pandemic. Pre-COVID-19, Mosaic SA's primary method of communication with international donor organisations was interpersonal communication from the founder. Conradie regularly travelled abroad to meet with representatives from international donor organisations, build relationships, and report on Mosaic SA's progress in providing care for OVCs in South Africa (Möller, 2021). The international donor organisations were accustomed to and dependent on interpersonal relationships with Conradie based on their mutual interest in caring for OVC. They relied heavily on only Conradie to communicate the progress and activities at Mosaic SA in South Africa.

After the pandemic, communication worldwide became less interpersonal and more digital (Chen *et al.*, 2023; Osler & Zahavi, 2022). This was also the case for communication in the context of

Mosaic SA, which meant they had to expand their communication footprint to digital platforms. Newsletters, annual reports, social media posts on Facebook and Instagram, and website updates became pivotal (Robbins *et al.*, 2020). As a result, Mosaic SA faced increased pressure to generate content for these platforms to maintain the flow of information previously managed through direct interpersonal communication by Conradie. International donor organisations also began relying on this digital content for updates on Mosaic SA's activities and communication with their respective stakeholders on various digital platforms.

Communication with donor organisations from four different countries with three different languages and four different goals and religious motivations poses a great communication challenge. Each diverse international donor organisation has its own expectations regarding communication from Mosaic SA. Mosaic SA in the USA favours non-Christian messages with a heavy emotional appeal; Mosaic SA in Germany prefers statistics and numbers above storytelling; and Mosaic SA in Sweden is indifferent, with no specific preferences for communication messages. Mosaic SA focuses on communicating its operational activities for awareness purposes and providing feedback to donors (Möller, 2021). Each donor organisation voices its needs for messages and communication because they, in turn, use these messages to communicate with their own stakeholders, i.e. donors in their own countries. Developing unique messages, channels and communications for each donor organisation to fit their needs is too much work for only one or two people on top of their other responsibilities (Möller, 2021). A lack of communication practitioners in Mosaic SA exacerbates the communication challenges with international donor organisations. Besides communication with Conradie, the NPO employs two other communication practitioners in South Africa, one titled Manager HR, Communications and Site-manager, and the other titled Donor Relations Manager. This lack of resources restricts Mosaic SA's ability to strategically communicate with their international donor organisations in a way that meets their communication expectations, which, in turn, could hamper fundraising efforts (Möller, 2021).

Amidst these challenges, adopting a strategic integrated communication (SIC) framework could effectively address the communication issues faced by Mosaic SA. Implementing this specific SIC framework could allow communication to become a collaborative effort across the organisation rather than the sole responsibility of a single individual. The SIC framework's guidelines is applicable to this study, as it would enable Mosaic SA to adapt its communication strategies to the evolving demands of the post-pandemic landscape while still meeting the needs of international donor organisations. This approach would support ongoing efforts to raise the essential funds needed for the organisation's operations.

1.3 Strategic Integrated Communication

The SIC model, originally proposed by Niemann (2005), is deeply rooted in the systems theory. The general systems theory was primarily developed by Von Bertalanffy (1973) in a biological context but later identified by, amongst others, Littlejohn (1989) as a useful framework in the study of communications. By emphasising the interconnectedness and interdependence of various communication channels and strategies within an organisation, the systems theory provides a framework for understanding the intricate networks of relationships that are essential for comprehensive analysis (Craig, 2007; Craig & Muller, 2007; Montuori, 2000:63). This perspective emphasises the importance of focusing on the interrelationships among factors rather than isolating individual elements (Littlejohn, 1989; Montuori, 2000:63; Niemann, 2005:12).

Based on the foundational principles of systems theory, a fundamental assumption of SIC is that, as communication is an integrated process, a continuous interaction exists between the various interrelated systems, enabling it to function and adjust (Niemann-Struweg, 2014). The implementation of the SIC model recognises the perpetual exchange of information among the various components of the system. It also adheres to the principle that systems comprise both a suprasystem (the broader environment) and subsystems (organisational functions), which continuously affect each other as information flows from one to the other (Niemann, 2005:246; Niemann-Struweg, 2014:215). The SIC model perceives various stakeholder participants within an environment as being in a state of continuous interaction. This engagement is conceptualised as having no definitive beginning or end, highlighting its dynamic nature (Niemann, 2005:14).

Niemann's (2005) SIC implementation model centred around the needs of the South African for-profit sector. Further research concluded that all the principles and guidelines of the SIC model may not be as feasible in the non-profit sector. Consequently, Degenaar (2021) adapted the Niemann (2005) model, developing a context-specific framework suited to the unique context of the Child Protection Organisation (CPO) in South Africa. This organisation also falls within the social services category of the local non-profit sector (Degenaar, 2021:19).

The adapted Degenaar (2021) SIC framework is based on the same two principles as the Niemann model, namely *strategic intent* and *learning organisation*, as part of an open system forming the framework's foundation. The framework further comprises four areas of integration, different from the Niemann model's three areas: *contextual integration*, *organisational integration*, *stakeholder-responsive integration*, and *environmental integration* (Degenaar, 2021; Niemann, 2005). The Degenaar (2021:268) SIC framework also emphasises that unity of effort should be especially prominent in the NPO context where communication resources are limited. As a result, unity of effort should be seen as the pillar of all communication, which is necessary for a more

integrated, holistic approach to achieve strategic consistency. Although Degenaar's SIC framework was developed specifically for the CPO, the study recommends that the proposed framework be further explored by applying it to alternative organisational structures and the perceptions of external key stakeholders, in light of fundraising and sustainability (Degenaar, 2021:282). Such alternative organisational structures are Mosaic SA and its international donor organisations. These NPOs will benefit from the Degenaar SIC framework guidelines, as they also have the same organisational goals as the SIC framework, namely achieving brand recognition, build stronger relationships with key stakeholders, secure sustainable funding, and achieve greater sustainability. This specific framework is also applicable to the study, because of the same context and environment the CPO and Mosaic SA finds itself in, namely navigating the complex NPO environment of South Africa.

Degenaar's SIC framework (2021:6) states that, for NPOs, communication and fundraising are inextricably linked; therefore, the communication practitioner in a typical NPO plays a vital role in contributing to fundraising. Yet, a shortage of funds affects the provision of adequate communication resources and the appointment of skilled communication practitioners. Again, this can complicate the NPO's ability to communicate with stakeholders about their services and needs (Degenaar, 2021). In light of the above, a more holistic approach to communication involving a communication team instead of only one person is suggested.

The SIC framework provides NPOs a structured approach for strategically aligning their communication efforts to achieve organisational goals. It emphasises a comprehensive consideration of the environmental factors in which the NPO operates and advocates for an integrated approach where all organisational components work synergistically towards a unified vision. This holistic method ensures that communication strategies are aligned with the NPO's mission and effectively coordinated across all facets of the organisation to maximise impact. However, NPOs such as Mosaic SA may have difficulty implementing the framework, as environmental, organisational, and contextual problems and unique stakeholder challenges differ from one organisation to the next. In the case of Mosaic SA, following the same strategic intent across four NPOs in four different countries may pose a challenge.

1.4 Problem Statement

Mosaic SA, an NPO based in South Africa, faces significant challenges in securing sufficient funding due to the competitive local NPO environment. This necessitates heavy reliance on international donor organisations in the USA, Germany, and Sweden. Effective communication with these donors is crucial to sustaining the financial support required to continue providing care for orphaned and vulnerable children (OVC); however, Mosaic SA faces a complex

communication landscape characterised by diverse stakeholder needs, the increasing use of digital platforms, and the shift away from traditional interpersonal communication – a reality exacerbated by the COVID-19 pandemic.

The primary issue lies in the strategic alignment of Mosaic SA's communication practices to effectively engage with these international donor organisations while accommodating their distinct communication preferences and expectations. Each donor organisation requires tailored communication to secure funding from its stakeholders, yet the need for consistency with Mosaic SA's overarching mission and messaging is paramount. A further complication lies in Mosaic SA's limited communication resources and heavy reliance on founder Meyer Conradie to maintain crucial donor relationships through interpersonal communication.

As a potential solution to these challenges, the implementation of a SIC framework for Mosaic SA and its international donor organisations is proposed. Such a framework would enable Mosaic SA and the international donor organisations to adopt a more coordinated and holistic approach to its communication with each other, and with other stakeholders, ensuring that all messaging is strategically aligned across different platforms and stakeholders. By integrating communication across the organisation, Mosaic SA could enhance its brand recognition, build stronger relationships with key stakeholders, secure sustainable funding, and achieve greater sustainability. For this study, sustainability refers to Mosaic SA's ability to have sufficient human resources and finances to continue delivering its services.

This study seeks to explore the extent to which Mosaic SA and its international donor organisations currently adhere to the principles of a SIC framework and to identify areas for improvement in their communication practices.

1.5 Research Questions

The general and specific research questions for this study were derived from the above problem assumption that Mosaic SA and its international donor organisations should implement the guidelines of a SIC approach in their communication practices.

1.5.1 General Research Question

To what extent is the communication of Mosaic SA and the international donor organisations with their stakeholders informed by the guidelines of a strategic integrated communication (SIC) framework?

1.5.2 Specific Research Questions

To answer the general research question, the following specific research questions were formulated:

1. Which guidelines of the SIC framework by Degenaar (2021) are applicable to the non-profit organisation Mosaic SA?
2. How do the management and communication practitioners of Mosaic SA perceive the communication between Mosaic SA and its international donor organisations?
3. How do the international donor organisations perceive the communication between them and Mosaic SA?
4. To what extent do Mosaic SA and its international donor organisations communicate on their preferred communication channels, according to the guidelines of the SIC framework?

This study's general and specific research questions were answered when the aims in the following section were achieved.

1.6 Research Objectives

1.6.1 General Research Objective

The general research objective of this study was to determine to what extent the guidelines of a strategic integrated communication (SIC) framework inform the communication of Mosaic SA and its international donor organisations.

1.6.2 Specific Research Objectives

The specific research objectives of this study were:

1. To establish which guidelines of the SIC framework by Degenaar (2021) are applicable to the non-profit organisation Mosaic SA, by means of a literature study;
2. To determine the perceptions of the management and communication practitioners of Mosaic SA regarding the communication between Mosaic SA and its international donor organisations, through semi-structured interviews with the management and communication practitioners of Mosaic SA;
3. To determine the perceptions of the management and communication practitioners of the international donor organisations regarding the communication between them and Mosaic SA

through semi-structured interviews with the management and communication practitioners of the international donor organisations; and

4. To establish the extent to which Mosaic SA and the international donor organisations communicate according to the guidelines of the SIC framework on their preferred communication channels through a qualitative content analysis of selected communication platforms (Facebook posts, Instagram posts, website content, newsletters, annual reports, printed pamphlets and newspaper articles).

1.7 Research Approach and Design

A qualitative research approach is a non-numerical research method that typically involves perspectives of participants and researchers that aim to understand the matters being investigated (Struwig & Stead, 2001). For this reason, a qualitative approach was appropriate for this study to gain an in-depth understanding of the communication practices of Mosaic SA and their international donor organisations (see section 3.2).

A qualitative research approach was deemed suitable for this study, as it provided insight into the communication practices of Mosaic SA and its international donor organisations. This method enabled a description of the perceptions and experiences of the international donor organisations regarding Mosaic SA's communication. Furthermore, as qualitative research is typically conducted within a specific context, this approach was especially relevant to this study, given the focus on the South African non-profit sector in which Mosaic SA operates.

The primary aim of this study is to understand the communication practices of Mosaic SA and its international donor organisations, which are identified as key stakeholders. To investigate this complex phenomenon, a literature review of the SIC framework provided the foundation for discussion, followed by an empirical study. The latter employed two methods: semi-structured interviews and qualitative content analysis.

1.8 Research Methods

1.8.1 Literature Study

A literature study involves articles and studies already published on a specific research topic. It is critical, factual data of what has been researched before to identify gaps in a particular field (Du Plooy, 2009:61; Hofstee, 2006:91). The databases consulted for this study included EBSCO Discovery Service, the National ETD Portal, and NEXUS. Searches within these databases identified various types of studies that provided a literature background to inform this research.

In-depth research about SIC has already been done in various for-profit fields, e.g. a study in the banking sector in countries like Ghana titled *A framework of strategic integrated communication of banks in Accra, Ghana* (Duncan, 2020) and a Master's study in the business tourism industry in South Africa (Kganyago, 2022) titled *Business tourism organisations in South Africa: A strategic integrated communication approach (SIC)*. Other studies focused more on the marketing aspect, e.g. Werder *et al.* (2018) conducted a study titled *Strategic Communication as an Emerging Interdisciplinary Paradigm* in the marketing agency industry, whilst Winkler and Etter (2018) wrote an article titled *Strategic Communication and Emergence: A Dual Narrative Framework*. Other studies include *Strategic integrated communication implementation: towards a South African conceptual model* (Niemann, 2005) and an article by Barker (2013) titled *Strategic integrated communication: An alternative perspective of integrated marketing communication?*

Examples of studies focusing more on the non-profit sector and context include *The implementation of strategic integrated communication in the South African non-profit sector: a comparative case study perspective* (Van der Linde, 2008), *Strategic integrated communication in South African non-profit organisation websites* (Schutte, 2010), and *A strategic integrated communication framework for the Child Protection Organisation in South Africa* (Degenaar, 2021).

Other studies focused on strategic and integrated communication, with an emphasis on the relationship aspects. Examples of such studies include *The Strategic Value of Integrated Corporate Communication: Functions, Social Media, and Stakeholders* (Belasen & Belasen, 2019), *Integrated Marketing Communication Anticipating the 'Age of Engage'* (Groom & Biernatzki, 2008), *A strategic communication approach to managing stakeholder relationships according to the King Report on governance* (Meintjes, 2012), *Strategic stakeholder dialogues: a discursive perspective on relationship building* (Johansen & Nielsen, 2011), and *How to achieve true integration: the impact of integrated marketing communication on the client/agency relationship* (Laurie & Mortimer, 2019). These studies, however, were conducted in a corporate communication context within the E. coli outbreak in the USA, the for-profit marketing industry, corporate governance, corporate social responsibility, and the advertising industry.

The abovementioned studies indicate the existence of sufficient literature on both SIC and the non-profit sector. However, this study is unique in examining the implementation of an SIC framework within the communication practices of a South African orphan care NPO and its international donor organisations, an area that has not been previously explored. As no exact studies on this topic exist, a thorough understanding of the context of Mosaic SA was essential before researching other scholars' perspectives regarding communication with diverse international stakeholders. The guidelines of the adapted SIC framework by Degenaar (2021),

titled *A strategic integrated communication framework for the Child Protection Organisation in South Africa*, form the foundation of the literature background of this study.

1.8.2 Semi-structured Interviews

This study used semi-structured interviews for data collection, a technique well-suited for exploring participants' perceptions and feelings in depth (Baxter & Babbie, 2004). This method is particularly advantageous for gaining a nuanced understanding of the communication practices of Mosaic SA and its international donor organisations, as it offers the opportunity to explore specific phenomena in detail while maintaining adaptability (see section 3.4.1).

The semi-structured interviews in this study were conducted with key management and communication personnel at Mosaic SA and representatives from its donor organisations in the USA, Germany, and Sweden. This selection was done through purposive sampling (see section 3.4.1.1), a non-probability method where participants are chosen based on their involvement in communication practices, thereby ensuring their contributions are relevant and insightful for the study (Babbie & Mouton, 2001; Cresswell & Clark, 2010).

These interviews were conducted primarily via digital platforms such as Microsoft Teams, given the geographic distribution of the participants (see section 3.4.1.4). The data gathered from these interviews were transcribed and subjected to qualitative content analysis, which is appropriate for analysing complex communication dynamics (see section 3.4.1.5). This analysis was informed by the concepts and constructs derived from the literature review, ensuring that the research findings are both theoretically grounded and empirically robust (see section 3.4.1.2).

1.8.3 Qualitative Content Analysis as Research Method

Qualitative content analysis is a formal research method used to examine words, phrases, and other elements within a wide range of textual materials, including interviews, speeches, and digital content. This method focuses on identifying patterns, repetitions, and the presence or absence of specific terms, allowing researchers to infer the intended audience, cultural context, and temporal setting of the communication (Babbie & Mouton, 2001; Du Plooy, 2009; Prasad, 2019).

This study employed qualitative content analysis to analyse the communication practices of Mosaic SA and its international donor organisations (see section 3.4.2). The method is particularly relevant for understanding how Mosaic SA's messaging aligns with the SIC framework and how the international donor organisations implemented guidelines from this framework in their own communications. By examining these communications, the study aimed to gain insight into the

effectiveness and strategic alignment of the organisation's communication practices (see section 3.4.2).

1.9 Ethical Considerations

This study followed the NWU research ethics policy guidelines, guided by beneficence and non-maleficence, equality and respect. Additionally, all Basic and Social Sciences Research Ethics Committee (BaSSREC) requirements were followed (see Annexure A). Firstly, informed consent was required to do the research. The researcher explained the purpose of the study to Mosaic SA and the international donor organisations to ensure that they fully and clearly understood what the research was about, how they were involved, and what was expected of them. The management of Mosaic SA and all the international donor organisations gave written consent to participate in semi-structured interviews, either in person or via a Microsoft Teams meeting, depending on their country (see Annexures C and D). Participants were allowed to withdraw from the interview at any given time if they did not feel comfortable.

Mosaic SA and the international donor organisations also consented to the researcher analysing messages from their respective websites, newsletters and social media pages to contribute to this study, even though these messages were published in the public domain and consent was not required (see Annexure D).

The identities of participants are kept anonymous to protect the interviewees. The semi-structured interviews were conducted online and recorded with the interviewees' consent. The researcher subsequently transcribed the interviews. Data obtained was solely used for this study and was stored in a secure folder in a cloud by the researcher until the completion of the study. Following completion, data is stored at the NWU for five years.

No interviews were conducted without the approval of the BaSSREC. The research was conducted according to the ethical standards prescribed by the NWU with the following ethics number: NWU – 00962-23-A7. The supervisors, as well as the researcher, completed ethical training (see Annexure B).

1.10 Conclusion and Chapter Layout

Mosaic SA, a South African non-profit organisation, plays a crucial role in caring for a growing number of orphaned and vulnerable children (OVC) and their foster families. Like many others in the country, this NPO faces challenges in securing local funding for its mission. Therefore, Mosaic SA relies on international funding from donor organisations in the United States, Germany, and

Sweden. Failure to secure funds from these international donor organisations could jeopardise Mosaic SA's ability to provide essential services for OVC in South Africa.

The respective donor organisations' distinct communication needs and expectations complicate the communication dynamics between Mosaic SA and its international donor organisations. The imperative of effective communication is underscored by the donor organisations' need to relay information to their own stakeholders, securing continued financial support for Mosaic SA. Striking a balance in aligning communication messages across different stakeholders becomes crucial to avoid deviation from Mosaic SA's strategic intent.

The digitalisation of communication, exacerbated by the aftermath of the COVID-19 pandemic, adds another layer of complexity. Limited resources and personnel, with only two communication practitioners, make managing digital platforms challenging. Additionally, international donor organisations rely heavily on interpersonal communication with Meyer Conradie, the founder of Mosaic SA.

In light of these challenges, the study proposes adopting a SIC framework, drawing on Degenaar's framework from 2021. The suggested framework aims to strengthen relationships with key stakeholders, build a recognisable brand, secure sustainable funding, maintain relevance, and ensure the organisation's long-term sustainability.

In conclusion, implementing an SIC framework could add value to Mosaic SA. The exploration of such a framework is deemed essential for enhancing communication efforts with international donor organisations and aiding them in communicating with their respective stakeholders.

1.10.1 Chapter Layout

Chapter 1: Introduction

The background and context of the topic are discussed, and the communication problem of Mosaic SA is identified. The research questions and aims were derived from this context, which determined the framework of this study.

Chapter 2: Literature Review Of Strategic Integrated Communication Framework

This chapter critically discusses Degenaar's (2021) SIC framework for non-profit organisations (NPOs) in South Africa. In addressing Research Question 1, it evaluates which principles of the SIC framework apply to Mosaic SA and its international donor organisations. Key concepts and constructs are identified to guide and inform the analysis of the empirical research conducted in subsequent sections of this study.

Chapter 3: Research Methods: Semi Structured Interviews And Qualitative Content Analysis

This chapter comprises the research approach and methods used to gather data and information for the study, as well as the development of the research instruments. A qualitative research approach was explored to understand semi-structured interviews and qualitative content analysis.

Chapter 4: Discussion And Analysis Of Perceptions Held By The Management And Communication Practitioners Regarding The Communication Between Mosaic SA And The International Donor Organisations

This chapter comprises an analytical discussion of Mosaic SA's perception of the communication between them and the international donor organisations.

Chapter 5: Discussion And Analysis Of A Qualitative Content Analysis Of Mosaic SA And The International Donor Organisations' Communication Platforms

This chapter presents the findings of a qualitative content analysis of Mosaic SA and its international branches in the USA, Germany, and Sweden. The analysis includes content from their digital platforms, including website material, newsletters from three months, and three months of activity on Facebook, Instagram, and LinkedIn. Additionally, it examines the annual report, printed pamphlets, and a newspaper article.

Chapter 6: Conclusion

The extent to which Mosaic SA's communication efforts align with the theory in the literature study is revealed in the feedback from the empirical analysis. The general research question is answered, and key findings are given.

CHAPTER 2 THE GUIDELINES OF A STRATEGIC INTEGRATED COMMUNICATION (SIC) FRAMEWORK FOR THE NON-PROFIT SECTOR

2.1 Introduction

The previous chapter outlined the context-specific setting of Mosaic SA in South Africa as part of the broader NPO sphere. Mosaic SA faces various challenges in its endeavour to become a sustainable organisation, such as dependence on funding, complicated relationships with international donor organisations, and its quest to continue to care for an increasing number of orphaned and vulnerable children (OVC) in South Africa, amid a struggling economy (see section 1.2.3).

It was argued that a strategic integrated communication (SIC) approach could assist Mosaic SA in its communication efforts to ultimately contribute to stronger stakeholder relationships, build a recognisable brand, create a positive perception, and do responsible reporting, which should all contribute to strategic consistency and the ultimate sustainability of the organisation (see section 1.3). Research about SIC has already been done in various for-profit fields (see section 1.8.1). Still, less attention has been paid to applying the SIC approach to NPOs, and no research for an NPO with diverse international donor organisations, such as Mosaic SA, was found (see section 1.8.1).

Following this assumption, it is argued in this chapter that an SIC approach, such as the Degenaar (2021) SIC framework for the CPO in South Africa, could potentially be of value to other organisations within the South African NPO sector, such as Mosaic SA. The purpose of this chapter is to answer the first specific research question (see section 1.5.2.):

Which guidelines of the SIC framework by Degenaar (2021) are applicable to the non-profit organisation Mosaic SA?

This research question is answered by reflecting on the history and development of SIC theory, followed by a critical discussion of the Degenaar (2021) SIC framework for the CPO in South Africa with consideration of which of its guidelines apply to Mosaic SA.

2.2 Background and History of Strategic Integrated Communication

To contextualise the Degenaar (2021) SIC framework that serves as this study's theoretical point of departure, it is crucial to understand from which theoretical tradition the framework stems and

how it evolved. Therefore, the evolution of the strategically integrated communication theory is discussed below.

2.2.1 Strategic Integrated Communication

Initially, strategic communication was defined as the purposeful coordination of external communication fields that present an organisation to the outside world for the organisation to fulfil its mission. It involves strategically planning, developing, and disseminating messages across various communication channels to influence target audiences' attitudes, behaviours, or perceptions (Cutlip *et al.*, 1994; Hallahan *et al.*, 2007; Heath & Coombs, 2006). As the field developed, scholars broadened its scope to include all specialist domains, external communication fields, and internal organisational goals and strategies. Researchers argued that an innovative approach to studying organisational communications is taking shape, emphasising the deliberate communication efforts made by members and leaders of the organisation in advancing its goals. These activities may overlap with standard communication disciplines and include the various organised endeavours that an organisation engages in to communicate with stakeholders (Barker, 2013; Heide *et al.*, 2018; Holtzhausen & Zerfass, 2015).

Integrated communication, on the other hand, revealed that various departments in organisations traditionally worked in silos, each managed independently by top management, unaware of the doings of the other. Consequently, integrated communication theories emphasise the integration of all communication functions and the phases of integration, with less focus on the strategy (Gronstedt, 1996; Thorson & Moore, 2016). However, while authors in the field of strategic communication imply integration, the focus is not primarily on the integration of the communication function, whereas authors in the field of integrated communication theory assume a strategic approach, but the focus is more prominently on integration (Hallahan *et al.*, 2007; Holtzhausen & Zerfass, 2015).

To address this gap, SIC emerged as a specialised domain that coordinates public relations and marketing-related activities, planned communications, managerial communication, aligned strategic or corporate communication, and internal and external communication. SIC recognises the value of strategically integrating the various departments, as communication is interwoven with the internal and external environment (Barker, 2013:116; Mulder & Niemann-Struweg, 2015). SIC has already been researched in some for-profit fields in and outside South Africa (see section 1.9.1). Scholars such as Niemann (2005), Barker (2013) and Duncan (2020) contributed to the field of SIC in the for-profit sector in South Africa and Ghana, where Degenaar (2021) contributed to the emergence of SIC within the NPO sector in South Africa.

Niemann (2005) argues that the premise of SIC is that all communication activities should be based on and driven by the strategic intent of the learning organisation to ensure continuous repositioning, effective communication, and consistency, which are essential for organisational survival.

2.2.2 Open Systems Meta-theory

SIC is situated in the systems meta-theoretical tradition. Even though the general systems theory originated within biological living organisms, it can easily be compared to social organisations (Kast & Rosenzweig, 1972:452; Von Bertalanffy, 1973). Just as living organisms, organisations can also be seen as systems, as there are divisions in organisations that consume information, process it, and create outputs that are reinstated into the organisation (Kast & Rosenzweig, 1972:452; Littlejohn *et al.*, 2017; Moeller & Valentinov, 2012). When the system's parts interact, they can form something more than their original individual parts and are then referred to as an open system. Any part of the open system depends on other parts, internally or externally; therefore, these parts constantly adapt and change within the system as they interchange with the environment. Thus, in the realm of the systems meta-theory, it is theorised that the collective entirety holds greater significance than the individual components, underscoring a crucial premise within this academic context (Craig, 2007; Craig & Muller, 2007; Cutlip *et al.*, 1994; Littlejohn *et al.*, 2017; Von Bertalanffy, 1973:141).

The principles of the systems theory inform SIC theory because of its core belief that various departments within organisations should instead be integrated and functioning as open systems, adapting and learning from their environment and producing outputs instead of functioning independently (see section 1.3). The systems theory aids in studying and understanding communication practices in both for-profit organisations (Cutlip *et al.*, 1994:389; Littlejohn, 1989:42; Littlejohn *et al.*, 2017) and the non-profit sector (Moeller & Valentinov, 2012). As NPOs face distinct challenges in their environment, such as an insecure inflow of resources from donors and increased pressure to deliver services, they should learn to function as open systems by utilising mechanisms around them that offer them the capacity to adjust and adapt to an ever-changing environment (see section 1.1.1). Continued exchanges with the environment should help to ensure growth and maintain the sustainability of NPOs. Functioning as an open system is crucial for the NPO to implement the guidelines of an SIC framework, as becoming a learning organisation is only achievable through operating as an open system (Degenaar, 2021). The Niemann (2005) SIC model stresses the importance of being a learning organisation, which is also a fundamental principle of the Degenaar (2021) SIC framework.

2.3 Degenaar SIC Framework for the Child Protection Organisation

The Degenaar (2021) SIC framework for the CPO constitutes the theoretical foundation of this study, as it is adapted specifically for the NPO environment. Even though SIC is a plausible theory, its implementation can be quite daunting for organisations in the NPO sector. Degenaar (2021) explored the guidelines of the Niemann (2005) SIC model for for-profit organisations and adapted it to a useful SIC framework for the CPO in South Africa.

Some adaptations made include the addition of specific communication outcomes for the NPO. The original SIC model by Niemann (2005) implied communication outcomes such as strategic consistency, mutually beneficial stakeholder relationships, and trust. However, Degenaar (2021) noted that for the CPO to grasp its goals and the need for unity of effort, greater emphasis should be placed on the communication outcomes in the SIC framework; otherwise, the role-players would not know their combined goals. The Degenaar (2021) SIC framework also considers various contextual and environmental challenges that NPOs and, more specifically, the CPO in South Africa face, which is not considered by the Niemann (2005) SIC for-profit model.

The Degenaar (2021) SIC framework is discussed in more detail in the following sections.



Figure 2-1: SIC framework for the Child Protection Organisation in South Africa (Degenaar, 2021:265)

The main assumptions of the SIC framework developed by Degenaar (2021) for the CPO in South Africa can be observed in Figure 2.1. Degenaar’s (2021) research findings state that internal and external stakeholders within the CPO realise the importance of SIC but do not necessarily know how to implement the principles of the theory within the organisation. Consequently, Degenaar (2021) developed the framework with their unique context in mind, which, as previously suggested (see section 1.3), could apply to the bigger NPO sector in South Africa.

Four communication outcomes are identified in the framework: being a recognisable brand, maintaining a positive perception, facilitating responsible reporting, and building strong stakeholder relationships, which should lead to organisational outcomes such as strategic consistency and, ultimately, sustainability. Knowing the outcomes of their efforts would make it easier for role-players within the NPO to follow the path of least resistance to get there. To achieve these outcomes, the framework has two underlying principles: (1) the NPO should let the strategic intent of the organisation drive all communication, and (2) the NPO should function as a learning organisation within an open system.

The framework presents strategic intent as its starting point and first principle. Strategic intent includes agreement on the mission, vision, and aligned core values and is of the utmost importance, as it lies at the heart of the organisation. The strategic intent should drive all communication efforts, and all departments, stakeholders, and role-players should be in sync. The second underlying principle, being a learning organisation, implies that the organisation should be able to identify factors affecting itself, understand both internal and external factors, and adapt how it communicates in response to these factors. The benefits of being a learning organisation as part of an open system include constant growth and adaptability to meet key stakeholders' needs and prioritising the relationship. Being a learning organisation involves more than having a clear vision and mission statement and aligning core values with the employees and stakeholders; it is the ability to adapt to the unpredictable (Garvin *et al.*, 2008; McGill *et al.*, 1992).

Secondly, the framework depicts four areas of integration and explains how departments, issues, and information within each area can be integrated. These areas include contextual integration, organisational integration, stakeholder-responsive integration, and environmental integration. Degenaar (2021) depicted the first area of integration as contextual integration due to the specific contextual challenges that NPOs face in South Africa, such as the need for funding, limited resources and strict legislation that governs the sector (see section 1.1). On top of these industry-related challenges, some NPOs in South Africa face contextual challenges they must overcome. For the CPO, one such challenge is maintaining the child's confidentiality, while there is a need for beneficiary portrayal in the media.

Organisational integration is the second area of integration. It states that an NPO needs a multi-level management team, a multi-skilled communicator, and a diverse communication team to reach its communication outcomes. Degenaar (2021) explains that there should be a free flow of information between the management and communication teams, including ongoing communication training for the management team, to grasp the importance of the communication

function within the NPO. Although a formally qualified communication practitioner is not necessarily a prerequisite, the multi-skilled communicator should understand the difference between PR, marketing, communication, and fundraising and share the same values as the rest of the NPO.

Stakeholder-responsive integration is the third area of integration and is crucial for NPOs to connect with their donors and volunteers and to build strong relationships with their current donors while sourcing viable and sustainable prospective funds. This area of integration identifies personalised two-way communication as a point of significance for identifying key stakeholders, having two-way conversations with said stakeholders, and conducting cost-effective research on stakeholder needs and ways to get to know them better. The second important point is positioning the NPO brand as a strategic asset. This entails that all role-players within the organisation embrace a 360-degree brand idea by ensuring that all contact points with stakeholders display the brand and convey the personality of the NPO. At this stage in the organisation, monitoring and evaluation are essential to ensure that resources are spent efficiently, focusing on contact points that successfully capture stakeholders' attention rather than those that fail to generate awareness.

The last and fourth area of integration is environmental integration, which identifies environmental considerations such as political, social, and economic health, media relations, legal restrictions, and technological advances. In the context of the CPO, environmental integration suggests that the CPO should build relationships with media and legal partners to manage the portrayal of the organisation in the media while protecting the beneficiaries. This strategic approach ensures proactive engagement with stakeholders, facilitating a balanced representation of the organisation's activities and safeguarding the interests of those it serves.

According to the SIC framework, these areas of integration are interrelated and influence each other. Their interrelatedness is achieved through sharing expertise, networking, advocacy, embracing technology, and a learning mindset. The environment heavily influences the context, and the stakeholder relationships are again profoundly predisposed by the organisational integration. No area can function independently, and each area should constantly be connected to the others through a unity of effort. Once each principle and area of integration is understood and can be applied, a unity of effort serves as the foundation of the framework or the pillar on which it is built. A unity of effort between all areas of integration is crucial for the NPO to reach its desired communication outcomes.

Although there are four areas of integration, this study focuses primarily on stakeholder-responsive integration due to the importance of stakeholder relationships for Mosaic SA. Mosaic

SA could lose much-needed funding if they do not build long-term relationships with their key stakeholders, namely the international donor organisations (see section 1.2.3.1). However, elements from the other areas of integration are discussed and included within stakeholder-responsive integration, owing to their ability to integrate with stakeholder relationships and, therefore, encourage stakeholder relationships.

2.3.1 The Application of the SIC Framework for Mosaic SA

The selection of the SIC framework stems from its recognition of challenges similar to those Mosaic SA is already facing, extending across various facets of the framework, such as context, environment, stakeholder relationships, and organisational domains (see section 1.3). In alignment with the goals common to numerous NPOs in South Africa, Mosaic SA aspires to realise the communication objectives outlined in the SIC framework, with the overarching aim of attaining sustainability. It is argued that the application of the SIC framework is applicable to Mosaic SA and its international donor organisations, due to the goals that the NPO desires to achieve, that are similar to the communication and organisational goals of the SIC framework. This section briefly discusses the connections between the SIC framework and Mosaic SA, emphasising why this framework is used in this study. It focuses primarily on the arguments relating to the Mosaic SA communication problem explored in this study.

While both underlying principles – strategic intent and functioning as a learning organisation – are integral to the framework, this study primarily focuses on strategic intent because of the unique challenge it presents within the context of Mosaic SA. Specifically, this study focuses on how the absence of strategic intent impacts the communication practices of Mosaic SA and its international donor organisations (see section 1.2.3.1) and explores how these entities can adjust their communication strategies to achieve alignment with their strategic intent despite the challenges posed by their differences.

Degenaar (2021) identified particular contextual challenges in the SIC framework that specifically applied to the CPO. The challenges related to restrictions on revealing beneficiaries' faces in photos, maintaining confidentiality and prioritising the child's best interest. These restrictions impeded the CPO's efforts in fundraising and promoting awareness, as the CPO was prohibited from explicitly portraying children under statutory order and from attempting to alleviate the prevalent negative perception of the CPO. Although these were valid challenges faced by the CPO, they do not necessarily apply to this study, as Mosaic SA's stakeholders have a better understanding of the limitations regarding sharing faces of their beneficiaries and don't necessarily have the need to see the kids' photos. Mosaic SA also has other beneficiaries, like the caretakers of the orphaned and vulnerable children (OVC), that they can use to create

awareness and generate funding. However, Mosaic SA faces unique contextual challenges within the family-based orphan care sphere and the unique context of its organisation, such as the diverse international donor organisations' expectations that need to be managed and addressed (see sections 1.2 and 1.4). These include cultural differences, language barriers, the use of strongly religious messages across platforms, and the reliance on the founder, Meyer Conradie, to manage a substantial part of the communication and relationship building with the international donor organisations. Another challenge faced by Mosaic SA is a lack of resources. Mosaic SA has only one communication practitioner – who also fulfils two other organisational functions – and one donor-relations manager. There is no communication department or dedicated communication practitioner (see section 1.1).

The organisational integration area of the SIC framework identifies three applicable elements that could assist the organisation in reaching its desired goals: appointing a management team, a multi-skilled communicator, and a diverse communication team. Though a multi-skilled communicator in an NPO sounds appealing, it is not necessarily viable for Mosaic SA. It may be unrealistic to expect one person to understand marketing and PR in South Africa, the USA, Germany, and Sweden and be passionate about Mosaic SA's vision altogether. As indicated in the SIC framework, this position should be supported by a diverse communication team – a component Mosaic SA presently lacks. As explained above, if Mosaic SA were to integrate the management team and a diverse communication team within their organisation, they would be able to support the communication practices better, as it is the responsibility of everyone involved in the organisation to make sure the communication practices are executed effectively. Though the organisational integration area is vital within the framework, it is also integrated with the other areas. It can be argued that the communication team, management team, and multi-skilled communicator could assist in two-way communication (see section 2.7.1) with the stakeholders. Therefore, these teams and positions are integrated within the stakeholder-responsive integration area in this study.

Following contextual and organisational integration, the framework highlights the importance of environmental integration. Environmental factors include the political climate, social setting, and economic health of the country, as well as rapid technological advances, political decisions, and socioeconomic surroundings like poverty, moral deterioration, and disintegration of families. Mosaic SA faces a growing number of beneficiaries due to the decline of the South African economy (see section 1.1).

This chapter focuses only on the aspects of the SIC framework applicable to Mosaic's unique communication challenges. A comprehensive discussion includes communication outcomes,

strategic intent, learning organisation, stakeholder responsive integration area, communication enablers, and unity of effort.

2.4 Communication Outcomes

The essence of the Degenaar (2021) SIC framework is the interrelatedness between the two fundamental principles, the four areas of integration, and the aspects surrounding these areas all functioning together as a unity of effort to achieve the communication outcomes (see Figure 2.1).

The ultimate outcome is sustainability, but to achieve this, other communication outcomes should first be reached. These include a recognisable brand, a positive perception, responsible reporting, and strong stakeholder relationships. By accomplishing these four communication outcomes, strategic consistency should be achieved, which contributes to the sustainability of the NPO. Mosaic SA must prioritise these communication outcomes to achieve its objectives and comprehend the importance of unity of effort. A discussion of the communication outcomes and how they contribute to the ultimate aim of sustainability follows in subsequent sections of this study.

2.4.1 Recognisable Brand

An organisation's brand can be defined as the strategic creation and management of a unique identity to differentiate the organisation from its competitors, making it easily identified by stakeholders (Degenaar, 2021; Heding *et al.*, 2009; Keller, 1993). A well-established and easily identifiable brand is a powerful cue to the stakeholders, creating an immediate association with the organisation's values, quality, and reliability (Kapferer, 2012). Furthermore, having an effective brand can assist in establishing a positive reputation, building relationships with its stakeholders, and, for NPOs, using the brand to effectively search for public goodwill and funding (Carter *et al.*, 2014; Ritchie, 2014). Apart from connecting with current stakeholders, a strong brand can attract a larger audience and target market that could both invest in the NPO and identify with the brand, which could, in turn, encourage regular contributors rather than just one-time givers (Laidler-Kylander & Stenzel, 2013).

Though these implementations may seem simple, most NPOs in South Africa struggle to establish a recognisable brand, as they only focus on short-term strategies to raise money. To overcome this challenge, NPOs should view their brand as a strategic asset and position themselves in a manner that attracts stakeholders rather than solely relying on their logo for recognition (Degenaar, 2021). The strategic intent of Mosaic SA is to demonstrate its commitment to helping vulnerable and orphaned children (OVC).

Not explicitly highlighted in their vision statement, Mosaic SA follows a holistic approach to care for OVC by involving the entire community, not just the children. Mosaic SA aims to care for OVC through after-school programmes, academic support, sports, culture, and education. However, their work extends beyond this, as they also support the OVC caretakers through skills training, employment, and community support (see section 1.2). For Mosaic SA to have a recognisable brand, they should focus on building a stronger, more unique identity for their organisation, as this would empower the target market to understand and get to know the vital work they are doing.

Furthermore, research suggests that a recognisable brand contributes significantly to positive brand perceptions, ultimately impacting an organisation's market performance (Zhang, 2020; Homburg, *et al.*, 2010; Chaudhuri & Holbrook, 2001). Scholars emphasise the pivotal role of brand recognition in shaping consumer attitudes and fostering positive perceptions towards an organisation (Zhang, 2020; Homburg, *et al.*, 2010; Aaker, 1996; Keller, 1993).

2.4.2 Positive Perception

Du Plessis *et al.* (2012:101) define organisational perception as “the process of receiving, organising and assigning meaning to information or stimuli detected by the five senses. It is the way that buyers interpret or give meaning to the world surrounding them.” Defining organisational perception is a bit more complex for organisations that deliver services, which is an intangible concept to measure. Strauss and Schoeman (2022) state that “service quality is viewed as the summation of all the stakeholders’ perceptions of the service that is delivered”. Therefore, the NPO service delivery is correlated with the stakeholders' perceptions of the NPO – the customer’s opinion of the value of the service is one of the critical elements that contribute to the understanding of perception. Understanding the intricate dynamics between a recognisable brand and positive perception remains imperative for effective strategic brand management.

