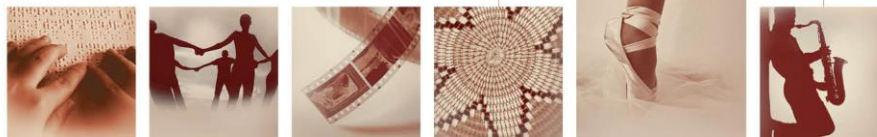
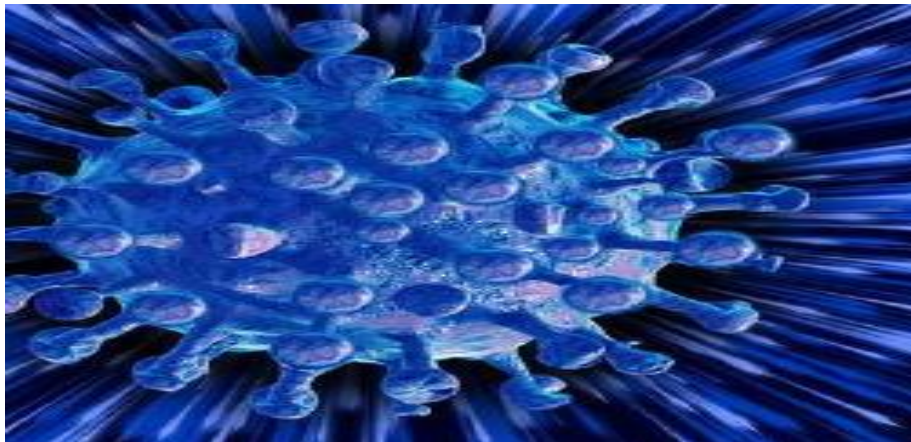


# CAE Forum – National Treasury Covid 19- Pandemic 08<sup>th</sup> May 2020



# The Pandemic Journey

## 15<sup>th</sup> March 2020...





# 1- REGULATORY ENVIRONMENT

Source: Lexis Nexis

Lexis<sup>®</sup>Assure

South Africa Home Regulatory Universe Alerts Regulatory Groups Calendar Compliance Reports Users

**DISASTER MANAGEMENT ACT  
NO. 57 OF 2002**

[View Regulation]

[ASSENTED TO 30 DECEMBER, 2002]  
[DATE OF COMMENCEMENT: 1 JULY, 2004]

(Unless otherwise indicated)  
(English text signed by the President)

This Act has been updated to Government Gazette 39943 dated 22 April, 2016.

**as amended by**  
Disaster Management Amendment Act, No. 16 of 2015

**ACT**

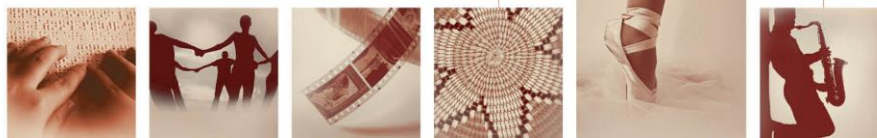
**To provide for—**

- an integrated and co-ordinated disaster management policy that focuses on prevention or reducing the risk of disasters, mitigating the severity of

