**Appendix A: Interview schedule**

Good morning/afternoon/evening and thank you for your participation in my research for my degree: Master of Public Relations and Communication Management. The aim of my research is to investigate the impact of the COVID-19 pandemic on stakeholder engagement in selected human relief non-profit organisations in South Africa.

Please keep in mind that all information will be kept strictly confidential and used only for the purposes specified in the consent form. The interview is divided into six sections; please confirm that it is okay for me to contact you if I have any follow-up questions.

**Interview Questions**

1. **Participant details**

* Please state your name and job title for the purpose of the interview. Please note this information is confidential and will not appear in the dissertation and data sets.
* Please give an overview of your role, education and how long you have been with the organisation.

1. **Organisational overview**
2. Please state the name of your organisation and briefly describe its main purpose.
3. What kind of non-profit is your organisation?
4. When was your organisation established?
5. Where are you located and in which provinces/countries do you operate?
6. Are you registered with the Department of Social Development in South Africa?
7. Describe your organisation’s main activities/programmes.
8. How many employees does your organisation have? (full-time, part-time and volunteers)
9. Please describe the size of your communication department and everyone's role within it.
10. Please provide me with an overview of your mandate as it relates to your stakeholders.
11. **Stakeholders and stakeholder engagement pre-COVID-19**
12. Please describe your non-profit organisation's key stakeholders; these are

the stakeholders who have the most influence over the operation and

performance of your non-profit organisation.

1. Discuss the importance of engaging with your stakeholders (what does

engagement mean to you as an organisation).

1. How did your non-profit organisation engage with the mentioned

stakeholders to fulfil your mandate prior to the COVID-19 pandemic?

1. Did you engage with different stakeholders differently? Please explain the

difference.

1. **Changed/adapted strategy to maintain stakeholder engagement during the pandemic?**
2. Did your list of stakeholders change during COVID-19? Was it different from

previously?

1. Since the COVID-19 pandemic, has your relationship with your stakeholders

changed? To what do you attribute it?

1. Did you change the way you engaged with your stakeholders to fulfil your

mandate during the COVID-19 pandemic? If so, please explain how.

1. Did your non-profit organisation's human, financial, physical, intellectual and

other stakeholder management resources change as a result of the

pandemic? If so, please explain the change.

1. How was the organisation's strategy aligned with stakeholder expectations

during the COVID-19 pandemic?

1. Was this a transitory divergency, i.e., you will revert to your pre-COVID 19

stakeholder engagement strategy? Or will you change the way you

communicate with your stakeholders after the pandemic?

1. How does the role of your stakeholders change depending on the type of

crisis?

1. Have you formed any new collaborations with any other non-profit

organisations or corporates during the COVID-19 pandemic to continue to

carry out your mandate? Please elaborate.

**Perceived effects of changes on fulfilling their mandate during the COVID-19 pandemic**

1. Did the new form of engagement (specific to your organisation) fulfil your

organisation’s mandate or benefit the organisation in order to strengthen the

mandate? Please elaborate.

1. What were the benefits/advantages of the adapted stakeholder engagement

process?

1. What were the disadvantages of changing it?
2. Do you feel your organisation has maintained a good reputation during the

COVID-19 pandemic? Please explain your answer.

1. Based on your answer in Question 27, how do you feel your organisation’s

reputation capital has been affected in the long run.

1. What were the lessons learned in terms of stakeholder engagement?
2. **Crisis communication (including digital media)**
3. Prior to the COVID-19 outbreak, did your organisation have a well-defined

crisis management plan? Please elaborate.

1. Does your organisation have a clear understanding of when

business/operations as usual should be suspended in the case of a crisis? If

that is the case, does the plan include a clear description of what constitutes

an emergency or disaster in your organisation?

1. Who is involved in your organisation's crisis management plan?
2. Do you have a list of actions your organisation takes in a crisis? Please

elaborate.

1. When and how did you start to communicate with your stakeholders about the

pandemic?

1. At what stage during the COVID-19 pandemic did your organisation begin to

take steps to prepare for the potential disruption caused by the pandemic?

1. How quickly did you realise that everything had to be done as soon as

possible and do you believe that your organisation’s responses to the crisis

were sufficiently prompt?

1. How have you dealt with the increased demand for humanitarian relief during

the COVID-19 pandemic?

1. Has your governance structure changed as a result of the COVID-19 crisis?

If so, how?

1. How flexible was your governance structure during the COVID-19 pandemic

and how did this impact on stakeholder communication?

1. Did you use digital platforms to communicate with your stakeholders during

the COVID-19 pandemic? If so, which platforms?

1. How was each platform used and for which stakeholder?
2. Have you used any other platforms to communicate with your stakeholders?

If so, how have you used them, and for which stakeholders were they used.

1. How did you select the digital platforms to distribute information to specific

stakeholders?

1. Did you have different messages for different stakeholder groups? Please

elaborate.

1. How frequently did your organisation communicate with your stakeholders

during the pandemic? Please elaborate.

1. In hindsight, how effective were each of those platforms for stakeholder

communication during the pandemic?

1. Is your answer to the previous question based on your opinion or on actual

measurements?

1. Have you adapted your original crisis communication plan during the

COVID-19 pandemic? If yes, how have you adapted it?

1. What lessons did you learn in crisis communication during the peak of the

COVID-19 pandemic?

1. What new opportunities has the COVID-19 pandemic presented to your

organisation?