According to Degenaar’s (2021) SIC framework, every stakeholder engagement should be seen as a strategic action to improve the perception of the organisation's brand. Without a positive perception from the stakeholders, the NPO will constantly be challenged by a lack of funding, as stakeholders will decide not to continue donating to the organisation if they have a negative perception of the NPO. In Mosaic SA, stakeholders harbour an inaccurate perception of the organisation, not understanding that they care for families and a whole community, not only for the OVC (Möller, 2021). To rectify the misperception, Mosaic SA should intensify its endeavours to cultivate a favourable perception among stakeholders by enhancing the recognisability and distinctiveness of its brand.

This again relates to responsible reporting. If Mosaic SA reports about their organisation responsibly and accurately, stakeholders may better understand the NPO's day-to-day activities, which could lead to a positive perception.

2.4.3 Responsible Reporting

The Degenaar (2021:271) SIC framework states that since most NPOs in South Africa struggle to raise sufficient funds for their organisations, they should learn to utilise effective and affordable ways of communication methods to get their brand and message out into the world, such as responsible reporting. Responsible reporting is a cost-effective approach to obtaining favourable media coverage and increasing brand awareness, which attracts more potential donors (see section 2.4.1). Therefore, this framework states that the public relations function of the NPO should focus on building positive relationships with the media, which can lead to responsible reporting and increased brand awareness. It is argued that the communication practitioner should have close working relationships with media partners and legal experts to understand the NPO industry. As with the CPO in Degenaar's (2021) study, Mosaic SA should also nurture a positive relationship with the media to create brand awareness, maintain responsible reporting, and reach potential donors.

Degenaar (2021) underscores that achieving responsible reporting necessitates a collaborative approach, requiring concerted efforts across various organisational functions, including social workers, management, and operations management. This collaborative strategy is instrumental in effectively cultivating positive media relations. If media coverage is not regulated carefully, unsubstantiated information will spread quickly and uncontrollably, damaging the reputation of the NPO.

Mosaic SA faces challenges in attaining the communication objective of responsible reporting due to the dispersion of its key stakeholders across various countries. Consequently, the dynamics of Mosaic SA's engagement with the media should exhibit nuances, given the presence of a diverse stakeholder base. The implementation of responsible reporting needs to extend beyond the borders of South Africa, as the content disseminated in the South African media may not effectively reach or resonate with critical stakeholders in regions such as the USA, Germany, or Sweden.

2.4.4 Strong Stakeholder Relationships

Strong stakeholder relationships result from strategic stakeholder relationship management (SRM). SRM refers to the strategic and systematic approach employed by organisations to

identify, understand, engage in, and maintain mutually beneficial relationships with various stakeholders who have a vested interest in or are affected by the organisation's activities (Donaldson & Preston, 1995; Freeman & Reed, 1983; Meyer & Barker, 2020; Mitchell *et al.*, 1997). SRM involves the continuous process of analysing stakeholder expectations, establishing open channels of communication, and actively addressing stakeholder concerns and needs to foster trust, collaboration, and long-term value creation (Donaldson & Preston, 1995; Freeman & Reed, 1983; Meyer & Barker, 2020; Mitchell *et al.*, 1997). The concept highlights the importance of considering stakeholders' interests, expectations, and concerns to achieve sustainable success and create long-term value for all involved parties. While for-profit firms may predominantly focus on customer and investor relations, non-profits navigate complex relationships with donors, government agencies, and the communities they serve (Bryson *et al.*, 2006; Eesley & Lenox, 2006). NPOs must demonstrate their impact, showcasing transparency in financial management and maintaining ongoing communication to foster trust and long-term commitment (Holtzhausen, 2014; Ritchie, 2014).

This communication outcome extends across a diverse spectrum of stakeholders associated with the NPO, extending beyond donors alone, taking into account that all stakeholders have an interest in the failure or success of the organisation (Niemann-Struweg, 2014; Rensburg & Cant, 2003). For Mosaic SA, the primary concern is its interactions with international donor organisations (see section 1.2). It is emphasised that sustaining fundraising efforts with the backing of international donor organisations is essential (see section 1.2).

Mosaic SA has a set of diverse stakeholders, each with varied wants, needs, and expectations (see section 1.2). The SIC framework suggests that if Mosaic SA provides its stakeholders with relevant content in the appropriate communication channels, it should contribute to stronger stakeholder relationships. As the three key stakeholders identified in section 1.2 – Mosaic SA in the USA, Mosaic SA in Sweden, and Mosaic SA in Germany – are also the largest contributors to funding, Mosaic SA must have a communication strategy to build and maintain strong relationships with them.

Other aspects that come into play when discussing strong stakeholder relationships with Mosaic SA, such as personalised two-way communication, clear communication roles, unrealistic donor expectations, and digital platforms, are discussed in more detail in section 2.7.

A unity of effort between all areas of integration and all role-players must be established for long-term, strong stakeholder relationships, leading to strategic consistency within Mosaic SA.

2.4.5 Strategic Consistency

The concepts 'strategy' and 'consistency' have been studied as individual, stand-alone elements (Lamberg *et al.*, 2009), but when integrated, they give an organisation a firm advantage. The synchronisation between strategic choices across business and functional levels and the balance of all external communication that establishes brand messaging and builds reputations are known as strategic consistency (Duncan & Everett, 1993:30; Niemann-Struweg, 2014:219). Strategic consistency can, therefore, be seen as the occurrence where an organisation stays strategic amidst a dynamic environment. The organisation can adapt according to its activities, with minimal risk to its operations and growth (Lamberg *et al.*, 2009:48).

In terms of the Degenaar SIC framework, NPOs that can achieve strategic consistency amid a turbulent environment should ultimately be able to achieve sustainability. Degenaar (2021), therefore, postulates that before any stakeholder or environmental integration within the organisation can occur, the NPO should emphasise organisation-wide unity of effort to achieve strategic consistency. When all role-players in an organisation do not know the mission of the organisation and where it is headed, it could lead to everyone involved sending out messages and communication that do not align with the organisational mission and vision.

This is particularly challenging for Mosaic SA, given its dynamic and diverse operating environment (see sections 1.1 and 1.2). The primary concern for the NPO revolves around adhering to its vision and mission while avoiding the alienation of stakeholders. Cultural differences between Mosaic SA and international donor organisations pose a significant obstacle, hindering effective communication of their vision without relying on overtly religious messaging. As articulated in section 1.2, Mosaic SA strives to engage stakeholders in a manner that fosters identification with the brand. However, in doing so, they risk deviating from their religious motivations and the founding principles of Mosaic SA. Consequently, the organisation faces challenges in maintaining consistency in messaging to diverse donor organisations and struggles to align the execution of its vision and mission, hindering the achievement of strategic consistency.

2.4.6 Sustainability

Sustainability can be defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987). For this study, sustainability refers to Mosaic SA having enough human resources and finances to continue its services into the future (see section 1.4). This is also the ultimate organisational goal, but it is challenging for NPOs in South Africa to achieve. The sustainability of NPOs is influenced

by the actions, donations, and funds from various stakeholders such as donors, volunteers, funders, and the government (Singh, 2014; Singh & Mthuli, 2021). In addition to NPOs' dependence on their donors, they are also subject to ever-changing political, economic, and geographical settings, which only exacerbates their undertakings to become and stay sustainable (see section 1.1). In the NPO sector, sustainability never means having adequate funding. It also involves a constant search for sufficient human resources (Holtzhausen, 2014; Laidler-Kylander & Stenzel, 2013).

The ultimate goal of Mosaic SA will always be sustainability to uphold its commitment to caring for OVC in South Africa. The SIC framework suggests that to achieve this goal, all the areas of integration should act as a unity of effort to enable Mosaic SA to achieve strategic intent and ultimately lead to strategic consistency and effective communication outcomes of a recognisable brand, positive perception, responsible reporting and strong stakeholder relationships. As a result of these communication outcomes, Mosaic SA would be better positioned to enhance the sustainability of its services, ensuring continued care for OVC in South Africa.

In conclusion, the SIC framework proposed by Degenaar (2021) underscores the interconnectedness of critical principles, four integration areas, and associated aspects working collectively to attain communication outcomes, with sustainability being the ultimate objective. The challenges faced by Mosaic SA, including the need for tailored communication strategies for diverse stakeholders while staying true to their vision, all amidst a dynamic environment, should be addressed. The ultimate goal of achieving sustainability is fostering a unity of effort across all organisational areas and roles. The SIC framework serves as a guide, emphasising the interconnectedness of communication outcomes, all relying on the first underlying principle of strategic intent.

2.5 Strategic Intent

Strategic intent is one of the two underlying principles of the Degenaar (2021) and Niemann-Struweg (2014) SIC frameworks. It includes the vision and mission, aligned core values and long-term value of SIC. Strategic intent is the organisational goal-setting that represents the desired direction of growth for the organisation. This underlying principle is crucial for all organisations, including NPOs, as it guides their actions and outcomes. When all communication efforts are aligned with the strategic intent of the organisation, it is more likely to be consistent (Brown & Kline, 2020:114; Hamel & Prahalad, 1993; Lovas & Ghoshal, 2000).

Degenaar (2021:44) emphasises that SIC within the NPO sector should focus strongly on strategic intent as the cornerstone of all communication efforts. When communication efforts are

not aligned with the organisation's strategic intent, the already limited resources of a typical NPO may be wasted on ineffective or irrelevant messaging. By aligning communication efforts with the organisation's strategic intent, resources can be utilised more efficiently and effectively (Niemann-Struweg, 2014).

2.5.1 Vision and Mission as Roadmap

The mission and vision of an NPO serve as a clear roadmap, guiding the organisation's strategic direction (Degenaar, 2021:266). The vision of an organisation can be defined as a statement that explains what the organisation desires to become in the future, including the company values, hopes, aspirations, and goals (Anheier, 2005:176-181; Castro & Lohmann, 2014; Peek, 2022). The organisational vision is usually directed from top management to the employees and places emphasis on the long-term concept that clarifies the direction of the organisation (Anheier, 2005; Brown & Kline, 2020; Degenaar, 2021; Hamel & Prahalad, 1993; Singh, 2014:58; Singh & Mthuli, 2021).

The vision of the organisation should not be confused with its mission. The mission is a unique purpose that sets the business apart. It is the cause or reason behind what they do (Castro & Lohmann, 2014; David *et al.*, 2014; Fitzsimmons *et al.*, 2022). A well-formulated mission statement defines the organisation's identity and purpose for external and internal stakeholders. It explains the very reason for its existence (Anheier, 2005; Pandey *et al.*, 2017:391-392). The purpose of vision and mission statements is to speak to the hearts and minds of stakeholders, but they are also essential planning tools (Anheier, 2005:176-181; Chung, 2017; Fitzsimmons *et al.*, 2022).

While NPOs acknowledge the importance of mission and vision statements, just as for-profit companies do, not all NPOs recognise the strategic value of these statements (Pandey *et al.*, 2017:390). Degenaar (2021:267) suggests that more attention should be paid to mission and vision statements so that stakeholders of the NPO can easily comprehend and identify with the statements. This can be done by making the statements shorter, simpler and more user-friendly to serve as an easier guide (Degenaar, 2021:267) and a roadmap for employees and stakeholders regarding where the organisation is headed and why. When an organisation is successful in its commitment to the mission and vision statement, strategic intent will ultimately be achieved (Barker & Angelopulo, 2021; Degenaar, 2021).

Mission statements should be present in organisational media such as newsletters, annual reports, brochures, posters and business cards, as they can influence stakeholder perceptions of the organisation and its activities (Fairhurst *et al.*, 1997; Pandey *et al.*, 2017).

Though Mosaic SA's vision and mission should serve as a roadmap for the NPO and its diverse international donor organisations, this relationship is more complex than others in typical NPO environments, as the core reason behind the existence of each donor organisation differs from that of Mosaic SA.

As part of its first underlying principle, Degenaar (2021) added aligned core values to the SIC framework, which was not included in the Niemann SIC model. According to Degenaar (2021:267), in the study relating to the CPO, aligned core values were added to guide the organisation towards strategic intent, as it is more practically applicable for role-players in an organisation to identify with core values than with mission and vision statements

2.5.2 Aligned Core Values

Aligned core values of the organisation can be defined as the guiding principles that provide an organisation with purpose and direction (Verlinden, 2022). Such values determine what people regard as right, good, important, and beautiful, as well as what an organisation deems right, good, and important. Values, therefore, impact every aspect of an organisation, from how it conducts business to how it treats its stakeholders and communicates (Tubbs & Moss, 2010:330; Verlinden, 2022).

In her study, Degenaar (2021:267) found that the role-players in the CPO would not have worked for or gotten involved in the cause had their values of professionalism and integrity not aligned with those of the CPO. Considering its unique situation, aligned core values are crucial for Mosaic SA to create and achieve strategic intent.

Meyer Conradie founded Mosaic SA on Christian values and built the model on a Christian foundation (see par 1.1). This is stated in its vision and can also be regarded as one of its core values. Though Mosaic SA makes this value clear, it does not necessarily align with the values of its diverse international donor organisations. All the donor organisations have the same goal of helping orphaned and vulnerable children (OVC) in South Africa. Still, their organisational core values differ, which can be expected from four different organisations in four different countries.

For example, Mosaic SA in the USA is registered as a non-religious charity, meaning they prefer to avoid using Christian messages to raise funds in their own country, as the South Africans do (see section 1.2.3.1). Therefore, Mosaic SA in the USA must improvise and find other ways, not grounded in Christian values, to convince donors to give funds that are (see section 1.2.3.1). These core values are divergent and constrain the communication process practices between Mosaic SA, Mosaic SA in the US, and the stakeholders in the US. Should Mosaic SA apply the

NPO SIC framework, it should find a way to align its core values with those of the diverse international stakeholders.

Alongside vision and mission as a roadmap and aligned core values, the long-term value of SIC also impacts the organisation's strategic intent, as shown in figure 2.1.

2.5.3 Long-term Value of SIC

Degenaar (2021) added the long-term value of SIC to the SIC framework because she found that the employees at the CPO were more concerned with short-term fundraising and marketing activities in hopes of achieving sustainability. These employees did not realise that the long-term value of SIC could be beneficial in these endeavours. Long-term relationships with key stakeholders are an effective way to contribute to the financial sustainability of the NPO.

For Mosaic SA to build stronger stakeholder relationships, the relationship's long-term value should also be considered. Some international donor organisations have been a part of Mosaic SA's development from the beginning. Therefore, the NPO should place even more emphasis on the long-term sustainability of the relationship.

THEORETICAL STATEMENT 1: STRATEGIC INTENT

The first underlying principle of an integrated approach requires that the organisation's strategic intent should drive all communication efforts by Mosaic SA. Strategic intent can only be achieved by following a clear **vision and mission as a roadmap** to guide all communication, and **aligned core values** between Mosaic SA and the international donor organisations. All role-players should realise the **long-term value of SIC** for the organisation to become sustainable, meaning the critical link between fundraising and communication should be understood.

Together with the strategic intent to determine all communication within the organisation, the SIC framework suggests that the NPO should be able to function as a learning organisation within an open system (see section 2.3 and figure 2.1). This second underlying principle will be discussed in the following section.

2.6 Learning Organisation

A learning organisation constantly adapts and changes to accommodate the environment and finds new and innovative ways to communicate with stakeholders (Niemann, 2005; Niemann-Struweg, 2014; Rensburg & Cant, 2003; Worth, 2019). Such organisations often respond

proactively rather than allow challenges to negatively affect their sustainability. The benefits of being a learning organisation as part of an open system are constant growth and adaptability to meet the needs of key stakeholders, keeping the relationship a priority (Garvin *et al.*, 2008; McGill *et al.*, 1992). Degenaar (2021) underscores that for the CPO in South Africa to grow and fulfil its purpose, it should be able to position itself as a learning organisation, adapting to challenges.

NPOs globally face internal and external challenges, further exacerbated by the aftermath of the COVID-19 pandemic (see section 1.1). In South Africa, NPOs encounter issues such as reduced government funding, leading to unsustainable financing and limited resources. The strained economy also results in fewer local funders, increasing competition for funding among the growing number of NPOs (Ayinkamiye & Spencer, 2021; Foster *et al.*, 2009; Fourie & Froneman, 2009; Gunnerson, 2019; Harding, 2014; Holtzhausen, 2014; Kim *et al.*, 2011; Maboya & McKay, 2019; Meyer & Barker, 2020; Weerawardena *et al.*, 2010). Additionally, tensions between the Department of Social Development (DSD) and NPOs create adversarial relationships, with funding seen as a means of control (Morkel, 2022). Over and above these challenges, the COVID-19 pandemic has caused a decline in donors despite the increased need for NPO services (see sections 1.1.2 and 1.2.3). Internally, NPOs struggle with strategic planning, lack of skilled staff, technological advancements, and maintaining stakeholder and donor relationships (Bam & Smit, 2019; Meyer & Barker, 2020; Wiggill *et al.*, 2009). Like most South African NPOs, Mosaic SA experiences a growing service demand with decreased funding (Mosaic South Africa, 2022a). The NPO also faces challenges in keeping up with technology and insufficient communication resources, which hinder stakeholder and donor relationships (Möller, 2021). Addressing these challenges is crucial for effective communication and fundraising strategies to sustain NPO operations (see sections 1.1 and 1.2).

As an open system, Mosaic SA should accept information from internal and external influences to reveal which areas they can adapt to communicate more strategically. As seen in Figure 2.1, the concept of adaptability parallels that of a learning organisation, so both should function simultaneously.

2.6.1 Adaptability

Adaptability within NPOs can be identified as *the ability of an organisation to recognise the need to change and seize opportunities in dynamic environments* (Schulze & Pinkow, 2020). Niemann (2005) argues that adaptability, responsiveness, decisiveness, and speed are all qualities organisations should implement if they want to succeed. Degenaar (2021) includes adaptability in the SIC framework as a means for an NPO to achieve sustainability (see section 1.4.). Such adaptations may include rebranding, personalised email signatures, adapting the marketing

strategy, and using new technology and manners of communication, such as shorter text. Communication practitioners and managers should realise the value of adaptability within their ever-changing environments (Bam & Smit, 2019; Hamunakwadi, 2021; Morkel, 2022).

Unlike most other NPOs in South Africa, Mosaic SA should consider the South African sphere and be adaptable to the environments in the USA, Sweden, and Germany. Since the key stakeholders and main funders of Mosaic SA are registered NPOs in the USA, Germany, and Sweden, their environments and communication challenges in their own countries should be considered (see section 1.1). Mosaic SA should be able to learn from the international donor organisations as a learning organisation, consume this information and use it to its benefit as an open system, and adapt accordingly to ultimately achieve sustainability. The international donor organisations should also share their information and expertise to help each other raise funds to support OVC in South Africa.

Having established an understanding of the two underlying principles of Degenaar's (2021) framework, a representation of the four areas of integration follows below (see Figure 2.1). These areas explain how departments, concerns, and information within the organisation can be integrated to attain communication goals. The discussion focuses specifically on stakeholder-responsive integration, deemed most applicable to this study (see section 2.3.1).

2.7 The Stakeholder-responsive Integration Area

Degenaar (2021) adapted stakeholder integration from the original Niemann SIC model for for-profit companies in terms of two aspects for the NPO sector. Degenaar (2021) identified (1) personalised two-way communication and (2) establishing the CPO as a strategic asset as two crucial points in this area. These two concepts must be intertwined to reach strategic intent and achieve communication outcomes.

Degenaar (2021) found the primary concern in stakeholder relationships of the CPO to be too many stakeholders with unrealistic expectations, causing difficulty in responding to stakeholders' messages online and on other platforms of interactivity/communication. Interactivity can be defined as the practice of involving stakeholders in planning and developing various communication activities (Newsom, 1998; Rafaeli & Sudweeks, 1997). The Niemann (2005) SIC model suggests a three-layered approach to interactivity through two-way symmetrical communication, personalised interaction, and brand contact point integration to communicate effectively with the stakeholders. However, this level of interactivity is unattainable for most NPOs with limited resources, time, and skills (see section 1.1). Degenaar (2021) asserts that while full interactivity may not always be achievable, responsiveness is already a step in the right direction.

Mosaic SA should be able to distinguish between responsiveness and interactivity. Interactivity with international donor organisations could be of value to the NPO, but due to limited resources, it should at least try to respond to the stakeholders.

To counteract this challenge, Degenaar (2021) suggested that the stakeholder integration area be adapted to the stakeholder-responsive integration area.

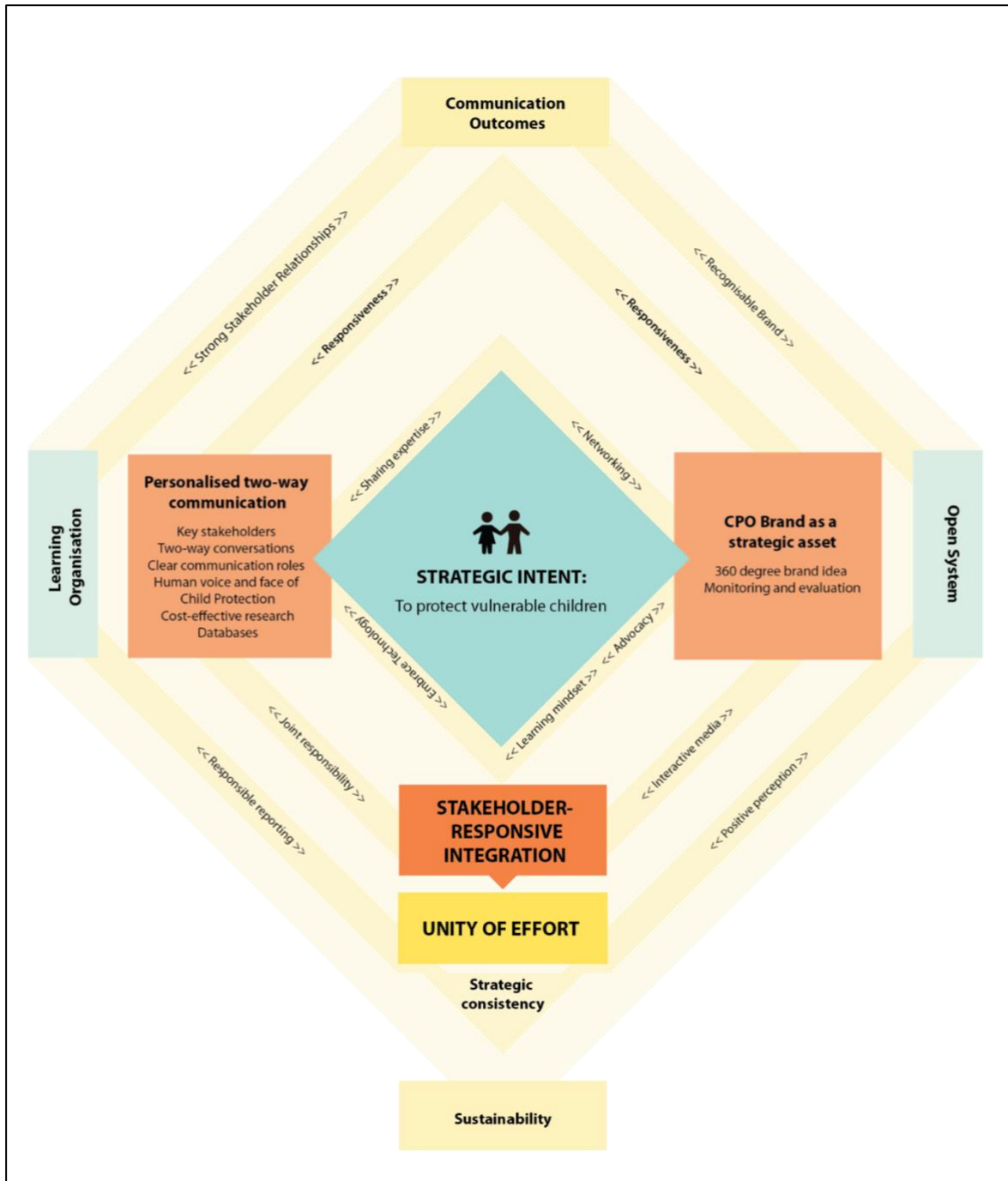


Figure 2-2: Stakeholder-responsive integration area

(Degenaar, 2021:273)

The stakeholder-responsive integration area is built on a unity of effort as a pillar of integration to reach the ultimate goal of sustainability. The area is a focal point in this study since Mosaic SA is constantly challenged by communication practices with its key stakeholders.

Stakeholder-responsive integration comprises two layers: personalised two-way communication and establishing the brand as a strategic asset. The first and foremost priority of implementing personalised two-way communication is identifying and prioritising key stakeholders. For this study, the key stakeholders of Mosaic SA have been identified as its three international donor organisations, as they are responsible for generating the most funds for Mosaic SA (see section 1.2.3). Furthermore, personalised two-way communication occurs through personalised communication, two-way conversations, clear communication roles and the use of digital platforms, where the 360-degree brand idea, together with monitoring and evaluation, assists in creating the brand as a strategic asset.

The abovementioned two layers and their components are described in detail below. They are crucial concepts in this study as they apply to Mosaic SA and its unique context (see section 2.3.1).

2.7.1 Personalised Two-way Communication

Personalised two-way communication is an interactive exchange tailored to the individual's preferences, needs, or characteristics, fostering more meaningful and relevant interactions (Bol *et al.*, 2018; Grunig & Grunig, 2000; Steyn, 2000:16). Personalised communication and two-way conversations are two concepts intertwined to form personalised two-way communication for the SIC framework. Degenaar (2021:274-275) stated in the SIC framework that NPOs can focus on two-way conversations with key stakeholders but cannot disregard the many benefits of personalised communication, even on digital platforms, to build relationships. Personalised two-way communication with stakeholders effectively involves stakeholders in the NPO and allows them to interact with the organisation.

Personalised communication and two-way conversations are subsequently discussed as separate constructs.

2.7.1.1 Personalised Communication

Bol *et al.* (2018) define personalised communication as the strategic creation and adaptation of content to optimise its relevance for individual users. Their research indicates that personalisation can significantly impact self-disclosure, trust, and overall engagement across various contexts.

Mosaic SA should find a strategic way to personalise communication with its diverse stakeholders without compromising its vision and mission (see section 1.2.3.1). Each international donor organisation in its own country has a specific preference for how its stakeholders want to receive the communication. Mosaic SA can meet these preferences by implementing personalised communication.

2.7.1.2 Two-way Conversations

A two-way conversation is a form of communication in which both parties actively participate, exchanging thoughts and ideas. It involves speaking and listening equally, promoting mutual understanding and engagement (Manetti & Toccafondi, 2014; Singh & Mthuli, 2021). This form of communication is characterised by its reciprocal nature, allowing for feedback and dialogue rather than a simple one-sided transmission of information (see section 2.7.1). Degenaar (2021) suggests that NPOs should consider two-way communication as conversations rather than formal communication. Only through two-way conversations can the NPO allow stakeholders to partake in communication activities. Though reporting to stakeholders is extremely important, it should not necessarily be prioritised over open conversations. Two-way conversations enable NPOs to comfortably convey their needs to stakeholders (Manetti & Toccafondi, 2014; Singh & Mthuli, 2021); however, when inviting stakeholders to participate in these conversations, it is crucial always to respond, as the inability to respond could be damaging to the NPO's reputation (Holtzhausen, 2014; Meyer & Barker, 2020). This frequently happens because already limited staff lose sight of the value of responding to stakeholders due to the high value placed on fundraising and financial accountability (Carter *et al.*, 2014; Degenaar *et al.*, 2022; Laidler-Kylander & Stenzel, 2013; Ritchie, 2014). NPOs should prioritise upholding conversations with key stakeholders over trying to facilitate conversations with role-players who are not significant or influential stakeholders (Freeman *et al.*, 2010; Steyn & Puth, 2000).

Two-way conversations between Mosaic SA and the international donor organisations are essential. However, Mosaic SA has limited staff and resources to manage all stakeholders' conversational activities (see section 1.2.3.1).

2.7.1.3 Clear Communication Roles

Personalised two-way communication hinges upon clearly defined communication roles and responsibilities, particularly in engaging with stakeholders. It is crucial to clearly outline communication roles and responsibilities to various employees and volunteers to manage the communication from stakeholders (Heding *et al.*, 2009; Keller, 1993; Laidler-Kylander & Stenzel, 2013; Ritchie, 2014). Degenaar (2021) stresses the importance of establishing clear

communication roles to ensure cohesive and coherent message delivery. A transparent outline of communication responsibilities helps mitigate ambiguity and enhances organisational effectiveness. Degenaar (2021) further recognises employees' frustration in trying to fulfil unrealistic communication expectations and demands from stakeholders and explains that, instead of using only one person to carry the burden, various staff members with clearly defined communication roles can assist. This approach is crucial in building trust and maintaining positive stakeholder relationships.

Clear communication roles and responsibilities should be assigned to individuals within Mosaic SA to clarify who should respond to which stakeholder using two-way conversations (see section 2.7.1.2).

2.7.1.4 Digital Platforms

According to Degenaar (2021), one way to attain personalised two-way communication is through interactive digital platforms. It is suggested in the SIC Framework by Degenaar (2021:235) that NPOs can achieve stronger stakeholder relationships through personalised interactions with stakeholders. One way to accomplish this is by communicating with the stakeholders in a way that is specifically tailored to their needs (see section 2.7.1.1). Leveraging interactive digital platforms, databases, and online employee advocacy emerged as an effective means for NPOs to engage with stakeholders on a personalised level (Plaisance, 2023). Digital media, such as social media platforms, facilitates direct and real-time communication, fostering a sense of transparency and responsiveness. Databases enable NPOs to systematically collect and manage stakeholder information, which aids in tailoring communication strategies based on individual preferences and concerns. This multi-faceted approach strengthens stakeholder relationships and aligns with contemporary communication practices emphasising personalised, two-way interactions in the digital age (Lee & Shon, 2023; Zogaj, 2023).

In the case of Mosaic SA, nurturing relationships with international donor organisations was initially straightforward, as the founder, Conradie, could regularly travel to their countries, and international contributors and volunteers could visit South Africa. This facilitated seamless two-way communication between Conradie and the donor organisations (Möller, 2021). The COVID-19 pandemic, however, presented new challenges, causing Mosaic SA to recognise the need to manage long-distance communication and relationships through a more strategic approach (see section 1.2.3.1). Even after the pandemic, the need to use digital platforms for communication in organisations persisted, as it is a cost-effective and dynamic way to uphold conversations.

Though technology aids international communication, it presents its own set of challenges. Mosaic SA's international donor organisations have shared that stakeholders in their respective countries have certain expectations regarding which types of information they want to receive on which digital platform (see section 1.2.3.1). This communication challenge prompted Mosaic SA to use multiple digital communication platforms, each to the preference of the relevant international donor organisation. For example, communication cannot occur exclusively via email, as some stakeholders prefer Teams meetings, while others prefer Zoom, phone calls, or WhatsApp. Mosaic SA has had to learn to use these platforms efficiently with limited staff and resources.

The NPO invested significant time, effort, and money in interactive media to maintain communication with international donor organisations (Möller, 2021). However, such efforts are ineffective if, for example, Mosaic SA regularly posts on social media, updates stakeholders with digital newsletters on financial reporting, or creates online annual reports while stakeholders themselves do not engage with these platforms. Cost-effective research into the preferred digital platforms of donor organisations could help Mosaic SA allocate its time and limited resources more strategically, focusing on platforms that strengthen long-distance relationships rather than neglect them.

Although donor organisations may prefer communication from the founder, other role-players within Mosaic SA should be encouraged to engage in two-way conversations with these donors, and the expectation of founder-only interactions should be carefully managed. These role-players can also contribute by identifying the needs of the donor organisations, assessing whether and how these needs can be met, and responding effectively through two-way communication. Mosaic SA and the role-players responsible for communication should seek viable solutions for maintaining effective two-way conversations in these long-distance relationships with stakeholders.

THEORETICAL STATEMENT 2: PERSONALISED TWO-WAY COMMUNICATION WITH KEY STAKEHOLDERS

In order for Mosaic SA to practice personalised two-way communication, they should build **two-way conversations**, implement **personalised communication** with their identified key stakeholders and establish **clear communication roles** with the different role-players involved in the organisation. In order for them to uphold these relationships and manage donor expectations, they should focus on managing long-distance communication on **digital platforms** that will be of benefit to the NPO and of the donors.

Just as the expectation of conversations with specific individuals should be managed, unrealistic donor expectations must also be identified and addressed.

2.7.2 Brand as a Strategic Asset

Brand as a strategic asset refers to the practice where everyone involved in the NPO should regard the brand as a critical resource to contribute to stakeholder-responsive integration (Degenaar *et al.*, 2021; Niemann, 2005). Recognising that a single individual within the NPO cannot be solely responsible for stakeholder relationships introduces the concept of the brand as a strategic asset. This approach entails the NPO functioning as a 360-degree brand and highlights the importance of effectively monitoring and evaluating all communication practices.

Personalised two-way communication with stakeholders and the conceptualisation of the brand as a strategic asset are inextricably intertwined and should be recognised as such by everyone involved in the NPO. By treating its brand as a strategic asset through the 360-degree brand approach, the NPO can foster stronger connections with stakeholders and enhance their understanding of its mission and goals.

To further support the brand in engaging with stakeholders, Degenaar (2021) suggests that a strong strategic focus on monitoring and evaluation can be used to determine stakeholder interests and manage their expectations. The data obtained from monitoring and evaluation can help Mosaic SA communicate more strategically with donor organisations (Degenaar *et al.*, 2022).

2.7.2.1 360-degree Brand Idea

The 360-degree brand idea, as outlined in the SIC framework by Degenaar (2021), refers to a brand's comprehensive and consistent presentation across all online and offline touchpoints. Stakeholders should be exposed to the organisation's brand at every point of interaction, whether on social media, in a Zoom meeting or telephonically. It emphasises the need for a holistic approach where every communication channel and interaction contribute to a cohesive brand experience. This approach aligns with the concept of brand resonance, which stresses the importance of maintaining consistency in messaging, visual identity, and tone to build strong brand equity (Keller & Swaminathan, 2020). Additionally, Schultz and Patti (2009) highlight that a 360-degree brand idea ensures that all elements of brand communication work in synergy to reinforce the brand's identity and values across multiple platforms and stakeholder groups.

Mosaic SA should acknowledge its brand as more than just a tool for stakeholder recognition; it should leverage the brand as a strategic asset by ensuring consistent interactions between the brand and stakeholders. Regular contact points would help create a 360-degree brand

experience, fostering stronger stakeholder identification with the NPO's mission, vision, and goals. This, in turn, can encourage greater stakeholder engagement and interaction with the organisation. Achieving this requires Mosaic SA to embrace technology and connect with stakeholders on social media platforms where they already spend a significant amount of time.

2.7.2.2 Monitoring and Evaluation

Monitoring and evaluation refer to the systematic assessment of communication activities to ensure alignment with an organisation's strategic objectives. This process involves the ongoing observation and analysis of communication efforts, allowing organisations to track performance in real-time. Monitoring and evaluation are essential for measuring the effectiveness of communication initiatives, as they provide critical insights into whether objectives are being met (Gregory, 2021). Should Mosaic SA implement effective monitoring and evaluation to refine communication practices, the coherence of brand messaging across various platforms would improve.

THEORETICAL STATEMENT 3: BRAND AS A STRATEGIC ASSET

Mosaic SA should acknowledge its brand as more than just a way for stakeholders to recognise them. They should use the brand as a strategic asset by incorporating regular contact points between the brand and the stakeholders to establish a **360-degree brand idea**. This would lead stakeholders to identify more with Mosaic SA's brand, mission, vision, and goals and encourage more interaction with the NPO. **Monitoring and evaluation** can be applied to measure the effectiveness of communication on the preferred communication channels.

The success of each area of integration and underlying principle is contingent upon the effective application of the communication enablers. The arrows surrounding the two underlying principles and the areas of integration in the SIC framework, as seen in Figure 2.1, represent the actions of sharing expertise, networking, advocacy, embracing technology, and learning mindset, collectively described as the communication enablers.

2.8 Communication Enablers

The concepts of sharing expertise, networking, advocacy, embracing technology, and learning mindset are imperative to each area of integration as critical drivers for applying the SIC framework to ultimately lead to unity of effort, strategic consistency and sustainability (Figure 2.1).

Sharing expertise can be described as a phenomenon where employees or team members actively engage in the discussion of knowledge and information (Degenaar, 2021; Gronstedt, 1996; Kim & Choi, 2022; Niemann, 2005) within interdepartmental collaboration in the NPO. According to the SIC framework, all departments in the organisation should be encouraged to cooperate and, therefore, be able to share their expertise. By applying the Degenaar (2021) SIC framework, Mosaic SA's employees, volunteers, stakeholders, and role-players should actively share expertise across departments and, in this case, across continents.

The second enabler is networking. From a communication perspective, networks or networkers are groups of people who develop a network by exchanging information, experience or contacts for professional or social purposes (Cant, 2014:350; Stevenson & Waite, 2011:962). Identifying and creating networks of influential people is the starting point in building community relations. Communication practitioners are often at the centre of these networks, as they are frequently used to meet a particular goal or solve a specific communication problem (Cant, 2014:350-351). The value of networking for NPOs includes gaining important information, the start of valuable partnerships, harbouring professional relationships, and attracting people with shared goals and values (Castells & Himanen, 2002; Degenaar, 2021:160; McPherson *et al.*, 2001; Oliveira *et al.*, 2021:527). As with other NPOs in the sector, the benefits of networking can contribute to addressing the communication challenges Mosaic SA faces. The NPO can gain information, knowledge, and tips from networking with other NPOs with shared values in the South African orphan care sector. Networking opportunities can be easily made available through advocacy, specifically online advocacy.

The term advocacy is derived from the noun 'advocate'. An advocate is a person who publicly supports or recommends a particular cause or policy (Stevenson & Waite, 2011:19). Advocacy is commonly used when referring to employees within an organisation, either speaking good of the organisation (e.g. positive word-of-mouth) or defending it from criticism in conversations (Men, 2014; Schweitzer & Lyons, 2008; Thelen, 2020). However, advocacy is not limited to workers and may be performed by everyone associated with the organisation. Advocacy has evolved in recent years and is no longer limited to face-to-face interactions. It now extends to social media and public online forums. Online advocacy refers to the promotion of an organisation by its stakeholders on a trusted, personal level through social networking sites, such as social media platforms, by sharing stories about the brand (Aghazadeh, 2022:268; Degenaar, 2021:142; Thelen, 2020). The advantages of online advocacy include increasing brand awareness in a more accessible form, empowering employees and other stakeholders, and brand building. Importantly, for NPOs, it is an inexpensive form of creating awareness of a specific cause and for an NPO to position itself as an invaluable part of society (Degenaar, 2021; Godes & Mayzlin, 2004; Men,

2014; Miles & Mangold, 2014; Springer, 2015; Thelen, 2020). Mosaic SA and its international donor organisations can benefit from online advocacy, especially as the relationship between the four organisations is complex. The employees, role-players, and volunteers close to the organisation can help explain the relationship and the overall goal of the NPO. As part of online advocacy, role-players, volunteers, and employees of Mosaic SA should also embrace technology to be better advocates and help create brand awareness.

Mosaic SA faces various challenges, which can be relieved by embracing technology. Like most NPOs with limited resources, they must leverage the most cost-effective technology solutions to increase their reach, spread and appeal (Mehrotra & Siraj, 2021). Just like for-profit businesses, NPOs should equip themselves to use social media in a way that supports their mission (Mehrotra & Siraj, 2021). Degenaar (2021) states that NPOs should utilise technology to contribute to their vision, mission and, ultimately, strategic intent and should find innovative ways to engage with their stakeholders on social media. Especially because NPOs struggle to address their challenges due to limited resources, they should use the resources at their disposal to function in a modern world and communicate effectively with their stakeholders.

Technology is known to assist organisations in communicating more effectively with stakeholders (Bird, 2014; Newell, 2002). Social media platforms can be defined as technologies that are user-dependent and significant in linking together audiences from all over the world to grow engagement. Social media platforms are a popular form of technology, with users interacting and engaging with each other to express their opinions, suggestions, and innovations (Mehrotra & Siraj, 2021:1072). Social media encompasses a wide range of online content that can be shared, from photos, videos, blogs, podcasts, animations, website links and testimonials, making it the perfect platform for any organisation to communicate in line with their business strategy (Mangold & Faulds, 2009; Mehrotra & Siraj, 2021:1072).

Mosaic SA should learn to optimally use social media sites to communicate with stakeholders in line with their strategy. They should also explore all types of content these social media sites can accommodate that their stakeholders could identify with.

Though the benefits of using social platforms and embracing technology are clear, NPOs often struggle to execute these plans, as people within the organisation are not adequately equipped to use these technologies. Therefore, everyone involved in the NPO, from frontline staff to top-level executives, should adopt a learning mindset to embrace these technologies and not shy away from accompanying challenges. Each individual's commitment to embracing new information, staying abreast of industry trends, and proactively engaging in professional

development initiatives contributes to the organisation's overall agility and resilience (Senge, 1990).

THEORETICAL STATEMENT 4: COMMUNICATION ENABLERS

For SIC to benefit Mosaic SA, role-players within Mosaic SA and each of its international donor organisations should endorse the communication enablers of **sharing expertise and networking, online advocacy, embracing technology**, and a **learning mindset** in every area of integration within the organisation to reach the desired communication goals and, ultimately, sustainability.