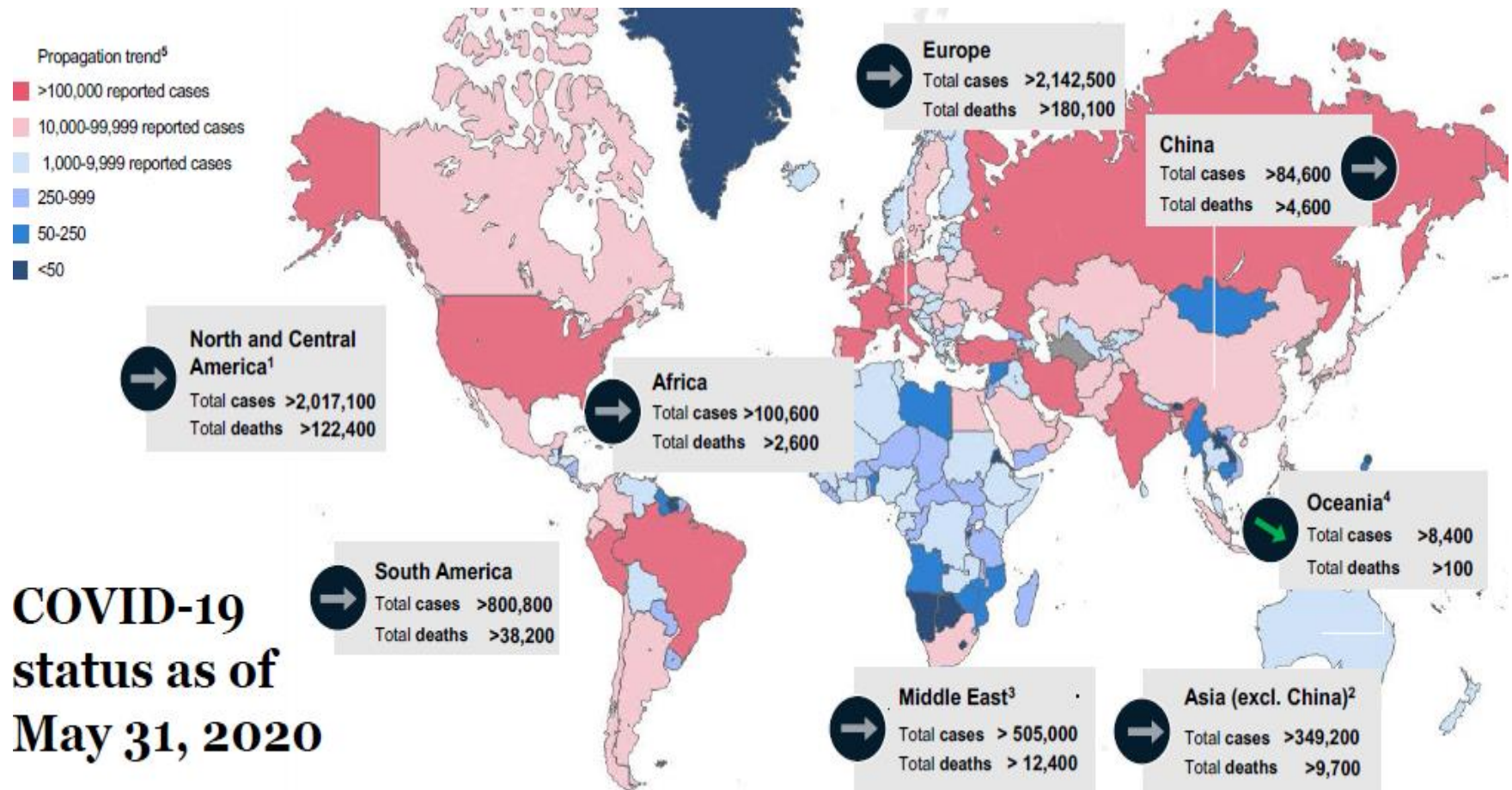
**Alert Details** | **Ubegation Details**

**Alert Details - 06-04-2020**

Date of Initial Alert	06-04-2020
Alert Title	Publication of Amendment to GN 417 of 2020
Regulatory development	The Minister of Minister of Communications and Digital Technologies has published these amendments in terms of the Disaster Management Act No. 57 of 2002
Regulatory Category	Communication
Focus Areas	Service Licenses , Disaster Management
Affected Stakeholders	Communication Industry, Mobile Networks, Telecommunications Unions, Radio Stations, Aeronautical Industry, Maritime Industry, Broadcasters, Commercial and Community Broadcasting L...
Consequences of Non-Compliance	No specific penalty



