



Institute of Sustainable Project Planning, Monitoring and Evaluation

Write up “THE IMPACT OF THE COVID 19 etc”

The impact on our operations resulting from COVID-19

Since February 2020, the COVID-19 pandemic has brought the global world economy to a standstill. With global shortages it is amplified that those with the means have access to scarce resources. It also amplifies the discrepancy in the quality of systems, as well as in possibilities to protect yourself from being infected. As an institution, we have the capacity to respond to sudden emerging staff crises, but we have never been confronted with crises on a worldwide scale coinciding with disruptions to travel in our entire institute programme plan, around towns of operation and in our head offices in Gweru. In our operations, we experience complications in sending staff to operational areas including offices.

Staff health, the continuity of accreditation process and the access to offices are the three central priorities of our mitigation strategy for operational risks associated with the pandemic.

In order to protect our staff and our students (who might visit the offices) from infection, we are following the WHO guidelines for Personal Protective Equipment (PPE) and hygiene. Support is available to ensure the physical and mental well-being of our staff. We comply with all Government regulations and advice. We adapted to new ways of working. All our staff are working from home and for all staff travel restrictions are in place. We already had essential communications infrastructure, policies and procedures in place for this. In the recent past, we invested in IT infrastructure, allowing for mobile internet communications and all file sites in the Cloud. These investments are now paying off, contributing to our ability to maintain unhampered support to the staff, students and tutors, regular internal control mechanisms and decision-making. This also enabled us to adapt existing decision making procedures and we established adapted management structures even with the Advisory Board.

Events - Lockdown Level 2

The COVID-19 pandemic has rapidly developed in the first months of 2020. Measures taken by the government to mitigate the public health risks of the crisis have had a significant impact on the economy and on the institute. In the early stage of the crisis, we have taken several measures to monitor and prepare for the effects of the COVID-19 virus with a focus on health and safety measures for our staff.

We make every effort to ensure the adequate procurement of Personal Protection Equipment (PPE) for our staff in the office, despite the price challenges posed by strained global supply chains. We have been able to absorb additional costs for programme adaptation in our budget for the provision of PPE, soap in the office. Anticipating that this may change in the (near) future (as of 2021), we will design the campaign/advertising in ways that comply with government regulations (e.g. more online and TV advertisement instead of face-to-face and canvassing). We are acutely aware of the gravity of the situation and future economic prospects, but do not foresee challenges to the continuity of the institute and our ability to operate in 2021 and beyond. We are confident that we are in a strong position to develop our collective income, and manage our solvency and liquidity position, in line with our ability to scale our programmes.

The Board will draw up a contingency plan describing the governance, process and a variety of measures that can be taken to maintain cash flow and realize cost reductions when necessary and within the required period.

Income sensitivity analysis

We have performed a stress test on the sensitivity of our institute to reductions in income to assess the degree of uncertainty on the financial strength of the institute. For the stress test we looked at different scenarios including 'as is' with income and expenses levels developing according to the initial budget, and scenario's with a reduction of income with 10%, 35% and 50% respectively. In this stress test we applied a reduction of our expenses with 10%, 35%, 50% and 60% following the reduction of income. In applying the reduction of expenses, we count with a conservative estimate of 5 months delay between income reduction and expenses reduction measures to take effect.

Based on this stress test, a reduction of income by 10% can be absorbed. Any further reduction in income up to 35%, followed by an equally large reduction in expenses within 5 months, will not lead to a liquidity shortage. A reduction of income by more than 35% requires a proportionally higher reduction of expenses within 5 months on order to prevent liquidity shortages.

In the opinion of the management, developments taking into account more than 20% reduction in income are highly unlikely scenarios. Evaluating the current development of our income we expect that the 'as is' scenario is the most likely scenario. In our planning, we take the scenario of a 10% reduction of income with no reduction of expenses as the worst-case scenario.

The Institute also announced that it would continue to pay its staff for the period of the lock down.

Impact on position

We will continue to follow the various national institutes' policies and advice, and in parallel will do our utmost to continue our operations in the best and safest way possible without jeopardizing the health of our staff. We are adapting our programmes and shifting priorities to be as prepared as possible to maintain our programmes and to cope with the effects of the pandemic.

Going Concern

While we recognise that the COVID-19 crisis brings increased levels of uncertainty, our financial position and the income sensitivity analysis performed, given the management confidence in the institute's ability to continue meeting the goals of the institute. Based on the above, at this moment no uncertainty about our ability to continue as a going concern for the institute is identified.

In order to ensure safe return of our staff to the office, the Institute has put in place some measures to ensure the safety of the work force. These include but not limited to the following;

- Institute must maintain hand washing and sanitizing stations for staff;
- Identify a "pandemic safety officer" in the office
- Maintain a 6-foot minimum distance between all staff "unless the safety of the public or staff require deviation";

- Limit all gatherings to no more than 10 people;
- In lieu of using a common source of drinking water, such as a cooler, staff should use individual water bottles;
- The number of visitors to the office, will be limited to only those necessary for the work;
- Deliveries will be permitted but should be properly coordinated in line with the institute's minimal contact and cleaning protocols. Delivery personnel should remain in their vehicles if at all possible;
- Maintaining a cashless approach in the office.