Cultivating a learning mindset within an organisation is paramount for all role-players to thrive in an ever-evolving environment. A learning mindset, characterised by a continuous desire for knowledge acquisition, adaptation, and skill development, is imperative for all role-players (Dweck, 2006). In an era of rapid change, where knowledge is a dynamic asset, aligning all role-players with a learning mindset is foundational for organisational success and sustainability (Garvin *et al.*, 2008; Robinson, 2001). This will occur in Mosaic SA if all the role-players are open to new information and skills, actively learning from each other, from technology, and the environments around them.

Degenaar (2021) highlights that applying the SIC framework, including all aspects such as the underlying principles, areas of integration and communication enablers, will only effectively reach organisational objectives and ultimate sustainability if everything is done in unity of effort.

2.9 Conclusion

The guidelines of an SIC framework by Degenaar (2021) were suggested to help Mosaic SA use a strategic approach to address communication challenges within their specific non-profit context. The objective of this chapter was to answer specific research question 1 (section 1.5.2):

Which guidelines of the SIC framework by Degenaar (2021) are applicable to the non-profit organisation Mosaic SA? (see section 1.5.2)

The chapter concluded that the first underlying principle of an integrated approach requires that the organisation's strategic intent should drive all communication efforts by Mosaic SA. Strategic intent can only be achieved by following a clear vision and mission as a roadmap to guide all communication and through aligned core values between Mosaic SA and the international donor organisations. Furthermore, all role-players should realise the long-term value of SIC for the organisation to become sustainable.

For Mosaic SA to practice personalised two-way communication, they should build two-way conversations with their identified key stakeholders and establish clear communication roles with the different role-players involved in the organisation. To uphold these relationships, they should focus on managing long-distance communication on digital platforms, which will benefit the NPO and the donors. Mosaic SA should acknowledge its brand as more than just a way for stakeholders to recognise it; it should use its brand as a strategic asset by implementing regular contact points between the brand and the stakeholders to establish a 360-degree brand idea. This should lead the stakeholders to identify more with Mosaic SA's brand, mission, vision and goals and encourage them to interact more with the NPO. This can be done by embracing technology to reach the stakeholders on social media platforms where they already spend most of their time, as confirmed by the necessary monitoring and evaluation.

For the SIC framework to be of benefit to Mosaic SA, the role-players within Mosaic SA and each of the international donor organisations should adopt the communication enablers of sharing expertise and networking, online advocacy, embracing technology, and a learning mindset in every area of integration within the organisation to reach the desired communication goals and, ultimately, sustainability.

These are the theoretical assumptions investigated empirically in the study. The next chapter discusses the qualitative research methods employed for the empirical investigation.

CHAPTER 3 RESEARCH METHODS: SEMI-STRUCTURED INTERVIEWS AND QUALITATIVE CONTENT ANALYSIS

3.1 Introduction

This study aims to determine to what extent Mosaic SA and its international donor organisations are implementing the guidelines of a SIC framework (see section 1.2.1).

Chapter 1 discussed the South African NPO sphere and these organisations' communication and fundraising challenges. A discussion of Mosaic SA and its unique communication and fundraising challenges followed. Chapter 2 explored the SIC framework's guidelines proposed by Degenaar (2021) and their relevance to Mosaic SA. It was argued that implementing these guidelines could enhance stakeholder relationships and ultimately contribute to Mosaic SA's long-term sustainability goals, as explored in sections 2.3, 2.4, 2.5, 2.6, 2.7, 2.8, and 2.9.

This chapter discusses the qualitative research methods employed for the current study's empirical investigation to determine to what extent the guidelines are implemented. Following a qualitative approach and the use of semi-structured interviews and qualitative content analysis, the study aims to gain insights into the perceptions and utilisation of Mosaic SA and its international donor organisation's communication practices. This chapter begins with an outline of the qualitative research approach, followed by an explanation of the research design. Qualitative semi-structured interviews and qualitative content analysis are subsequently discussed. The chapter concludes with a discussion of the reliability and validity of the empirical study.

3.2 Research Approach: A Qualitative Research Study

A qualitative research approach is a non-numerical research method that typically involves participants' perspectives, perceptions, attitudes, and experiences. By focusing on the richness and depth of data, qualitative research allows researchers to explore the intricacies and nuances of the subject under investigation (Babbie, 2016; Du Plooy, 2009; Leedy *et al.*, 2019; Struwig & Stead, 2001).

A qualitative research approach has specific characteristics. Firstly, it provides the researcher with the opportunity to not only investigate matters but also to understand the phenomena under investigation from the perspective of the insider rather than from an objective, neutral perspective (Du Plooy, 2009; Henning *et al.*, 2004; Leedy *et al.*, 2019; Merriam & Grenier, 2019; Struwig & Stead, 2001). This means that the researcher can gain a comprehensive understanding of both

the communication practices of Mosaic SA and its international donor organisations and the perspectives of the individuals involved in these practices.

Secondly, qualitative research can investigate a particular communication context and phenomena rather than make predictions about it, as witnessed in quantitative research (Babbie, 2016; Berger, 2011). Considering the researcher's intent to understand the communication practices between Mosaic SA and international donor organisations, this research approach demonstrates a suitable alignment.

Thirdly, the qualitative research approach does not try to determine cause and effect but instead analyses aspects such as the values, needs, and character traits of the various individuals or organisations being investigated (Du Plooy, 2009:88-89; Monette *et al.*, 2014). Therefore, it is a valuable approach to describing human behaviour and experiences. It explores individuals' perspectives, experiences, and social constructs, providing valuable insights into their lived realities (Babbie & Mouton, 2001; Butina *et al.*, 2015; Henning *et al.*, 2004). To answer the specific research questions for this study, it is important to analyse the values, needs, and experiences of Mosaic SA and the international donor organisations to gain a clear understanding of their perceptions.

Furthermore, a qualitative research approach exhibits flexibility by employing adaptable methods throughout the research process. The more flexible approach allows for the researcher to incorporate new questions and findings into the study as the investigation progresses (Babbie, 2016; Du Plooy, 2009; Henning *et al.*, 2004; Krueger, 2005; Monette *et al.*, 2014; Struwig & Stead, 2001). This study incorporates flexibility by allowing the researcher to address significant new topics that arise during the semi-structured interviews. Like any other NPO, Mosaic SA is a dynamic organisation that grows and changes over time. The flexibility of this research approach allowed the researcher to include an extra semi-structured interview as the person was employed after the start of this study. It also allowed one of the other interviewees to opt out of the interview as they did not want to participate.

The final characteristic of a qualitative research approach applicable to this study is context. The qualitative research approach is particularly useful when studying context-dependent phenomena that require an in-depth examination. Within a specific context, the qualitative research approach allows for a holistic exploration of the phenomenon, capturing the contextual factors, social dynamics, and individual experiences that shape the subject of interest (Patton, 2015; Saldaña, 2021). The context of the NPO sphere in South Africa, where Mosaic SA is situated, guides this study, affecting how communication is explored. The researcher's ultimate goal is to comprehend

the context-specific communication practices used by Mosaic SA and its main stakeholders: international donor organisations.

The qualitative research methods used in this study are semi-structured interviews and qualitative content analysis. The research design, including the research methods, are discussed in the following section.

3.3 Research Design

The research design outlines the research methods selected to answer the research questions.

The researcher worked epistemologically from the interpretivist approach which acknowledge that knowledge or truth is subjective and constructed by the participants. This was suitable because the aim of the study was to determine perceptions. In conjunction with this a qualitative research approach was followed, which attempts to understand and describe people's perceptions, opinions and behaviour within a social context (Babbie and Mouton 2001; Du Plooy 2009; Moser and Korstjens 2018). The reason for this was that such an approach would contribute to better understanding the challenges faced by Mosaic SA and the international donor organisations, identifying communication challenges and finding possible solutions.

3.3.1 Research Design and Research Methods

Table 3-1: Research questions and research methods

Research question	Research method
<p>Question 1: Which guidelines of the SIC framework by Degenaar (2021) are applicable to the non-profit organisation Mosaic SA?</p>	<p>Literature study (Chapter 2) formulating guidelines in the format of theoretical statements</p>
<p>Question 2: How do the management and communication practitioners of Mosaic SA perceive the communication between Mosaic SA and the international donor organisations?</p>	<p>Semi-structured interviews with the management and communication practitioners of Mosaic SA in South Africa</p>
<p>Question 3: How do the international donor organisations perceive the communication between them and Mosaic SA?</p>	<p>Semi-structured interviews with the management and communication practitioners of each international donor organisation</p>

<p>Question 4: To what extent do Mosaic SA and the international donor organisations communicate on their preferred communication channels according to the guidelines of the SIC framework?</p>	<p>Qualitative content analysis of sampled media of the preferred communication channels (see section 3.4.2.1)</p>
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3.3.2 Theoretical Statements, Concepts, and Constructs

Theoretical statements made in Chapter 2 are listed below. Concepts, constructs, and operational definitions were derived from the statements to develop the research instruments used in the empirical research for this study.

Table 3-2: Theoretical statements, concepts, and constructs

Theoretical statement	Concept	Construct
<p>Theoretical Statement 1: Strategic Intent</p> <p>The first underlying principle of an integrated approach requires that the organisation's strategic intent should drive all communication efforts by Mosaic SA. Strategic intent can only be achieved by following a clear vision and mission as a roadmap to guide all communication, and aligned core values between Mosaic SA and the international donor organisations. All role-players should realise the long-term value of SIC for the organisation to become sustainable, meaning the critical link between fundraising and communication should be understood.</p>	Strategic intent	<p>Vision and mission as a roadmap</p> <p>Aligned core values</p> <p>Long-term value of SIC</p>
<p>Theoretical Statement 2: Personalised Two-way Communication with Key Stakeholders</p> <p>For Mosaic SA to practice personalised two-way communication, they should build two-way conversations, implement personalised communication with their identified key stakeholders and establish clear communication roles with the different role-players involved in the organisation. To uphold these relationships and manage donor expectations, they should focus on managing long-distance communication on digital platforms, which will benefit the NPO and the donors.</p>	Personalised two-way communication	<p>Personalised communication</p> <p>Two-way conversations</p> <p>Clear communication roles</p> <p>Digital platforms</p>
<p>Theoretical Statement 3: Brand as a Strategic Asset</p> <p>Mosaic SA should acknowledge its brand as more than just a way for stakeholders to recognise them. They should use the brand as a strategic asset by incorporating regular contact points between the brand and the stakeholders to establish a 360-degree brand idea. This would lead stakeholders to identify more with Mosaic SA's brand, mission, vision, and goals and encourage more interaction with the NPO. Monitoring and evaluation can be applied to measure the effectiveness of communication on the preferred communication channels.</p>	Brand as a strategic asset	<p>360-degree brand idea</p> <p>Monitoring and evaluation</p>
<p>Theoretical Statement 4: Communication Enablers</p> <p>For SIC to benefit Mosaic SA, role-players within Mosaic SA and each of its international donor organisations should endorse the communication enablers of sharing expertise and networking, online advocacy, embracing technology, and a learning mindset in every area of integration within the organisation to reach the desired communication goals and, ultimately, sustainability.</p>	Communication enablers	<p>Sharing expertise and networking</p> <p>Online advocacy</p> <p>Embrace technology</p> <p>Learning mindset</p>

3.4 Research Methods

Two empirical research methods are used to gather information in this study: semi-structured interviews and a qualitative content analysis of organisational communication information.

3.4.1 Semi-structured Interviews as Research Method

Semi-structured interviews are used in the qualitative research approach, characterised by a flexible yet guided approach to gathering rich and in-depth data from participants. These interviews involve questions that allow participants to share their experiences, perspectives, and insights on the research topic while also providing room for exploration and clarification of emergent themes (Baxter & Babbie, 2004:326; Du Plooy, 2009; Saldaña, 2021).

Semi-structured interviews offer several advantages relevant to this study. Firstly, they adhere to a predetermined set of open-ended questions while maintaining a conversational tone. Open-ended questions provide the participant time and space to not only give answers to the questions but also to have discussions about the topic through follow-up questions. This gives the interviewer the advantage of learning more about the participants' perceptions and experiences (David & Sutton, 2011; Flick, 2018). Secondly, semi-structured interviews demonstrate adaptability, allowing researchers to gather comprehensive information to ensure all the information needed is gathered (Baxter & Babbie, 2004; Du Plooy, 2009; Zohrabi, 2013).

The advantages above render semi-structured interviews suitable for the specific exploration at hand, wherein the researcher seeks to interpret participants' thoughts, perspectives, and opinions regarding the communication practices between Mosaic SA and international donor organisations. Through semi-structured interviews, the researcher should gain an understanding of the communication practices employed by Mosaic SA and the international donor organisations, thereby addressing the specific research questions pertaining to the perception of communication practices between these entities.

The semi-structured interviews will be conducted first to help the researcher identify specific platforms and media that should be included in the content analysis.

3.4.1.1 Sampling of Participants for the Semi-structured Interviews

Participants for the semi-structured interviews were sampled using purposive sampling, which falls within the category of non-probability sampling methods. Purposive sampling allows for the targeted inclusion of individuals who can provide valuable insights and align with the specific

purpose of the research (Babbie & Mouton, 2001; Creswell & Clark, 2010:166; Du Plooy, 2009:114-115).

The inclusion criterion for the current study is that participants should be involved in the communication function of Mosaic SA, i.e. directly involved in various aspects of message planning, creation, and approval, specifically related to communication strategies targeted at diverse international donor organisations.

Nine semi-structured interviews were conducted, with four participants from South Africa and five representing international donor organisations.

The four participants from South Africa include the chief executive officer (also the founder), the Chief Operational Officer (COO), the communication practitioner, who serves as both a site manager and HR manager, and the donor relations manager. At the beginning of the study, Mosaic SA did not have a donor relations manager. The position was later created to help with the communication function. Given the focus of the study, it was essential to include this participant as the individual is responsible for communication with key stakeholders (see Figure 3.1).

Five semi-structured interviews were conducted with Chief Executive Officers (CEOs) and communication practitioners from the four international donor organisations: Mosaic SA in the USA, Mosaic SA in Germany, and Mosaic SA in Sweden, as illustrated in Figure 3.2. These participants were selected based on their direct involvement in communication practices, encompassing interactions with both the management and communication practitioners of Mosaic SA and their respective stakeholders. Additionally, these individuals receive communication and messages from Mosaic SA, making their perspectives vital for contributing to this study.



Figure 3-1: Mosaic SA interview participants

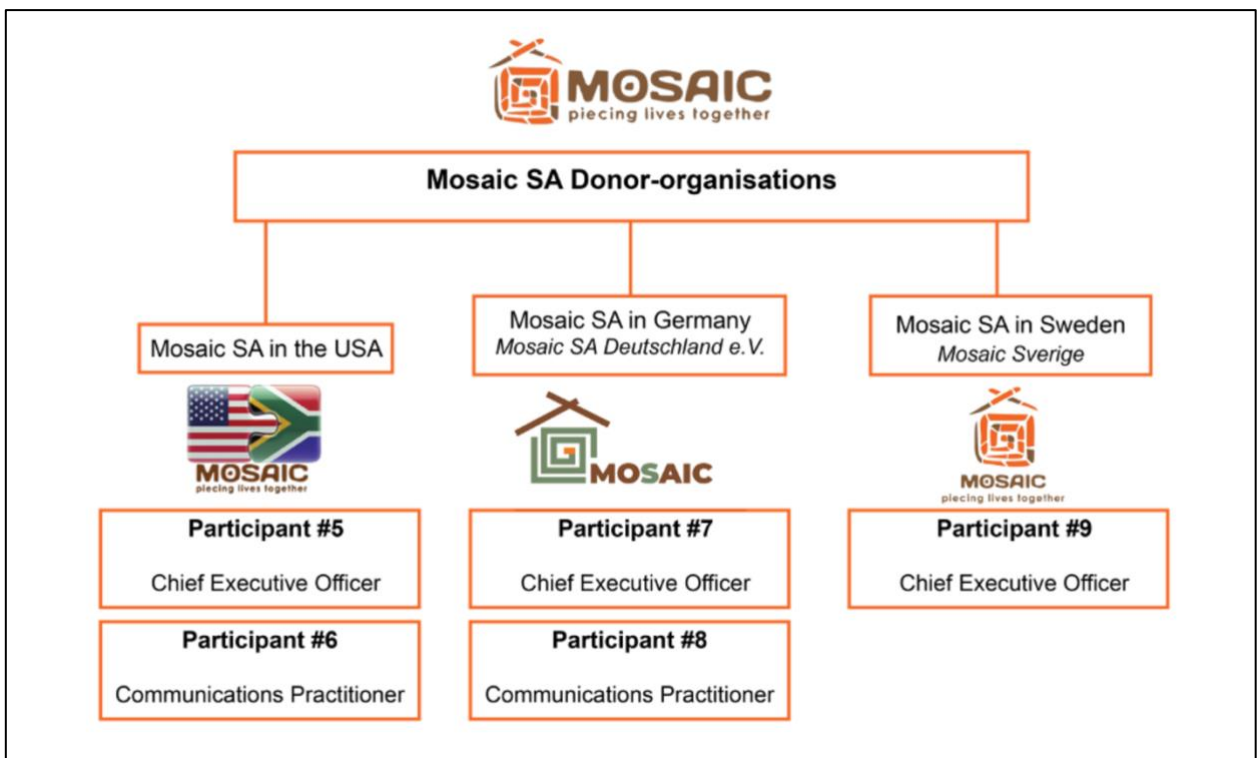


Figure 3-2: Mosaic SA donor organisations interview participants

3.4.1.2 Operationalising of the Constructs

The concepts and constructs derived from each theoretical statement identified in Chapter 2 were operationalised to enable the researcher to develop the measuring instrument. The first theoretical statement made in Chapter 2 refers to Strategic Intent (see section 2.5.3 and Table 3.2).

Concept 1: Strategic Intent

An organisation's foundation is its strategic intent, which clarifies the vision and gives the mission direction and purpose. The combination of vision and mission serves as a roadmap for Mosaic SA to address communication challenges on the path to the ultimate dream of seeing that every orphaned and vulnerable child (OVC) across Africa has a loving and caring family. Aligned core values to the organisation's strategic intent serve to inspire, motivate and provide clear direction to role-players. Strategic intent serves as the cornerstone of all integrated communication efforts for Mosaic SA and the international donor organisations in realising that the long-term value of SIC can contribute to the sustainability of Mosaic SA, as communication and fundraising are inextricably linked.

Table 3-3: Operational definitions for constructs of the concept: strategic intent

Construct	Operational definition
Vision and mission as a roadmap	While a mission outlines current efforts to achieve a goal, a vision is an aspirational statement of future accomplishments. Mosaic SA's vision of ensuring every African orphan and vulnerable child has a loving family should be clear to all involved. The USA, Germany, and Sweden branches must understand this vision and mission to provide a unified roadmap for future communication.
Aligned core values	Aligned core values are the guiding principles everyone in the organisation agrees to. In this case, it is support and care for orphaned and vulnerable children. This can be observed when all role-players share the same passion for the objective as the NPO.
Long-term value of SIC	The long-term value of SIC can be defined as the understanding that an integrated approach to communication can help Mosaic SA build stronger stakeholder relationships with key stakeholders to achieve sustainability. This can be observed when role-players understand that effective communication can sustainably assist fundraising endeavours.

Concept 2: Personalised Two-Way Communication with Key Stakeholders

Personalised two-way communication with key stakeholders involves two-way conversations with these stakeholders. All participants in Mosaic SA should have clear communication roles. To maintain stakeholder relationships, Mosaic SA should focus on managing long-distance communication, e.g. through digital platforms, benefiting the NPO and its donors.

Table 3-4: Operational definitions for the constructs of the concept: personalised two-way communication with key stakeholders

Construct	Operational definition
Personalised communication	Personalised communication refers to tailoring messages, content, or interactions to specific individuals or groups based on their unique preferences, characteristics, or behaviours. Mosaic SA should use personalised communication to enhance engagement, relevance, and effectiveness by delivering content that resonates with international donor organisations, fostering stronger connections and achieving desired outcomes. This can be observed when international donor organisations practice personalised communication with their own stakeholders.
Two-way conversations	Two-way conversations with stakeholders refer to interactive exchanges where the stakeholders actively engage in conversations with the organisation and vice versa. This can be observed when Mosaic SA and the international donor organisations participate in two-way conversations where role-players engage with stakeholders and raise the needs and concerns of the NPO.
Clear communication roles	Clear communication roles are observed in organisations where everyone involved has a clear role to play, and they know exactly what it is. In Mosaic SA, this can be observed when every role-player knows what is required of him/her to build relationships with key stakeholders and how they should execute this role.
Digital platforms	Digital platforms are cost-effective communication tools that help Mosaic SA and international donor organisations cultivate stronger connections with stakeholders. It can also assist in constructing and enhancing the brand, raising brand awareness, and fostering relationship development.

Concept 3: Brand as a Strategic Asset

As a strategic asset, the brand of Mosaic SA requires regular contact points between the brand and its stakeholders to establish a 360-degree brand idea. This means that all role-players involved in Mosaic SA should realise their contribution to a positive brand message in everything they say and do. The NPO should also conduct cost-effective research to monitor and evaluate how its stakeholders perceive it.

Table 3-5: Operational definitions for constructs of the concept: brand as a strategic asset

Construct	Operational definition
360-degree brand idea	The 360-degree brand concept involves a comprehensive and integrated strategy for branding, considering all aspects of a brand's presence and influence. It underscores the incorporation of diverse channels, touchpoints, and experiences to establish a coherent and unified brand identity. The active involvement of all role-players plays a pivotal role in conveying positive brand messages, both in-person and online. They understand how stakeholder interactions influence the organisation's image, recognising that this impact extends beyond the scope of the communication function alone.
Monitoring and evaluation	Monitoring and evaluation in the context of non-profit organisations (NPOs) refer to proactive and cost-effective research conducted to accurately identify stakeholder needs and evaluate the effectiveness of stakeholder communication strategies. This can be observed in research conducted by Mosaic SA role-players on online platforms.

Concept 4: Communication Enablers

The Degenaar (2021) SIC framework identifies communication enablers across four integration areas to achieve strategic intent. These enablers aim to assist Mosaic SAs role-players in reaching the desired communication goals to achieve sustainability. The communication enablers are sharing expertise and networking, online advocacy, embracing technology, and a learning mindset.

Table 3-6: Operational definitions for constructs of the concept: communication enablers

Construct	Operational definition
Sharing expertise and networking	Sharing expertise and networking means role-players actively engage to learn from each other. The role-players in Mosaic SA demonstrate this by identifying individuals and other organisations who are experts in a specific area from which others can learn across departments and countries.
Online advocacy	Online advocacy can be defined as the phenomenon where role-players of an organisation use digital platforms to create brand awareness or participate in online conversations about the brand. This is evident when stakeholders of Mosaic SA share stories, posts or information about the NPO on their personal social media platforms or express their own supportive opinions regarding the work conducted by Mosaic SA.
Embracing technology	Embracing technology involves role-players constantly upskilling themselves in digital technology. This is apparent when role-players of Mosaic SA do not shy away from learning about new technologies to improve their communication

Construct	Operational definition
	skills, but rather embrace new platforms and learn how to use them to everyone's benefit.
Learning mindset	A learning mindset can be defined as role-players' ability to adapt their thinking in ways that help reach the organisation's goals. This occurs in Mosaic SA when all the role-players are open to new information and skills, actively learning from each other, from technology, and the environments around them.

3.4.1.3 Interview Schedule

By using the theoretical statements, concepts, and constructs identified in Chapter 2 as the foundation, an interview schedule was compiled for this study (see Table 3.7). The interview schedule was used as a reference for the researcher, who asked each participant to answer specific research questions two and four.

The same interview schedule was used for Mosaic SA and the international donor organisations.

Table 3-7: Interview schedule

Question	Construct
Please describe: What is it like working for Mosaic SA?	Vision and mission as a roadmap Aligned core values
Why are you working for Mosaic SA? Probe: (What do you hope to accomplish by doing this job?)	Vision and mission as a roadmap Aligned core values
What is the core purpose of your organisation?	Vision and mission as a roadmap
Describe the difference between the work you are doing and the work the international stakeholders are doing. Probe: (How do you and the international stakeholders share ideas?)	Learning mindset Sharing expertise Networking
How do you raise funds? Probe: (Where does most of your funding come from?) Probe: (Explain the processes and challenges.)	Long-term value of SIC
How do you communicate with the international stakeholders? Probe: (Who is mainly responsible for communication with the international stakeholders?) Probe: (How do you feel about this communication process?)	Long-term value of SIC Embrace technology Two-way conversation Clear communication roles Personalised communication

Question	Construct
<p>How do the international stakeholders expect communication from you?</p> <p>Probe: (How do you know this?)</p> <p>Probe: (How do you accommodate their expectations?)</p>	<p>Monitoring and evaluation</p> <p>Two-way conversations</p> <p>Personalised communication</p>
<p>Describe the skills you think are necessary for the person responsible for communicating with stakeholders.</p> <p>Probe: (To what extent are you willing to learn more about these skills?)</p>	<p>Sharing expertise & networking</p> <p>Clear communication roles</p> <p>Learning mindset</p>
<p>How do the international stakeholders communicate with their own stakeholders?</p> <p>Probe: (How do you help them in this activity?)</p>	<p>Vision and mission as a roadmap</p> <p>Aligned core values</p> <p>Embrace technology</p> <p>Personalised communication</p>
<p>Describe the skills you think are necessary for the person responsible for communicating with stakeholders.</p> <p>Probe: (To what extent are you willing to learn more about these skills?)</p>	<p>Sharing expertise & networking,</p> <p>Clear communication roles</p> <p>Learning mindset</p>
<p>Which communication platforms do you feel are most effective in your communication with international stakeholders?</p> <p>Probe: (<i>Why?</i>)</p>	<p>Digital platforms</p>
<p>Describe how you think the international stakeholders perceive Mosaic SA.</p> <p>Probe: (Why do you think they perceive you this way?)</p>	<p>Two-way conversations</p> <p>Monitoring and evaluation</p>
<p>Describe how you think social media can be incorporated into your communication strategy.</p>	<p>Online advocacy</p> <p>360-degree brand idea</p>
<p>Describe how you see yourself as a brand ambassador.</p> <p>Probe: (To what extent would you use social media in your personal capacity to create awareness for Mosaic SA?)</p>	<p>Online advocacy</p> <p>360-degree brand idea</p>
<p>In your own view, what role do you think communication can play in the long-term sustainability of Mosaic SA?</p> <p>Probe: (What is your view on the role of communication in fundraising?)</p>	<p>Long-term value of SIC</p> <p>Communication and fundraising linked</p>
<p>Demographic & context:</p> <ol style="list-style-type: none"> What is the name of your organisation How is your organisation registered in your country? How many communication people work for your organisation? What is your formal job description? How long have you been in this position? How would you describe the environment in which your organisation functions? 	

Question	Construct
<p>General final question: Thank you for all your valuable information. Is there anything else you would like to add before we conclude this interview? Do you have any other thoughts on these topics?</p>	

3.4.1.4 Research Process for Semi-structured Interviews

Firstly, consent was obtained from Mosaic SA to use their organisation and key stakeholders, the international donor organisations, as a case study for this research. This was done by emailing the CEO and the communication practitioner to explain what the study entails and how it would affect all role-players and organisations. Once all concerned parties consented, the researcher sent email invitations to all identified participants, and an official letter from the North-West University (NWU) was attached. The letter outlined the scope of the study (see Annexure C), provided the ethics process and number, and encouraged the role-player to participate. Next, the invited participants replied to the researcher. The parties corresponded via email to set a time and date suited to all. The researcher explained that the interviews would be conducted via Microsoft Teams and sent a link invitation to all participants. The challenge of setting up meetings was ensuring participants could choose a comfortable time, considering time zone differences between the countries.

All but one of the invited participants attended the interviews. The single non-participant from Mosaic SA in Sweden is the wife of another participant who works with her for Mosaic SA in Sweden. The researcher could only interact with the husband, as the couple opted not to provide the wife's contact information. They deemed her participation unnecessary, considering her role as her husband's assistant. Mosaic SA in Sweden comprises only these two individuals, making it unfeasible to enlist another participant for the study.

At the onset of the study, Mosaic SA in South Africa had only one individual working as a communications practitioner. Consequently, the Chief Financial Officer (CFO) was initially included among the four participants to be invited for the semi-structured interviews. However, with the organisation's expansion and growth, a donor relations manager was appointed and subsequently included as a participant in the interviews. Given the adaptable nature of qualitative research, the researcher had the flexibility to adjust the participant list to ensure optimal information acquisition (see sections 1.8 and 1.9.2).

Interviews commenced with a friendly conversation, during which the researcher asked all questions in a relaxed and conversational tone. At the start of each interview, the participants

were requested to consent to recording the interviews. The researcher communicated to all participants that the information provided would be handled according to the research integrity guidelines of the NWU and would not be used to discredit any organisation. The researcher took notes during the participants' responses to each question. The interviews were subsequently transcribed to ensure all content would be accessible for analysis, as detailed in Chapter 4.

3.4.1.5 Analysis and Interpretation of Semi-structured Interviews

Qualitative content analysis was selected as the method for analysing and interpreting the semi-structured interviews in this study. Qualitative content analysis encompasses various techniques used to analyse qualitative data gathered through research methods, and it applies to studies aiming to describe phenomena or theories in diverse fields of communication research (Babbie & Mouton, 2001; Du Plooy, 2009; Hsieh & Shannon, 2016).

The researcher transcribed the electronically recorded interviews and conducted a qualitative content analysis to identify and interpret key concepts and constructs informed by the literature review. Data analysis was facilitated using an Excel spreadsheet, wherein each concept was assigned a separate sheet, and constructs were organized into individual columns. Participants' responses were systematically categorized under the relevant constructs discussed during the interviews. This approach enabled a structured comparison of responses across participants, allowing for a comprehensive examination of the identified concepts and constructs.

This analysis provided in-depth insights into the perceptions of the management and communication practitioners of Mosaic SA and the international donor organisations about their communication practices with each other to determine if the guidelines of a SIC framework are applied in their communication practices.

The second research method used was a qualitative content analysis of the communication platforms and documents used by Mosaic SA and the international donor organisations.

3.4.2 Qualitative Content Analysis as Research Method

This study applied qualitative content analysis as the second empirical research method. Qualitative content analysis refers to a structured approach employed in formal research to examine the content of textual, visual, or audio data. This research method aims to gain deeper insights into the meaning, patterns, and themes present within the data. It involves a systematic and rigorous approach to categorising and interpreting the content of qualitative data to generate rich and contextually grounded findings. Through this analysis, researchers can draw conclusions

regarding the intended audience, as well as the cultural context and temporal setting in which the text is situated (Babbie & Mouton, 2001:491; Bammidi Devi, 2019; Du Plooy, 2009:220).

This study employed both deductive and inductive approaches. The literature review guided the identification of relevant concepts and constructs that informed the empirical investigation. Furthermore, the semi-structured interviews provided insight into the selection of platforms for qualitative content analysis and the concepts and constructs applied within this research method.

Mosaic SA relies on interpersonal communication and increasingly on digital media platforms (see section 1.2). This study utilised the qualitative content analysis method to examine the communication messages of Mosaic SA, particularly in their interactions with diverse international donor organisations. The primary objective was to comprehend the current communication approach employed by Mosaic SA with its international donor organisations. Additionally, the study explored the content of messages exchanged between donor organisations and their own stakeholders, providing a broader perspective on the communication practices of all four participating NPOs.

3.4.2.1 Sampling of Material

Both Mosaic SA and the three international donor organisations utilise various communication platforms. Mosaic SA and all three international donor organisations primarily focus on digital platforms. However, Mosaic SA in Germany occasionally employs a mix of digital and traditional platforms, such as printed media. Consequently, the qualitative content analysis focused on the international donor organisations' most frequently used communication platforms, as identified through semi-structured interviews.

The identified communication platforms include the websites of Mosaic SA and the international donor organisations, newsletters from all four NPOs, the 2022 annual report (published in March 2023), Facebook pages, Instagram pages and a LinkedIn page of Mosaic SA, Mosaic SA in Germany and Mosaic SA in Sweden, as well as two printed flyers and a local newspaper article from Mosaic SA in Germany. As initially decided, the data used in the qualitative content analysis research method depended on the platforms the interview participants deemed important (see section 3.2.4). Though the analysis of the LinkedIn page was not part of the initial planning, the researcher decided to include it based on the participants' references to the page in their semi-structured interviews (see section 3.2.4). Each post was analysed in terms of the constructs identified in Tables 3.9 to 3.12.

The materials or communication platforms stated above were selected because they constitute the preferred communication methods used by Mosaic SA to communicate with international donor organisations and for the international donor organisations to communicate with their own respective stakeholders. The analysis comprised an examination of texts, photos, headlines, and stories, as well as comments and shares on Facebook. The respective websites' 'Home' and 'About Us' sections were also analysed. Analysis of comments and shares on Facebook provided insights into how messages were received by the audience, including international donor organisations. The analysis covered the three-month period from the beginning of October 2023 to the end of December 2023. This timeframe aligned with significant communication campaigns during the Christmas fundraising season for Mosaic SA and the Thanksgiving season in the USA, as explained during the semi-structured interviews (see section 1.9).

147 social media posts (Facebook, Instagram and LinkedIn) were analysed between October 2023 and the end of December 2023. Of these posts, 103 were on the shared SA and USA social media platforms, and 44 were on the German Facebook page and Instagram profile. During this time, 20 email newsletters were analysed (12 to the USA audience, three to the South African audience, and one to the German audience), all written and compiled by the South African team. Printed communication during this timeframe was identified in Germany (two printed pamphlets and one printed local newspaper article). The 2022/2023 annual report and two websites from Mosaic SA and Mosaic SA in Germany were analysed.

The qualitative content analysis sampling initially included social media posts, newsletters, and a website from Mosaic SA in Sweden. However, upon starting with the qualitative content analysis, it was clear that Mosaic SA in Sweden was not active on social media. Although Mosaic SA in Sweden had a Facebook and Instagram page and the Swedish role-player participated in the semi-structured interviews, nothing had been posted on the Facebook and Instagram pages since 7 February 2023. Following this observation, the researcher contacted the Swedish participant and asked if they could send any other form of communication since the social media pages were inactive. The Swedish participant replied via email, stating that Mosaic SA in Sweden was pausing the work they were doing for Mosaic SA at the time:

The situation in Sweden and a lot of other circumstances of private nature have made us to take the decision to pause Mosaic work in Sweden. The only work that will take place that me and Linda will support the organisation in other ways. Because of that we haven't made any form of communication during that period.

Table 3-8: Sampling of material/communication for qualitative content analysis

Organisation	Type of communication/platform	Pages/posts	Dates published
Mosaic SA in SA and Mosaic SA in the USA	Website	Home page About page Donations page	2022
	Annual report	2022 Annual report	March 2023
	Facebook page Instagram page LinkedIn page	About text on the page Posts for three months (103 posts)	Oct 2023 – Dec 2023
	Newsletters	Three months (12 newsletters to the USA and three newsletters to SA)	Oct 2023 – Dec 2023
Mosaic SA in Germany	Website	Home page About page Donations page	2018
	Printed communication	Two printed flyers	Oct 2023 – Dec 2023
	Printed communication	Local newspaper article	Oct 2023 – Dec 2023
	Facebook page Instagram page	About text on the page Posts for three months (44 posts)	Oct 2023 – Dec 2023
	Newsletters	Three months (four digital email newsletters)	Oct 2023 – Dec 2023

3.4.2.2 Operationalising of Constructs

The constructs outlined below are deemed suitable and optimal for analysing the data under consideration because of their value in determining whether Mosaic SA and the international donor organisations implemented the guidelines of an SIC framework on their preferred communication platforms. The operational definitions for each construct identified for the qualitative content analysis are as follows below.

Concept 1: Strategic Intent

The first underlying principle of an integrated approach requires that all communication efforts, in person and online, by Mosaic SA and the international donor organisations are driven by the organisation's strategic intent (see section 3.4.1.2).

Table 3-9: Operational definitions for constructs of the concept 1: strategic intent

Construct	Operational definition
Vision and mission as a roadmap	The vision and mission of Mosaic SA are directly linked to the strategic intent of the organisation. The vision and mission of Mosaic SA, Mosaic SA in the USA, Mosaic SA in Germany, and Mosaic SA in Sweden should be clear to all the parties involved so that they can understand where they are headed in the future. This can be done by publishing the vision and mission on communication platforms like websites, social media (posts and about pages), newsletters, and annual reports to stakeholders and potential donors. This can also be seen when the vision and mission remain consistent throughout all published media.
Aligned core values	Aligned core values are the guiding principles everyone in the organisation agrees to. In this case, it is support and care for orphaned and vulnerable children. This can be observed when the content on social media (posts) and communication to key stakeholders align with the organisation's values.

Concept 2: Personalised Two-way Communication

For Mosaic SA and the international donor organisations to practice personalised two-way communication, they should build two-way conversations with their identified key stakeholders on every possible platform on which the stakeholders engage (see section 3.4.1.2).

Table 3-10: Operational definitions of constructs to concept 2: personalised two-way communication

Construct	Operational definition
Personalised communication	Personalised communication means tailoring messages, content, or interactions to specific individuals or groups based on their unique preferences, characteristics, or behaviours. Mosaic SA should follow this approach by delivering and publishing content that resonates with the recipient on a personal level, thereby fostering stronger connections and achieving desired outcomes.
Two-way conversations	Two-way conversations with stakeholders can be seen where the stakeholders actively engage in conversations with the organisation and vice

Construct	Operational definition
	<p>versa. Two-way conversations with stakeholders refer to interactive dialogues where both the stakeholders and the organisation actively engage in meaningful exchanges, fostering a reciprocal flow of communication and engagement. In Mosaic SA and the international donor organisations' case study, role-players engage with stakeholders, have conversations with them, and raise the needs and concerns of the NPO. This can be done by commenting on social media posts, having a section for feedback on the website, or making any platform available for chats/conversations.</p>
Digital platforms	<p>Digital platforms are online tools or technologies enabling individuals or organisations to communicate, interact, and share information digitally. The effective use of digital platforms assists in building stronger relationships between Mosaic SA and international donor organisations. The effective use of digital platforms can be identified in the presence of relevant and new technology or platforms in the communication between Mosaic SA and international donor organisations. Mosaic SA adopts a comprehensive approach by aligning its messaging, visuals, and values across various digital platforms such as Facebook, Instagram, and the website. They communicate and engage with their audience on these platforms by sharing relevant and engaging content.</p>

Concept 3: Brand as a Strategic Asset

Mosaic SA and the international donor organisations should acknowledge their brand as more than just a way for stakeholders to recognise them; they should use their brand as a strategic asset by implementing regular contact points between the brand and the stakeholders for a 360-degree brand to be established (see section 3.4.1.2).

Table 3-11: Operational definitions of constructs to concept 3: brand as a strategic asset

Construct	Operational definition
360-degree brand idea	<p>360-degree brand ideas can be seen when Mosaic SA and the international donor organisations effectively communicate about the brand, and all role-players consistently embody its vision, mission, and values. All role-players</p>

Construct	Operational definition
	involved play a crucial role in portraying positive brand messages online. This can be seen when Mosaic SA and the international donor organisations actively build their brand online. Mosaic SA should ensure its website reflects the same visual identity, brand messaging, and values as its physical sites. Integrating online and offline channels, along with a consistent brand experience across touchpoints, exemplifies the 360-brand idea in action.
Monitoring and evaluation	Monitoring and evaluation in the context of NPOs refer to the proactive and cost-effective research conducted to accurately identify stakeholder needs and evaluate the effectiveness of stakeholder communication strategies. This can be observed through the research conducted by Mosaic SA role-players on online platforms, where they analyse the responses of stakeholders to different content, the level of engagement in discussions, and the extent to which stakeholders' information needs are addressed through, for example, the utilisation of online surveys. The findings of such research are compiled into a comprehensive report, providing insights into the optimal approaches for effective stakeholder engagement within the organisation.

Concept 4: Communication Enablers

For the SIC framework to be of benefit to Mosaic SA, the role-players within Mosaic SA and each of the international donor organisations should adopt the communication enabler of online advocacy and, by doing so, also embrace technology on their digital platforms and in their published communication to stakeholders (see section 2.8).

Table 3-12: Operational definitions for constructs of concept 4: communication enablers

Construct	Operational definition
Online advocacy	Online advocacy can be described as the phenomenon where role-players of an organisation use digital platforms to create brand awareness or participate in online conversations about the brand. This can be observed when role-players of Mosaic SA share stories, posts, comment on posts or share information about the NPO on their own social media platforms or raise their own supportive opinions on Mosaic SA's work.
Embrace technology	Social media encompasses a wide range of online content that can be shared, including photos, videos, blogs, podcasts, animations, website links and testimonials, making it the perfect platform for an organisation to communicate in line with its business strategy. Role-players who embrace technology use these aspects to their advantage on various digital and social media platforms. If Mosaic SA role-players optimally use technology features (e.g. stories, videos, etc.) and new platforms, they embrace technology.

3.4.2.3 Research Process for Qualitative Content Analysis

Initially, the researcher ensured the availability of all data for analysis. This involved visiting the Facebook pages of Mosaic SA, Mosaic SA in Germany, and Mosaic SA in Sweden. The researcher captured screenshots of the introduction section of each page and documented every post made from the beginning of October 2023 to the end of December 2023 (see section 3.4.2.1). Additionally, the researcher recorded all comments, likes, and shares on each page, meticulously examining the profiles of those engaging with the content.