# HOW DID WE GET HERE? ..



## 2. GLOBAL IMPACT

# SUSTAINABLE DEVELOPMENT GOALS



## 3. SECTOR IMPACT

# Cultural Creative Industry

Table 10: Vulnerability Score by Domain

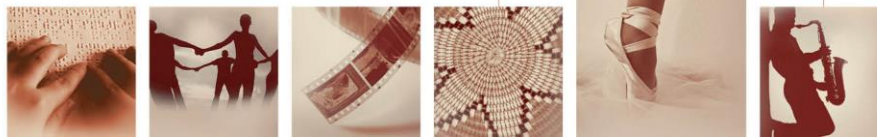
Domain	Freelance	Mostly F2F	Informal	Weighted vulnerability score out of 10 (ranking)
Cultural & Natural Heritage	35.0%	85.7%	10.5%	5.55 (4)
Performance & Celebration	67.5%	95.2%	36.9%	7.52 (1)
Visual Arts & Crafts	72.5%	50.0%	47.8%	5.63 (3)
Books and Press	56.7%	26.7%	33.1%	3.70(6)
Audio-Visual & Interactive Media	63.7%	71.7%	33.5%	6.17 (2)
Design & Creatives Services	56.9%	30.0%	34.5%	3.90(5)
<b>TOTAL</b>	<b>62.4%</b>	<b>68.6%</b>	<b>34.9%</b>	<b>6.00</b>





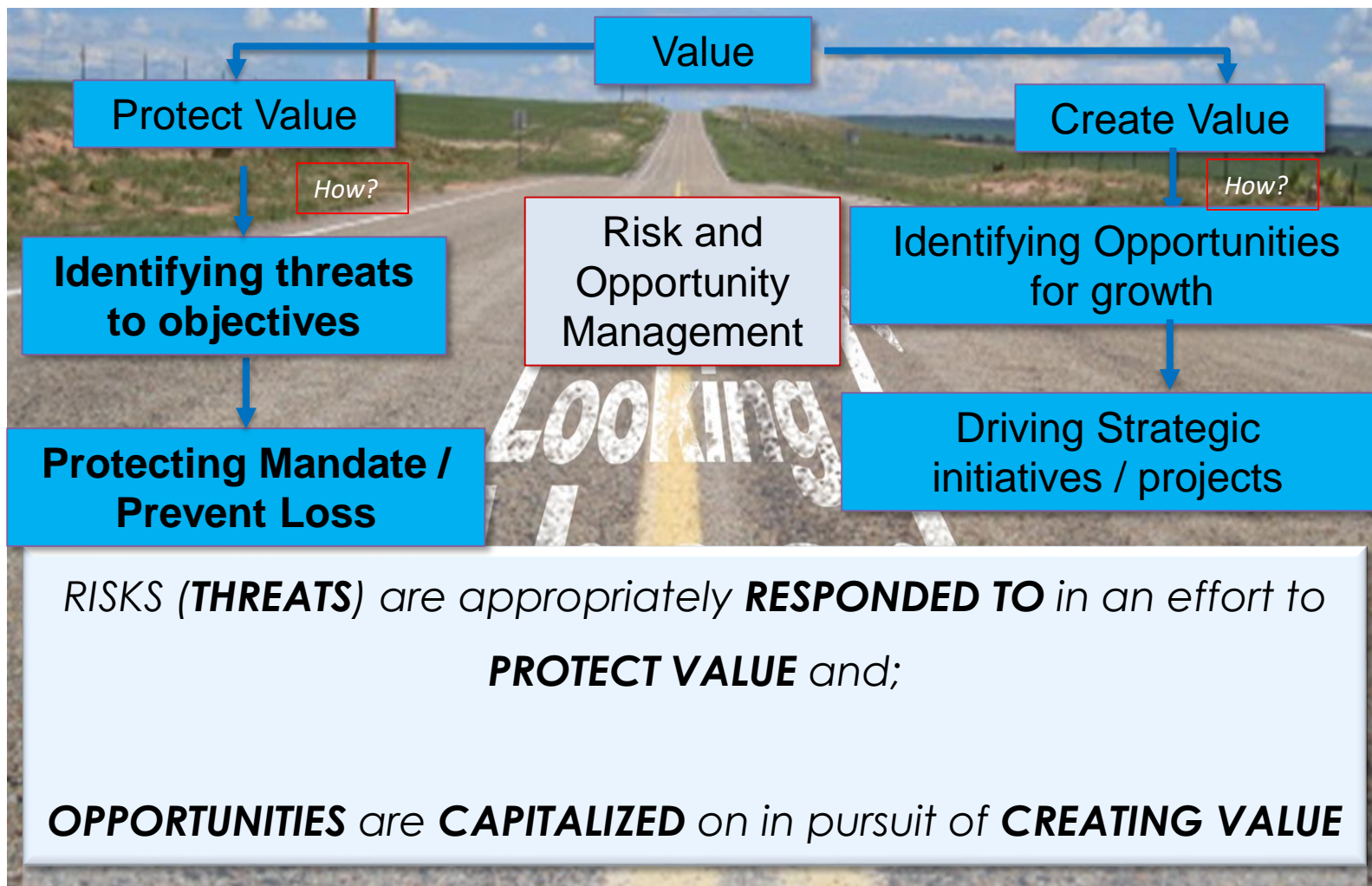
## 3.1- ALERT LEVELS

Alert Level 5	Alert Level 4	Alert Level 3	Alert Level 2	Alert Level 1
<ol style="list-style-type: none"><li>1.Total lockdown</li><li>2. No movement</li><li>3.Essential Services permits</li><li>4. Closing of Clothing Shops; Economy etc</li></ol>	<ol style="list-style-type: none"><li>1. Restriction of mass gathering</li><li>2. Schedule on food groceries</li><li>3. Social Distancing</li><li>4. Wearing of masks</li><li>5. Minimum economic activity</li></ol>	<ol style="list-style-type: none"><li>1. Drinking Restrictions</li><li>2. 30% work levels allowed</li><li>3. Arts, Sport venue closed</li><li>4. Funeral Gatherings</li><li>5. Cross- province travel restrictions</li><li>6. Training venues opened</li></ol>	<ol style="list-style-type: none"><li>1. Permitted Retail</li><li>2. Accommodation permitted for quarantine, essential services.</li><li>3. Inter provincial travel allowed</li></ol>	<p>Most normal activity can resume, with precautions and health guidelines followed at all times</p>