Following the analysis of social media posts and pages, the researcher proceeded to analyse newsletters, the website, and the annual report. The units of analysis for the social media posts were the post images, post captions, comments and shares. For the newsletters, annual reports and websites, the text and images were used as units of analysis. The text and graphics on each of these platforms were also analysed.

3.4.2.4 Analysis and Interpretation of Data from Qualitative Content Analysis

Qualitative content analysis is a valuable method that enables researchers to systematically analyse the data collected to gain in-depth insights and understanding. This method involves

organising, categorising, and interpreting qualitative data (Elo & Kyngäs, 2008; Graneheim & Lundman, 2004). Qualitative content analysis allows the researcher to identify patterns, themes, and underlying meanings within the data parallel with the concepts and construct identified (Hsieh & Shannon, 2016:1280). By employing qualitative content analysis, researchers can effectively analyse and interpret diverse textual data, enhancing the validity and reliability of their findings (Graneheim & Lundman, 2004:107).

Overall, qualitative content analysis is a robust method for examining and extracting meaning from qualitative data, making it valuable in this study.

3.5 Reliability of Study

Reliability within a study refers to the degree of consistency and stability in the results of a research technique when applied repeatedly to the same object. It pertains to the reliability of the outcomes if the study were to be replicated or conducted by different researchers at different times (Babbie & Mouton, 2001; Creswell & Poth, 2018; Treadwell & Davis, 2020).

Reliability can also pose challenges in qualitative studies due to the research process's inherent subjectivity and interpretative nature. Unlike quantitative methods that often rely on standardised instruments and precise measurements, qualitative research involves complex data collection techniques such as interviews, observations, and document analysis, which can introduce variability in interpretation and analysis. Reliability issues in qualitative research arise from factors such as researcher bias, inconsistent data collection procedures, and the dynamic nature of human behaviour. Consequently, ensuring reliability in qualitative research necessitates rigorous methodological procedures, including prolonged engagement with the data, triangulation of multiple data sources, reflexivity, and inter-coder agreement, to enhance the reliability of findings (Babbie & Mouton, 2001:120).

This study encompasses a literature review and empirical investigation involving data collection through semi-structured interviews and a qualitative content analysis conducted on various materials over three months. The study can be considered reliable as it adheres to systematic procedures, guidelines and definitions to ensure stability and consistency of the outcomes. Measuring instruments were developed based on concepts and constructs derived from a literature study (see Chapter 2), and operational definitions were formulated and used to analyse data from the semi-structured interviews and various materials in the qualitative content analysis. Consequently, if another researcher were to replicate the same process, consistent results would be attained.

3.6 Validity of Study

The validity of a study refers to the extent to which an empirical study accurately measures or evaluates the concept under consideration. It encompasses the degree to which the findings, conclusions, and inferences drawn from the study are sound, trustworthy, and aligned with the research objectives. A study is considered valid when it effectively captures and represents the intended aspects of the phenomenon under investigation, providing credible and reliable insights that can be generalised or applied to the broader population or context (Babbie & Mouton, 2001:122-123; Du Plooy, 2009).

This study can be considered valid, as the concepts and constructs are derived from a literature review encompassing theoretical statements. These constructs are also operationalised according to the context of the current study. Each research concept is measured using numerous constructs to ensure that all aspects of a concept are exhaustively measured.

3.7 Research Integrity and Ethics of Study

This study followed the guidelines set out in the NWU research ethics policy, guided by beneficence and non-maleficence, equality and respect and all BaSSREC (Basic and Social Sciences Research Ethics Committee) requirements were followed, with the following ethics number: NWU – 00962-23-A7 (section 1.10) (see Annexure A).

Management from Mosaic SA and the international donor organisations consented to use Mosaic SA as the case study for this research. To contribute to this study, consent was given to conduct semi-structured interviews and analyse the messages on their websites, newsletters and social media pages. Mosaic SA also sent email newsletters to the researcher that they sent out in the identified time frame to be used in the qualitative content analysis as research method.

To safeguard the anonymity of the participants, responses were not linked to specific participants. Semi-structured interviews were conducted via online platforms, and recording was undertaken only upon obtaining explicit consent from the interviewees. Subsequently, the researcher transcribed these interviews. The collected data was exclusively utilised for the objectives of this study and will be securely stored in a designated folder by the researcher until the study's completion. Following this period, the data will be archived at the NWU for a duration of five years. It is imperative to note that no interviews were initiated without the prior approval of the BaSSREC (see section 1.10).

At the study's outset, important ethical factors were considered. The researcher was employed by a marketing agency rendering services such as graphic design and social media management

to Mosaic SA at the time. Tasks within the agency included designing the layout of Mosaic SA's annual report, creating graphic design content for social media posts, and facilitating the publication of certain materials on platforms such as Facebook and Instagram. Despite the researcher's affiliation with the agency and their established rapport with Mosaic SA as a client, neither the agency nor the researcher was involved in the composition of a marketing strategy or in writing captions or messages for social media posts, annual reports, or newsletters. Instead, all content and strategy originated from Mosaic SA, with the agency solely contributing in terms of graphic design and posting. This collaborative arrangement proved advantageous as it granted the researcher access to Mosaic SA and facilitated interactions with relevant stakeholders, thereby facilitating the acquisition of consent to conduct the study and utilise Mosaic SA as a case study.

Upon approval of the study, alternative personnel at the marketing agency assumed all responsibilities pertaining to Mosaic SA, enabling the researcher to uphold the necessary objectivity throughout the investigation. In the second year of this study, Mosaic SA terminated its engagement with the agency, relieving the researcher of concerns regarding objectivity. Nonetheless, Mosaic SA continued to facilitate the research for the study, assisting the researcher by providing any necessary information required to conclude the study.

3.8 Conclusion

This chapter outlined and motivated the study's qualitative research approach and described the research methods applied during the investigation. A comprehensive overview of the execution of semi-structured interviews and a qualitative content analysis was given. The chapter delved into examining the validity and reliability of these methods, specifying their relevance to the study.

Chapter 4 reveals and explores the research findings derived from the analysis of the semi-structured interviews.

CHAPTER 4 DISCUSSION AND ANALYSIS OF PERCEPTIONS OF THE MANAGEMENT AND COMMUNICATION PRACTITIONERS OF THE COMMUNICATION BETWEEN MOSAIC SA AND THE INTERNATIONAL DONOR ORGANISATIONS.

4.1 Introduction

Chapter 2 presented the argument that a SIC approach could assist Mosaic SA in its communication endeavours to contribute to specific communication outcomes such as stronger stakeholder relationships, a recognisable brand, a positive perception, and responsible reporting, which would ultimately contribute to the strategic consistency and sustainability of the organisation (see section 2.4). To achieve these goals, various applicable guidelines from the Degenaar (2021) SIC framework were identified. Chapter 3 operationalised these guidelines by including theoretical statements, concepts, constructs and relevant empirical research explanations. In this chapter, responses from the semi-structured interviews are analysed to answer specific research questions 2 and 3:

Specific research question 2 (see section 1.5.2): How do the management and communication practitioners of Mosaic SA perceive the communication between Mosaic SA and the international donor organisations?

Specific research question 3 (see section 1.5.2): How do the international donor organisations perceive the communication between them and Mosaic SA?

Research questions 2 and 3 are addressed simultaneously by integrating responses from both the management and communication practitioners at Mosaic SA and their counterparts from the international donor organisations. This approach offers a more comprehensive and holistic view of how Mosaic SA and the international donor organisations perceive communication between them.

The first underlying principle of the SIC framework is strategic intent, which is crucial to all organisations (see section 2.5).

4.2 Strategic Intent

Strategic intent requires that all communication efforts by Mosaic SA should be driven by the organisation's strategic intent (see section 2.5). This can only be achieved by following a clear vision and mission as a roadmap guiding all communication efforts, and it should go hand-in-hand with aligned core values between Mosaic SA and the international donor organisations. Furthermore, all role-players should realise the long-term value of SIC for the organisation to become sustainable, i.e. the critical link between fundraising and communication should be understood. As part of this concept, the constructs of vision and mission as a roadmap, aligned core values, and long-term value of SIC are discussed below (see sections 2.5, 3.4.1.2 and Table 3.3).

4.2.1 Vision and Mission as Roadmap

The vision and mission of an organisation are directly linked to its strategic intent (section 2.5.1) and should be used as a guide for all communication practices. In South Africa, all four participants, including two managers and two communication practitioners, understood Mosaic SA's vision. When asked about the core purpose of Mosaic SA, all of them could state the vision by heart: *for every orphan and vulnerable child in Africa to be in a loving and caring family or be taken care of in a loving and caring family where they can reach their God-given potential*. One participant also described their core purpose as *expanding the Kingdom of God*.

The interviews indicated a greater emphasis on the organisation's vision than on its mission, i.e. the steps necessary to achieve the vision and what the organisation is currently doing to realise its goals. As discussed in section 2.5.1, it is essential not to confuse the vision and mission, as it may cause a significant imbalance whereby the end goal of Mosaic SA is clear to all parties, while a lack of consensus or understanding about the specific actions needed to achieve it and each stakeholder's role in the process exists. This misalignment undermines the organisation's strategic intent and creates division.

While participants from Mosaic SA in South Africa agreed on a unified vision for their organisation, the interviews revealed that the international donor organisations did not share this vision. Participants from these donor organisations uniformly stated that their respective visions differ from that of Mosaic SA, with a stronger focus on securing funding for South Africa and raising awareness, than directly caring for OVC in South Africa. Consequently, their attention is directed more towards their mission than the organisation's overarching vision, as evident from the transcription extract from interviews with the international donor organisation managers below.

For Germany:

Core purpose of Mosaic in Germany? Well, basically, I think it would be funding for Mosaic SA and South Africa.

For Sweden:

Get the information out to the Swedish community about the orphan situation in South Africa and also the general situation in South Africa for those people. And the second is to gather money.

The challenge is not that the vision of Mosaic SA differs from those of the international donor organisations but rather that these organisations lack a clear, well-formulated vision that is consistently understood and embraced by their own organisations. This divide creates confusion among their members, who often perceive their primary role as fundraising instead of fully aligning with Mosaic SA's vision. As discussed in section 2.5.1, achieving strategic intent is difficult when vision and mission statements are unclear or key role-players struggle to commit to them. This misalignment leads to a divide in the strategic roadmap intended to guide the organisation toward its vision. The impact of this divide is already evident, as one participant from an international donor organisation mentioned a *disconnect* between Mosaic SA in Germany and Mosaic SA in South Africa. To address this issue, international donor organisations should establish their own distinct vision as a strategic guide, ensuring it is not confused with their mission. Furthermore, this vision should be shared with Mosaic SA to prevent misunderstandings and strengthen cohesion between the NPO and its key stakeholders.

One South African participant shared that it is more difficult to grow within the organisation if one does not know the role-players, even if they think they are all working towards the same vision. The participant shared:

I can't even name all of the board members in the other countries [international donor organisations]. Where... if you say we really want to go with the vision and grow the organisation, but we have to do that with people who don't necessarily even know each other.

This concern can be ascribed to the fact that organisations are unaware that they do not share the same vision, which creates a clear divide in the roadmap.

Along with a sound vision and mission to be used as a roadmap, aligned core values are the second construct contributing to an organisation's strategic intent.

4.2.2 Aligned Core Values

Aligned core values of an organisation can be defined as the guiding principles within an organisation that provide purpose and direction (see section 2.5.2). During the semi-structured interviews, several core values emerged that were universally shared among the participants. These values included a commitment to Christianity and a strong focus on caring for orphaned and vulnerable children. Additionally, a shared appreciation for South Africa and its people was identified as a common core value among the international donor organisations.

Most interview participants mentioned a higher Christian calling, purpose, or faith-driven decision as their reason for doing this work. One participant from South Africa further stated that they find the frustration of the job easier knowing that all involved do it for the same reasons. The participant shared:

I think the team understands that, even though our way of doing things might differ, our hearts are the same.

However, not all participants share this sentiment. Although all participants within Mosaic expressed the same core values (caring for orphaned and vulnerable children), not everyone was aware that they shared these values. This can lead to confusion. According to the SIC framework, aligned core values within an NPO are crucial for achieving long-term sustainability.

Most international donor organisation participants shared that they decided to work with Mosaic SA and contribute to the cause because of their aligned core values. They would have chosen another organisation to help if they did not believe their values and those of the founders were the same:

My husband and I – we actually wanted to financially support some organisation in South Africa, and I just noticed that he [Conradie] really had a calling from God.

The golden thread through all participants' answers is that they are all Christians and believe their job to be a calling from God. However, some did share that not all of their organisations' donors are Christians who can connect to these values. Despite sharing common core values, there is a divergence in these participants' stances regarding the public communication of these values on various platforms.

While all participants harboured uniform values in their roles, complexity arises when engaging with external stakeholders or donors who may not inherently align with these values. Within the South African framework, all participants are comfortable with and even believe it is necessary to communicate their higher calling, Christian-driven organisation, and commitment to expanding

the Kingdom of God to external stakeholders and donors. However, all international donor organisation participants agreed that potential donors within their respective countries would not necessarily identify with these values or the explicit communication about Christianity. Mosaic SA is connected to churches in Germany and the USA. Still, participants from these international donor organisations expressed that they cannot use terminology with a Christian angle in their communication if they seek to gain more funding from more donors. One participant from Sweden shared:

We are not public in our beliefs in Sweden and your beliefs are private, so talking about Christ, God and all of that, I have to wash out, because otherwise that will turn away a lot of donors and that's why I can't replicate it all. And then it's easier for me to create new material. So, talking about God and stuff like that is a little bit problematic when I wanted to get something from you.

Most international donor organisation participants expressed a shared value not mentioned by any South African participants: a love for South Africa. Most international participants stated that they do this work to help South Africa and its people. One German participant shared:

Just like most of the German donors, they [regular German donors] have a deep love for South Africa after visiting, and donate as their means of keeping in touch with SA and Mosaic.

Although the international donor organisations try to use this, rather than Christianity, as their angle, a love for South Africa will not necessarily work for local stakeholders and potential donors, considering the history of South Africa and the challenges that go with it. Contextual details regarding Apartheid, economic challenges, and corruption could captivate the attention of the international target market and potential donors, so the international donor organisations want to leverage these emotionally compelling narratives. However, Mosaic SA does not incorporate such information into communication intended for use by international donor organisations. One participant from South Africa explained:

I also feel like, in South Africa, we are incredibly used to seeing a lot of needs. It's almost like compassion fatigue sets in here quickly, so I feel like the approach to the general person in South Africa is very different to the United States. Um, they're [Americans] not often confronted with extreme poverty. It's not their day-to-day norm, whereas that, to a large extent, I think, determines how donors or different stakeholders in South Africa are approached.

Mosaic SA participants all agreed that the South African target market identifies more readily with positive storytelling and change rather than the hardships of history:

I think, here, people are actually looking for stories of hope, and what is the change and the positive things are in our country, so I think the lens shifts a bit in terms of what you want to share with the audience group.

Mosaic SA and its international donor organisations have long grappled with the challenge of effectively communicating with diverse audiences due to cultural differences and values (see section 1.1.1). The issue of aligned core values of stakeholders and external audiences is one of Mosaic SA's biggest and most recurring challenges, as it clearly shows the difference in countries and their cultures, as discussed in section 1.1.1. The alignment of core values between Mosaic SA and the international donor organisations is effectively facilitated through interpersonal communication between these internal groups. However, this alignment becomes challenging when Mosaic SA must generate personalised messages for broader stakeholder audiences. The difficulty arises because the personalised communication messages risk estranging stakeholders when conveying values they may not inherently share.

Just as using the vision and mission as a roadmap for the organisation and having aligned core values, understanding the long-term value of SIC also contributes to the organisation's strategic intent.

4.2.3 Long-term Value of SIC

The long-term value of SIC can be defined as the understanding that an integrated approach to communication would help Mosaic SA build stronger relationships with key stakeholders to ultimately lead to sustainability (section 2.4.6). The term supports the link between communication and fundraising but emphasises integrated communication driven by the organisation's vision, mission, and shared values.

All participants concurred that the key to fundraising and sustainability for the organisation lies in *good or strategic* communication. However, their definitions of what precisely constitutes good communication differed. Some participants felt that good communication should lead to solid relationships. In contrast, others stated that good communication is about building a reputation and showing your competitive edge. Some felt that good communication should be able to make the brand go viral. For most participants, good communication equals interpersonal communication, which can lead to relationships. They believe people will only donate if role-players from the NGO establish relationships with potential donors. One participant from the management team of Mosaic SA stated:

Fundraising efforts mainly come from a place of interpersonal relationship, where there is usually a good, deep understanding and connection in terms of what we do and why we do it, and communication is the oxygen or the lifeblood of relationships, and relationships are the lifeblood of our organisation.

Most participants also shared that insufficient communication leads to less funding, which leads to operations failing and could ultimately lead to Mosaic SA failing in their vision. One participant

from South Africa linked communication to donor experience and shared that they focus extensively on improving their communication with donors:

How can we better communicate, so that we can improve the donor experience, so that we can raise more money?

One participant from Germany also commented on the factor of interpersonal relationships and the *personal touch* evident in Mosaic, defining it as Mosaic's *competitive edge*. One of the communication participants from South Africa stated that:

If people don't know about you, they won't engage with you, which directly speaks to funding.

Most international donor organisations stated that communication is insufficient to raise funds for Mosaic. They focus heavily on events in the USA and Germany so that the organisation can reach a bigger audience through interpersonal communication. They unanimously felt that if they could convince people to get on a plane, visit South Africa, see the Mosaic sites, meet the Mosaic moms, engage with the children, and build relationships with the staff, the chances of getting continuous funding from these people are far more favourable. These visits to South Africa are essential for the USA, Germany, and Sweden. Germany also shared its intention of hosting events, leading to once-off donations from people or convincing them to visit South Africa. Only those who have visited South Africa would typically become continuous donors.

A participant from Mosaic SA stated that strategic communication is embodied when actively building Mosaic's reputation and will foster more confidence in current and potential donors. They suggested that this could be done through social media posts and shared:

If we don't communicate well, people lose trust.

Another participant agreed, describing communication on digital platforms as the foundation for asking for funding. One participant from South Africa shared from experience how they have seen people lose trust in a brand where communication was not executed strategically.

A participant from the USA shared that strategic communication should enable the brand to go viral, as through strategic communication, the Mosaic short film or stories of the Mosaic moms could get seen by public figures such as Oprah or Trevor Noah, increasing their chances to go viral and reach much bigger audiences:

I really push hard with the film, trying to get it into the film festivals, trying to get into the news, trying to get into something, but it didn't work.

The participant ascribed their failed efforts to the fact that they are not experts in social media and may be missing some crucial opportunities due to a lack of skills.

The terms good communication and strategic communication were interchangeably used to describe what the participants believed to be effective in reaching a long-term goal. However, these goals also differed from one person to the next in terms of what they wished to achieve through good or strategic communication.

The interviews revealed that role-players across all countries were significantly more focused on using communication to raise funds, with less emphasis on the importance of SIC for achieving sustainability. One participant from Germany shared:

I feel like there's a little bit of a disconnection between Mosaic SA and Mosaic Germany.

The participant cited several issues, such as limited time allocated for communication, a lack of effective channels for raising concerns, insufficient understanding of each other's environments, and inadequate clarity regarding expectations and feedback.

The framework clearly states that long-term relationships with key stakeholders effectively contribute to the sustainability of the NPO (section 2.5.3). Therefore, Mosaic SA and international donor organisations should focus on their strategic communication with each other as much as they do with potential donors.

4.2.4 Conclusion: Strategic Intent

Strategic intent is the first underlying principle of the SIC framework. It can only be achieved by following a clear vision and mission as a roadmap to guide all communication efforts, all role-players having aligned core values, and realising the long-term value of SIC. The interviews revealed that South African participants have a strong understanding of the organisation's vision but place considerably less emphasis on the mission. In contrast, the international donor organisations have a clear grasp of their distinct, well-defined mission, yet their vision differs from what the South African participants described. This divergence in vision can create significant communication challenges between Mosaic SA and the international donor organisations.

Aligned core values among all role-players within an NPO can significantly contribute to the organisation's strategic intent. All participants expressed shared values for their work, linking them to a higher Christian calling. However, discussions revealed that, despite having these aligned values, participants were often unaware of this commonality among themselves. While the SIC framework emphasises the importance of internal alignment of core values, it does not require

that external audiences share these values. The real challenge arises in effectively communicating with diverse audiences who may not hold the same beliefs.

The last construct contributing to strategic intent is realising the long-term value of SIC between all the role-players. All participants generally perceived that a greater focus on communication, rather than on building stronger relationships with one other, led to fundraising. Participants from both South Africa and Germany stated a disconnect in their own communication and relationships with each other. It also became evident that the participants did not agree on what exactly strategic communication is and how it can contribute to the organisation. By not realising the value of long-term SIC, the strategic intent of the organisation may be harder to achieve.

The SIC framework by Degenaar (2021) cites two underlying principles of the framework, namely strategic intent and learning organisation, as well as the four areas of integration (see section 2.1). One of these areas of integration is stakeholder-responsive integration (section 2.7.) which consists of personalised two-way communication (section 2.7) and CPO brand as a strategic asset (section 2.7.2).

4.3 Personalised Two-way Communication

For Mosaic SA to implement personalised two-way communication effectively, it is imperative for them to cultivate two-way conversations with their key stakeholders while establishing clear communication roles among the various organisational stakeholders. To sustain these relationships, their primary focus should be on managing remote communications through digital channels, which stand to yield advantages for both the non-profit organisation and its donor base (see sections 2.7.1, 3.3.1.2. and Table 3.4).

4.3.1 Personalised Communication

Personalised communication involves customising messages, content, or interactions to align with the unique preferences, characteristics, or behaviours of specific individuals or groups (see section 2.7.1.1). Mosaic SA should employ personalised communication to enhance engagement, relevance, and effectiveness by delivering content that resonates with international donor organisations. This approach will foster stronger connections and achieve desired outcomes. Similarly, international donor organisations should practice personalised communication with their own stakeholders.

Most of the participants from the international donor organisations stated that they mainly only have personal relationships with Meyer Conradie himself, and limited communication with the other staff members from South Africa. All the ideas, concerns, and expectations from the

international donor organisations get communicated directly to Conradie, because they have informal conversations on a regular basis. Even though most participants from the international donor organisations don't have any problem with this arrangement, it does lead to the rest of the staff in South Africa feeling left out of important conversations, and the burden of carrying the relationships on the founder's shoulders alone.

There are however some of the international donor organisation participants that do not share this interpersonal relationship with the founder. One of them, when asked how they see the communication between themselves and South Africa, used one word to describe it: *disconnect*. They attributed this concern to the language barrier between the countries, the difference in culture, and the limited time for communication. This participant also explained that they only have a virtual meeting with South Africa for one hour every second month. This is not enough time to discuss the various concerns that they have. A few of the international donor organisation participants stated that they will not communicate concerns, challenges, or expectations in any other way than the dedicated virtual meeting, for fear of disrupting the important work that Mosaic SA are doing in South Africa. The participant stated that they would rather wait for the next available meeting to discuss this.

There are mainly three individuals of the international donor organisations who have personal relationships with Conradie. This means that they have informal phone calls where they have two-way conversations about Mosaic SA and the work that should be done. These participants and Conradie will call each other regularly and discuss various things, amongst others, Mosaic. One of the American participants shared:

Meyer and I will try and talk on a regular basis because he knows I need that. And because we've got a personal connection, you know, I want to know how the kids are doing and how Louise is doing.

Another Sweden participant also shared the same sentiment:

I would say that Meyer and me and Linda are friends, so we will WhatsApp and I sang to Meyer last week when he had his birthday. So that's a lot of, you know, friendship things. But of course, I ask him about Mosaic and the kids and wife.

Despite having personal relationships with Conradie, they also stated they are cautious about wasting his time.

4.3.2 Two-way Conversations

Two-way conversations occur when role-players actively engage with stakeholders, have conversations with them, and not only listen to their requests but also raise the needs and

concerns of the NPO (see section 2.7.1.2 and Table 3.4). There is some indication of two-way conversations in Mosaic SA's communication with the international donor organisations, but only with selected role-players from the different organisations. However, even in some two-way conversations, there are certain challenges. For example, one participant from America stated that she does not even know what to ask about the day-to-day happenings at the Mosaic sites because she is not there to see it. And if she doesn't ask, they won't give her information. She feels that she needs the information to communicate to her own stakeholders. This indicates that even if channels are available for two-way conversations, not enough is done to facilitate these conversations effectively.

There are quarterly meetings between Mosaic SA and Mosaic SA in the US, but only Conradie attends these meetings and not the rest of the management or communication teams. A South African participant explained:

Feedback to us may be communicated in a board [international donor organisation] meeting, which is then relayed back to us. It may be communicated in a personal discussion between all of the boards and the founder.

Despite these meetings, one South African participant felt that the input from the international donor organisations is insufficient, and even if the input is provided, it is only positive feedback and not constructive criticism. He stated that he would appreciate more useful feedback:

because otherwise it's just cheerleading. And that's not a relationship.

Mosaic SA in Germany and Mosaic SA also have monthly meetings to discuss the content for social media. One participant from Germany stated that these meetings will address a specific topic and do not offer enough time for them to ask questions and give feedback about other things. When he has something he would like to share, he would wait for a meeting, and if there is no time to discuss his concerns, he would leave it and not raise the concern. This lack of two-way conversations, despite having online meetings, indicates that there are not enough personalised two-way conversations between Mosaic SA and the international donor organisations to foster healthy stakeholder relationships.

The communication and management teams in South Africa are not part of the meetings, but they do not feel left out because they don't know the people from the international donor organisations and already have a lot on their plates to deal with. As in any NPO, resources and time are scarce. However, this arrangement leads to a lack of two-way conversations amongst all role-players involved. Participants from the international donor organisations also stated that they do not want to bother Mosaic SA role-players with their questions, feedback and comments, as they know they have a lot of work (see section 4.1.2).

Two-way conversations could be managed more easily and efficiently if all role-players were given clear communication roles (see Table 3.4).

4.3.3 Clear Communication Roles

Clear communication roles are observable within organisations when all participants have well-defined responsibilities, ensuring a precise understanding of their respective roles (see section 2.8.1.2 and Table 3.5). From the responses in the interviews, it is clear that the South African participants all agree that they know exactly what is expected of them in their communication roles. It was not always the case, as the donor relations officer position in South Africa was only recently created and filled. Thankfully, the rest of the team assisted in making the role clear for the donor relations officer. As one of the South African team members shared:

It wasn't as clear from the beginning, but I think also as we have had the opportunity to work together for a longer time, you know, I think we're aware of each other's strengths as well and we can tap into that and access to those resources and use that as well.

To understand the challenges of clear communication roles, one must know that all formal communication sent to donors is developed in South Africa and then sent to international donor organisations and donors (see section 1.1.1). It became evident during the interviews that it is unclear to all parties involved exactly what the communication roles of the international donor are. Only Conradie seemed to have a good understanding of the communication system. The rest of the South African participants stated that they don't know how to define the responsibilities and purpose of the international donor organisations, and one participant in particular noted that they should make this clear. One South African participant from the Mosaic SA management team was also not sure whether the international donor organisations should be part of operational decision-making in South Africa, sharing:

Between the international boards [donor organisations] and Mosaic SA, there are not yet defined roles of responsibilities between communication, operations and big decision making.

Communication roles for the role-players within each international donor organisation are less clearly defined due to their engagement with volunteers rather than employees. In each country, a dedicated board is entrusted with decision-making responsibilities, but those assisting the board are all volunteers, introducing a potential element of unreliability. A participant from Germany explained their challenge as follows:

Getting people to work long-term and be committed is an issue. At the marketing meetings in the beginning of the year there was like 10 people every time and now

there's only two. I think one of the main things is I think a lot of them felt as though they were redundant, not actually necessary, that there's not enough to be done.

This issue can be ascribed to the fact that communication roles were unclear to everyone in the marketing team. A participant at one of the international donor organisations also stated that they do not believe their country's marketing manager is efficient in their job. The participant shared:

I don't think [they are] a good leader for the marketing team. I know [they love] Mosaic, but I just noticed I need to tell [them] to do this and this and this. It's not as though [they] can take some initiative.

This participant felt bad about saying this but is more concerned about the organisation's future if the problem is not addressed.

When the interviews were conducted, Mosaic SA in South Africa and Mosaic SA in America shared a CRM system, social media pages and website. Therefore, the South African communication team developed and posted all digital communication on the website, Facebook, Instagram, LinkedIn, and emails. In Germany and Sweden, the process differs. Mosaic SA in Germany has a separate Facebook page, Instagram profile, and website. Still, the content on these pages is developed by the South African communications team, sent to Germany for approval and translation, and returned to South Africa for design adjustments, scheduling and posting. One German participant was not convinced about the success of this system:

To be honest, it's not very effective. I think it reaches our stakeholders, it does, but it could be a lot more effective. We just haven't really figured out the perfect way of doing it.

The participant stated that the language barrier is one of the biggest challenges. This was also evident during the semi-structured interviews, as this participant regularly had to Google translate words from German to English to answer the interviewer's questions. The communication roles between Mosaic SA and Mosaic SA in Germany are neither clear nor effective, as one of the German participants explained:

Then the team in South Africa has too many other things on their schedule and they're not able to post the things we sent back to them. So yeah, out of the many postings they create, very few usually end up on social media and that's why I think we could post a lot more.

On the other hand, Sweden receives less formal communication from South Africa than the other two donor organisations. The participant from Sweden explained that they create their own content for their Facebook page and Instagram profile, as the Swedish community is quite different from the South African community. However, they noted that receiving more formal

communication from South Africa would make it easier for them to raise funds in Sweden by providing relevant material.

Participants are wary of helping each other in their communication practices without clear communication roles. Within one of the international donor organisations, one participant shared that because everyone in their team believes she has the expertise to do a specific job, the rest simply assume it gets done, leaving her to shoulder all the responsibility. This international participant shared:

I've got a leadership team, but I've also noticed they think I will just do everything.

Another communication team participant from South Africa stated that if she does not answer the comments on Facebook, no one will. Giving feedback to stakeholders on social media platforms is not a group effort. One participant from Mosaic SA said he would reply to comments if someone asked him, but he is afraid to just answer and risk doing it wrong.

Clear communication roles that are equally divided among the team and draw on each role-player's strength can improve the quality of Mosaic SA's communication. However, the communication roles are not clear or effective. For an organisation to effectively communicate with its stakeholders, especially an inter-global organisation like Mosaic SA, the effective use of digital platforms is crucial.

4.3.4 Digital Platforms

Digital platforms are characterised by accessibility, enabling users to connect and engage anytime and anywhere with internet access. They offer scalability, allowing businesses and individuals to reach a vast and diverse global audience. These platforms are interactive, facilitating real-time communication, feedback, and collaboration. They are also data-driven, providing analytics and insights to track user behaviour and optimise strategies. Additionally, digital platforms are highly customisable, adaptable to various needs and goals, and often integrate with other tools to automate and streamline processes (see section 2.7.1.4). Digital platforms can be characterised as economical means of communication that aid an organisation in building and improving its brand, increasing brand visibility, and nurturing relationship development (see section 2.7.1.4 and Table 3.4). During the semi-structured interviews, it became evident that most participants believe in leveraging diverse digital platforms to foster more robust connections with stakeholders. All participants stated that the digital platforms used to communicate between Mosaic SA and the international donor organisations are emails, WhatsApp, and Zoom meetings. Most agreed that this process works well for them, most of the time.

All participants agreed that they use social media to educate, inform, and create awareness about Mosaic SA but not for their primary fundraising efforts. One participant from South Africa shared:

Social media is not the best platform to do general asks for money. I don't think it's a healthy culture to do so.

As stated in section 4.1.4, Mosaic SA and the international donor organisations mainly rely on building interpersonal relationships with potential donors before asking them for money using digital platforms. Even though Mosaic SA does not use social media to raise funds, its website has a digital portal for this functionality. On one website, citizens from all over the globe can donate money to the organisation.

Although the participants shared the same goals for social media, they all had different opinions on its importance and effectiveness. One participant in South Africa identified social media as one of the most critical channels within their communication strategy. The participant shared:

because it's cheap and it brings you access in a way that no other form of media does.

In contrast with this perspective, participants from the USA said that they don't think social media is highly effective, especially in reaching the right audience. The participant shared the following:

The efforts are good, but I don't know if we are targeting the right people on social media.

The other participant from the USA said that she has been asking Mosaic SA if they could rather send the content developed for social media directly to certain foundations in the USA, perhaps via email or regular mail. However, this has not happened yet. The participant shared:

So much happens over there that deciding what and when to communicate has been tough.

Mosaic SA and the international donor organisations do not have a specific social media or digital media strategy. The American and German branches rely on content provided by South Africa, while Sweden creates its own content, focusing more on the South African economic and political climate than on Mosaic itself (see section 4.1.3). As stated by most participants, social media and digital media content are developed by the communications team in South Africa without a specific strategy. One participant explained that although social media platforms create great opportunities for storytelling, they cannot be utilised effectively by Mosaic SA because of the level of screening to share the kids' faces (see section 1.2). It is not allowed, and they are very strict about this rule.

Although responses indicated that South Africa mainly uses email to communicate with international participants, three international participants stated that they do not like email and would prefer to communicate via WhatsApp, as it fits better with their lifestyle. None of the participants mentioned using the website to communicate with each other. Instead, the website is used to engage with external donors and stakeholders.

Evident from the semi-structured interviews was the prevalent inclination among most participants to associate digital media primarily with social media. Nevertheless, a diverse range of digital platforms is available for non-profit organisations to enhance communication with key stakeholders more effectively.

4.3.5 Conclusion: Personalised Two-way Communication

In conclusion, effective personalised two-way communication is critical for Mosaic SA to foster meaningful relationships with its key stakeholders. Examining three key components, personalised communication, two-way conversations and clear communication roles, has revealed several challenges and areas for improvement within the current communication practices. The role of digital platforms in communication has been acknowledged, with participants highlighting the use of emails, WhatsApp, and Zoom meetings. These tools do not come without challenges, such as language barriers and unclear communication roles between different international entities.

The management and communication practitioners at Mosaic SA perceive personalised two-way communication with international donor organisations in a more positive light. This perception is understandable, given that the responsibility for such communication falls solely on Conradie. Burdened by their own workloads, these practitioners are unable to devote significant attention to personalised, two-way interactions with international donors.

In contrast, the international donor organisations hold a more sceptical view of the communication between themselves and Mosaic SA. Despite having access to both digital and interpersonal channels for personalised, two-way communication, they remain hesitant to use these channels effectively for constructive feedback and dialogue. Their reluctance stems from a concern that offering feedback might inconvenience or burden Mosaic SA.

By addressing these aspects, Mosaic SA can elevate its personalised two-way communication and enhance its engagement with key stakeholders in pursuing its mission and objectives. Another concept within the SIC framework for Mosaic SA to communicate more effectively with their key stakeholders is that all role-players should see the brand as a strategic asset.

4.4 Brand as a Strategic Asset

Mosaic SA ought to perceive its brand not merely as a means for stakeholders to acknowledge them but as a strategic asset. This involves instituting regular touchpoints between the brand and stakeholders to establish a comprehensive 360-degree brand presence. This approach would prompt stakeholders to align more closely with Mosaic SA's brand, mission, vision, and goals, fostering increased interaction with the non-profit organisation. Embracing technology is essential for Mosaic SA to reach stakeholders on social media platforms, where they predominantly invest their time, as indicated by the requisite monitoring and evaluation (see paragraph 2.7.2).

4.4.1 360-degree Brand Idea

The 360-degree brand idea encompasses a comprehensive and holistic approach to branding that considers all facets of a brand's presence and impact. It emphasises the integration of various channels, touchpoints, and experiences to create a consistent and unified brand identity. This approach ensures alignment of the brand's message, values, and visuals across all online and offline customer interactions (see paragraph 2.7.2 and Table 3.6). All participants shared that Mosaic SA is more than just a job; it is a part of their identity. Both South African and international participants admitted that they frequently share stories about Mosaic with close friends and family, more through in-person conversations than social media. One international participant shared:

I'm constantly talking about Mosaic because that's my job. That's what I do and that's my biggest passion. And my hobby, everything all in one.

Participants from South Africa also stated that they see the same occurrence amongst other staff members, leveraging their personal networks to create awareness for Mosaic SA:

I'm sometimes surprised to see how they [staff members] just put themselves out there. They tell people about Mosaic and they bring their families to come and visit the community centres.

The same cannot be said of the volunteers of Mosaic SA in Germany. The German participants shared that they struggle to get volunteers to share Mosaic's message with their own networks. One participant explained that they asked the volunteers to each bring one person to a Mosaic event they were hosting, but none did. One participant from Germany stated that he did not understand what it means to be a brand ambassador and asked the interviewer to clarify the question. After explaining the question, he answered that he would share the events on his own social media only if asked to do so, and even if he talks about it with friends and family, he would never expect them to join him in his endeavours.

Most of the participants also wore Mosaic SA t-shirts during their interviews, or had some sort of Mosaic branding in the background of the Teams meetings. This is one component of a 360-degree brand idea, but the concept also encompasses interpersonal relationships; the brand should stretch beyond that. Not all participants agreed that they share the same stories online or believe that all staff members can contribute to communication with the international donor organisations.

Participants from South Africa stated that even though they are eager to include all members of staff in the communication practices, they don't think it is wise to let them communicate directly with the international donor organisations. One participant's reason for this is the challenge of confidentiality with the children and the donors. Most children's faces may be shown in social media posts, as their caretakers cannot consent as stipulated in Section 74 of the Children's Act (38 of 2005). Most donors also wish to stay anonymous, so Mosaic SA tries to limit the number of people involved in their communication. Another participant feels strongly about the level of stories that the staff can share about Mosaic SA with international donor organisations and feels that it can be valuable to them. However, they also counteract this statement with the opinion that they are cautious about letting the staff members speak directly to the donor organisations as plenty of staff members have *material needs*. They are afraid that some staff members might exploit this opportunity. The participant shared:

You don't want to be in a place where your staff or even your children is telling them directly I need this and that.

The 360-degree brand idea requires role-players to broaden their perspectives and perceive the brand in a broader context, transcending their routine tasks. Interviews with the diverse group of Mosaic SA and international donor organisations revealed that grasping and implementing this concept is challenging when their daily operations are already demanding. The last construct that can assist Mosaic SA in its communication endeavours with its key stakeholders is monitoring and evaluation.

4.4.2 Monitoring and Evaluation

In the realm of non-profit organisations (NPOs), monitoring and evaluation pertain to the proactive and cost-efficient research endeavours aimed at precisely identifying stakeholder needs and assessing the efficacy of communication strategies targeted at stakeholders (see Table 3.6). All participants stated they have no formal means of monitoring and evaluating communication between Mosaic SA and the international donor organisations. On asking Conradie how he thinks the international donor organisations perceive Mosaic SA, he answered with:

I don't know. You should ask them.

This is a worrying response as it indicates a lack of formal and effective means of receiving feedback from key stakeholders.

One South African participant explained that their customer relationship management (CRM) system has the functionality for feedback forms they can utilise on the website or via newsletters. However, they have not used this before. Feedback from and to the international donor organisations is primarily only conducted via WhatsApp, email, and interpersonal conversations with Conradie.

Sometimes, donors would reply to the monthly newsletters via email and say 'thank you for that story; it was great to see that'. Obviously, we also got replies to say 'Wow, it's too long. Nobody wants to read that much information.' We can see who is actually opening and reading the monthly newsletter sent via email. But mostly donors would message Meyer directly with feedback about the communications.

One participant from South Africa also shared that since only Conradie is having monthly meetings with the international donor organisations, he receives most of the feedback. The feedback given to the rest of the staff is mostly positive and not constructive criticism that can help them improve their communication efforts. Three South African participants feel that Mosaic SA has a very open policy and that the international donor organisations can WhatsApp or email them with feedback. However, according to the interviews, the international donor organisation participants do not share this sentiment.

Most international participants will not spontaneously WhatsApp, email or call participants of South Africa with feedback, as they do not want to bother them when they are busy. They would rather wait for a formal meeting to raise their concerns, but sometimes, the opportunity doesn't arise. Most international participants stated that they would directly ask donors if they are happy and what feedback they would like to give, as they see them often and have interpersonal relationships with them.

None of the participants stated that they evaluate the social media platforms or websites to measure the effectiveness and interactivity of the visitors. Therefore, they could not clearly answer which platforms they believe work best in their communication practices and relied only on personal experience.

During the semi-structured interviews, some participants stated that it was the first time someone asked them how they perceived the communication between Mosaic SA and the international donor organisations. This indicates a lack of formal channels for essential stakeholders to provide

feedback, hindering Mosaic SA's ability to systematically monitor and evaluate their communication practices with international donor organisations.

4.4.3 Conclusion: Brand as a Strategic Asset

In conclusion, conceptualising the brand as a strategic asset is paramount for Mosaic SA. It requires a shift in perspective from mere recognition to a comprehensive understanding of the brand's role in fostering stakeholder engagement. Exploring the 360-degree brand idea underscores the importance of a holistic approach to branding, encompassing various channels, touchpoints, and experiences. Moreover, monitoring and evaluation emerge as critical components within the non-profit context. The absence of formal monitoring and evaluation processes to assess stakeholder perceptions and the efficacy of communication strategies raises concerns. The reliance on informal channels like WhatsApp, email, and interpersonal conversations with Conradie may limit the depth of feedback and hinder Mosaic SA's ability to systematically analyse whether their integrated communication efforts are advancing strategically and improving communication practices.