## 4. ENTERPRISE RISK MANAGEMENT



## 5. STRUCTURES & POLICY GUIDELINES

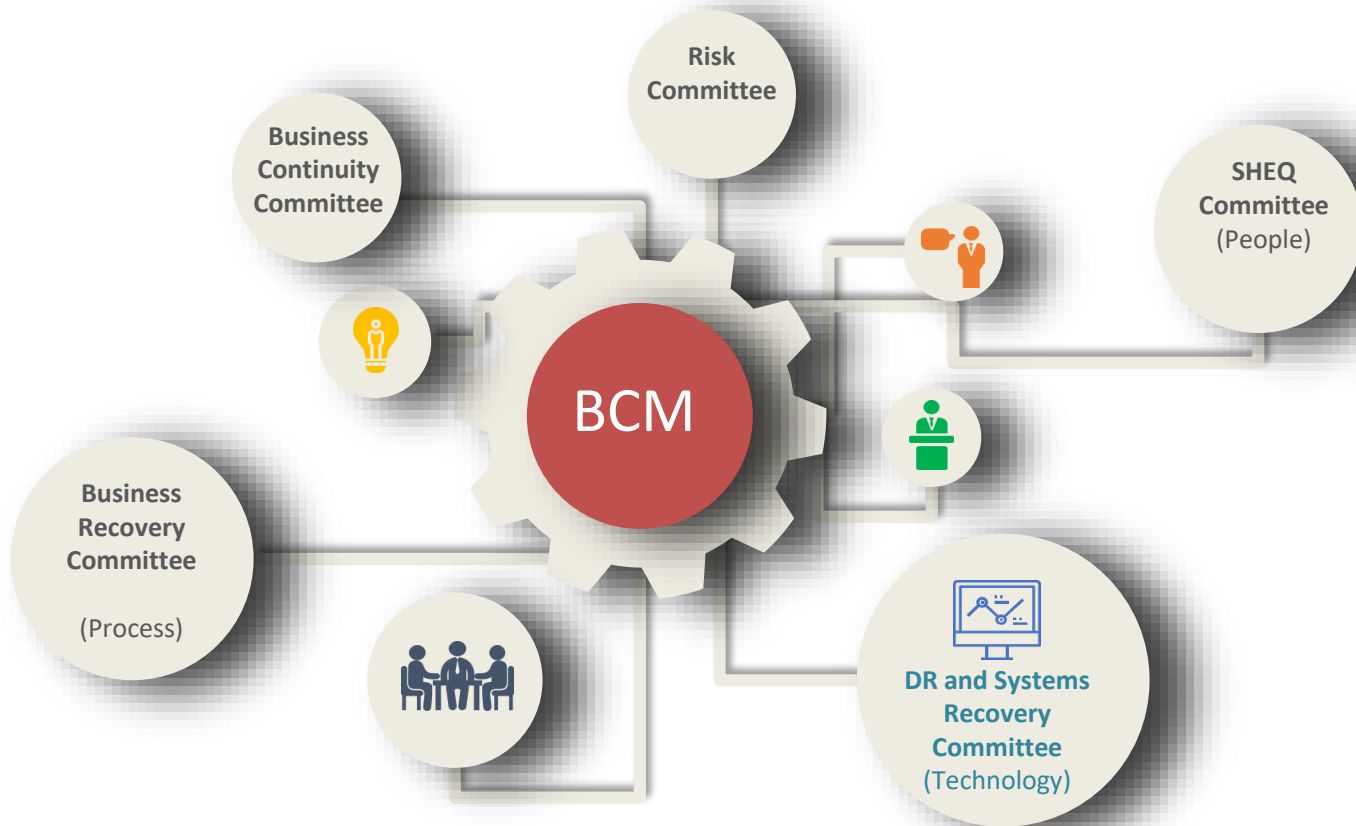


PREPARE	MITIGATE	RESPOND / ACTIVATE	RECOVER / RESTORE	REBUILD / RENEW
Planning activities to prepare via contingency planning, prioritizing business functions, and defining alternate work-area options	Activities to mitigate or eliminate potential risks and/or to reduce or minimize their impact	Immediate actions and activities to respond to event via situational awareness, monitoring, and/or plan activation	Activities to recover or restart critical business functions, reorient to working in the changed environment	Activities to rebuild or renew for the "new normal" environment





## 6. Business Continuity Management Structures



## 7. Pandemic Response Stages

### Stage 1

#### Response (<2 months)

Pandemic Preparedness

Emergency Response

Pandemic response  
Business continuity plans  
Remote working preparedness

Crisis emergency governance  
Continuity of operations  
Communications strategies  
Employee and client safety

### Stage 2

#### Recovery (2-4 months)

Remote Working

Preservation & Return

Effective remote working

Redesign service delivery and security impacts

Supply and demand chains

Employee guidance and support

Project prioritization

Revised employee policies and procedures

Back to the office plan

Culture change

### Stage 3

#### Renewal (4+ months)

Reinvent Business

“Reimagine the new normal”

Redeploy capital toward new opportunities

Strategic and digital transformation

Pandemic Management Plans

Budget Management  
Emergency procurement

Changes in service delivery models  
Policy Review to adjust to the new normal  
Design back to office environment

Covid-19 Adjusted Strategy  
Leveraging on technologies [ECM for workflow;  
Increasing the virtual intelligence  
Managing data transmission & privacy



## 8. PREPARATION

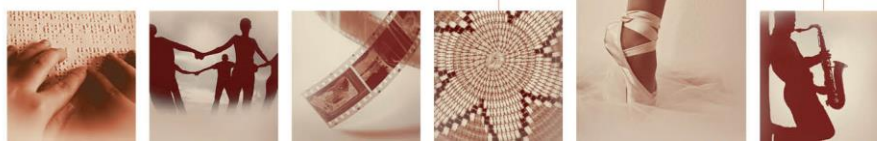
1. Government Institution's Risk Management Unit to conduct an assessment for all business areas.
2. Develop & maintain a Risk Register
3. Ensure Risk Management is embedded into the day to day operations and processes of the institution
4. Conduct a risk assessment on Covid-19 for all business areas including the Finance and Supply Chain Management
5. Develop and maintain a Risk Register
6. Monitor the risk register and update accordingly as new risks are identified
7. Risk Management must be a standing agenda items in the executive meeting of the Accounting Officer.
8. Track emerging risks and controls for such risks and not exclude risk management in decisions taken.
9. Develop and maintain a fraud risk register and record all cases of suspected fraud and refer for investigations.



## 8.1 PREPARATION [SITUATIONAL RISK ASSESSMENT]

### DAC SITUATIONAL RISK ASSESSMENT FOR THE PANDEMIC - MARCH 2020

Scenario #	What could go wrong	Contributing Factor [Known & Unknown]	Preliminary Work	Agreed Response	Responsible Officials	Timeline to respond
1. Tele-Commuting / Working from home	DAC does not a policy to guide i.to working from home	1. Undetected person to person transfer of the virus. 2. Unforeseen financial implication of the leave.	1. DPSA Guideline to be applied [i.e. requires that annual leave should be completed for leave of absence] 2. Follow-up on self-isolation policy [sick leave / PILAR process] for 14 days or prescribed period with the DPSA. 3. Identify employees that are on self-isolation. 4. Acquire testing units to assess employee and visitor temperature	1. DPSA Guidelines to be applied. 2. Consult with DPSA as to what power / discretion of the HoD to amend policy. 3. Consult / engage the Disaster Management Act 4. The Director General discretion to be applied in approving leave [HRM need to breakdown content of circular in relation to Departmental Leave Policy]	<ul style="list-style-type: none"> <li>Act D/HRM [No1; 2]</li> <li>D/ Aux Serv &amp; OSH Officer [No 3]</li> <li>Act D/HRM; Director Labour &amp; Wellness [No.4]</li> </ul>	23rd March 2020 to 25th March 2020
4. Barometer Exposure [Meetings / Front-line]	Unmanaged meetings from non-compliance to the social distancing rule	Increased exposure and unmanaged virus mutation during meetings; and person to person engagement with visitors and front-line employees	1. HR needs to identify who are the employees that can possibly work from home. 2. Prioritize the issuing of PPE to front -line service officials. 3. Identify front-line employees [ICT; Communication, Auxilliary; SCM, National Archives and level of exposure] 4. Track all visitor's prior history of	1. Conduct deep-cleaning for the whole building and offices [over a weekend]. 2. Enforce a Protocol on Travel & Meeting to limit the current meetings [Limit meetings]. 3. Use alternate modes of meetings [	<ul style="list-style-type: none"> <li>Dir Aux Services &amp; OSH [No 1-2]</li> <li>Dir ICT – CIO [No-3]</li> <li>Dir Aux Services/ OSH Officer [ No-4]</li> </ul>	23rd March 2020 to 25th March 2020



## 8.1 KEY RISK AREAS

1

### PRE-SCREENING FOR ACCESS

1. Staff Temperature monitored
2. 37.5 ° recommend seeing a doctor
3. Visible Symptoms into self isolation

2

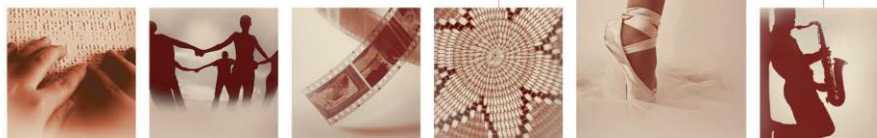
### MASKS

1. Masks issued disposable 1 per day, Cloth once off?
1. Face shields od Perspex dividers on Client facing officials e.g. Reception Area at entrance

3

### REGULATION

1. Presidential address
2. DPSA circulars
3. COGTA amendments
4. Ministerial announcements
5. Lockdown level rules



## 8.2. PREPARATION

4

### AWARENESS

1. Sneezing
2. Coughing in elbow
3. Sanitizer at entrances and on demand
4. Screen savers, Notices, email

5

### REGULATION

1. COVID Level 5 to 1 Risk analysis
2. 2 meters apart
3. Perspex between agents and clients
4. Level of occupancy per building
5. Rotation
6. Meetings on-line

6

### BUILDING HYGIENE

1. 2 Hour check
2. Toilet paper
3. Seat Sanitizer
4. Paper towels
5. Surface cleaning every 3 hours