The SIC framework can only successfully reach the desired communication outcomes if the communication enablers are present. These communication enablers include sharing expertise and networking, advocacy, embracing technology and a learning mindset (see paragraph 2.8), discussed below as the third concept employed in the semi-structured interviews.

4.5 Communication Enablers

As discussed in section 2.6, the Degenaar (2021) SIC Framework identifies four communication enablers (sharing expertise and networking, advocacy, embracing technology and learning mindset) which can assist NPOs in reaching their communication goals. Should these enablers be present within every area, it will ultimately lead to unity of effort, strategic consistency and sustainability.

4.5.1 Sharing Expertise and Networking

Sharing expertise and networking can be explained as role-players actively engaging with the end goal of learning from each other (see section 2.8). This is shown in role-players' willingness to learn about each other's challenges, give advice, and take advice (see section 3.4.1.2).

The prevailing sentiment among the international donor organisation participants was that Mosaic SA exhibited a noteworthy openness to receiving and giving insights and to the networking

possibilities presented. One participant said that Mosaic SA is always *open for ideas*, while another agreed, sharing that *Mosaic SA also provides us with lots of ideas*.

The participants from the international donor organisations appreciate the ideas relating to fundraising, as Mosaic SA is seen as having more experience in communicating with stakeholders.

Nevertheless, some participants felt that the role-players could take on a more active role of learning from each other's unique challenges in each country, even Mosaic SA from America, Germany and Sweden. One participant from the USA stated that they don't think Mosaic SA is aware of the environment in which they need to raise funds in the USA. Their concerns relate to a change in the environment since the COVID-19 pandemic in 2020 and the fact that the American people are less prone to giving donations than before. Despite communicating their concerns to one person in South Africa, they are worried that the South African team might not understand why funding is not growing as fast as they wish.

From the responses, it also became apparent that even though the international donor organisations would like to share expertise and network with Mosaic SA in South Africa to do their job better, they don't seem to find the time. One participant shared that they would love to learn and share more but that it's challenging if they only have one meeting for 30 minutes once a month with Mosaic SA in South Africa. International participants are hesitant to contact the South African team outside the meeting perimeters for the same reasons stated in section 4.1.2.

Sharing expertise and networking are relevant not only between different countries but also within the teams in the same country. Responses from the South African participants showed that they are aware that some role-players within Mosaic SA have skills that can contribute towards the organisation's communication goals. For example, one South African participant saw some employees using the social media platform, TikTok, to create videos of the Mosaic SA kids dancing. This TikTok video was later shared via other social media platforms like WhatsApp. This participant and other participants from different countries stated that using TikTok is not part of their social media strategy because they don't know how to use it and what content to share on it. The abovementioned South African participant stated that they could leverage some of the staff's skills to reach new audiences even if they are not part of management or the communication team. They have not yet explored this option.

Another international participant also mentioned that a Mosaic staff member in Gqeberha is very good at communicating the day-to-day activities at the Mosaic site, but the communication is only sent to one of the board members in America. When another one of the other board members

saw this informal content, they also wanted that staff member to send the content to them. This is not part of the formal communication from South Africa to the USA; it is just someone who is good at that type of communication.

Sharing expertise and networking are also valuable when connecting with people outside the organisation. All the international donor organisation participants stated that networking is primarily used to get people to donate funds. Two participants used the term *fundraising and friendraising*. They do this in various ways, such as through events and networking opportunities at churches.

Sharing expertise and networking go hand-in-hand with role-players having a learning mindset as communication enabler. A learning mindset is a much broader concept than sharing expertise and networking (see section 2.8).

4.5.2 Learning Mindset

A learning mindset is characterised by individuals within the organisation who can adjust their thinking to facilitate the achievement of organisational goals. In Mosaic SA, the cultivation of such a mindset depends on all role-players' openness to new information and skills, actively engaging in learning from one another, leveraging technology, and drawing insights from their surrounding environments (see paragraph 3.3.2).

The presence of the learning mindset enabler was evident during the semi-structured interviews as all participants agreed that learning new skills is essential for all participants to sustain an organisation. However, the participants differed on which skills must be learned and how. Participants from South Africa agreed that the NPO environment is a unique setting, as you have to *be creative with resources* and have diverse skills. This highlights that a learning mindset can benefit the people working within the NPO industry.

One participant from South Africa, working as a donor relations manager for Mosaic SA at the time of the interview, shared that they are constantly learning how the communication and fundraising world works, as they came from an accounting background at a corporate firm. She enjoys the challenge and continues learning about copywriting, marketing strategy and branding. She shared:

I enjoy learning new things and how the NPO systems work locally in South Africa.

Another participant from the USA shared that they learned from Conradie how to deliver a better and more efficient elevator pitch about Mosaic SA. One participant from Germany also shared

that they learned how to improve the South Africans' communication with stakeholders. Another international donor organisation participant believes that staying updated on the news in South Africa is also very important. Therefore, they keep learning about the South African government, environment and economy by following the South African news.

It is clear to all parties involved that the cultural differences between South Africa, America, Germany, and Sweden play a significant role in communication practices. One participant believes that for Mosaic SA and the international donor organisations to communicate effectively, they should be willing to engage, learn, and discuss their different environments; however, the cultural differences make it more challenging for them to learn from each other. These challenges include the language barrier between SA and Germany, the expression of religious content on social media platforms (see paragraph 4.1.3), and the sharing of the South African economic and political climate (see paragraph 4.1.3).

One international donor organisation participant mentioned the need for social media education within their team but admitted reluctance to take a course due to a heavy workload. Another participant believes Mosaic should utilise emerging social media platforms, such as TikTok, but feels he is too old to learn how to use them. He also admitted that he did not know where to begin and doubted anyone on their country's team would be willing to learn how to use the platform.

Another participant thinks that some communication skills cannot necessarily be learnt. The participant shared:

Some skills needed to be a communication professional is part of a certain personality type and cannot be learnt. You need to be an extrovert. Or you need to be an introvert who can get over it.

This participant does not feel they have the right personality or possess these skills to be an expert communicator. They feel like they have the skills to do the work behind the scenes rather than go out, talk to people and encourage them to donate. All participants agreed that the founder of Mosaic SA, Meyer Conradie, has the charisma and personality to speak to groups of people and encourage them to donate to Mosaic. Whenever there is an event in the USA or Germany, they require that Conradie fly in from South Africa to address the people and focus on interpersonal communication, as they believe they cannot do it as well as he does.

It is clear from the responses that everyone involved understands the need to have a learning mindset within the organisation, but not everyone is willing to do the work associated with executing a learning mindset to improve communication practices for Mosaic SA and the international donor organisations.

4.5.3 Online Advocacy

Online advocacy refers to the occurrence in which organisational stakeholders utilise digital platforms to raise brand awareness or participate in online discussions related to the brand (see Table 3.4). To be an online advocate for a brand, participants have to participate in online conversations about the brand and post and share posts of the brand regularly on social media (see Table 3.4). All the participants in the semi-structured interviews were aware of the social media platforms that Mosaic SA uses, though not all of the participants are social media users themselves. Only one participant shared a willingness to do more than share posts from Mosaic SA, as they have previously commented on posts, giving their own opinion. Two of the nine participants do not use social media at all; five of the participants who are on social media share some of Mosaic's posts when they see them but not regularly; and one participant only uses social media to read and look at other people's posts, but will not share anything. This means they do not raise their own supportive opinions on Mosaic SA's work. Evidently, advocacy is absent from the Mosaic SA brand. The reasons stated by the participants range from lacking the skills to not being asked to do it.

The biggest concern among the participants was that they believed they were not social media experts and might do something wrong when advocating for Mosaic SA online. In their opinion, social media has many *rules* they don't know. One participant explained that they would like to use LinkedIn more to create awareness for Mosaic SA but are unsure how to do it besides sharing the existing posts. The participant shared:

I am very cautious and reserved on social media for the fear of making a mistake and being crucified on social media for something.

The second concern identified by the participants is that they believe the audience they can reach is not big enough and won't make any difference in awareness for Mosaic SA. One participant said they constantly share everything on their social media platforms, hoping to reach a bigger audience. Another one, however, argues that sharing something does not make a difference. The participant shares

So, I will go through and I will share it, but because I'm not a power user, I don't get high up on people's list.

Most participants admitted that they don't think they are expected to advocate online for the brand, but they would put more effort into it if someone in management asked them to do so. The founder said he does not expect his staff to advocate the brand online. When he sees them sharing something from Mosaic on their personal social media platforms, he wonders about their motives – whether they are genuinely excited about the brand or want to *suck up* to someone. This

statement from the interview is concerning as it highlights the critical influence top management exerts, emphasising that if senior leadership fails to recognise the significance of advocating initiatives and online visibility, it could hinder the achievement of the communication objectives.

To effectively practice online advocacy, one needs to embrace technology.

4.5.4 Embracing Technology

Embracing technology requires active efforts by individuals to enhance their digital skills (see Table 3.4). Participants provided a range of responses during the interviews. Two South African participants and one international participant felt that there is room for improvement in the use of technology and that it should be more fully embraced. Conversely, two international participants believed digital technology is not the best solution for communicating with current and prospective donors and emphasised the importance of interpersonal relationships.

One of the South African participants believes that there is potential for Mosaic SA to explore crowdfunding technology such as Give and Gain. The participant shared:

I think there are other platforms that we could possibly look at, where it might be worthwhile for us to register our organisation.

Another participant spoke about LinkedIn's wide range of networking opportunities, but they don't know how to utilise them. The participant shared:

With LinkedIn, there is a lot of opportunity to collaborate between different organisations and it's something that I feel has been underutilised by our whole sector up to date.

They further stated that Mosaic SA could use their resources more effectively across the available platforms.

In Germany, the Mosaic donor organisations do not necessarily embrace technology, as they still rely on newspaper articles to invite people to their networking events; fortunately, according to the German participants, they get these articles for free because they are a non-government organisation (NGO). The American donor organisations rely more on events and fundraising dinners to connect with people than technology. Germany and America have churches interested in Mosaic, where the donor organisations prefer to build interpersonal relationships with the church community rather than focusing on technological efforts. One participant shared:

It is not something that has been my focus, but I know that it should be.

Only one international participant was excited about the opportunities technology can offer Mosaic SA. He is also the only one who has not yet visited and experienced Mosaic South Africa firsthand. Therefore, he is invested in finding ways for people to understand precisely what Mosaic does and how the environment in South Africa is, without visiting the country, using technology. The participant shared:

So how can we translate the experience of being in South Africa to them on social media?

Overall, there was a lack of interest among the participants in embracing the opportunities technology offers. Most participants do not trust that effective use of technology can benefit their organisation. The interest of two role-players within the organisation is insufficient to help create better brand awareness for Mosaic SA.

4.5.5 Conclusion: Communication Enablers

As discussed in section 2.8, the communication enablers should support every aspect of the SIC framework for an organisation to reach its SIC goals. Generally, the participants understood and agreed that sharing expertise and networking are valuable constructs to exercise amongst themselves. However, most stated they are not willing or do not have the time or resources to learn new skills and expertise from one another. It is evident from the responses that everyone involved understands the need for a learning mindset within the organisation, but not everyone is willing to do the work associated with executing a learning mindset (see section 4.2.2).

Most participants are not active on social media and can, therefore, not advocate for the brand online. Those who are active on social media stated they would only share posts of Mosaic SA when asked. Overall, the participant group's responses indicated a reluctance to embrace the possibilities offered by technology. Most participants lack confidence in the potential benefits of effective technological utilisation to their respective organisations.

4.6 Conclusion

This chapter discusses the findings from the qualitative semi-structured interviews to address Specific research questions 2 and 3 (see section 1.5.2).

Specific research question 2: *How do the management and communication practitioners of Mosaic SA perceive the communication between Mosaic SA and the international donor organisations?*

Specific research question 3: *How do the international donor organisations perceive the communication between them and Mosaic SA?*

Through an integrated analysis, this chapter aimed to provide a comprehensive understanding of the communication dynamics and perceptions among all Mosaic SA key role-players involved.

The investigation of the strategic intent, as the first underlying principle of the SIC framework, highlighted the significance of a clear vision and mission, aligned core values, and an acknowledgement of the long-term value of SIC. However, it was found that the international donor organisations perceive a disconnect between the South African participants and their communication practices, particularly regarding their visions and missions. The management and communication practitioners from Mosaic SA also perceived that neither they nor the international donor organisations have a clear understanding of the international donor organisations' exact vision, mission, and communication roles. This misalignment could lead to communication challenges and underscores the importance of clarifying and aligning strategic intent among all stakeholders. Aligned core values within an NPO were recognised as contributing to strategic intent. It was found that while participants shared common values, they were not always aware of this alignment. Another challenge for Mosaic SA and the international donor organisations is the public communication of their values. Although Mosaic SA is very explicit about its Christianity, the three international donor organisations shared that their own stakeholders do not identify with this type of communication, and they would rather not use it to try and attract more donors. Furthermore, realising the long-term value of SIC emerged as a crucial aspect, but the participants exhibited a greater focus on strategic communication for fundraising rather than building stronger relationships.

The SIC framework emphasises the importance of communication enablers, which include sharing expertise and networking, advocacy, embracing technology, and maintaining a learning mindset. While participants acknowledged the importance of sharing expertise and networking, they expressed reluctance or faced constraints in dedicating the time and resources to learn from one another. The sentiment reflected a need for a learning mindset within the organisation but a gap in execution due to various challenges.

Advocacy, particularly on social media, was hindered by the participants' reluctance to actively engage in the online promotion of the brand. A general hesitancy to embrace technology was observed, with a majority expressing a lack of confidence in the potential benefits it could bring. This reluctance poses a challenge for leveraging technology as an effective communication enabler.

In conclusion, this chapter offers significant insights into the perceptions and communication practices within Mosaic SA and its interactions with international donor organisations. The perceptions of the donor organisations are notably divided. Those who maintain personal relationships with Conradie perceive the communication process more positively. However, they express concerns about the limited information the South African sites provide, their hesitancy to burden Conradie with additional requests, and their lack of resources and expertise. The underlying issue with this reliance on interpersonal relationships is the potential shift in perception should these personal connections with Conradie no longer exist. This overreliance on Conradie rather than the broader South African team poses a risk to the continuity and effectiveness of communication.

Conversely, participants from the international donor organisations who do not share a personal relationship with Conradie exhibit a more pessimistic perception. They raised concerns about a disconnect in communication, insufficient opportunities to address their concerns with the South African team, and the desire to reach bigger audiences via digital platforms that none of them know or have an interest in learning. The joint challenges for all international-donor organisation participants included strategic intent misalignment, a reluctance to embrace technology, not having clear communication roles, and the need to communicate to their own stakeholders in a more personalised manner, not including Mosaic SA's strong use of Christian language, but rather giving more factual information that their own stakeholders can identify with.

The management and communication practitioners from Mosaic SA shared a perception about the communication with the international donor organisations that is more focused on their day-to-day tasks and less on building relationships with the international partners. They admitted that there is a lack of understanding of the vision of the international donor organisations, not having clearly defined communication roles for the international participants and that they do not have relationships with all of the international donor organisations, which makes communication practices even more difficult. The only participant in the management and communication teams of Mosaic SA who knows all of the international donor organisations is Conradie himself.

Addressing these issues will be essential for Mosaic SA and the international donor organisations to reach their desired communication outcomes and for Mosaic SA to ultimately become a sustainable non-profit organisation.

In the next chapter, the remaining specific research question will be answered using a qualitative content analysis of the communication platforms used by Mosaic SA to communicate to the international donor organisations and of the platforms that the international donor organisations use to communicate to their own stakeholders. As the study has established how communication

is perceived by Mosaic SA and the international donor organisations, the analysis in Chapter 5 determines whether they implement the guidelines of the SIC framework in their preferred communication platforms.

CHAPTER 5 DISCUSSION AND ANALYSIS OF A QUALITATIVE CONTENT ANALYSIS OF MOSAIC SA AND THE INTERNATIONAL DONOR ORGANISATIONS' COMMUNICATION PLATFORMS

5.1 Introduction

Chapter 4 examined and analysed the perceptions of the management and communication practitioners at Mosaic SA and the international donor organisations regarding their mutual communication practices. To effectively address specific research question 4, a qualitative content analysis was used to closely examine how Mosaic SA and the international donor organisations implement the guidelines of an SIC framework in their communication strategies. Insights gained from the semi-structured interviews informed the study about the preferred communication platforms utilised by all parties involved. These were then analysed to assess the messages disseminated on these platforms. This chapter addresses specific research question 4 (see section 1.5.2):

Question 4: To what extent do Mosaic SA and the international donor organisations communicate on their preferred communication channels according to the guidelines of the SIC framework?

Firstly, the underlying principle of strategic intent is examined, emphasising the constructs of vision and mission as a roadmap and aligned core values. Next, the concept of personalised two-way communication is explored, focusing on personalised communication, two-way conversations, and the role of digital platforms in communication practices. Thirdly, the discussion addresses the concept of brand as a strategic asset, with particular attention to the 360-degree brand idea and the monitoring and evaluation of preferred communication channels. Finally, the analysis will integrate the communication enablers of online advocacy and embracing technology (see section 3.4.2.2).

5.2 Overview of the Data Analysed for the Qualitative Content Analysis on the Preferred Communication Channels

The data analysed for this study included website content, Facebook pages, posts, and comments, Instagram pages, posts, and comments, newsletters, an annual report, two printed flyers, and a local newspaper article. 147 social media posts (across Facebook, Instagram, and LinkedIn) were examined from October 2023 to the end of December 2023. Of these, 103 posts

were from the shared South Africa and USA social media platforms, while 44 were from the German Facebook page and Instagram profile (see section 3.4.2.1).

The information shared during this period on the social media pages jointly managed by Mosaic SA and Mosaic USA included several campaigns. The *Pure Religion* campaign, comprising nine posts, invited the audience to pray for orphans and vulnerable children (OVC) and provided Biblical context about the significance of caring for orphans. This was followed by another campaign that featured stories of Mosaic mothers caring for OVC. This campaign, consisting of 18 posts, encouraged the audience to *Change Her World* by donating. A smaller campaign, *Giving Tuesday*, was also featured. Between these campaigns, other posts included content about Mosaic SA partners, other NPOs using the Mosaic model to support their own communities, and four posts showcasing day-to-day activities at Mosaic SA sites, celebrating achievements or activities involving the OVC. The posts also offered tips for parents on supporting their children during exam time, as well as Christmas and New Year's messages.

On the Mosaic SA in Germany social media platforms, some posts from the Mosaic SA platform were duplicated, translated into English, and redesigned to align with the German corporate identity, which differs slightly from that of Mosaic SA. These posts included the *Mosaic Moms* campaign, the *Mosaic SA Partners* campaign, several updates on day-to-day activities at the sites, and tips for parents on supporting their children during exam time. The German page did not feature the *Pure Religion* or *Giving Tuesday* campaigns.

The newsletters that were sent out duplicated the content shared on the social media platforms, with a few changes that will be discussed in the sections below. The digital platform used to distribute newsletters to South African, American, and German stakeholders is MailChimp. These newsletters provide brief but more profound insights into Mosaic SA, offering content not found on social media. For example, the September newsletter featured a short update on the German volunteers visiting Mosaic SA and a note about their activities on South Africa's Heritage Day. This information aligns with the type of day-to-day updates some interview participants requested.

Although Mosaic SA's preferred communication channels were digital of nature during the allocated timeframe, Mosaic SA in Germany opted for some traditional forms of communication to their stakeholders, which included two printed flyers that were distributed in chosen churches, as well as a newspaper article in the local newspaper about a Christmas fundraiser (see section 4.5.4).

At the time of the qualitative content analysis, Mosaic SA in Sweden confirmed via email that they would not be doing work for Mosaic SA for the foreseeable future (see section 3.4.1.1). During

the allocated timeframe, there was no communication from Mosaic SA in Sweden to their stakeholders, as their last social media post was on 7 February 2023. However, the manager of Mosaic SA in Sweden was still active on social media on Mosaic SA's pages, commenting and sharing.

The following section will present the discussion and analysis of the qualitative content analysis.

5.3 Strategic Intent

The first underlying principle of the SIC framework (see section 3.4.2.2) mandates that both offline and online communication endeavours undertaken by Mosaic SA and the international donor organisations must be directed by the organisation's strategic intent informed by a vision, mission and aligned core values.

5.3.1 Vision and Mission as a Roadmap

It is argued that the vision and mission of Mosaic SA and its international donor organisations in the USA, Germany, and Sweden can be effectively communicated to all stakeholders by consistently publishing them across various platforms, including websites, social media, newsletters, and annual reports. To ensure all relevant parties understand the organisation's future direction, the vision and mission should be consistently integrated into most, if not all, communications with stakeholders and potential donors. This consistency across all published media enhances the effectiveness of this approach (see sections 2.5.1, 3.4.2.2 and 4.1.2).

5.3.1.1 Mosaic SA and Mosaic SA in the USA Social Media Platforms: Facebook, Instagram and LinkedIn

Mosaic SA and Mosaic SA in the USA share a Facebook page, Instagram profile, and LinkedIn page. By implication, these social media pages' target audience is South Africa and the United States (see section 1.2.3.1).

On Mosaic SA's Facebook page, the 'About' section does not reflect the entire vision and mission; instead, it offers only a shortened version: *We envision the development and implementation of a self-sustainable orphan care program!* In contrast, the Instagram bio accurately depicts the complete vision of Mosaic SA. This inconsistency highlights a lack of uniformity in the organisation's messaging.

Of the 51 posts shared on the Mosaic SA Facebook page during the designated timeframe (most of which are also duplicated on the Instagram page), only three posts clearly reference Mosaic

SA's vision. In the remaining posts, the mission is not explicitly depicted but is implied, as illustrated in the examples below. While the exact wording of the mission is absent, the posts convey Mosaic SA's commitment to caring for OVC by supporting the broader community, which aligns with the organisation's stated vision and mission. Since Mosaic SA and Mosaic SA in the USA share the same Facebook and Instagram platforms, it can be assumed that they share the same vision and mission. This alignment is reflected across all official communication platforms; however, the semi-structured interviews revealed a different reality. According to the interviews, the USA participants were uncertain about the exact nature of their vision and mission.

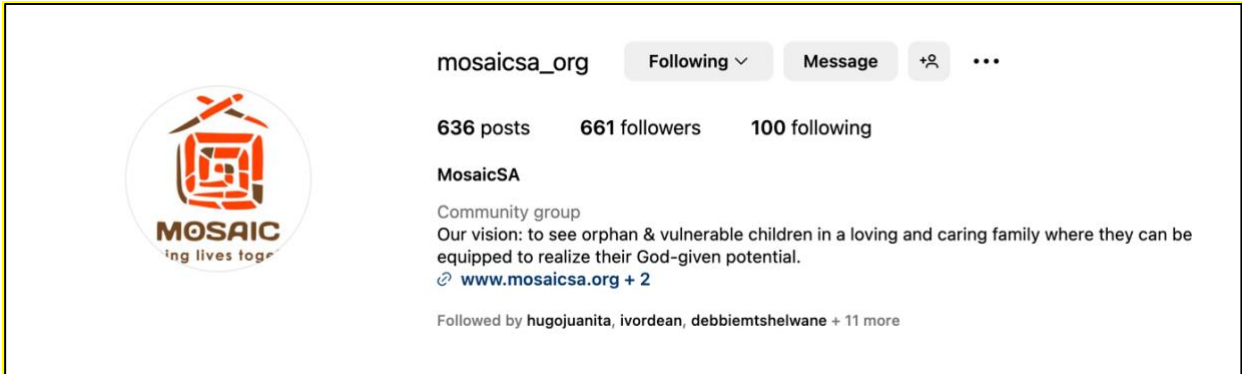


Figure 5-1: Screenshot: Mosaic SA Instagram



Figure 5-2: Screenshot: Mosaic SA Facebook post 13 Nov 2023

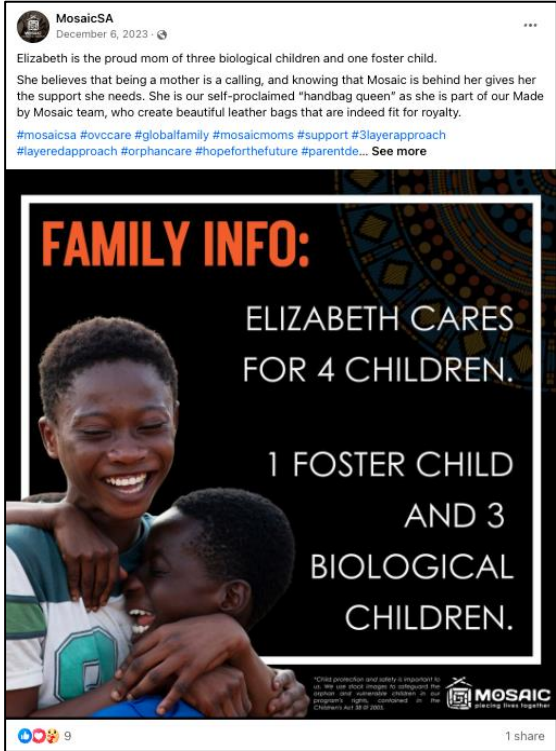


Figure 5-3: Screenshot: Mosaic SA Facebook post 6 Dec 2023

From the end of October 2023 to 12 November 2023, Mosaic SA ran a *Pure Religion* campaign on their Facebook and Instagram pages containing nine posts each. All of these posts included a link to a *Pure Religion* prayer guide. The vision of Mosaic SA appears on page two of the Prayer Guide, showing that Mosaic SA is clear about its vision in most communication – not necessarily on each social media post, but definitely on other media like the *Pure Religion* booklet.

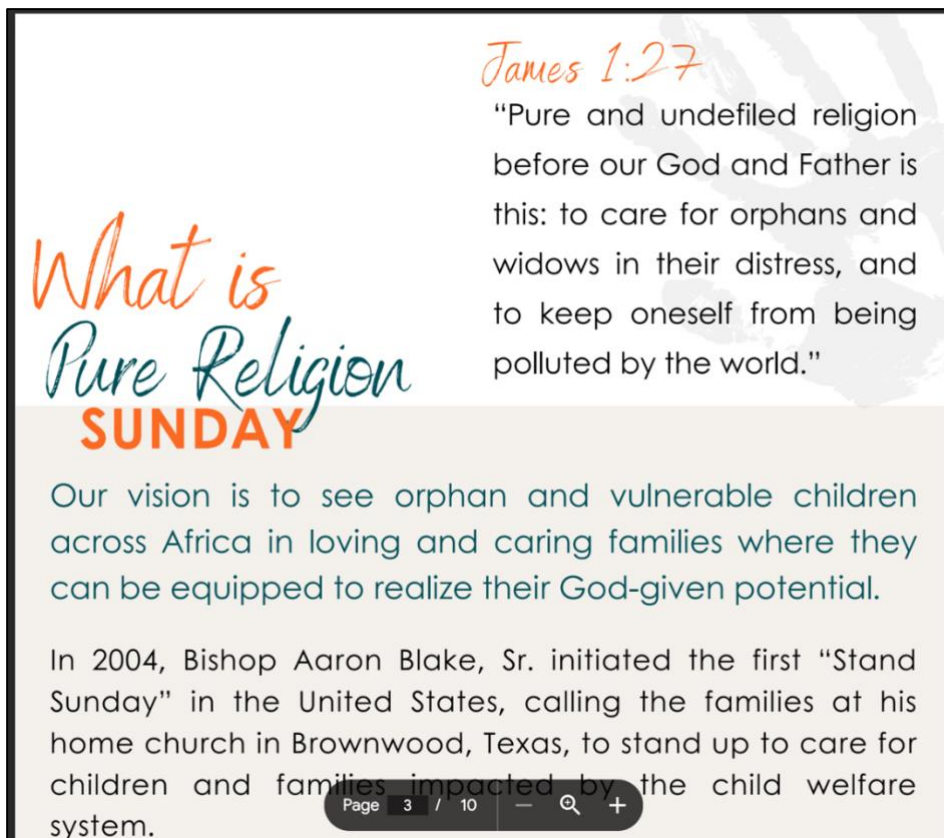


Figure 5-4: Screenshot: Mosaic SA Pure Religion Prayer Guide

The Mosaic SA LinkedIn page clearly states its vision in the 'About' section, and the content on LinkedIn differs from that on Facebook and Instagram. Most posts clearly reflect their vision and mission, even if they do not stipulate it explicitly.

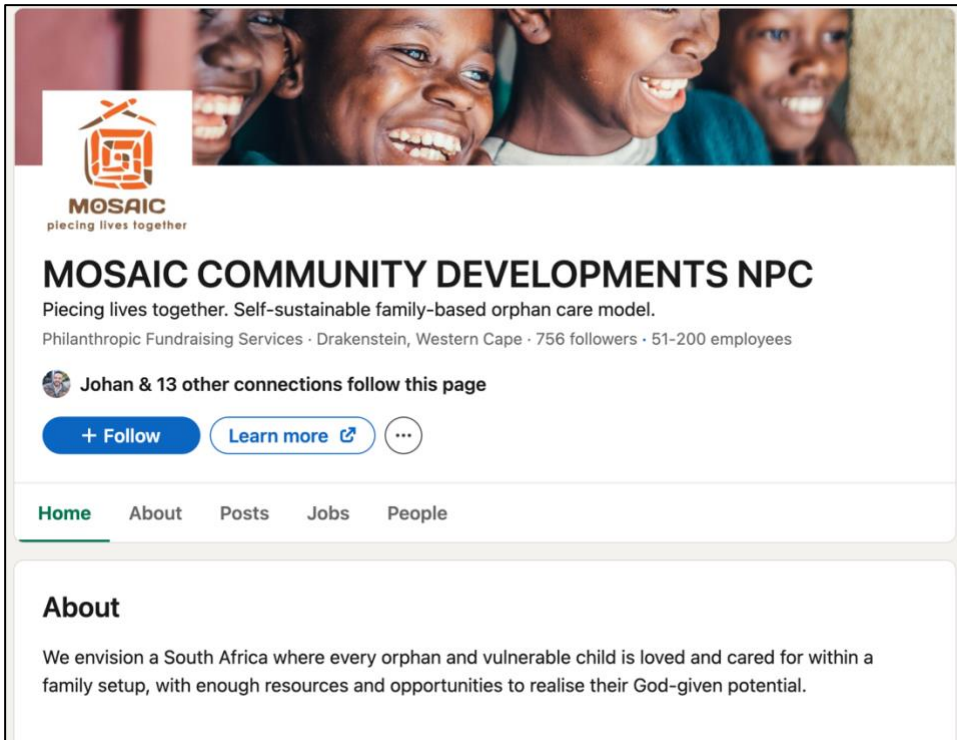


Figure 5-5: Screenshot: Mosaic SA LinkedIn page

5.3.1.2 Mosaic SA & Mosaic SA in the USA Shared Website

On the Mosaic SA and Mosaic SA in the USA shared website, Mosaic SA’s vision is visible on the website's home page. Mosaic SA in the USA relates all its communications to this website. They can, therefore, be assumed to share the same vision as Mosaic SA (see Figure 5.6).

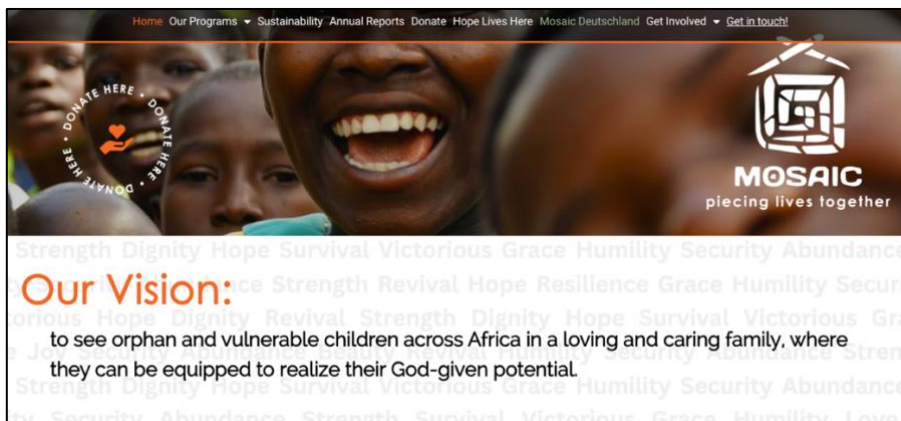


Figure 5-6: Screenshot: Mosaic SA website home page

5.3.1.3 Mosaic SA Digital Newsletters – Sent to Databases

Despite sharing social media platforms and a website, Mosaic SA and Mosaic in the USA diverge in their distribution of newsletters to the respective South African and USA databases. The

newsletters are the first point in formal communication where the SA and USA stakeholders are split. Neither the semi-structured interviews nor the qualitative content analysis provided a rationale for this strategy, aside from the observation during interviews that Mosaic SA aimed to align all communication messages. Newsletters distributed to the South African database are discussed first.

Two newsletters were released during the designated time (Oct 2023 – Dec 2023), and two emails were sent thanking donors for their donations. During the same time, fewer newsletters were sent to South African stakeholders than to the USA audience, as discussed in section 3.4.2.1. The newsletter published in October 2024 covers September events at Mosaic SA, and the December newsletter offers an overview of the year’s highlights. The October newsletter again refers to the vision without stating it directly, as per the following extract:

...and we are delighted to share the latest stories, updates, successes from our dedicated efforts to uplift the lives of orphaned and vulnerable children in our beautiful nation.

In the November newsletter, sent out in December, they give the exact vision in the first sentence, as seen in the screenshot below.

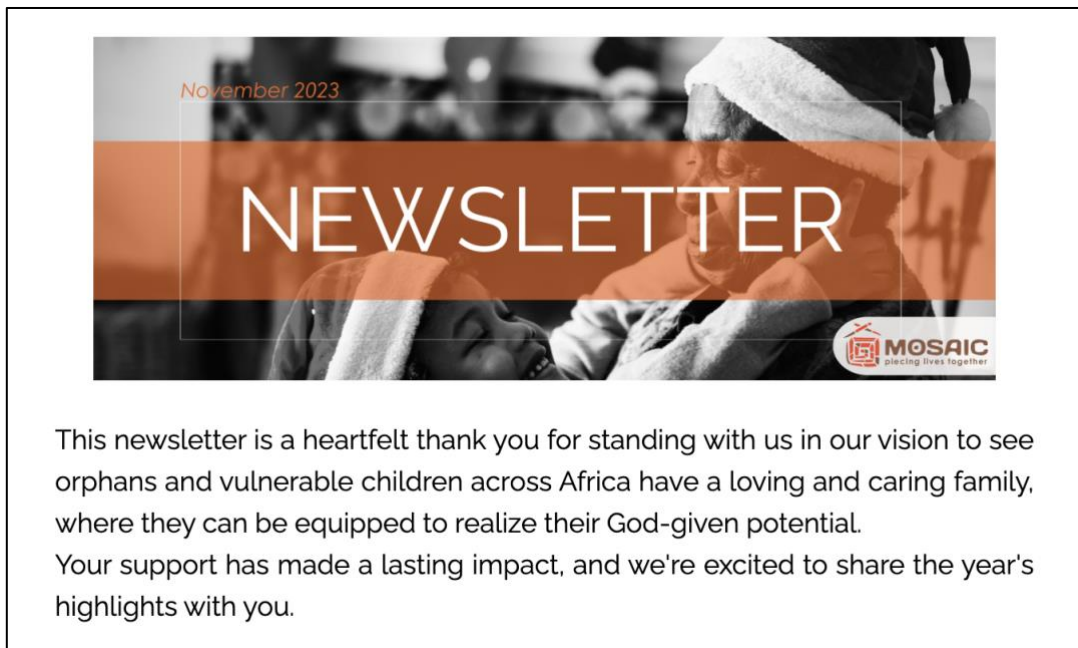


Figure 5-7: Screenshot: Mosaic SA November newsletter

5.3.1.4 Mosaic SA in the USA Digital Newsletters – Sent from Mosaic SA to the USA Database

Mosaic SA in the USA’s digital newsletters are written by the Mosaic SA team and distributed to the USA database. The signature at the end of all the emails is also always from the donor relations manager in SA, including her South African contact details.

5.3.1.5 Mosaic SA Annual Report

The vision is clearly stated on page 4 of the annual report; however, the mission is not mentioned. Since this annual report is distributed to all Mosaic SA stakeholders in South Africa and abroad, it is assumed that Mosaic SA and the international donor organisations share the same vision, as no alternative is specified. However, this assumption poses a challenge to the organisation's strategic intent, as the semi-structured interviews revealed that not all parties agree on the exact vision and mission (see section 4.2.4).



Figure 5-8: Screenshot: Page 4 of Mosaic SA 2022 Annual Report

5.3.1.6 Mosaic SA in Germany Social Media Pages: Facebook and Instagram

The Mosaic SA in Germany Facebook page (Mosaic SA Deutschland e.V) explains what Mosaic SA in Germany does in its Facebook information section, but the description is not focused on its mission or vision. Translated into English, the section reads:

We support South African aid organizations - especially Mosaic Community Developments. This NGO develops and implements a self-sustaining orphan support program in South Africa.

This portrayal of their information section matches what the German participants stated in the semi-structured interviews, that Mosaic SA in Germany does not only raise funds for Mosaic SA but for other NPOs in South Africa as well. The same bio appears on the Instagram page. Translated into English, it reads:

We support South African NGOs that provide profound help for orphans and disadvantaged children.

Although Mosaic SA in Germany also supports other South African NPOs, all social media content published during the dedicated three-month period featured Mosaic SA exclusively. The semi-structured interviews also revealed that Mosaic SA in Germany does not develop its own content. Instead, the South African team creates the content, which the German team then reviews and approves before sending it back to the South African team for publishing (see section 1.2.3.1).

Mosaic SA in Sweden's information section on its Facebook page is incomplete. It translates from Swedish to English as:

Mosaic Sweden is a part of Mosaic South Africa. We work towards creating a sustainable solution for...

The most important part of their work – orphaned and vulnerable children – is not even mentioned. Although Mosaic SA in Sweden has separate Facebook and Instagram pages, both have been inactive since February 2023.

5.3.1.7 Mosaic SA in Germany Website

Although the first page of the Mosaic SA in Germany website does include a vision, it is not the same as that of Mosaic SA, which includes the following words: ...*equipped to realize their God-given potential*. This aligns with the findings of the semi-structured interviews, during which Mosaic SA in Germany participants shared that they do not wish to communicate strong Christian language to their own stakeholders in Germany (see section 4.2.4). The sentence on their home page (see Figure 5.9) translates from German into English as follows:

Help for orphans and children in need and their foster families in South Africa

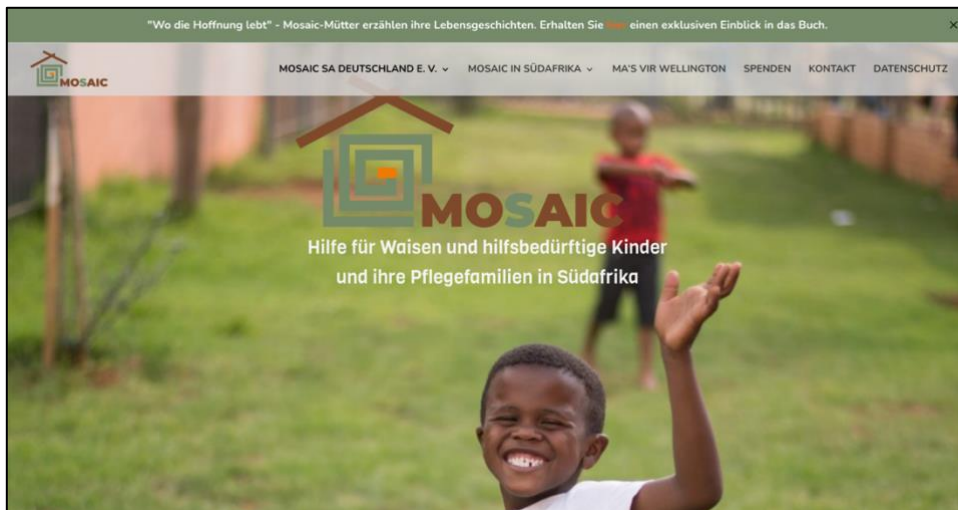


Figure 5-9: Screenshot: Home page of the Mosaic SA in Germany website

5.3.1.8 Mosaic SA in Germany Newsletters

During the dedicated time frame, Mosaic SA in Germany sent one newsletter of 12 pages, recapping events at the South African sites. Apart from the newsletter, three formal emails were sent to the German database. One of these emails distributed the same *Pure Religion* booklet shared on the Mosaic SA Facebook page. However, Mosaic SA in Germany did not feature the corresponding social media campaign on their Facebook or Instagram pages; instead, they only emailed it to their German audience. The other two formal emails informed the database about the Christmas fundraiser and invited them to an informative online event about an outreach to South Africa.