## 8.3. PREPARATION

**7**

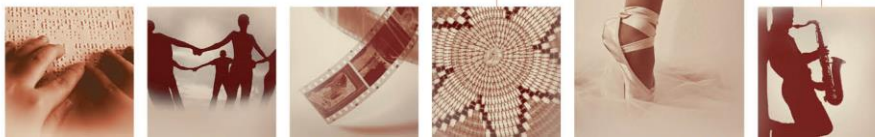
### TRACK & TRACING

1. Workforce location & tracing
2. Confirm movement since lock-down [ inter town' level 4 inter province]
3. Wellness Status
4. Confirm level of productivity remote / onsite
5. Resignations / Retirement
6. New Appointments
7. Advertisements

**8**

### INFORMATION TECHNOLOGY

1. Access Problems
2. Downtime rates
3. User Traffic
4. Cost of data
5. Productivity Tools [ Laptops]



## 8.4. PREPARATION

9

### PERFORMANCE INFORMATION

1. Operational System that will be impacted in the next 3-6 months
2. % of performance related to travel?
3. Past months performance?
4. Dependency on Service Providers who may have shut down.
5. Performance targets deferred?
6. Cash Flow/ Budget adjustments



## 9. PREPARATION

### 1. Pandemic Continuity Business Continuity Plan

1.1 Reduce the transmission of virus strain amongst employees

1.2 Maintain essential operations and services

1.3 Minimize illness amongst employees

1.4 Minimize social disruptions and the economic impact of the pandemic

- Create Awareness [ SOP; Guidelines]
- Point of Contact
- Elimination of Mass Meeting ; Travel ;
- Review of SLA's for microbial fogging; infra-red spraying, cleaning plans
- Access Control/ Screening

### 2. Government Information Management

#### Systems

1. Distribution of tools of trade [ tools with employees; conditions of usage]

1.1 Accessibility of key system remotely

1.2 Systems will be impacted during 3- 6 months due to COVID19

1.3 Systems have any dependency

1.4 ICT Governance protocols have been introduced to prevent risk exposure since the lock-down?





# 10. MITIGATE

## 1. COMPLIANCE DASHBOARD

### Workplace Risk Assessment – All DSAC Sites

	Sechaba	National Archives	Film & Video	Old Library Building	Regent House
1. Identify high-risk exposure work processes	Yes	Yes	Yes	Yes	Yes
2. Identify high risk work practices	Yes	Yes	Yes	Yes	Yes
3. Ventilation	Yes	In Progress	Yes	Yes	Yes
4. Physical Barriers	Yes	Yes	Yes	Yes	Yes
5. Adaptation of workstations to increase social distance	Yes	Yes	Yes	Yes	Yes
6. Screening / reporting of symptoms	YES	No	No	No	YES
7. Minimizing Contact at work	Yes	Not Started	Not Started	Yes	Yes
8. Rotation & Shift work	Not Started	Not Started	Not Started	Not Started	Not Started



## 10.1 Fact-Sheets [ICT; Productivity Levels and Age Analysis; Chronic]

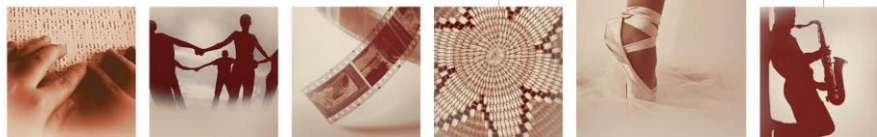
May 2020 Level 4 Lockdown Schedule																																	
Task Management			Month Rotation Schedules																										Medical Condition	0	Number of		
Rotation Shifts			A	B	C	A	B	OT	OT	C	A	B	C	A	OT	OT	B	C	A	B	C	OT	OT	A	B	C	A	B		Above 60	0	Number of d	
Name and Surname	Above 60 Years Old	Uses public Transport	Confirmed Medical Condition	4-May	5-May	6-May	7-May	8-May	9-May	10-May	11-May	12-May	13-May	14-May	15-May	16-May	17-May	18-May	19-May	20-May	21-May	22-May	23-May	24-May	25-May	26-May	27-May	28-May	29-May	30-May	Do not fill in coloured blocks		Shift without rem exceed 33% of des lock
				Role	Cell number	Ado For Vodacom conn																											
Employee A	n/a	n/a		1	1	1	1	1			1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	Senior Manager	07988999990	Home 1
Employee B	n/a	n/a		1	1	1	1	1			1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	S	S	0	Middle Manager	07823087876	Home 3
Employee C	n/a	n/a		1	1	1	1	1			S	S	S	S	S	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	Secretary/Admin	07239087790	





## 11. RESPOND/ACTIVATE

1. Health and safety must be a top priority.
  - 1.1 Cleaning Management Plan
  - 1.2 Virus Containment Plan
2. Prepare Employees to Return
3. Segment & Stagger the workforce
4. Enhance Remote working
5. Prepare the return to work ..based on WORK





## 12. REBUILD/RENEW

### Return is a muscle, not a plan

The four forces may continue to shift for the next 2 years, implying that thinking about return as a static plan could be ineffective.

Adapting to the changing landscape likely requires a muscle comprised of 3 separate capabilities:

1

Strengthen the speed and execution discipline used for the last 60 days

2

Increase pace & quality of skill-building and of scaling new working models

3

Develop ability to handle uncertainty through real-time microdata monitoring and iteratively-testing operating plans





## 13. Preparing for the RETURN

- **Update and Communicate Policies**
  - **Support Leaders on Change Management**
  - **Monitor and Adapt RTW Approach Overtime**
  - **flexible working programs**
- ☐ **Build a plan for return to workplace, including**
    - ☐ Short-term adjustments to the workplace design (e.g. installing plexiglass dividers, signage on social seating)
    - ☐ Changes to amenities operations (e.g. moving to self-serve café; introducing single use cutlery)
    - ☐ Segmenting the workforce with cross-functional partners: who stays remote and who returns
    - ☐ Staggering remote work for those returning




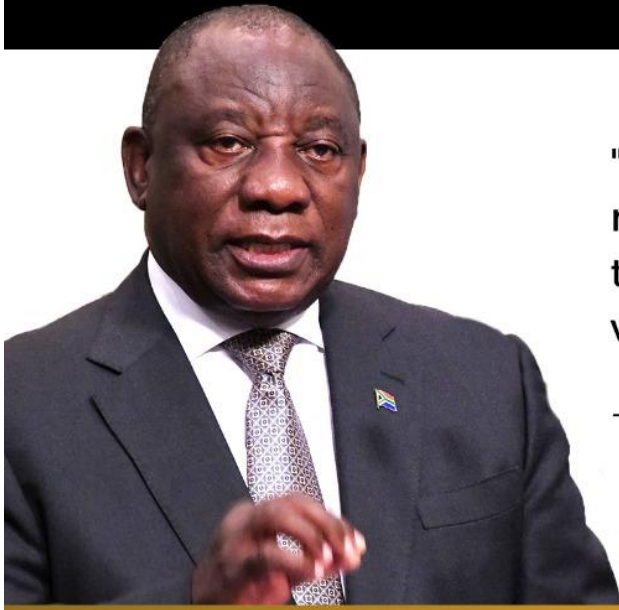
## 14. Emerging Risks

- ❑ Monitor **long-term expansion of remote working**
- ❑ Review upcoming lease expirations
- ❑ Identify **real estate assets that can be released** from the portfolio for cost optimization
- ❑ **Adjust long-term capital plans** for socially distant workplaces
- ❑ Build **business cases for flexible working programs** around the remote-working Proof of Concept that is COVID-19
- ❑ Establish a **workplace employee experience strategy** that justifies the existence of office spaces in a world where more people work remotely
- ❑ Increase in third-party and supply chain risks, including invocation of “force majeure” clauses
- ❑ Potential employment-related issues due to COVID-19 workplace disruption and sickness
- ❑ Increased discrimination, harassment or inappropriate behavior directed at employees due to COVID-19 fears
- ❑ Continued legal and regulatory uncertainty
- ❑ Increased employee litigation and investigations due to infections and treatment of employees
- ❑ Increased focus on Audit ; Risk Committee succession planning
- ❑ Increase in privacy risk from more employees working remotely



# Questions

  @PresidencyZA | [www.stateofthenation.gov.za](http://www.stateofthenation.gov.za)



"We have to balance the need to resume economic activity with the imperative to contain the virus and save lives."

- President Cyril Ramaphosa

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LAYING THE FOUNDATION FOR GREATNESS