In recapping four months, the newsletter prominently showcases both the vision and the mission of Mosaic SA in Germany. Given the extensive content included in this lengthy newsletter, the mission of Mosaic becomes notably clearer, highlighting the organisation's comprehensive approach to caring for entire communities rather than solely focusing on OVC. None of the emails indicated the vision and mission.

5.3.1.9 Printed Media for Mosaic SA in Germany

None of the three printed media pieces from Mosaic SA in Germany explicitly presented Mosaic SA's vision. Although the newsletter article described the activities of Mosaic SA in South Africa, thereby reflecting its mission, the vision was not clearly articulated. This omission may be due to a reluctance to convey a vision with strong religious connotations to their stakeholders. Instead, they may have opted to imply the vision rather than express it explicitly.

5.3.2 Aligned Core Values

Aligned core values are the guiding principles (see Table 3.9) that all role-players within Mosaic SA should use in their communication endeavours. Although all organisations and participants agreed on the value of helping orphaned and vulnerable children, they did not agree on using strong Christian messaging to persuade potential donors to fund their cause (see sections 1.2.3.1, 2.5.2 and 4.2.2). The qualitative content analysis made this divide in core values even clearer.

5.3.2.1 Mosaic SA and Mosaic SA in the USA Social Media Platforms: Facebook, Instagram and LinkedIn

Mosaic SA published a *Pure Religion* campaign on their own Facebook and Instagram pages, discussing what the Bible and Christianity say about orphans, parents, and family. A link to a PDF booklet was shared in every post, and the campaign ended with a video of the founder of Mosaic SA, Conradie, and his wife praying live for the orphaned and vulnerable children. This campaign aligns with Mosaic SA's vision and core values but not those of the international donor organisations, as established during the semi-structured interviews (see section 4.2.2).

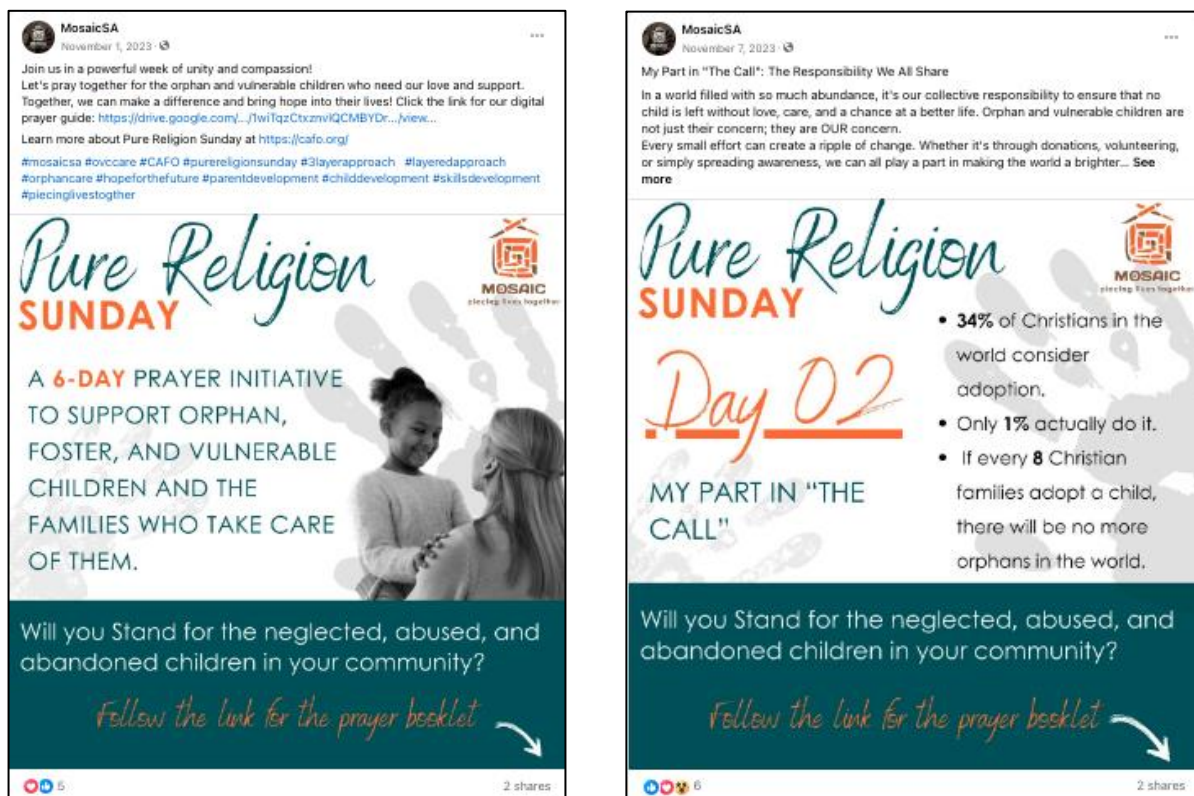


Figure 5-10: Screenshot: Mosaic SA Pure Religion Campaign

As seen in one of the *Pure Religion* posts (see Figure 5.10), Mosaic SA suggests that it is Christian families' calling or duty to adopt a child. They state that if every eight Christian families adopt a child, there will be no more orphans in the world. This is typically the type of strong Christian communication that international donor organisations are cautious of sharing with their own stakeholders (see section 4.2.2.). Nonetheless, Mosaic SA continues to disseminate the *Pure Religion* campaign. Notably, this campaign is not shared on the Mosaic SA LinkedIn page.

5.3.2.2 Mosaic SA and Mosaic SA in the USA Website

The website and the annual report have the same text explaining Mosaic SA's approach to faith. According to this text, Christianity is the reason behind their caring for OVC: *Our faith in Jesus Christ is the core of who we are at Mosaic.* They don't distinguish between the different organisations in each country; they are discussed under the same umbrella.



Figure 5-11: Screenshot: Mosaic SA Annual Report – Our approach to faith

5.3.2.3 Mosaic SA in Germany Social Media Pages: Facebook and Instagram

From analysing the Mosaic SA Germany Facebook page, it became clear that the *Pure Religion* campaign, prominent on the South African Facebook page, was not posted on the Germany page. The rest of the content was quite similar. No other content was created for the Germany page in place of the *Pure Religion* posts. In a follow-up interview, the donor-relations manager of Mosaic SA explained why the *Pure Religion* campaign was not shared on Mosaic SA in Germany's social

media. It was due to a lack of resources. Mosaic SA is dependent on volunteers to translate the content from English to German and incorporate the Mosaic SA in Germany corporate identity into the design elements of the posts. At the time of the *Pure Religion* campaign, they had no one to help them with this.

This means Germany's Facebook page had only six posts in November, whereas the South African and American shared Facebook page had 22 posts in November. While Christianity is important for the Mosaic SA team in South Africa, Germany and Sweden are reluctant to convey these Christian messages to their respective stakeholders (see section 5.4.1). There is a clear divide in core values between Mosaic SA and the international donor organisations, which complicates the communication between them.

5.3.2.4 Mosaic SA in Germany Website

The German website refers to Christianity, although it is prominently featured on the 'About' page and not on the homepage (Figure 5.9). The relevant section on the 'About' page reads:

Our goal is to help people in emotional, physical and material need - especially orphans, including their foster families. The activities focus on Africa, particularly South Africa, with assistance usually provided by local organisations. The aim is to bring God's love closer to people.

5.3.2.5 Mosaic SA in Germany Newsletters

Pinpointing the core values of Mosaic SA in Germany proves challenging, as the German team opted not to disseminate the *Pure Religion* campaign on their social media platforms, yet they did distribute it via email. This discrepancy raises questions regarding the values projected by Mosaic SA in Germany.

Dear Mosaic Family,

We would like to cordially invite you to participate in our Pure Religion Sunday. You can find all the information in the attachment to this email. Please excuse the somewhat peculiar, not always perfectly translated wording. The formulation took place in South Africa, as we currently did not have anyone available in Germany for the last-minute translation.

Below, you will find a brief explanation of the reasons for starting this initiative:

Dear friends,

November 12th is International "Pure Religion Sunday" (James 1:27). We invite you to stand in prayer for orphaned and vulnerable children from November 6th to 11th. For several years, the second Sunday in November has been known internationally as "Orphan Sunday" or "Stand Sunday." Starting this year, the second Sunday in November (this year, November 12th) will be internationally honored as "Pure Religion Sunday" (James 1:27). This is a day when Christians around the world come together in prayer for the orphaned and vulnerable children of the world.

Figure 5-12: Screenshot: Mosaic SA Newsletter *Pure Religion* campaign

5.3.2.6 Mosaic SA in Germany Printed Media

None of the printed media distributed by Mosaic SA in Germany explicitly mentioned Christianity. They omitted the vision that includes Christian values and made no reference to Christianity in the Christmas fundraiser flyer, concert flyer, or local newspaper article.

5.3.3 Conclusion: Strategic Intent

Implementing strategic intent across Mosaic SA and the three international donor organisations presents a significant challenge within the SIC framework. As revealed through interviews and supported by the qualitative content analysis, there is a lack of clear guidance on whether the vision and mission should remain consistent or vary among the donor organisations. The precise vision and mission of the donor organisations are not well understood, leading to confusion that is reflected in communication efforts.

A similar challenge applies to the alignment of the core values. While international donor organisation representatives expressed alignment with Mosaic SA's strong Christian ethos during the semi-structured interviews, they emphasised that they cannot represent the views of their respective stakeholders in other countries. The need to secure funding from culturally diverse groups may compel the international donor organisations to omit strong Christian messaging on their preferred communication platforms, as it risks alienating stakeholders. However, since the

Mosaic SA team is responsible for developing all content, the donor organisations are left with insufficient materials to effectively engage their stakeholders.

The challenge of aligning core values closely ties to the need for personalised communication. While the internal values between the management and communication practitioners of Mosaic SA and the donor organisations are aligned, there remains the need for a strategy that accommodates these values externally in a way that resonates with the diverse international stakeholder base, particularly through personalised communication strategies.

5.4 Personalised Two-way Communication

To effectively implement personalised two-way communication, Mosaic SA must cultivate engaging conversations with key stakeholders, assign clear communication roles, and manage interactivity on digital platforms to ensure mutual benefits with international donor organisations (see sections 2.7 and 3.4.2.2).

5.4.1 Personalised Communication

Personalised communication on digital platforms refers to the tailored exchange of information, messages, or content between individuals or organisations, leveraging data-driven insights and algorithms to customise content based on specific user preferences, behaviours, or characteristics to enhance engagement, relevance, and effectiveness of communication efforts (see section 2.7.1.1). Personalised communication between Mosaic SA and the international donor organisations means that the messages and platforms will be customised to each target audience so they can identify with the message in question (see Table 3.10).

5.4.1.1 Mosaic SA and Mosaic SA in the USA Social Media Platforms: Facebook, Instagram and LinkedIn

Given the shared social media profiles between Mosaic SA and Mosaic SA in the USA, personalised communication becomes inherently challenging, as messages cannot be customised for American and South African audiences on one platform. Consequently, despite the USA stakeholders expressing reservations about strong religious messaging, Mosaic SA continues to post such content to target the South African audience. Similarly, although Mosaic SA in the USA may prioritise real-time hardships in SA sites, they refrain from sharing this information as the South African audience resonates more with narratives of hope. This dilemma underscores the struggle of Mosaic SA and Mosaic SA in the USA to simultaneously satisfy divergent stakeholders, resulting in dissatisfaction from both ends.

5.4.1.2 Mosaic SA and Mosaic SA in the USA Digital Newsletters

Basic personalised communication is present in every newsletter, as each is tailored to the individual recipient by addressing the newsletter directly to them using their first name through a customer relationship management (CRM) system. Similarly, emails sent to donors after their contributions are individually addressed and acknowledge the specific donation amount within a personalised thank-you message.

The content of newsletters distributed to the South African database significantly differs from those targeted at the USA audience. South African newsletters provide extensive details regarding day-to-day activities at the sites and feature multiple stories per issue, unlike the previous US newsletters that typically contained only one story. The tone of the South African newsletters is characterised by hopefulness and storytelling, aligning with feedback from a South African participant in the semi-structured interviews who emphasised the SA audience's connection with stories of hope (see Figure 5.12 and section 4.2.2). However, a participant from the USA also expressed a need for more day-to-day details about events in South Africa, indicating that although the relevant content exists, it is not reaching the USA audience. This was also confirmed by the qualitative content analysis (see section 4.2.2).

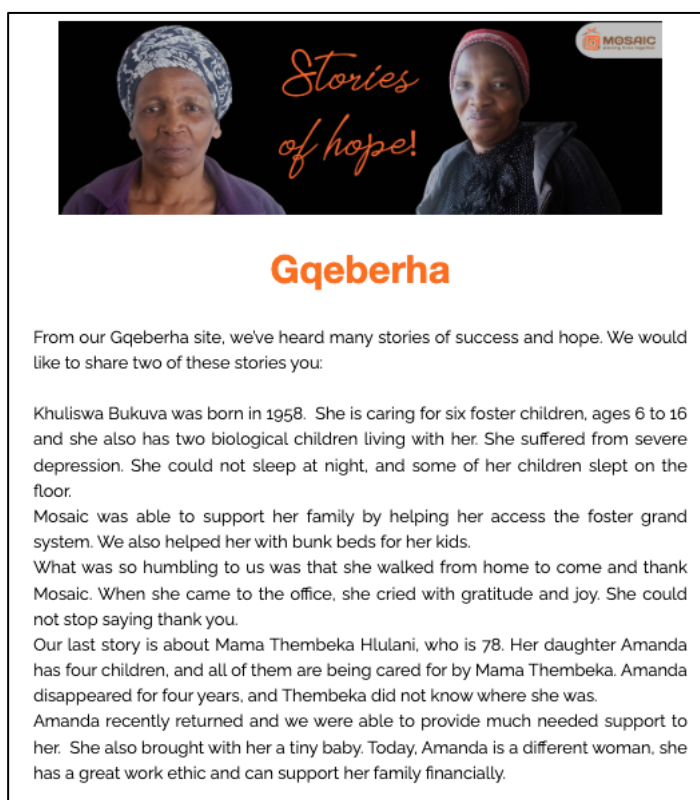


Figure 5-13: Screenshot: Mosaic SA Newsletter *Stories of Hope* campaign

During the designated period, the USA newsletters featured three campaigns. Firstly, the *Giving Tuesday* campaign was highlighted, resonating deeply with the USA audience due to its alignment with their Thanksgiving festivities. Subsequently, the *Mosaic Moms* campaign was introduced, featuring narratives of individual Mosaic caregivers in each email, detailing the number of foster children they support. Lastly, the *Year End Giving* campaign was promoted, soliciting funds. Most of the emails included narratives of hope, contradicting the statements made by participants during interviews, suggesting that the USA audience responds more to emotional narratives than stories of hope. Furthermore, the newsletters omitted any mention of day-to-day activities and did not incorporate the *Pure Religion* campaign concurrently active on social media.

5.4.1.3 Mosaic SA in Germany Social Media Platforms: Facebook and Instagram

The social media platforms of Mosaic SA in Germany are translated into German, thereby accommodating the German community. However, the content type is not inherently personalised to cater to the German audience's specific preferences, as it largely mirrors the content found on the social media platforms of Mosaic SA and Mosaic SA in the USA. During the semi-structured interviews, participants noted that the German community tends to resonate more with content presenting factual information and statistics, particularly regarding the impact of their donations (see section 4.3.1.) Nevertheless, the social media platforms do not accommodate these individual preferences of the audience, which means that the communication is not personalised to each donor organisation's stakeholders.

5.4.1.4 Mosaic SA in Germany Newsletters

The main newsletter, which provides a recap of three months, lacks personalised communication, making it challenging to identify the target audience. It appears to be written from the South African team to the German team; however, the German team indicated that they also disseminated this newsletter to their own database in Germany. The newsletter consists of short snippets of events over the past four months at the Mosaic SA sites in South Africa. One of these snippets included a short description of German volunteers who visited South Africa and the Mosaic SA sites to assist with the orphaned and vulnerable children. If this newsletter were personalised to the audience, it would feature a lot more about the German volunteers, including more photos of them, some videos or testimonials of how they experienced the trip. The German audience would relate more to their own people helping OVC in a foreign country than to short snippets of day-to-day events, fostering a stronger connection for the German audience. They could have also used photos and videos of the volunteers during their time in SA to share on the social media pages.



Figure 5-14: Screenshot: German volunteers in the Mosaic Germany Newsletter

5.4.2 Two-way Conversations

Two-way conversations with stakeholders can be seen when Mosaic SA and the international donor organisations actively converse with each other (see Table 3.10). It became apparent through the interviews that the three managers from the international donor organisations have two-way conversations with Conradie on phone calls, WhatsApp and email (see section 4.3.1). However, the definition of two-way conversations (see section 2.7) in this context states that stakeholders can also have two-way conversations on digital platforms by commenting on social media posts, having a section for chat on digital platforms or making platforms available for conversations.

5.4.2.1 Mosaic SA and Mosaic SA in the USA Social Media Platforms: Facebook, Instagram and LinkedIn

Out of 105 posts across Facebook, Instagram, and LinkedIn, there were 27 comments from different individuals. Mosaic SA did not respond to any of these comments on any platform. Establishing a two-way conversation online is challenging if Mosaic SA does not engage with stakeholder comments.

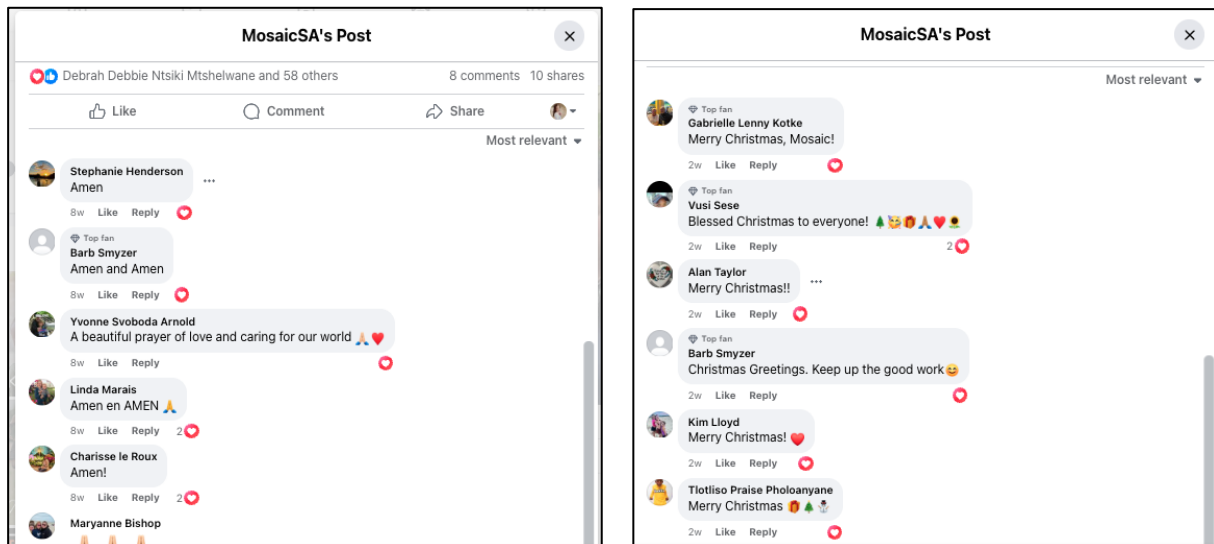


Figure 5-15: Screenshot: Mosaic SA Facebook comments

5.4.2.2 Mosaic SA and Mosaic SA in the USA and Mosaic SA in Germany Website

The Mosaic SA and Mosaic SA in Germany websites feature a 'Contact Us' page where visitors can leave a message. This does not facilitate a conversation but at least allows for message submission. There is no chat feature or WhatsApp button available to initiate real-time conversations.

5.4.2.3 Mosaic SA and Mosaic SA in the USA Digital Newsletters

The newsletters lack a chat section to stimulate feedback or interaction from the audience. Despite the absence of a mechanism for facilitating two-way conversations, most of the newsletters' text prompts recipients to email questions. Across all newsletters, the sole contact person provided is the South African donor-relations officer, even in emails sent to the USA audience. In a follow-up interview, the donor relations officer confirmed that she received only four responses from the newsletters during the allocated timeframe. Two of these responses were positive feedback, complimenting the team for a lovely newsletter; one was a company letting the donor-relations manager know that they want to donate, and the last one was neutral – just a stakeholder wanting to change their preferred email address. These emails can only be seen as feedback and not conversations.

The newsletters do not promote engagement with the USA team but only with the SA team. An exception is noted wherein the president of Mosaic SA in the USA (not Conradie, but the American founder of Mosaic SA in the USA) appears in a video within one of the newsletters, providing her own email address and encouraging viewers to initiate dialogue and pose questions.

5.4.2.4 Mosaic SA in Germany Social Media Platforms: Facebook and Instagram

During the allocated time frame, the German social media platforms had 44 posts, and none had comments for Mosaic SA in Germany to facilitate a two-way conversation. They did not ask or invite interaction in any of the posts.

5.4.3 Digital Platforms

As seen in section 3.4.2.2 and Table 3.10, digital platforms constitute online tools or technologies that facilitate communication, interaction, and information sharing in a digital setting. Mosaic SA in the USA uses Mosaic SA in South Africa's digital platforms (see section 5.1). This means there is only one Facebook page, Instagram page, LinkedIn page and website for the South African and American audiences. Mosaic SA in Germany and Mosaic SA in Sweden have separate Facebook and Instagram pages. Mosaic SA in Germany has its own website, while Mosaic SA in Sweden refers people to the South African Mosaic SA website from their social media platforms.

5.4.3.1 Social Media Platforms: Facebook, Instagram and LinkedIn

Having social media platforms in place for Mosaic SA and the international donor organisations is already a good start at utilising digital platforms; however, the definition (see section 2.7.1.2) further states that the effective use of these platforms is also crucial for the communication enabler to be effective. The effective use of these platforms has a future goal to build relationships and engage with the audience by sharing relevant and interesting content.

Even if interaction on Mosaic SA and Mosaic SA in Germany's Facebook, Instagram and LinkedIn pages is limited, they still share relevant and engaging content. Mosaic SA administers its social media pages according to its campaigns. The first campaign in November was *Pure Religion*, where they discussed what the Bible and Christianity say about orphans, parents, and family. It seems the audience enjoyed the last post of this campaign because it received the most likes, comments and shares. It could also have been because the last post was a video of Conradie (founder) and his wife (co-founder) praying live on social media on *Pure Religion* Sunday.

In contrast, the other posts about *Pure Religion* had very few likes. It can be derived from the social media statistics that people engage more on videos of people they know. Interestingly, the *Pure Religion* campaign was not presented on LinkedIn. The LinkedIn posts shared around the same time as the *Pure Religion* posts were more about the development programmes Mosaic SA offers its beneficiaries.

The second campaign, dealing with mothers of Mosaic on Mosaic SA's Facebook and Instagram pages, was translated and duplicated on Mosaic SA in Germany's Facebook and Instagram pages (see Figure 5.16).

The mothers of Mosaic SA are the women who care for five or more orphaned and vulnerable children in their homes; some of them are foster kids, some adopted, and some family. These posts received much more reaction and interaction on Facebook and Instagram from the audience than the *Pure Religion* campaign. They shared photos of the mothers and short descriptions of their lives, for example:

Welheminah is a beacon of hope for four foster children, one adopted child, who require both learning and emotional support. Through Mosaic's comprehensive programs, Welheminah receives essential assistance in these areas and many more! She recently embraced a teenager with disabilities into her family, and the remarkable process he's made under her care is a testament to her love and the difference Mosaic makes. Every family has a story and we're honoured to be part of Welheminah's journey.

There could be various reasons why these posts about the Mosaic mothers are doing better than the other posts on the page. One could be because the international participants stated in their semi-structured interviews that they wanted more information about the day-to-day activities at Mosaic SA because that is the type of content that the donors ask them for. Another reason could be that South Africans enjoy stories of hope more than stories of despair, as explained during the interviews by one of the South African participants. Another reason can be because of the visuals shared with the posts - people could better identify with the photos of the mothers (see Figure 5.16) than with just graphic images like the posts used in the *Pure Religion* campaign. The use of the mothers on social media also gives them content to be shared that is not the faces of the OVC, which is not allowed to be published on social media.

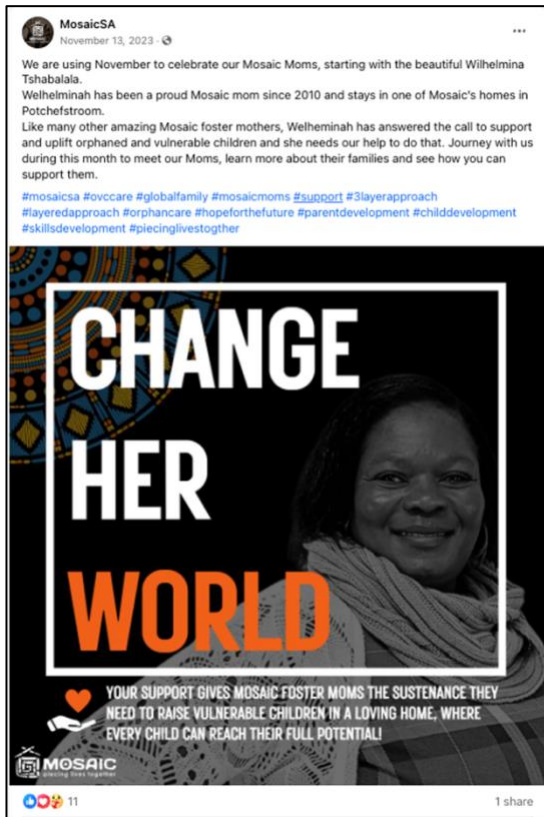


Figure 5-16: Screenshot: Mosaic SA & Mosaic SA in Germany Facebook posts

Another interesting occurrence on both Mosaic SA and Mosaic SA in Germany's Facebook and Instagram posts is the links to the website to donate. During the interviews, one of the South African communication participants stated that they don't ask for money from donors on social media. However, during the qualitative content analysis, of the 103 posts on Facebook and Instagram, 18 included a call to action to donate. This means their perceived strategy is not executed on social media (Figure 5.17).

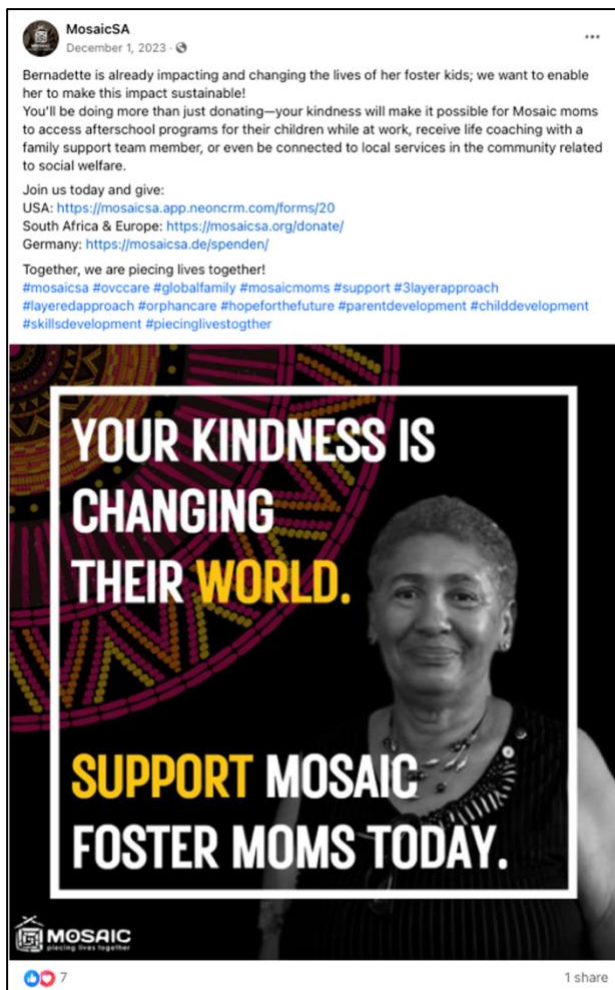


Figure 5-17: Screenshot: Mosaic SA donate Facebook post

5.4.3.2 Newsletters

The digital platform used to send out newsletters to South African, American and German stakeholders is MailChimp. The newsletters contain short snippets of information not shared on social media posts. This is information on a deeper level of Mosaic SA. The September newsletter included a short snippet of text about the German volunteers who visited Mosaic SA to contribute time and skills to the cause. This is relevant and interesting information for stakeholders. They also included a short snippet about Heritage Day in South Africa and what they did on the day. This is typically the information about day-to-day activities that some interview participants asked for (see Figures 5.18 and 5.19).



Figure 5-18: Screenshot: Mosaic SA newsletter 1



Figure 5-19: Screenshot: Mosaic SA newsletter 2

The December newsletter included short snippets of the year's highlights at each Mosaic SA in SA sites: Potchefstroom, Gqeberha, and Paarl Valley. A letter from the operations manager is also included with some statistics and milestones for 2023, which is also interesting information for the audience.

5.4.3.3 Websites

The challenge with relevant and interesting content shared on digital platforms is that each country considers relevant and interesting content as something else (see section 4.3.1). This challenge surfaced during the interviews and emerged again in the qualitative content analysis.

According to the information analysed on Mosaic SA's website and Mosaic SA on Germany's website, there are some similarities in text, like the statistic that there are 5.2 million orphans in South Africa and that they need help. The German website explains how their organisation contributes to addressing the needs of these orphans within the South African context. Consider the two extracts below:

Through sustainable orphan care, children at the non-profit organization Mosaic Community Developments gain access to the opportunities they so desperately need. That's why we created Mosaic SA Deutschland e. V. founded to support South African aid organizations like this from afar.

The founding of the club took a long time. Back in 2009, Frieda Hofmann, a native of South Africa and current chairwoman of the association's board, met the founders of MOSAIC South Africa, Meyer and Louise Conradie. As Christians, they felt called to care for orphans in South Africa and founded MOSAIC in 2008.

The German website also highlights how Mosaic SA in Germany manages the money to make sure it gets to the orphans – something that the South African website makes no mention of:

Since this association does not have to pay salaries, 100% of the donations can be passed on and go directly to those in need. A sponsor covers all administration fees. Let this video introduce you to the work of Mosaic Community Developments. This organization is run by the German-registered association Mosaic SA Deutschland e. V. supports.

In the interviews, the German participants explained that they need to be transparent to their donors that every cent goes to South Africa with no admin fees; this way, they get more people to donate (see section 4.2.2).

The Mosaic SA in Germany website includes a call-to-action inviting volunteers to travel to South Africa or assist with operations in the German office. They specify areas where individuals can contribute, such as marketing, project planning, organisation, or other areas aligned with their strengths. In contrast, the South African website does not feature this volunteer call-to-action; its only call-to-action is the 'Donate' page. As noted in the newsletter, the German team does send volunteers to Mosaic in South Africa, although no mention of volunteers was made on their social media platforms during the allocated timeframe.

Mosaic SA’s website focuses more on explaining how their organisation is structured and how they go about helping the beneficiaries. It describes their 3-layered approach to orphan care (see Figure 5.20), and each layer has its own page dedicated to explaining the programme using infographics, text and explanatory videos. This detailed information is not included in the Mosaic SA in Germany website. Notably, the websites’ content differs to address the specific interests and needs of distinct audiences by providing relevant and engaging material. However, this level of personalised communication is not reflected on social media platforms (see section 5.4). This suggests that organisations selectively implement personalised communication with their stakeholders, depending on the digital platform. Furthermore, the Mosaic SA team in Germany generated the content for their website with a clear understanding of what information their stakeholders would find valuable. In contrast, their ability to tailor content on social media platforms appears constrained, as the Mosaic SA team, rather than the German team, is responsible for generating the social media content.

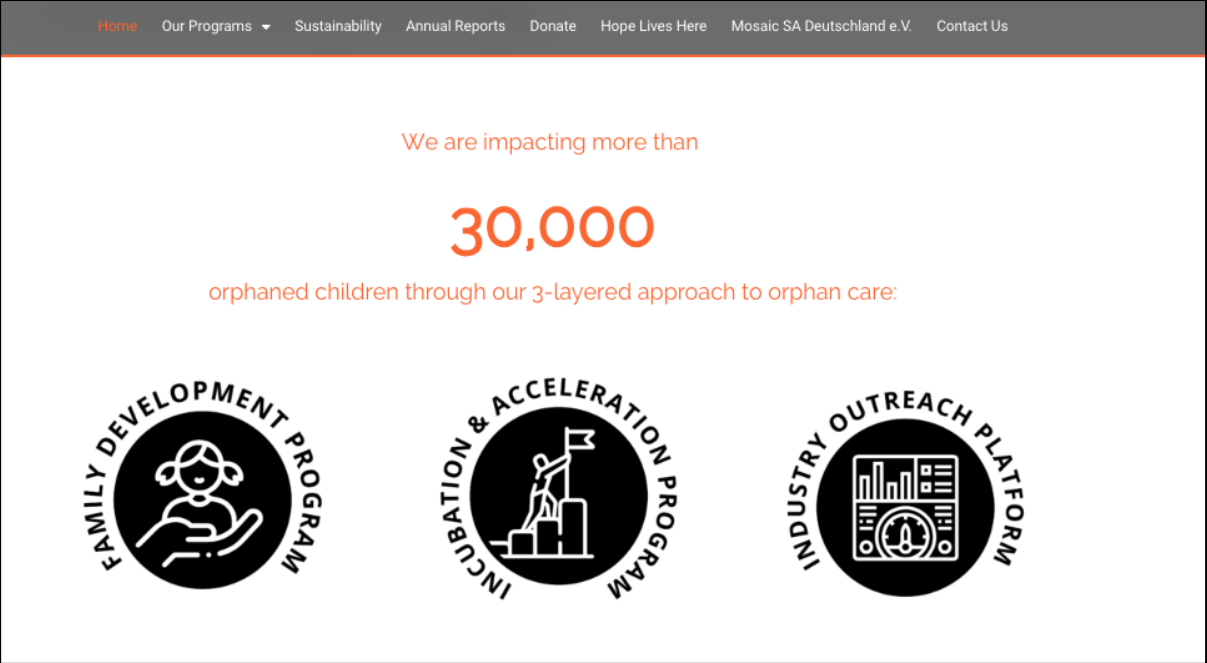


Figure 5-20: Screenshot: Mosaic SA website 3-layered approach

5.4.4 Personalised Two-way Communication Conclusion

The effective implementation of personalised two-way communication by Mosaic SA and the international donor organisations requires cultivating two-way conversations with stakeholders on various digital platforms, implementing personalised communication, and sharing relevant and engaging content on these platforms (see section 2.7.1). The analysis revealed limited two-way conversations on Mosaic SA’s social media platforms, with only a few comments on Facebook,

Instagram, and LinkedIn posts. Notably, Mosaic SA did not respond to any comments, hindering the establishment of meaningful two-way conversations. The absence of chat sections in newsletters and limited website interactive features further constrained stakeholder engagement opportunities.

Despite low interaction on social media, Mosaic SA and the international donor organisations demonstrated a commendable effort to reach their desired audiences via digital platforms. Even though Mosaic SA in Germany still opts for printed communication, such as printed flyers and local newspaper articles, they still have the necessary and relevant digital platforms in place. They do not solely rely on printed media but use it as an extra communication platform.

Although relevant and interesting content has been shared on digital platforms, the strategic distribution of this content to diverse stakeholders remains a challenge. Key stakeholders in four countries have varying perceptions of what constitutes relevant and interesting content, necessitating a greater effort from Mosaic SA to personalise communication for each stakeholder group. However, creating personalised communication for each stakeholder group places additional strain on Mosaic SA's already limited resources. Failure to do so risks constraining international donor organisations and depriving them of the relevant and personalised communication needed to secure critical funding from stakeholders in their respective countries.

5.5 Brand as a Strategic Asset

Managing a brand as a strategic asset involves creating regular touchpoints between Mosaic SA, the international donor organisations, and the donors or prospective donors in each country in all forms of communication (see section 3.4.2.2).

5.5.1 360-degree Brand Idea

The 360-degree brand idea can be seen when Mosaic SA and the international donor organisations actively build their brand online and offline. Integration of online and offline channels, along with consistent brand experience across touchpoints, exemplifies the 360-degree brand idea in action (see section 2.7.2.1).

5.5.1.1 Mosaic SA and Mosaic SA in the USA Social Media Platforms: Facebook, Instagram and LinkedIn

A consistent visual identity across all platforms is part of the 360-degree brand idea. Overall, Mosaic SA's visual identity is consistent in all posts, using the brand colours and the logo in high quality. The tone and content of the messages remain consistent, with only a few exceptions.

However, the *Giving Tuesday* posts on Mosaic SA’s Facebook and Instagram pages do not reflect the organisation's visual identity. The posts' designs only include the red and blue colours of the *Giving Tuesday* campaign (see Figure 5.21).

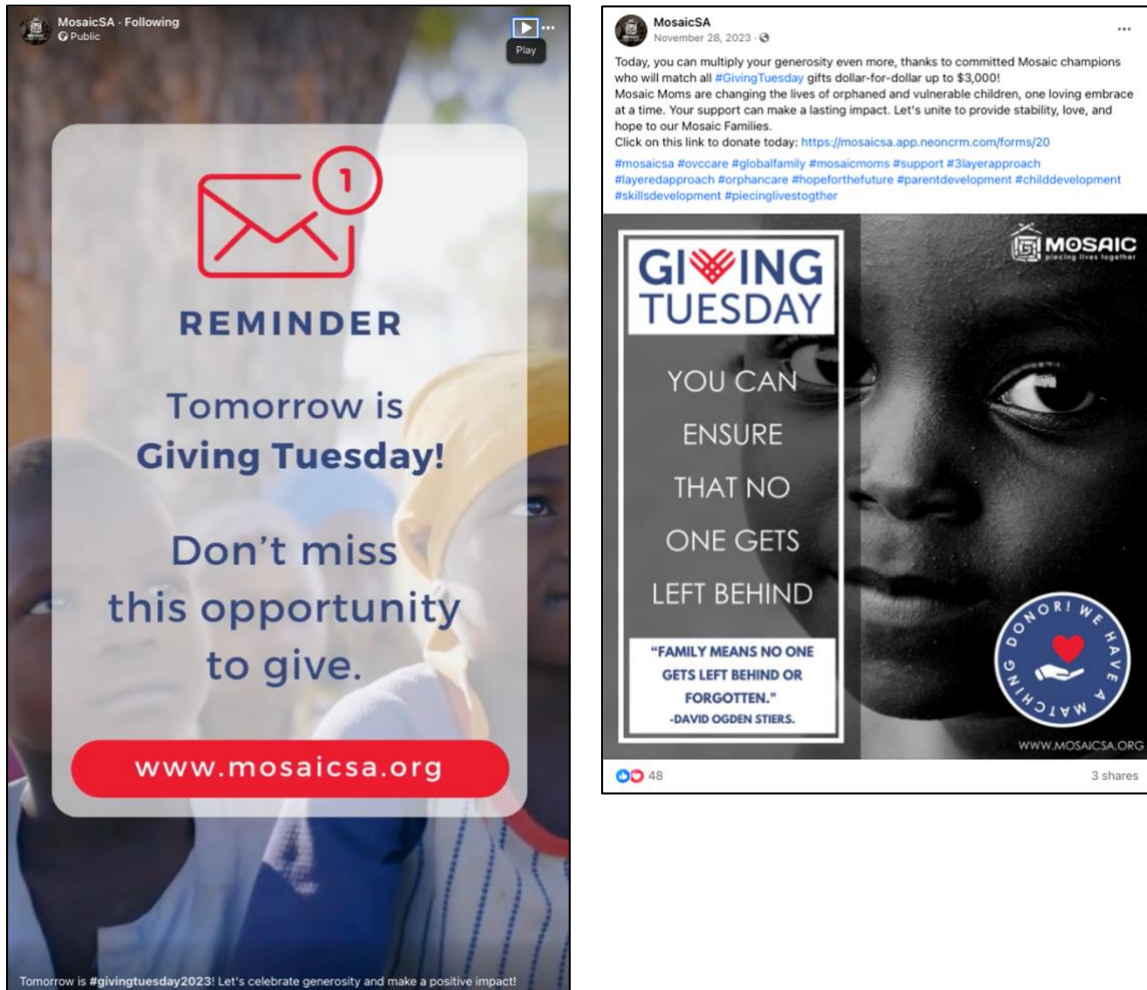


Figure 5-21: Screenshot: Mosaic SA *Giving Tuesday* posts

In a follow-up email, the donor-relations manager explained that they chose to include more of the *Giving Tuesday* colours and logos and omit the Mosaic SA logo on these posts *just because these [blue and red Giving Tuesday colours and logos] are familiar visuals to the US audience*. The explanation behind the strategy is understandable and can relate more to a personalised communication angle (see section 5.4) as Mosaic SA attempts to personalise the communication

to the USA audience. However, implementing a 360-degree brand idea suggests that your visual identity should remain consistent regardless of content. These posts could confuse visitors, as one does not even feature Mosaic SA's logo. To the South African audience on the social media pages, these posts look foreign and could lead to the audience losing trust in the brand.

Mosaic SA and Mosaic SA in Germany do not share the same corporate colours. Mosaic SA's colours are orange and brown, and Mosaic SA in Germany is blue and green. However, the logo is the same, and Mosaic SA in Germany stays consistent with its corporate colours on its social media pages and website. The way that the German donor organisation has adapted its corporate identity could be an effective way to implement a 360-degree brand idea across Mosaic SA and all the donor organisations. However, it must still show that it is part of the same bigger picture. It is a complex business structure, but Mosaic SA and their key stakeholders should find innovative ways to effectively reach their own mission and vision while remaining connected and aligned to their shared goals.

The brand experience on social media, websites, newsletters and annual reports stays consistent, as the definition of the 360-degree brand idea suggests.

5.5.1.2 Mosaic SA Newsletters – Sent to SA and USA Databases

Primarily, Mosaic SA's newsletters maintain a consistent visual identity; however, the *Giving Tuesday* campaign diverges with distinct colours and logos, akin to its social media posts. This deviation raises concerns, mainly because these emails serve as direct calls for donations. Potential donors might hesitate due to apprehensions about authenticity, perceiving the emails as potentially fraudulent due to their departure from Mosaic SA's usual newsletter format. While the heart logo aligns with *Giving Tuesday*, recognised by stakeholders in the USA, Mosaic SA should also integrate its own logo and visual identity to foster trust. Notably, the final two newsletters of December 2023 also lacked Mosaic SA's logo and standard brand colours. Furthermore, unlike typical Mosaic SA communications characterised by rich visual content, these newsletters lacked images or designs comprising only text.

5.5.2 Monitoring and Evaluation

Monitoring and evaluation were discussed during the semi-structured interviews, and it was confirmed that neither Mosaic SA nor the international donor organisations do comprehensive monitoring and evaluation of their digital platforms. It was said that even though they can see who opens the newsletters, they don't do anything with this data (see section 4.4.2). Therefore, there was no report to analyse here.

5.5.2.1 Mosaic SA and Mosaic SA in the USA Social Media Pages: Facebook, Instagram and LinkedIn

Even though Mosaic SA does not do formal monitoring and evaluation of its social media pages, like reports on insights and analytics, there are other ways to ask for feedback to ensure your audience can relate to the shared content. These ways can include asking for feedback on social media posts, sharing polls, and asking the audience to choose an option they feel most resonates with their opinion, including chat boxes on websites by, for example, integrating WhatsApp or enabling comments on websites (see section 2.7.2.2). These features were not visible on the organisations' social media pages or websites.

5.5.3 Brand as Strategic Asset Conclusion

Effectively managing a brand as a strategic asset requires meticulous attention to regular touchpoints across all communication channels, fostering a consistent brand experience. Integrating online and offline elements and maintaining a cohesive visual identity plays a pivotal role in implementing the 360-degree brand idea for Mosaic SA and the international donor organisations (see section 2.7.2.1).

The tone of voice and type of information also contributes to a coherent brand narrative, with only a few exceptions, such as the *Giving Tuesday* posts on Facebook and Instagram. While these posts align with the American initiative, the inconsistency in visual identity, including the absence of Mosaic SA's logo, raises concerns about potential confusion and loss of trust among visitors. Notably, Mosaic SA in Germany has adopted different corporate colours (blue and green) than Mosaic SA (orange and brown). Despite this difference, the shared logo ensures some consistency, and Mosaic SA in Germany remains committed to its chosen corporate colours across social media pages and the website. This dedication to a consistent brand experience on various platforms, including social media, websites, newsletters, and annual reports, aligns with the principles of the 360-degree brand idea.

As revealed in the semi-structured interviews, the absence of comprehensive monitoring and evaluation of digital platforms poses a notable gap in implementing the brand as a strategic asset idea without monitoring and evaluation as a construct to support it.

In conclusion, while Mosaic SA demonstrates a commitment to critical aspects of the 360-degree brand idea, areas, such as monitoring and evaluation, warrant attention to achieve a more holistic and strategically managed brand as an asset.

5.6 Communication Enablers

As stated in section 3.4.2.2, Mosaic SA and the international donor organisations should implement the communication enablers from the SIC framework to reach their desired communication goals. These communication enablers are sharing expertise and networking, online advocacy, embracing technology, and a learning mindset. Two of these enablers could be identified in the content analysis: online advocacy and embracing technology. These two enablers should be implemented comprehensively across all areas of integration within the organisation, especially on communication platforms and digital technology.

5.6.1 Online Advocacy

Online advocacy is characterised by organisational stakeholders leveraging digital platforms to raise brand awareness or engage in virtual discussions related to the brand. In the context of Mosaic SA, this is evident when its stakeholders like or share posts and comment on content. Additionally, expressing supportive opinions regarding the work undertaken by Mosaic SA further exemplifies this form of online advocacy (see section 2.8.). All social media posts made by Mosaic SA and Mosaic SA in Germany during the designated time frame on Facebook, Instagram and LinkedIn were analysed to identify whether the role-players practise online advocacy for their brand by sharing content and engaging in conversations about the brand in the comments sections of the pages.

5.6.1.1 Mosaic SA, Mosaic SA in the USA and Mosaic SA in Germany Social Media Platforms: Facebook, Instagram and LinkedIn

It became evident that only a few role-players from Mosaic SA and the international donor organisations, along with some unidentified profiles, engaged with a small number of posts by liking, commenting, or sharing them. Between October 2023 and December 2023, the Mosaic SA Facebook page published 51 posts. Of these, only three role-players from Mosaic SA and the international donor organisations liked any posts. The highest level of engagement came from one South African team member, who liked six posts in total. The other two role-players liked two and one post, respectively. Notably, the individual who liked the most posts mentioned during interviews that he only shares content when specifically asked to do so. Of the nine role-players, six did not like any posts from Mosaic SA. Engagement through shares was even lower, with only two posts shared by two participants. These findings indicate that the role-players from Mosaic SA and the international donor organisations who participated in the interviews do not actively engage with the Mosaic SA Facebook page. However, it seems like a small part of the participants are more active on Instagram than on Facebook. Four participants liked most of the Instagram

posts, and one participant in particular, who did not engage on Facebook at all, liked 20 of the Instagram posts. Still, not a single participant commented on Instagram posts.

The Facebook and Instagram pages for Mosaic SA in Germany had even fewer likes and no comments or shares from the role-players.

It also became clear through the analysis that the role-players are more likely to comment and share posts on LinkedIn than on Facebook and Instagram. One role-player from Sweden commented on and reposted two different posts on LinkedIn. The post he reposted included some of his own thoughts, as required in the definition of online advocacy (see section 2.8.). The original text was in Swedish but is translated as follows:

Developing the South African school is challenging to do from Sweden, but together with Wikus van Rooyen, Meyer Conradie, and their team, I can be part of creating high-quality after-school programs that assist children. We provide homework assistance, additional instruction in mathematics and English. With 20 years of experience in education from preschool to adult education, I support them with assistance, evaluation, and coaching.

Another role-player from South Africa also reposted a Mosaic SA LinkedIn post on her personal LinkedIn profile with positive thoughts of her own:

Seeing how NGOs are becoming beacons of excellence in our communities is exciting!

These two are excellent examples of online advocacy, which can be of actual value for Mosaic SA if implemented consistently and by more Mosaic role-players across all the countries (see section 2.8).

The role-players committed to the organisation to effectively advocate online should be willing to embrace technology.

5.6.1.2 Mosaic SA and Mosaic SA in the USA Newsletters

The newsletters to the SA and USA databases do not include the functionality to give the recipient an option to share the newsletter on their social media platforms, withholding them the opportunity to advocate for the brand online, even if they are staff members.

Most newsletters include text encouraging online advocacy from the recipient, asking them to follow the Facebook page and share the posts and stories to their own online network. Consider the following two examples:

Follow us on Facebook at Mosaic SA for updates and stories about our amazing Mosaic foster Moms and how your gift will make an impact. Share our posts with your friends and family, tell them why you support Mosaic SA, and invite them to join you in making a difference.

We boldly ask you to share your passion with friends and family, and invite them to give towards seeing every orphan and vulnerable child grow up in a loving family with the support they need.

It is notable that Mosaic SA in the USA will ask their stakeholders to advocate online, but the newsletters sent out to the South African database do not include these direct asks. This matter was also discussed during the semi-structured interviews when Conradie clearly stated that he does not expect nor ask his employees to share content about Mosaic SA on their online social networks.

5.6.2 Embrace Technology

Embracing technology involves the proactive engagement of role-players in enhancing their proficiency in digital technology (see section 2.8). In the case of Mosaic SA, this can be seen when they use new features on digital platforms, such as sharing stories and reels and adding highlights on Instagram. This can also be implemented by using a variety of digital platforms and embracing the benefits of technology to reach their goals.

5.6.2.1 Social Media Platforms: Facebook, Instagram and LinkedIn

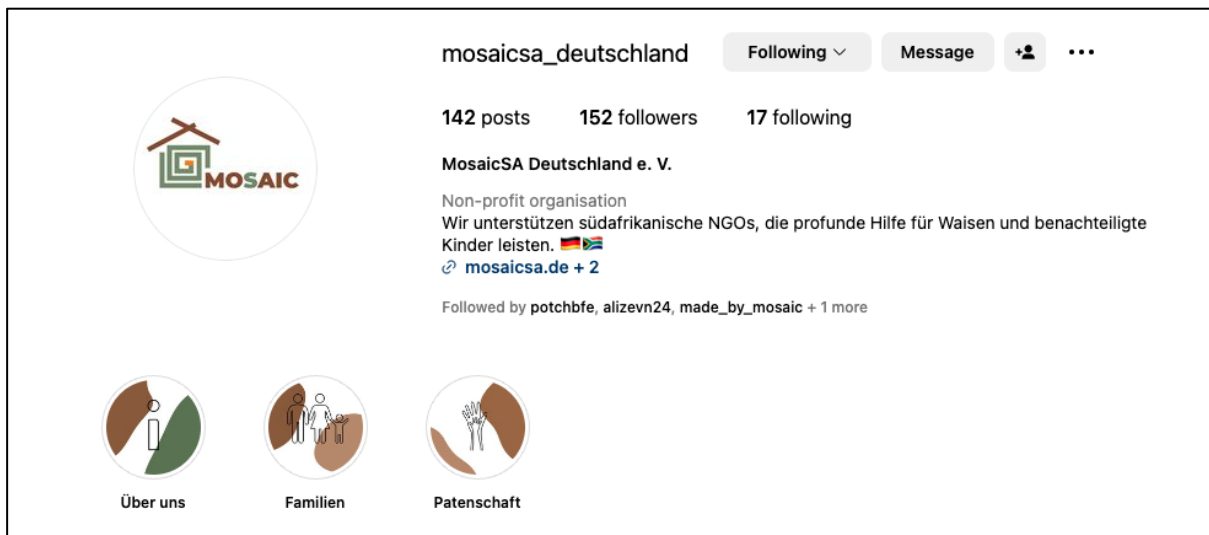


Figure 5-22: Screenshot: Mosaic SA Annual Report – Our approach to faith

As shown in the screenshot above, Mosaic SA in Germany has previously used stories and highlights on their Instagram profile, but the highlights were last active more than two and a half years ago.

During this study, Mosaic SA only had one highlight on their Instagram profile, containing a single story, which indicates a lack of utilising the platform’s features to achieve their goals. During the allocated timeframe, they shared three videos on Facebook and Instagram, but only one was shared as a reel or story, while the other two were shared as regular posts.

5.6.2.2 Newsletters

Sending out emails does not necessarily embrace technology, but at least Mosaic uses a customer relationship management (CRM) system to send newsletters, making it easier to personally address recipients. They also use images in most of their emails and one email sent during the allocated time frame included a video.

5.6.2.3 Websites

Mosaic SA's website and annual report only refer to two social media platforms: Facebook and Instagram. However, during the interviews, participants stated that Mosaic SA also has a LinkedIn page (see section 4.5.4). If Mosaic SA embraces other means of technology, they do not share all their social media profiles on all platforms.

Both websites, South Africa and Germany, have a donate section where donors can securely make their donation online, which is a sign of embracing technology.

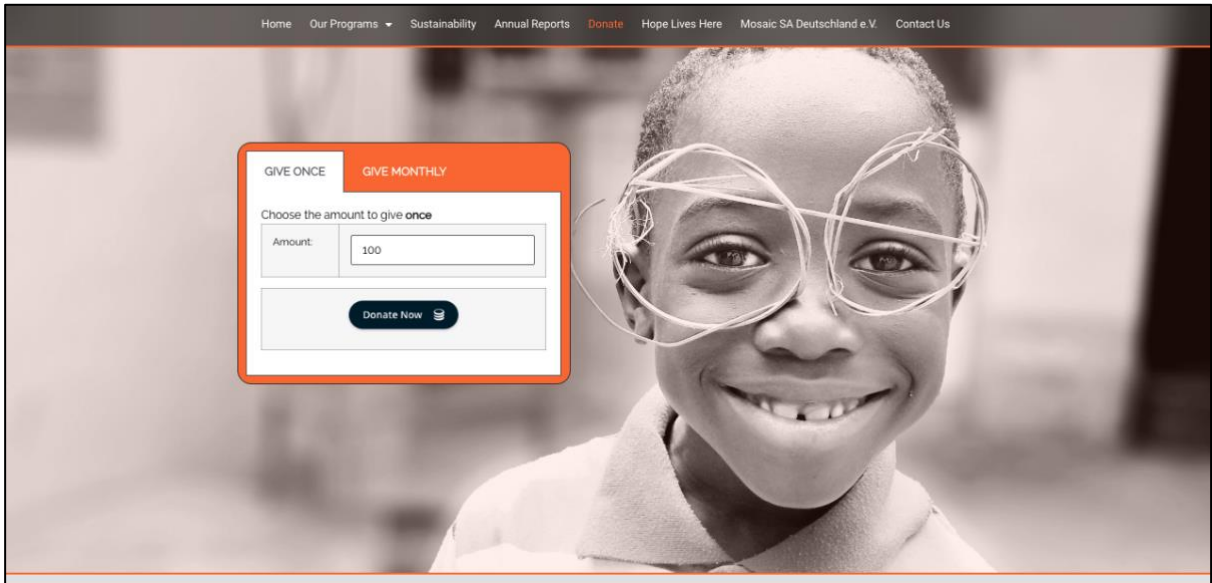


Figure 5-23: Screenshot: Mosaic SA donate page on their website

The annual reports are also available online every year. For the 2022 edition, Mosaic SA used an online platform named Flipping Book, which significantly improves the look and layout of a digital book. It is also incredibly user-friendly and easy to distribute with a link.

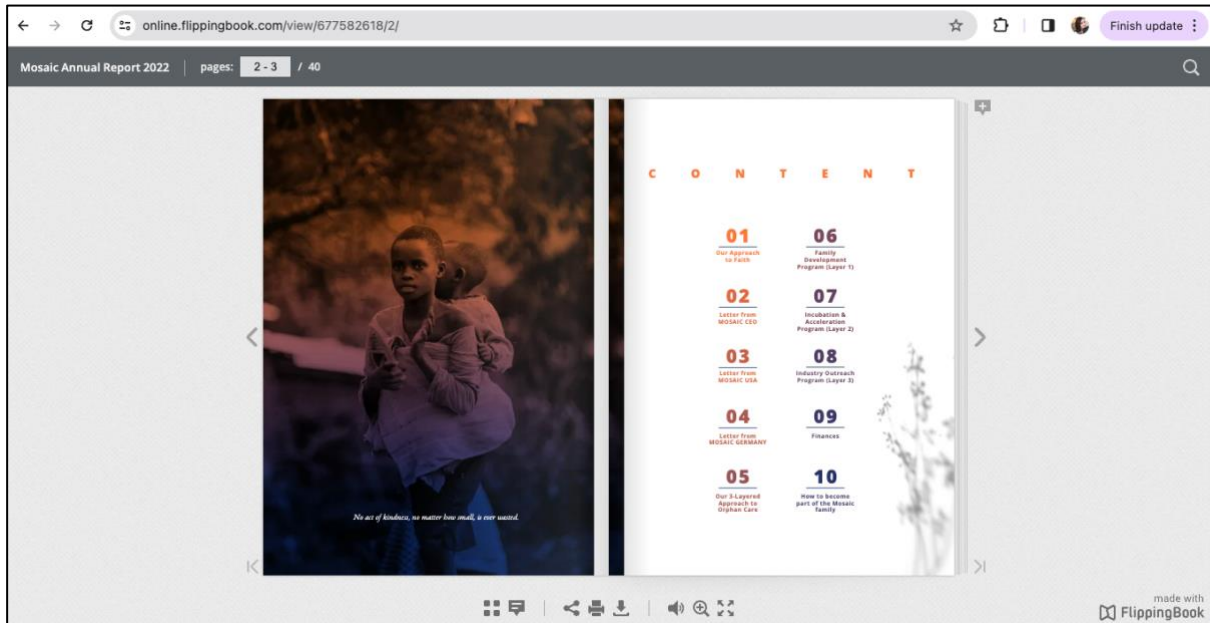


Figure 5-24: Screenshot: Mosaic SA annual report on Flipping Book

It is clear that there are efforts to embrace technology, but there is still room for improvement.

5.6.3 Communication Enablers Conclusion

In conclusion, implementing communication enablers, as outlined in the SIC framework, is crucial for Mosaic SA and the international donor organisations to attain their desired communication objectives.

Online advocacy is manifested when stakeholders utilise digital platforms to heighten brand awareness and engage in virtual discussions. Despite the importance of online advocacy, the qualitative content analysis findings indicate limited participant engagement on Mosaic SA's Facebook and Instagram pages. However, LinkedIn has a slightly more active involvement, showcasing the potential for impactful online advocacy if consistently implemented.

Embracing technology involves proactive engagement with digital platforms and technologies to enhance proficiency. Mosaic SA's utilisation of features like stories and reels on Instagram, digital newsletter distribution through MailChimp, and an online platform (Flipping Book) for the annual report reflect efforts to embrace technology. Nevertheless, there is an opportunity for growth, as

evidenced by the underutilisation of certain Instagram features and potential expansion to other social media avenues.

5.7 Conclusion

This chapter drew on a discussion and analysis of the qualitative content analysis as research method to answer specific research question 4 (see section 1.5.1):

Specific research question 4: To what extent do Mosaic SA and the international donor organisations communicate on their preferred communication channels according to the guidelines of the SIC framework?

To see if Mosaic SA and the international donor organisations communicated according to the guidelines of the SIC framework, core concepts and constructs were identified from the guidelines to the communication platforms. These concepts and constructs refer to the organisation's strategic intent, meaning using vision and mission as a roadmap and having aligned core values between the organisation and their key stakeholders that inform their communication. Secondly, Mosaic SA and the international donor organisations should implement personalised two-way communication on their preferred communication channels by using digital platforms, cultivating two-way conversations and effectively incorporating personalised communication. Thirdly, using the brand as a strategic asset is necessary and is evident in organisations implementing a 360-degree brand idea and doing effective and regular monitoring and evaluation of their platforms. Lastly, two communication enablers should be present: online advocacy and embracing technology.

Mosaic SA and the international donor organisations communicate only partially according to the guidelines of the SIC framework. While some guidelines are present, they are not used effectively to enhance Mosaic SA and the international donor organisations' chance to reach their desired communication and organisational goals. Key issues identified during the discussion of the content analyses include unclear vision and mission alignment, inconsistent core values, and difficulty in personalising communication with diverse stakeholders.

Personalised two-way communication is constrained by limited engagement on digital platforms, and while content is shared, the strategic distribution remains a challenge due to differing stakeholder perceptions. The 360-degree brand idea is managed with some consistency, but gaps in monitoring and evaluation undermine efforts to establish a comprehensive brand as a strategic asset. Lastly, communication enablers, such as online advocacy and the adoption of digital technology, have been partially embraced, but opportunities for further improvement exist.

In conclusion, Mosaic SA and its international donor organisations face several critical challenges in aligning their strategic intent, communication, and brand management with the diverse needs of their stakeholders. Although the internal alignment of values and efforts to engage in digital communication are evident, the lack of a clear vision, insufficient personalised communication, and inconsistent brand management hamper the full realisation of their strategic objectives. Furthermore, while Mosaic SA is willing to adopt new technologies and communication enablers, these efforts remain underutilised due to limited resources in all the organisations. To fully capitalise on its strategic intent, Mosaic SA must prioritise the development of clear, differentiated visions and missions for international donor organisations, improve monitoring and evaluation practices, and enhance the use of digital platforms for personalised communication and brand management.

CHAPTER 6 CONCLUSION

6.1 Introduction

This study delved into the distinctive relationship and communication dynamics between Mosaic SA, a non-profit organisation (NPO) in South Africa, and its international donor organisations, which are identified as the key stakeholders. Mosaic SA endeavours to create a nurturing environment for orphans and vulnerable children, along with their caretakers, across the nation, aiming to uplift communities and foster families involved in their care. The overarching vision of Mosaic SA is to ensure that OVC in Africa have access to loving and supportive families, enabling them to realise their God-given potential. In addition to sharing common challenges encountered by many NPOs in South Africa, including a growing beneficiary population amidst economic decline, fierce competition for funding, and inadequate government support (see section 1.1), Mosaic SA also confronts its own unique set of obstacles (see section 1.2).

Due to limitations in local funding, Mosaic SA extended its outreach for financial support to other countries, namely the USA, Germany, and Sweden. Individuals passionate about aiding South Africa's orphans have been drawn to support Mosaic SA, leading to the establishment of NPOs in their respective countries, namely Mosaic SA in the USA, Mosaic SA in Germany, and Mosaic SA in Sweden, called the international donor organisations in this study. While this innovative approach has alleviated some challenges, it has also introduced new complexities, particularly in establishing and nurturing relationships with diverse stakeholders.

It was argued that a SIC framework could assist Mosaic SA's efforts to sustainably raise essential funds for their organisation (see section 1.3). This entails effectively communicating with international donor organisations to empower them to engage with their own stakeholders, thereby amplifying fundraising endeavours for Mosaic SA in South Africa. Therefore, the focus of this study was to determine to what extent Mosaic SA and the international donor organisations communicate according to the guidelines of a SIC framework. The general research question of this study was (*see section 1.5.1*):

To what extent is the communication of Mosaic SA and international donor organisations with their stakeholders informed by the guidelines of a Strategic Integrated Communication (SIC) framework?

This chapter aims to answer the general research question by briefly answering the specific research questions (see section 1.5.2), then concluding with an answer to the general research question.

6.2 The Guidelines of an SIC Framework by Degenaar (2021) for the Non-profit Sector

This section will answer the first specific research question (section 1.5.2).

Specific research question 1: Which guidelines of the SIC framework by Degenaar (2021) are applicable to the non-profit organisation Mosaic SA?

This specific research question was answered through a literature study of a SIC framework for the non-profit sector. The SIC framework by Degenaar (2021) for the CPO in South Africa could be of possible value to Mosaic SA and the international donor organisations. The Degenaar SIC framework was discussed against the backdrop of the history and development of the SIC theory systems theory as the foundation of the study. Next, the Degenaar (2021) SIC framework was discussed in more detail.

Degenaar (2021) identifies four communication outcomes for NPOs in her framework: being a responsible brand, maintaining a positive perception, facilitating responsible reporting and building strong stakeholder relationships. Achieving these communication outcomes should lead to organisational outcomes such as strategic consistency and, ultimately, the sustainability of the organisation. To achieve these outcomes, the framework identifies two underlying principles: firstly, the NPO should let the strategic intent of the organisation drive all communication efforts, and secondly, the NPO should function as a learning organisation within an open system (see section 2.3). The framework further outlines four areas of integration. These areas are contextual integration, organisational integration, stakeholder-responsive integration, and environmental integration. All these areas of integration are interrelated and influence each other. Integration between all areas can be achieved using communication enablers by sharing expertise, networking, advocacy, embracing technology, and having a learning mindset. No area of integration can function independently, and each area should constantly be connected to the other areas through a unity of effort, which forms the basis of the framework. A unity of effort between all the areas of integration is crucial for the NPO to reach the desired communication- and organisation outcomes.

The first guideline applicable to Mosaic SA and the international donor organisations is the organisation's strategic intent (see section 2.5). According to Degenaar (2021), strategic intent is the cornerstone of all communication efforts within the SIC framework. Communication efforts aligning with the organisation's strategic intent will assist the NPO's already limited resources in creating effective and relevant messaging and help those resources be utilised more efficiently. The organisation's strategic intent includes the vision and mission as a roadmap, aligned core values and long-term value of SIC.

The first theoretical statement was derived from the preceding discussion on strategic intent. It is as follows:

*The first underlying principle of an integrated approach requires that the organisation's strategic intent should drive all communication efforts by Mosaic SA. Strategic intent can only be achieved by following a **clear vision and mission as a roadmap** to guide all communication, and **aligned core values** between Mosaic SA and the international donor organisations. All role-players should realise the **long-term value of SIC** for the organisation to become sustainable, meaning the critical link between fundraising and communication should be understood (see section 2.7).*

The second guideline identified as applicable to Mosaic SA and the international donor organisations was the stakeholder-responsive integration area (see section 2.7).

The stakeholder-responsive integration area was identified due to Mosaic SA's unique communication challenges with its diverse key stakeholders. It was argued that if Mosaic SA does not build long-term relationships with its key stakeholders, the international donor organisations, it could lose the much-needed funding to care for orphaned and vulnerable children (OVC). Some elements from the other areas of integration were also identified and discussed within the stakeholder-responsive integration area due to the frameworks' ability to integrate aspects within other areas – the crux of the framework being interconnectedness between all elements, areas, and departments.

The goal of this specific area of integration is to continuously get stakeholders involved and emotionally invested in the NPO without depleting the already limited resources of the NPO, but also addressing the diverse stakeholders' expectations. Since it can be extremely tough for an NPO like Mosaic SA, with a small group of communication practitioners, to implement all these elements, Degenaar (2021) identifies viable elements that can be incorporated into its communication endeavours, such as personalised two-way communication. This element is further deconstructed into personalised communication, two-way conversations, clear communication roles and digital platforms.

The second theoretical statement was derived from this section. It is as follows:

*In order for Mosaic SA to practice personalised two-way communication, they should **build two-way conversations**, implement **personalised communication** with their identified key stakeholders and establish **clear communication roles** with the different role-players involved in the organisation. In order for them to uphold these relationships and manage donor expectations, they should focus on managing long-distance communication on **digital platforms** that will be of benefit to the NPO and of the donors (see section 2.7.1).*

The third theoretical statement was formed around the NPO seeing its own brand as a strategic asset by implementing the 360-degree brand idea and by implementing monitoring and evaluation efforts on all communication platforms (see section 2.7.2). The third theoretical statement is as follows:

*Mosaic SA should acknowledge its brand as more than just a way for stakeholders to recognise them. They should use the brand as a strategic asset by incorporating regular contact points between the brand and the stakeholders to establish a **360-degree brand idea**. This would lead stakeholders to identify more with Mosaic SA's brand, mission, vision, and goals and encourage more interaction with the NPO. **Monitoring and evaluation** can be applied to measure the effectiveness of communication on the preferred communication channels. (see section 2.7.2).*

It was further argued that the effectiveness of each area of integration and underlying principles hinges upon the effective use of communication enablers, including sharing expertise and networking, advocacy, embracing technology, and learning mindset (see section 2.8). These enablers formed the fourth theoretical statement as follows:

*For SIC to benefit Mosaic SA, role-players within Mosaic SA and each of its international donor organisations should endorse the communication enablers of **sharing expertise and networking, online advocacy, embracing technology, and a learning mindset** in every area of integration within the organisation to reach the desired communication goals and, ultimately, sustainability (see section 2.8).*

Finally, and importantly, the framework's guidelines can only be effective in reaching the communication- and organisational goals if all efforts and activities in all areas of integration are done with a unity of effort. To summarise the answer to the first specific research question, all guidelines of the SIC framework by Degenaar (2021) are applicable to the NPO Mosaic SA, but more emphasis should be placed on *strategic intent, learning organisation, stakeholder-responsive integration area, and the communication enablers*, considering Mosaic SA's unique contextual challenges with its diverse group of stakeholders, i.e. the international donor organisations.

6.3 Perceptions of the Management and Communication Practitioners of Mosaic SA and the Manner of Communication between Them and the International Donor Organisations

The management and communication practitioners of Mosaic SA have a deep understanding of how the international donor organisations fit into the organisational structure of Mosaic SA, and the communication practices between the NPO and its international donor organisations. Therefore, their perceptions of the communication practices are crucial to answering the general research question.

This section will answer specific research question 2 (see section 1.5.1).

Specific research question 2: How do the management and communication practitioners of Mosaic SA perceive the communication between Mosaic SA and the international donor organisations?

6.3.1 Strategic Intent

The insights from the interviews revealed that while the South African participants exhibited a good understanding of the organisational vision, they placed much less emphasis on the mission. They all could state the vision word-by-word, but their belief regarding how to reach that vision differed. Even though they clearly understand their own vision, the management and communication practitioners at Mosaic SA consistently acknowledged a lack of clarity regarding the vision and mission of international donor organisations. This absence of a clear understanding of the roles of their key stakeholders hinders the effective use of the vision and mission as a roadmap (see section 4.2.1). This challenge makes it difficult for them to work together towards the same goal if they don't know each other's core purpose.

The management and communication practitioners of Mosaic SA showed a strong resemblance in their aligned core values – which include a strong faith in God and a calling to care for OVC. A concern was that the Mosaic SA participants didn't know the international donor organisations well enough to know they also shared these core values (see section 4.2.2).

The final component underpinning strategic intent involves recognising the long-term value of SIC among all stakeholders. Mosaic SA participants predominantly prioritise communication aimed at fundraising over fostering stronger interrelationships with the international donor organisations. They also shared inconsistent perspectives on the definition of what strategic communication is and how to reach it. Failure to acknowledge the long-term value of SIC undermines the realisation of the organisation's strategic intent (see section 4.2.3).

6.3.2 Personalised Two-way Communication

The Mosaic SA participants rely strongly on Conradie to manage all two-way conversations with the key stakeholders. Instead of fostering conversations with the international donor organisations, they would rather wait for Conradie to brief them on his conversations with them. The rest of the team's communication with the international donor organisations is more formal, like emails, newsletters, and reports, but not necessarily conversations (see section 4.3.1).

Implementing personalised communication with international donor organisations from Mosaic SA presents a challenge. Mosaic SA management and communication practitioners wish to align

all communication endeavours with those of their key stakeholders. They understand that the international donor organisations have their own preferences and expectations regarding communication, but due to limited resources and a fear of divergent messaging, Mosaic SA does not focus enough on personalised communication.

Mosaic SA's management and communication practitioners clearly understood their communication roles (see section 4.3.3). However, challenges arise when formal communication is extended to international donor organisations, as ambiguity surrounds the communication roles of the international donor organisations and how they fit in with the bigger picture of Mosaic SA. While Conradie seems to have a comprehensive understanding of the communication system and the role that the international donor organisations should play, other South African participants express uncertainty regarding the responsibilities and purposes of these organisations.

Furthermore, the lack of clear communication roles results in a reluctance among team members to assist each other, leading to unequal distribution of responsibilities and potential gaps in communication with stakeholders, for example, replying and responding to social media comments (see section 4.3.3). This underscores the importance of establishing clear communication roles that leverage each team member's strengths to enhance the quality of Mosaic SA's communication.

Through the semi-structured interviews, participants emphasised the value of leveraging diverse digital platforms to foster stronger connections with stakeholders. Key communication channels include emails, WhatsApp, and Zoom, which are predominantly used for communication between Mosaic SA and international donor organisations. While social media was recognised as a valuable tool for educational and awareness purposes, participants highlighted its limited efficacy in direct fundraising efforts. Instead, emphasis is placed on building interpersonal relationships with potential donors before asking for donations through digital platforms. Participants expressed varying opinions on the importance and effectiveness of social media within their communication strategies, with some emphasising its affordability and accessibility. In contrast, others questioned its targeting effectiveness (see section 4.3.4).

6.3.3 Brand as a Strategic Asset

The 360-degree brand idea suggests that role-players within the company should all portray the brand to the outside world (see section 2.7.2). All Mosaic SA participants demonstrated a strong personal connection to Mosaic SA, stating during the semi-structured interviews that they often share stories via interpersonal communication about the organisation with friends and family (see

section 4.4). However, the 360-degree brand idea should extend beyond the participants' friends and family.

While participants from South Africa expressed eagerness to involve all staff members in communication efforts, concerns regarding confidentiality and potential exploitation of material needs by staff members emerged as barriers to direct communication with international donor organisations (see section 4.4.1). The management and the communication team of Mosaic SA in South Africa have limited two-way conversations with the international donor organisations; other team members may similarly lack the empowerment to initiate such interactions. This underscores the complexity of implementing the 360-degree brand concept within organisations with diverse stakeholders.

Monitoring and evaluation constitute proactive and cost-efficient research endeavours to identify stakeholder needs and assess the effectiveness of communication strategies directed towards these stakeholders (see section 2.7.2.2). However, the investigation revealed a prominent absence of formal monitoring and evaluation efforts concerning communication between Mosaic SA and international donor organisations (see section 4.4.2).

Mosaic SA participants indicated a reliance on informal channels such as WhatsApp, email, and interpersonal conversations, predominantly involving the founder, for feedback exchange. Mosaic SA perceived that international donor organisations would easily send feedback via WhatsApp and didn't feel the need for formal channels to gather feedback. They do, however, not know that the international donor organisations participants are all extremely cautious with their feedback for fear that they might bother the Mosaic SA team or waste their already limited time.

Despite the functionality of a customer relationship management (CRM) system for feedback forms, its utilisation remains untapped to a large extent (see section 4.4.2). Moreover, feedback predominantly comprises positive remarks rather than constructive criticism, limiting opportunities for improvement. Additionally, the absence of evaluation of social media platforms and websites hampers the ability to assess effectiveness in communication practices, with participants relying solely on personal experiences rather than empirical data.

6.3.4 Communication Enablers

Sharing expertise, networking, advocacy, embracing technology, and learning mindset are communication enablers identified in the SIC framework. These enablers are imperative in each area of integration as the critical drivers of the application of the SIC framework (see section 2.8).

When discussing communication enablers, it is crucial also to keep the limited resources of the NPO in mind, as these enablers require time and effort from the role-players. Participants generally acknowledged the value of sharing expertise and networking among themselves; however, many expressed a reluctance or inability to allocate time or resources towards acquiring new skills and knowledge from their peers. While there is a shared understanding of the importance of fostering a learning mindset within the organisation, not all are willing to actively engage in the necessary efforts to cultivate and execute such a mindset (see section 4.5.2).

The Mosaic SA team does not demonstrate an understanding of the value and potential of online advocacy for the brand. Most participants stated that even though they have social media platforms, they rarely post anything about Mosaic SA for fear of doing something wrong. Among the more active social media users, a prevailing sentiment emerged that they would only share posts from Mosaic SA if specifically requested to. Management from Mosaic SA tends to be suspicious of employees' intentions when they advocate for the NPO online (see section 4.5.3). Unfortunately, if the enablers are not endorsed by top management, employees on the ground level will follow their lead and not advocate online.

Embracing technology involves strategically adopting and leveraging digital tools, platforms, and innovations to enhance communication effectiveness, organisational efficiency, and stakeholder engagement (see section 2.8). Mosaic SA team understand that embracing technology can leverage previously untapped awareness about their brand, but due to limited resources and expertise, they haven't yet explored this avenue. They shared the perception that other staff might be much better at understanding and using new social media platforms and innovations, but they are cautious about using these platforms if they are not part of the management or communication teams.

Participants from Mosaic SA unanimously recognised the non-profit sector as a distinctive environment that requires creativity with limited resources and a diverse skill set. They emphasised the importance of adopting a learning mindset, which can be advantageous for individuals working in the sector. Mosaic SA participants understand that effective communication between Mosaic SA and international donor organisations depends on their willingness to engage, learn, and discuss their respective environments. However, they also acknowledged that cultural differences pose challenges to mutual learning and understanding.

This section delved into the perceptions of the management and communication practitioners of Mosaic SA about the communication practices between them and the international donor organisation. The following section will answer specific research question 3, aiming to understand

the perceptions of the international donor organisations about the communication between them and Mosaic SA.

6.4 Perceptions of the Management and Communication Practitioners of the International Donor Organisations and the Manner of Communication between Them and Mosaic SA

The international donor organisations took upon themselves the responsibility of sending funds to South Africa to care for the OVC and their communities. Although they agreed to this responsibility, they cannot do it alone; they need Mosaic SA to provide them with information to gain trust and funding from the stakeholders within their own countries. For these reasons, their perceptions of the communication practices between themselves and Mosaic SA are also crucial in answering the general research question.

This section will answer specific research question 3 (see section 1.5.2).

Specific research question 3: How do the international donor organisations perceive the communication between them and Mosaic SA?

6.4.1 Strategic Intent

For the South African participants, the vision was clear: to care for OVC so they can reach their God-given potential. However, instead of adopting this vision, the international participants described their vision primarily as sending financial support to Mosaic in South Africa. The international donor organisation participants struggled to clearly express their vision, often confusing it with their mission. They did not know the Mosaic SA vision by heart and did not share the same sentiment or understanding of the vision as the Mosaic SA team (see section 4.2.1).

To avoid divergent efforts, Mosaic SA and the international donor organisation should decide on clear visions and missions for all. They should all understand the same vision, even though their missions may differ. For instance, Mosaic SA's mission in South Africa may emphasise logistical and systemic aspects of OVC care. In contrast, international donor organisations' missions should primarily focus on fundraising and resource mobilisation rather than direct community and OVC support. Clarifying these visions and missions ensures concerted efforts towards shared goals, mitigating potential misalignment and maximising impact.

Pinpointing aligned core values in this group of diverse participants was challenging. However, there was one core value that all participants agreed to: their faith in God and that caring for OVC was their vocation – whether by sending money to Mosaic SA or recruiting volunteers and raising awareness (see section 4.2.2). Even though all participants agreed on their strong faith in God,

the international donor organisations were more concerned with communicating the strong emphasis of this value with the stakeholders in their own countries. All international participants shared in their interviews that they cannot use the strong Christian language that Mosaic SA uses to convince the stakeholders in their own countries to donate. Not all stakeholders within the USA, Germany and Sweden are that accepting of Christian organisations or that outspoken about their religion.

The interviews revealed a general emphasis among all stakeholders on using communication primarily to raise funds, with less focus on the long-term value of SIC between Mosaic SA and international donor organisations to ensure sustainability (see section 4.2.3). International donor organisation participants shared a perception of limited time for dialogue, ineffective channels for raising concerns, insufficient understanding of each other's contexts, and a lack of clear communication regarding expectations and feedback.

Consensus about what constitutes strategic or good communication was also not reached among all international donor organisation participants. Some participants' perception of strategic communication is that it should help a brand achieve widespread visibility. They believe that, with effective communication, the Mosaic short film or stories of the mothers could attract the attention of public figures such as Oprah or Trevor Noah, increasing the chances of going viral on social media and reaching a wider audience (see section 4.2). Other participants largely expressed that communication alone is insufficient for raising funds for Mosaic. Many believe that encouraging potential donors to visit South Africa, see Mosaic's operations firsthand, meet the mothers and children, and build relationships with staff significantly increases the likelihood of securing continuous funding. These visits, particularly from people from the USA, Germany, and Sweden, were deemed crucial. Participants from Germany also noted that while events can generate one-time donations, sustained donations are more likely from those who have visited South Africa and experienced Mosaic in person.

6.4.2 Personalised Two-way Communication

The most important factor to highlight in the personalised two-way communication between Mosaic SA and the international donor organisations is that all the international donor organisations prefer interpersonal communication with Conradie, the founder of Mosaic SA. The international donor organisations cited strong relationships with Conradie and his wife, Louise, and they primarily contact him via WhatsApp if they need anything. Respecting Conradie's busy life, they prefer to wait for an appropriate time to talk directly to him rather than talk to someone else in the South African communication team immediately (see section 4.3).

Each donor organisation has its own needs and expectations regarding how it wishes to receive communication from Mosaic SA. They need this communication to connect with their own stakeholders to raise much-needed funds. However, instead of personalising the communication to their own culture's identity, Mosaic SA develops all content and sends it to them to use without personalising it. Without personalised communication, Mosaic SA risks alienating the audience instead of connecting with them. The Mosaic SA in the USA team has very few examples of formal communication with their stakeholders. The same applies to the Mosaic SA in Germany team. The content is developed by the South African team and translated into German in South Africa before the Mosaic SA in Germany team distributes it on their platforms. This process imposes significant time constraints and communication responsibilities primarily on the Mosaic SA team, while the international teams bear comparatively lighter burdens. Mosaic SA should instead trust their international donor organisations on what their own stakeholders might need to see on communication platforms to persuade them to give funds.

Moreover, clear communication roles within each international donor organisation are less clearly defined due to their reliance on volunteers rather than employees, leading to potential inconsistencies and issues with commitment. Also, most of the work is done by the South African team, and much less is done by the international donor organisations (see section 4.3.3).

The participants from the international donor organisations stated an understanding of the value of using digital platforms in their communication with Mosaic SA, even though their communication on these platforms is also heavily supported by Conradie making regular visits to America and Germany. These visits with interpersonal communication with Conradie are their preferred method of communication with Mosaic SA (see section 4.3.4).

Communication between the donor organisations and the rest of the Mosaic SA team primarily occurs through emails. However, some of the international participants expressed a preference for WhatsApp due to its alignment with their lifestyle.

6.4.3 Brand as a Strategic Asset

The 360-degree brand idea necessitates that stakeholders expand their viewpoints and understand the brand within a broader framework beyond their everyday responsibilities (see section 2.7.2.1). Interviews with the diverse group of international donor organisations revealed that comprehending and applying this concept poses challenges, particularly given the demanding nature of their daily operations. Many participants from the international donor organisations expressed that Mosaic SA is integral to their identity, and they frequently share stories about South Africa and Mosaic with friends and family. However, they agreed that while

they discuss these topics within their personal circles, they do not expect their friends or family to actively participate in their initiatives (see section 4.4.1).

All international donor organisation participants indicated that no formal mechanisms exist for monitoring and evaluating communication between Mosaic SA and the international donor organisations (see section 4.4.2). Opportunities for international donor organisations to provide feedback are limited, with participants from Germany noting that concerns are often left unaddressed because they run out of time during monthly meetings. Rather than raising issues spontaneously, they tend to wait for formal meetings, which can result in concerns being overlooked. While some South African participants believe there is an open policy for providing feedback, international donor organisation participants do not share this view, preferring formalised settings for addressing issues. The absence of informal feedback channels and the reliance on personal relationships impede the timely exchange of feedback.

Moreover, none of the participants reported evaluating social media platforms or websites to assess their effectiveness or the level of interaction with visitors. As a result, they could not offer clear insights into which platforms are most effective for communication and instead relied solely on personal experience. During the semi-structured interviews, several participants mentioned that this was the first time they had been asked to reflect on the communication between Mosaic SA and international donor organisations. This highlights the absence of formal channels for key stakeholders to provide feedback, limiting Mosaic SA's ability to systematically monitor and evaluate their communication practices with their key stakeholders.

6.4.4 Communication Enablers

The concepts of sharing expertise, networking, advocacy, embracing technology, and learning mindset are communication enablers identified in the SIC framework. These enablers are imperative in each area of integration as the critical drivers for the application of the SIC framework (see section 2.8).

The international donor organisations are eager to adopt the concept of sharing expertise and networking with Mosaic SA and wish to learn more from the SA team as they perceive them as the experts in fundraising and only want to support them (see section 4.5.1). The challenge of limited time and resources and the Mosaic SA team not necessarily having a relationship with the international donor organisations hinder these efforts.

Many international donor organisation participants are inactive on social media platforms, hindering their capacity to advocate for the organisation online. International donor organisation

participants also shared that even though they have their own social media profiles, they don't see the value in sharing stories or posts from Mosaic SA, as their own group of followers is not big enough to help reach a significant audience (see section 4.5.4).

A predominant theme among the participants was a reluctance to fully embrace the potential of technological advancements. Most participants lacked confidence in the potential benefits of effectively leveraging technology within their respective organisations. Most participants from all countries stated that embracing technology is a great idea as long as other team players do it: the younger and more technologically advanced employees (see section 4.5.4).

Participants showed that they would try to have a learning mindset, provided that they could choose the things they needed to learn; otherwise, they would be reluctant to execute the work of a learning mindset.

6.5 The Extent of Communication from Mosaic SA and the International Donor Organisations on their Preferred Communication Platforms according to the Guidelines of the SIC Framework

This section will answer the remaining specific research question (see section 1.5.2).

Specific research question 4: To what extent do Mosaic SA and the international donor organisations communicate on their preferred communication channels according to the guidelines of the SIC framework? (See section 1.5.2.)

This research question was answered through qualitative content analysis of communication channels employed by Mosaic SA and the international donor organisations. These channels encompassed websites, Facebook pages and posts, LinkedIn updates, Instagram posts, and newsletters. The analysis focused on data from October 2023 to December 2023 to provide insights into communication practices and patterns.

6.5.1 Strategic Intent

The SIC framework emphasises the importance of aligning online communication efforts with the strategic intent of Mosaic SA and international donor organisations, necessitating a clear vision, mission, and aligned core values. Ensuring that these foundational elements are well-defined and consistently communicated across various platforms is crucial for guiding stakeholders and potential donors towards understanding the organisation's direction and purpose (see section 2.5.) Mosaic SA consistently and effectively communicates its vision across diverse communication channels. However, the interviews revealed a notable ambiguity among international donor organisations concerning their respective visions, evidenced by discrepancies

observed in the 'About' sections of social media pages and the website of Mosaic SA in Germany. The qualitative content analysis showed that the international donor organisations are unsure of their vision, as they differ in purpose from Mosaic SA (see section 5.3.1.).

No direct, structured communication originates from Mosaic SA in the USA toward its respective stakeholders; all communication emanates solely from Mosaic SA. This raises questions regarding the underlying purpose of the international donor organisation, as it appears to neglect direct engagement with the audience it presumably understands best. Mosaic SA rationalises this approach by emphasising the necessity for unified communication. Yet, the consequence of such alignment seems to isolate Mosaic SA in the USA from its stakeholders, thereby hindering its capacity to effectively acquire local support.

Challenges on the communication platforms were revealed when attempting to maintain alignment across diverse audiences, as observed in the shared social media profiles between Mosaic SA and Mosaic SA in the USA, leading to difficulties in tailoring messages to specific audiences and potentially resulting in dissatisfaction among stakeholders. Additionally, discrepancies in core values, particularly regarding the use of strong religious messaging, further complicate communication efforts, highlighting the need for strategy and clarity to effectively engage stakeholders and achieve strategic objectives.

In conclusion, although the content on the website, annual reports, and South African social media platforms remain consistent with the organisation's values, this coherence does not uniformly incorporate the values of international donor organisations across different countries.

6.5.2 Personalised Two-way Communication

In order to effectively implement personalised two-way communication, Mosaic SA should engage in interactive two-way conversations with key stakeholders, tailor their content to be as personalised as possible and manage interactivity on digital platforms to ensure mutual benefits with international donor organisations (see section 2.7.1).

Personalised communication on digital platforms involves tailoring content based on user preferences, behaviours, or characteristics to enhance engagement and relevance (section 2.7.1). However, challenges arise in achieving this personalised communication across various platforms, particularly in shared social media profiles where messages cannot be customised for specific audiences, e.g. Mosaic SA and Mosaic SA in the USA sharing the same social media pages. Despite efforts to translate content into German for Mosaic SA in Germany, the content type often does not cater to the specific preferences of the German audience, hindering effective

communication. One example is the lack of content about the German volunteers who visited South Africa during the allocated timeframe (see section 5.4).

Implementing personalised two-way conversations presents significant challenges for Mosaic SA, particularly in effectively engaging with diverse stakeholders across different platforms. While minimal efforts are made to tailor content and engage in dialogue, shortcomings exist in fully meeting the preferences and expectations of various audiences (see section 5.4). This underscores the importance of refining communication strategies to foster meaningful engagement and enhance stakeholder satisfaction. Addressing these challenges will be essential for Mosaic SA to strengthen relationships with stakeholders and achieve its strategic objectives effectively.

Digital platforms, including social media, newsletters, and websites, are essential for effective communication by sharing relevant and engaging content on these platforms to cultivate engagement between Mosaic SA and its stakeholders (see section 2.7.1.4). While Mosaic SA and Mosaic SA in the USA share digital platforms, Mosaic SA in Germany and Mosaic SA in Sweden have their own platforms. However, the effective use of these platforms varies, with Mosaic SA in Sweden not actively engaging on social media. Despite limited interaction on social media posts, Mosaic SA in Germany and Mosaic SA maintain active campaigns, such as the *Pure Religion* campaign and the *Mosaic Mothers* campaign, which receive varying levels of engagement. Additionally, newsletters provide deeper insights into Mosaic SA's activities, and the websites show an improved effort to cater to specific audiences by tailoring content to their interests and preferences (see section 5.4.3).

6.5.3 Brand as a Strategic Asset

Brand as a strategic asset highlights the critical importance of consistent touchpoints across all communication channels (see section 2.7.2). Key elements such as integrating online and offline elements, maintaining a cohesive visual identity, and ensuring consistency in tone and information contribute to a coherent brand narrative. However, the analysis of the Mosaic SA and the international donor organisations' online communication platforms identified areas of concern, particularly in the implementation of the 360-degree brand idea (see section 5.5).

Inconsistencies arose, such as the lack of alignment in visual identity in certain posts like the *Giving Tuesday* campaign on social media. Moreover, discrepancies extended to other communication channels, such as newsletters, where the *Giving Tuesday* campaign featured different colours and logos, deviating from the Mosaic SA branding's usual look and feel. These discrepancies are particularly concerning as the *Giving Tuesday* campaign featured a direct call

to action for donations (see section 5.5). Deviation from the typical branding could decrease trust among recipients, potentially deterring donations due to concerns about authenticity. While the heart logo aligns with the Giving Tuesday initiative, Mosaic SA must incorporate their logo and maintain consistent branding to mitigate any trust issues among stakeholders. The analysis noted that two final newsletters in December 2023 also lacked the Mosaic SA logo and regular brand colours. These emails contained no visual imagery or design elements, presenting only text (see section 5.5). Such departures from the usual visual presence of Mosaic SA's content further underscore the need for consistency across all communication channels.

Despite these challenges, efforts by Mosaic SA in Germany to adhere to its chosen corporate colours demonstrate a commitment to brand integrity. Moreover, the dedication to a consistent brand experience across various platforms, including social media, websites, newsletters, and annual reports, reflects alignment with the principles of the 360-degree brand idea.

The absence of comprehensive monitoring and evaluation of digital platforms, as revealed in the semi-structured interviews (see section 4.4.2) and confirmed in the qualitative content analysis (see section 5.5.2), poses a notable gap in the implementation of the brand as a strategic asset idea. Without monitoring and evaluation mechanisms, it becomes challenging to assess the effectiveness of branding efforts and make informed decisions for communication strategies in the future.

6.5.4 Communication Enablers

Among the communication enablers of sharing expertise and networking, online advocacy, embracing technology and having a learning mindset, two were identified for use during the qualitative content analysis. The two communication enablers, namely online advocacy and embracing technology, are vital components that should be implemented across all areas of organisational integration, especially in communication platforms and digital technology (see section 2.8).

Online advocacy is depicted as a mechanism through which Mosaic SA and the international donor organisations should use digital platforms to raise awareness of the brand and engage in discussions related to the organisation. However, a content analysis of social media platforms such as Facebook, Instagram, and LinkedIn revealed participants' significant lack of active participation, particularly through liking, commenting, and sharing posts (see section 5.6.1). Despite some instances of effective online advocacy, such as reposting and commenting on LinkedIn, most participants exhibit minimal engagement on social media platforms. It is noticeable how Mosaic SA in the USA will ask their stakeholders to online advocate for them, but the

newsletters sent out to the South African database do not include these direct asks. This matter was also discussed during the semi-structured interviews when the founder clearly stated that he does not expect nor ask his employees to share the content of Mosaic SA on their personal online social networks, thereby weakening the efficacy of online advocacy for the brand.

Embracing technology is identified as another crucial communication enabler involving proactive engagement in enhancing proficiency in digital technology (see section 2.8). While efforts are made to utilise digital platforms such as MailChimp for newsletter distribution and incorporating images and videos, there are notable gaps in fully embracing available technological features. For instance, Mosaic SA's limited use of Instagram features, like stories and highlights, emphasises areas for improvement (see section 5.6.2).

Overall, the importance of effective communication enablers is underscored, particularly in online advocacy and embracing technology in the use of digital platforms to communicate with stakeholders so Mosaic SA and the international donor organisations can enhance their communication efforts comprehensively. Addressing the identified gaps and inconsistencies will be crucial for achieving desired communication goals and fostering meaningful connections with stakeholders. It is clear that while efforts are being made to incorporate these enablers, there is still room for improvement in fully leveraging communication opportunities offered by digital platforms and technology.

6.6 The Extent to which the Communication of Mosaic SA and the International Donor Organisations with their Stakeholders are Informed by the Guidelines of a Strategic Integrated Communication (SIC) Framework

Finally, this section will answer the general research question (see section 1.5.1).

General research question: To what extent is the communication of Mosaic SA and the international donor organisations with their stakeholders informed by the guidelines of a Strategic Integrated Communication (SIC) framework?

This question will be answered by integrating the four specific research questions.

6.6.1 Strategic Intent

For Mosaic SA and the international donor organisations to effectively implement strategic intent in their communication endeavours, they should first have a clear vision and mission to follow as a guideline for all communication practices. However, the vision and mission should be known before they can be followed. It became evident during the empirical research of this study that the Mosaic SA team clearly understands its vision, which is frequently shared on its communication

platforms. Unfortunately, the understanding of the international donor organisations' vision was unclear. Most participants from the international donor organisations showed confusion between their core purpose, vision, and mission. Instead of the Mosaic SA vision of *seeing orphaned and vulnerable children across Africa in loving and caring families where they can be equipped to realise their God-given potential*, they see their vision as getting funds to South Africa and increasing awareness of the orphan crisis in South Africa. This divide in vision between organisations can potentially increase misunderstandings in communication practices. The implication could be that the role-players don't understand their way forward without a roadmap. Without this roadmap, role-players will communicate differently and diverge from the brand's vision, which could alienate or confuse the target market, or the communication function will remain with one person.

Mosaic SA and the international donor organisations are unclear about their official mission. It is rarely used, and in the time frame allocated for the content analysis, it was never shared on the communication platforms under investigation. An organisation's mission should be the short-term steps to reach its vision. If they are unaware of these steps, Mosaic SA and the international donor organisations will follow different paths to reach their vision. This divide in vision and absence of mission hinders Mosaic SA and the international donor organisations from implementing strategic intent in their communication practices, as there is no clear guide to follow.

A key finding is that they are not working towards the same goal as long as a clear perception of the different organisations' vision and mission is lacking. Mosaic SA should ensure that the international donor organisations adopt their vision; it could help them and guide them towards strategic intent and a better understanding of their roles. Furthermore, Mosaic SA should decide on a clear purpose for the international donor organisations and consider creating unique missions for each, incorporating fundraising, awareness and recruiting volunteers.

They can still foster the same vision, but their way of reaching it differs immensely, which should be recognised and communicated clearly to all.

Degenaar (2021) states in the SIC framework that organisations should have aligned core values to reach the strategic intent of the organisation. In this unique case study of Mosaic SA and its diverse international donor organisations, aligned core values can be difficult to attain. There are also different core values for each of the participants. Some overlap and some do not, but all participants agreed on their strong faith in God and that they do this work because they feel it is their calling to care for orphaned and vulnerable children. Unfortunately, this common recognition of their faith is where the alignment of this core value stops. The misalignment of this specific value was presented in the use thereof in formal Mosaic communication. The Mosaic SA team is

strongly convinced to make their belief in God clear in all communication and regularly share religious content. On the other hand, the international donor organisations do not feel comfortable sharing religious content with their own stakeholders in the USA, Germany and Sweden, for they believe that the communities in their countries are either not as outspoken about religion, weary of religious organisations, or cannot relate to that type of content.

This study found that organisations should integrate their core values with the concept of personalised communication and embrace the different cultures of diverse stakeholders, as they might be able to build stronger stakeholder relationships. By focusing more on personalised communication with the stakeholders, they could create more content that the diverse stakeholders can identify with. This does not necessarily mean diverting from their core values, but it is just accepting that having a diverse group of stakeholders will also require diverse communication practices.

All participants in the organisation should also realise the long-term value of SIC to effectively implement its strategic intent. However, the empirical research has shown that the participants are much more focused on procuring short-term funds than on building long-term relationships with each other. Since international donor organisations are responsible for a large part of Mosaic SA's funding, they can focus on the long-term value of SIC to keep valued relationships with key stakeholders alive. This became evident as the study progressed when one of the international donor organisations withdrew its participation and commitment to securing funding for Mosaic SA from Sweden. It can be suggested that if Mosaic SA had focused more on strengthening its relationship with Mosaic SA in Sweden by implementing the guidelines of an SIC framework – particularly by recognising the long-term value of SIC – the partnership might still be active.

In conclusion, it will be difficult for Mosaic SA and the international donor organisations to effectively implement strategic intent in their communication practices if they do not ensure that all stakeholders know their vision and mission. Furthermore, Mosaic SA and the international donor organisations must accept that some core values are easy to align but are not crucial to communicate. Finally, they should realise the importance of building long-term relationships with each other, not only with the donors. Only by implementing the guidelines of an SIC framework will they be able to reach the communication goals of responsible reporting, maintaining stronger stakeholder relationships, building a recognisable brand and ultimately becoming a sustainable organisation.

6.6.2 Personalised Two-way Communication

Implementing personalised two-way communication within Mosaic SA presents opportunities and challenges. While efforts have been made to engage in interactive conversations and tailor content to meet the preferences of key stakeholders, there are evident shortcomings in fully meeting the expectations of diverse audiences. Challenges arise, particularly regarding the international donor organisations' dependence on two-way conversations with the Mosaic SA founder, Meyer Conradie, instead of having conversations with the rest of the management and communication team. These expectations of the international donor organisations to only have two-way conversations with Conradie are identified in the literature as unrealistic donor expectations. Gregory and Howard (2009) explain in their article titled *The Non-profit Starvation Cycle* that unrealistic donor expectations are a vicious cycle where donors are unaware of how taxing their expectations are on the NPO. The power dynamics between the donors and their grantees make it difficult for the NPO to address the problem head-on. However, Gregory and Howard (2009) and Degenaar (2021) agree that honest, personalised two-way conversations and interactivity can break this cycle. Because these expectations are apparent to the Mosaic SA team, they do not necessarily invest in building relationships with the international donor organisations. This is partly due to the fact that not all team members know each other, and they are aware that they cannot meet the expectations associated with the founder's role.

Conradie and the management team from Mosaic SA should address this expectation from the donor organisation and find ways to nurture two-way conversations between the rest of the Mosaic SA team and the international donor organisations.

For Mosaic SA, accountability to donors is a dooming presence and links to the demanding expectations of the donors, as they have few stakeholders who give large amounts of money (Mosaic South Africa, 2022a), and they want to be involved in the decision-making of Mosaic SA. Many of the organisational resources are dedicated to keeping the donors up-to-date and happy, such as writing and designing monthly newsletters, annual reports, and monthly meetings. Matthews (2017) and Harding (2014) acknowledge this challenge within NPOs and state that plenty of NPOs in South Africa feel more accountable to their donors than to their beneficiaries (see section 1.1.2). Hershey (2013) confirms this by stating that the focus of NPOs shifted to impressing their stakeholders and being forced to accommodate their unrealistic expectations.

Personalised communication between the Mosaic SA team and the international donor organisations is insufficient. Mosaic SA has difficulty catering to the diverse donor organisations' communication expectations, as each has its own preferences. As Mosaic SA focuses more on directly communicating with the donors, they tend to neglect creating personalised

communication specifically for the donor organisations. Mosaic SA shared campaigns on social media that resonated with the South African audience but not necessarily with the American audience and vice versa. In catering to specific international donor organisations' preferences, Mosaic SA can empower the international donor organisations to create content that they can use to communicate to their own stakeholders in their own countries.

Another key finding of this study is that Mosaic SA should attempt to generate more personalised communication with its diverse stakeholders and should allow international donor organisations to help create this content. Not all content creation responsibilities need to fall on Mosaic SA.

Language barriers and differing communication practices further complicate personalised communication and content development efforts. Consequently, there is a need to establish clearer communication roles to ensure equal distribution of responsibilities and enhance stakeholder engagement.

Clear communication roles are essential for effective collaboration, yet ambiguity persists regarding the responsibilities of international donor organisations within the broader framework of Mosaic SA. Communication roles in the Mosaic SA team are not distributed equally, as the international donor organisations' management is dependent on Conradie's communication, as discussed under two-way conversations. The challenge with not having clear communication roles is that most of the communication responsibilities rest on Conradie alone. The international donor organisations expect communication from Conradie, and the Mosaic SA team leaves most of the important communication up to Conradie – to communicate with the international donor organisations and again relay the information back to the South African team.

The study found that this dependence on interpersonal communication with Conradie from the international donor organisations can create significant challenges in the future. Mosaic SA should make a clear succession plan should Conradie not be able to uphold these relationships in the future. Without Conradie, Mosaic SA's vision should be able to continue, and the organisation should maintain its relationships with its key stakeholders in order to become a sustainable NPO.

Succession planning is a long-term strategy that lets an NPO plan for the future to promote sustainability when the founders are no longer involved (Bam & Smit, 2019; Gordon & Overbey, 2018). Van Velsor (2008) links succession planning to leadership development and indicates that succession planning is a complex, emergent notion that moves beyond leadership as a person or a position. Bottomley (2018) agrees that one should see leadership as a collective act rather than a single person. This view will make succession planning for organisations much easier as the

organisation will have a stronger focus on developing leaders who can continue with the leadership acts in the future. This would allow the NPO to maintain its goal and, most importantly for Mosaic SA, preserve relationships with key stakeholders.

Succession planning is the key to upholding strong stakeholder relationships for Mosaic SA amidst unrealistic donor expectations that rely strongly on communication from Conradie. Since Conradie was the first to build and develop these stakeholder relations, one should consider what would happen if the founder could no longer uphold these relationships. Mosaic SA was given an inkling of that future when the founder could not travel to various countries during the COVID-19 pandemic, and they should now act on this challenge to ensure that Mosaic SA can operate continuously and sustainably without their founder.

Mosaic SA should create content for the international donor organisations that they, in turn, can use to personalise and then communicate to their own stakeholders that they understand and know. By creating clear communication roles, the international donor organisations can be empowered in their purpose and feel more useful.

Mosaic SA and the international donor organisations should focus more on communication with each other and be less concerned about communication with the donors. Suppose the donor organisations are effectively equipped with the right messages, support from South Africa, and more insights into everyday activities, and they are given more constructive criticism and feedback. In that case, they will be able to better communicate with their own audience. They already have the heart, values, and motivation to do so, so they should now be empowered with the right data, platforms, and assistance.

Digital platforms serve as vital communication channels, offering diverse engagement opportunities. While email remains a primary mode of communication, there is recognition of the value of platforms like WhatsApp and Zoom for facilitating direct interactions. However, challenges exist in leveraging social media for fundraising efforts, with mixed perceptions regarding its effectiveness.

In summary, personalised two-way communication presents opportunities for strengthening stakeholder relationships and enhancing engagement. However, challenges such as unclear communication roles and limitations in leveraging digital platforms must be addressed to maximise the impact of communication efforts. By refining communication strategies, establishing clearer roles, and adapting content to suit audience preferences, Mosaic SA can enhance stakeholder satisfaction and achieve its strategic objectives more effectively.

6.6.3 Brand as a Strategic Asset

The concept of the brand as a strategic asset underscores the critical importance of maintaining consistency across all communication channels to foster a cohesive brand narrative. Key elements such as visual identity, tone, and information alignment contribute to building trust and authenticity among stakeholders. This study revealed areas of concern, particularly in the implementation of the 360-degree brand idea. Despite good efforts to stay consistent with the brand, inconsistencies in visual identity, such as colour schemes and logo deviations during campaigns, still showed. These could raise questions about brand integrity and may diminish recipient trust,

For Mosaic SA to build their brand as a strategic asset, it should focus more on building a stronger, unique identity for each organisation to accompany its unique mission. Mosaic SA can still hold the main logo and colours, but personalising the logos and colours for each international donor organisation could help the target audience identify better with the brand. Mosaic SA in Germany is already incorporating unique colours into its corporate identity to better connect with its audience.

Furthermore, the lack of comprehensive monitoring and evaluation mechanisms presents challenges in assessing the effectiveness of branding efforts and making informed decisions for future communication strategies. The study suggests that Mosaic SA should invest in affordable yet effective monitoring and evaluation strategies. These mechanisms do not need to be complex reports that are difficult to interpret; they could include simple platforms that facilitate feedback, such as a contact form on the website, social media polls, or options for commenting on newsletters to elicit constructive criticism. Mosaic SA should not rely on international donor organisations to provide unsolicited feedback via WhatsApp messages; instead, they should proactively create opportunities for feedback.

In conclusion, while Mosaic SA demonstrates a commitment to key aspects of the brand as a strategic asset, notable areas, such as monitoring and evaluation and maintaining consistency across communication channels, require attention. Addressing these challenges will ensure the long-term success and effectiveness of Mosaic SA's branding strategy, ultimately strengthening relationships with stakeholders and achieving strategic objectives.

6.6.4 Communication Enablers

While the participants from the South African and international donor teams acknowledged sharing expertise and networking as valuable mechanisms for knowledge exchange and

professional growth, they were reluctant or unable to allocate resources towards acquiring new skills, indicating a need for greater organisational support and encouragement.

The study concluded that if the international donor organisations were to learn from each other, it could create significant opportunities for growth. By sharing knowledge and experiences, these organisations can acquire valuable skills related to the effective use of digital platforms, organising fundraising events, and encouraging volunteers to visit South Africa from an outsider's perspective.

Online advocacy emerged as a critical component for raising awareness and engaging stakeholders. Even though Mosaic encourages online advocacy from their donors, they do not see the meaningful contribution that online advocacy amongst employees can give the brand. Management conveyed scepticism towards employees' online advocacy efforts and resisted encouraging online advocacy among employees. Online advocacy cannot be attained without an online presence, a concern amongst Mosaic SA and international donor organisation employees. There is a definite lack of active participation from the role-players on social media platforms.

Embracing technology presents opportunities for enhancing communication efficiency and effectiveness. Yet, participants are reluctant to fully leverage technological advancements due to a lack of confidence in their abilities and a preference for relying on younger, more technologically adept team members. This highlights the need for targeted training and support to build technological proficiency across all levels of the organisation.

Next, fostering a learning mindset is essential for continuous improvement and adaptation to changing communication landscapes. However, participants are reluctant to engage in learning activities unless they can choose the areas they wish to focus on.

In conclusion, while communication enablers such as online advocacy and embracing technology hold significant potential for enhancing communication efforts, addressing the identified gaps and inconsistencies is crucial to achieving desired communication goals and fostering meaningful connections with stakeholders. This necessitates a strategic approach that combines organisational support, targeted training, and a culture of continuous learning and adaptation. By addressing these challenges, Mosaic SA and the international donor organisations can leverage communication enablers to enhance communication effectiveness and achieve their strategic objectives more comprehensively.

The study found that Mosaic SA and the international donor organisations follow the guidelines of an SIC framework only to a certain extent. Some guidelines, such as strategic intent, are

present in Mosaic SA but not in international donor organisations. Personalised two-way communication posed a challenge for both Mosaic SA and the international donor organisations. Even though Mosaic SA and the international donor organisations understood the importance of the communication enablers, they were all resistant to implementing them. The NPOs use digital platforms, but not effectively and without monitoring and evaluation. The study also identified unique challenges that can be addressed by implementing the guidelines of an SIC framework.

6.7 Limitations of the Study

The semi-structured interviews conducted for the study involved management and communication team members from Mosaic SA and the international donor organisations but did not include interviews with diverse donors in the various countries. Consequently, the study relied on the perspectives of the representatives from the USA, Germany, and Sweden to speak on behalf of the donors in their respective countries. Despite this limitation, the study still uncovered valuable insights that contributed to a deeper understanding of the unique situation.

Due to the qualitative research approach, limitations of the study in terms of subjectivity of the participants should be considered. With the limited sample size used to conduct the qualitative semi-structured interviews, the participants' perception of the communication practices of Mosaic SA and the international donor organisations are informed by their own world views, background and culture.

Future research could expand on this by incorporating interviews and direct feedback from donors in each country rather than relying solely on their representatives.

Future research should explore the generalisation of findings to other NPOs and the challenges of implementing an SIC framework in resource-constrained environments. Additionally, studies could examine its long-term impact on sustainability, donor relationships, and cross-cultural communication with international donors.

6.8 Contribution of the Study

This study contributes to the expanding body of literature on SIC within the South African context. Specifically, it adds to the understanding of SIC's application in the non-profit sector, focusing on a South African NPO and its international stakeholders. Although the study centres on Mosaic SA, its findings and proposed framework are relevant for other NPOs in South Africa that similarly engage with diverse international donor landscapes.

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ANNEXURE A: ETHICS APPROVAL LETTER



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Web: <http://www.nwu.ac.za>

Senate Committee for Research Ethics
Tel: 016 103 4446
Email: Feziwe.Mseleni@nwu.ac.za

08 May 2023

ETHICS APPROVAL LETTER OF STUDY

Based on approval by the **Basic and Social Sciences Research Ethics Committee (BaSSREC)** on **05/05/2023**, the Basic and Social Sciences Research Ethics Committee hereby **approves** your study as indicated below. This implies that the North-West University Senate Committee for Research Ethics (NWU-SERC) grants its permission that, provided the special conditions specified below are met and pending any other authorisation that may be necessary, the study may be initiated, using the ethics number below.

Study title: The application of a strategic integrated communication framework: the case of Mosaic SA and international donor-organisations.																															
Study Leader/Supervisor (Principal Investigator)/Researcher: Dr A Degenaar																															
Student/Research Team: K. Le Roux (23519258)																															
Ethics number:	<table border="1"><tr><td>N</td><td>W</td><td>U</td><td>-</td><td>0</td><td>0</td><td>9</td><td>6</td><td>2</td><td>-</td><td>2</td><td>3</td><td>-</td><td>A</td><td>7</td></tr><tr><td colspan="3">Institution</td><td colspan="5">Study Number</td><td colspan="2">Year</td><td colspan="5">Status</td></tr></table> <p><small>Status: S = Submission; R = Re-Submission; P = Provisional Authorisation; A = Authorisation</small></p>	N	W	U	-	0	0	9	6	2	-	2	3	-	A	7	Institution			Study Number					Year		Status				
N	W	U	-	0	0	9	6	2	-	2	3	-	A	7																	
Institution			Study Number					Year		Status																					
Application Type: Single Study																															
Commencement date:05/05/2023	Risk: <table border="1"><tr><td>Low</td></tr></table>	Low																													
Low																															
Expiry date:05/05/2024																															
Approval of the study is initially provided for a year, after which continuation of the study is dependent on receipt and review of the annual (or as otherwise stipulated) monitoring report and the concomitant issuing of a letter of continuation.																															

Special in process conditions of the research for approval (if applicable):

<p>General conditions:</p> <p><i>While this ethics approval is subject to all declarations, undertakings and agreements incorporated and signed in the application form, the following general terms and conditions will apply:</i></p> <ul style="list-style-type: none"><input type="checkbox"/> The study leader/supervisor (principal investigator)/researcher must report in the prescribed format to the BaSSREC:<ul style="list-style-type: none">- annually (or as otherwise requested) on the monitoring of the study, whereby a letter of continuation will be provided, and upon completion of the study; and- without any delay in case of any adverse event or incident (or any matter that interrupts sound ethical principles) during the course of the study.<input type="checkbox"/> The approval applies strictly to the proposal as stipulated in the application form. Should any amendments to the proposal be deemed necessary during the course of the study, the study leader/researcher must apply for approval of these amendments at the BaSSREC, prior to implementation. Should there be any deviations from the study proposal without the necessary approval of such amendments, the ethics approval is immediately and automatically forfeited.<input type="checkbox"/> Annually a number of studies may be randomly selected for an external audit.<input type="checkbox"/> The date of approval indicates the first date that the study may be started.
--

- *In the interest of ethical responsibility, the NWU-SCRE and BaSSREC reserves the right to:*
 - *request access to any information or data at any time during the course or after completion of the study;*
 - *to ask further questions, seek additional information, require further modification or monitor the conduct of your research or the informed consent process;*
 - *withdraw or postpone approval if:*
 - *any unethical principles or practices of the study are revealed or suspected;*
 - *it becomes apparent that any relevant information was withheld from the BaSSREC or that information has been false or misrepresented;*
 - *submission of the annual (or otherwise stipulated) monitoring report, the required amendments, or reporting of adverse events or incidents was not done in a timely manner and accurately; and / or*
 - *new institutional rules, national legislation or international conventions deem it necessary.*
- *BaSSREC can be contacted for further information or any report templates via BaSSREC-Admin@nwu.ac.za.*

The BaSSREC would like to remain at your service as scientist and researcher, and wishes you well with your study. Please do not hesitate to contact the BaSSREC or the NWU-SCRE for any further enquiries or requests for assistance.

Yours sincerely



Prof E. Idemudia

Chairperson NWU Basic and Social Sciences Research Ethics Committee

Original details: (22351930) C:\Users\22351930\Desktop\ETHICS APPROVAL LETTER OF STUDY.docm
8 November 2018

File reference: 9.1.5.4.2

ANNEXURE B: TRAINING AND RESOURCES IN RESEARCH ETHICS EVALUATION (TRREE)



TRREE

Zertifikat Certificat

Certificado Certificate

Promouvoir les plus hauts standards éthiques dans la protection des participants à la recherche biomédicale
Promoting the highest ethical standards in the protection of biomedical research participants

Certificat de formation - Training Certificate
Ce document atteste que - this document certifies that

Karina Le Roux
a complété avec succès - has successfully completed
Introduction to Research Ethics
du programme de formation TRREE en évaluation éthique de la recherche
of the TRREE training programme in research ethics evaluation



Clinical Trials Centre
The University of Hong Kong



Professeur Dominique Sprumont
Coordinateur TRREE Coordinator

Release Date: 2023/05/25
CID : JDBIKTDJ

APPROVED BY
**SIWF^{FMH}
ISFM**

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Continuing Education Programs (2 credits)

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Pharmaceutica
Helvetiae

FPH

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Continuing Education Programms

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European and Developing Countries Clinical Trials Partnership (EDCTP) (www.edctp.org) - Swiss National Science Foundation (www.snf.ch) - Canadian Institutes of Health Research (<http://www.cihr-srsc.gc.ca/e/2891.html>) -
Swiss Academy of Medical Science (SAMS/ASSM/SAMW) (www.samw.ch) - Commission for Research Partnerships with Developing Countries (www.kfpe.ch)

[REV : 20220217]



Zertifikat Certificat

Certificado Certificate

Promouvoir les plus hauts standards éthiques dans la protection des participants à la recherche biomédicale
Promoting the highest ethical standards in the protection of biomedical research participants

Certificat de formation - Training Certificate

Ce document atteste que - this document certifies that

Karina Le Roux

a complété avec succès - has successfully completed

Research Ethics Evaluation

du programme de formation TRREE en évaluation éthique de la recherche
of the TRREE training programme in research ethics evaluation



Release Date: 2023/05/25
CID : cv1v95z2

Professeur Dominique Sprumont
Coordinateur TRREE Coordinator



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Continuing Education Programs (2 credits)

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[REV : 20220217]



Zertifikat Certificat

Certificado Certificate

Promouvoir les plus hauts standards éthiques dans la protection des participants à la recherche biomédicale
Promoting the highest ethical standards in the protection of biomedical research participants

Certificat de formation - Training Certificate

Ce document atteste que - this document certifies that

Karina Le Roux

a complété avec succès - has successfully completed

Informed Consent

du programme de formation TRREE en évaluation éthique de la recherche
of the TRREE training programme in research ethics evaluation



Release Date: 2023/05/25
CID : Sjd1afdeq

Professeur Dominique Sprumont
Coordinateur TRREE Coordinator



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[REV : 20220217]



Zertifikat Certificat

Certificado Certificate

Promouvoir les plus hauts standards éthiques dans la protection des participants à la recherche biomédicale
Promoting the highest ethical standards in the protection of biomedical research participants

Certificat de formation - Training Certificate

Ce document atteste que - this document certifies that

Karina Le Roux

a complété avec succès - has successfully completed

South Africa

du programme de formation TRREE en évaluation éthique de la recherche
of the TRREE training programme in research ethics evaluation



Release Date: 2023/05/25
CID : 4aYr9u0fg

Professeur Dominique Sprumont
Coordinateur TRREE Coordinator



Programmes de formation continue (2 crédits)
Continuing Education Programs (2 credits)

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Programmes de formation continue
Continuing Education Programms

Programmes de formation
postgraduée et continue

Ce programme est soutenu par - This program is supported by :

European and Developing Countries Clinical Trials Partnership (EDCTP) (www.edctp.org) - Swiss National Science Foundation (www.snf.ch) - Canadian Institutes of Health Research (<http://www.cihr-irsc.gc.ca/e/2891.htm>) - Swiss Academy of Medical Science (SAMS/ASSM/SAMW) (www.samw.ch) - Commission for Research Partnerships with Developing Countries (www.kfpe.ch)

[REV : 20220217]

ANNEXURE C: INVITATION TO INTERVIEWS



Basic Social Sciences Research Ethics Committee (BaSSREC)

DATE: 28/09/2022

**BaSSREC
Authorisation**

PARTICIPANT INFORMATION LEAFLET AND CONSENT FORM

Title of the research project	The application of a strategic integrated communication framework: the case of Mosaic SA and international donor organisations
Ethics number	NWU-00962-23-A7
Principal investigator	Karina le Roux
Student number	23519258
Address	12 A Klerk Street, Potchefstroom
Email address	Karinaleroux14@gmail.com
Contact number	072 206 3266

You are being invited to take part in a research project that forms part of my Master's Degree. Please take some time to read the information presented here, which will explain the details of this project. Please ask the researcher any questions about any part of this project that you do not fully understand. It is very important that you are fully satisfied that you clearly understand what this research is about and how you could be involved. Also, your participation is **entirely voluntary** and you are free to decline to participate. If you say no, this will not affect you negatively in any way whatsoever. You are also free to withdraw from the study at any point, even if you do agree to take part. Prior to publication of the study's results (or the point that publication is in process), you may also withdraw the data you generate.

This study has been approved by the **Basic and Social Sciences Research Ethics Committee (BaSSREC) of the Faculty of Humanities of the North-West University (NWU-00962-23-A7)** and will be conducted according to the ethical guidelines and principles of the international Singapore Statement on Research Integrity (2010) and the ethical guidelines of the National Health Research Ethics Council. It might be necessary for the research ethics committee members or relevant authorities to inspect the research records to make sure that we (the researchers) are conducting research in an ethical manner.

**ANNEXURE D: DECLARATION BY RESEARCHER AND
PARTICIPANT**

Declaration by participant

By signing below, I [redacted] agree to take part in a research study entitled: "The application of a strategic integrated communication framework: the case of Mosaic SA and international donor-organisations".

I declare that:

- I provide *informed consent*.
 - Thus, I have read and understood this information and consent form and it is written in a language with which I am fluent and comfortable.
 - Thus, I have had a chance to ask questions to both the person obtaining consent, as well as the researcher, and all my questions have been adequately answered.

- I provide *voluntary consent*.
 - Thus, I understand that taking part in this study is voluntary and I have not been pressurised to take part.
 - Thus, I may choose to leave the study at any time and will not be penalised or prejudiced in any way.
 - Thus, I am aware of the fact that I may request that the researcher does not continue with said recording if I request it.

- I provide *specific consent*.
 - Thus, I understand that what I contribute (what I report/say/write/draw/produce visually) could be reproduced publically and/or quoted, but without reference to my personal identity.
 - I provide *specific consent*. Thus, I consent to an audio and/or audio-visual recording of the interview or focus group discussion.

Signed at (place) Crotonville, PALISA on (date) 7/16 2023

[redacted]
Signature of participant

Signature of witness

- You may contact me again Yes No
- I would like a summary of the findings of this research Yes No
- I would like feedback on my functioning/wellbeing as reflected in the questionnaires I completed Yes No

The best way to reach me is:

Name & Surname: [redacted]
Postal Address: [redacted]
Email: [redacted]
Phone Number: [redacted]
Cell Phone Number: [redacted]

ANNEXURE E: MOSAIC SA CONSENT FORM



Mosaic Community Developments
PO Box 2666, Potchefstroom, 2520
Reg. number: 2010/000407/08
Public Benefit Organisation Reference number: 930032778

28 February 2023

To whom it may concern

Master of Communication Studies: Ms Karina le Roux (23519258)

This serves to confirm that Ms Karina le Roux, ID 9302110114080, has obtained the necessary permission and authorisation to conduct the research required for the completion of her Master's degree, at Mosaic Community Developments.

We understand that the research methods may include 10 semi-structured interviews with identified participants, as well as a qualitative content analysis of various communications, which may include websites, Facebook pages and posts, newsletters, letters, and annual reports.

We trust that you find the above in order.

Meyer Conradie

CEO

meyer@mosaiccsa.org | 084 840 4074

Carien Möller

Chief Human Resources and
Communication Officer

carien@mosaiccsa.org | 084 811 2061

Address: PO Box 2666, Potchefstroom, 2520, South Africa • Mobile: (+27)84 840 4074 • Fax: (+27)86 529 4782
Web: www.mosaiccsa.org • Skype: meyerconradie • Email: meyer@mosaiccsa.org

Reg. number: 2010/000407/08 • Public Benefit Organisation Reference number: 930032778

ANNEXURE F: PROOFREADING CERTIFICATE

Proofreading Certificate

This document certifies that the below dissertation was reviewed and edited for proper English language, grammar, punctuation, spelling, syntax, coherence and overall style by the undersigned.

Neither the research content nor the authors' intentions were altered in any way during the editing process.

THESIS TITLE

The application of a strategic integrated communication framework: The case of Mosaic SA and international donor organisations

THESIS AUTHOR

K Le Roux

INSTITUTION

North-West University

SCHOOL

School of Communication

DATE ISSUED

11-11-2024



S van Tonder

Language Practitioner

BA Eng & Psych (NWU) □ Hons BA Eng Linguistics (NWU)

ANNEXURE G: TURNITIN REPORT

YVETTE VAN DER MERWE

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- MA Le Roux
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