14 January 2021

Initial Field Signals Report

USAID PEPFAR HIV Support in PNG Activity

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Glossary: medical

AIDS	Acquired Immunodeficiency Syndrome is a chronic, potentially life-threatening condition caused by the human immunodeficiency virus (HIV)	**NDoH**	National Department of Health is the statutory organization focused on delivering better health services to the people of Papua New Guinea
BMI	Body Mass Index is a measure of body fat based on height and weight that applies to adults	**NIUPELA PASIN**	The new normal is a way of living that places basic hygiene and safe distancing as a part of the culture
COVID-19	Corona Virus Disease 2019	**PCR**	Polymerase Chain Reaction
eGFR	Estimated Glomerular Filtration Rate	**PHA**	Provincial Health Authority
HIV	Human Immunodeficiency Virus	**RCCE**	Risk Communication and Community Engagement
HSE	Health, Safety and Environment	**RDT**	Rapid Diagnostic Team
IPC	Infection Prevention and Control is a scientific approach and practical solution designed to prevent harm caused infection to patients and health workers	**WHO**	World Health Organisation

Glossary: other

CSR	Corporate Social Responsibility	**PEPFAR**	U.S. President's Emergency Plan for AIDS Relief
CxO	C-level Executive	**PNG**	Papua New Guinea
FIFO	Fly-In-Fly-Out workers: a method of employing people in remote areas by flying them temporarily to the work site instead of relocating employees and their families permanently	**SBC**	Social and Behavior Change materials including communications materials and messages to develop pamphlets, posters, and online messaging
MSME	Micro, Small & Medium Enterprise	**SME**	Small & Medium Enterprise
NCC	National Control Center is an ad-hoc governmental body that coordinates PNG national COVID-19 response and provides operational, administrative and ancillary support	**USAID**	US Agency for International Development
NCD	National Capital District is the incorporated area around Port Moresby, which is the capital of PNG	**WFH**	Work From Home

Executive summary

- **Introduction:** Papua New Guinea has reported a total of 833 confirmed COVID-19 diagnoses as of January 13th 2021, with nine fatalities. Since September, fewer than five people have been diagnosed daily on average. Most confirmed instances of COVID-19 have been in the National Capital District (356) and Western Province (212). Almost a third of PNG provinces have no confirmed people with COVID-19. The actual numbers and distribution may vary significantly from reports as only 40,000 COVID-19 tests have been conducted thus far. Structural issues within PNG – healthcare infrastructure, remote population, prevalence of poor underlying health issues – make the country especially susceptible to a potentially dangerous contagion. The PNG government declared a State of Emergency for two months beginning on 22 March, and then published guidelines including the COVID-19 Multi-Sector Response Plan (21 May), and a plan for the New Normal, the 'Niupela Pasin' (25 August). Smooth and safe business continuity is critical.

- **Project Summary:** USAID is supporting the government of PNG to respond to both HIV and COVID-19 through the HIV Support in Papua New Guinea (PNG) Activity, implemented by FHI 360, global health experts, and AWR Lloyd, a specialist advisory firm with a 20-year track record. FHI 360 and AWR Lloyd are supporting Objective 2 of USAID's COVID-19 initiative – to prevent, detect, and respond to the COVID-19 threat through risk communication within communities and private sector engagement.

- **Methodology:** This report, the second of six stages (the first being a 'Corporate Mapping' exercise identifying private sector companies with significant influence) to enhance private sector engagement, uses desktop research, questionnaires and interviews to present a snapshot of the current private sector response to COVID-19. Most of our 32 respondents were managers or employees from large companies.

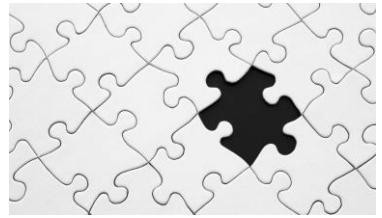
- **Findings & Analysis**: Worksites are high risk, but work must continue as employers are critical to the livelihoods of community members. Overall, the private sector has responded well to minimize COVID-19 impacts, including a wide range of infection prevention measures. In addition to continuity, strong private sector communication channels may be leveraged to disseminate COVID-19 messaging and materials. Impacts on the private sector have been significant, particularly on Micro, Small & Medium Enterprises (MSMEs). The biggest risks include limited access to health facilities and PPE, a lack of community awareness about COVID-19, and a lack of funding to implement risk mitigation measures.

01

INTRODUCTION

METHODOLOGY

FINDINGS & ANALYSIS



CONCLUSIONS AND NEXT STEPS

ANNEXES

Project team

USAID is the world's premier international development agency and a catalytic actor driving development results. USAID works to help lift lives, build communities, and advance democracy. USAID's work advances U.S. national security and economic prosperity; demonstrates American generosity; and promotes a path to recipient self-reliance and resilience.

AWR Lloyd is a specialist advisory firm with a 20-year track-record in Asia-Pacific, providing strategy consulting; corporate finance; environmental, social and governance (ESG), sustainability and corporate communications services with a particular focus on the natural resources, energy and infrastructure sectors. They have completed over 400 assignments, including COVID-19 risk advisory services.

FHI 360 is an international nonprofit working to improve the health and well-being of people in the United States and around the world. They team with governments and civil society to create jobs, educate children, provide lifesaving health care and bring about positive social change. Their staff of 4,000 professionals use research and evidence to deliver programs to improve lives. Their diverse technical expertise and deep understanding of local conditions provide a 360-degree perspective that allows them to develop customized responses to the toughest human development challenges.

USAID PEPFAR: overview

Launched in 2003, the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) is a global initiative to address the HIV/AIDS epidemic. PEPFAR is the largest commitment to the global HIV/AIDS response.

PEPFAR's approach to HIV/AIDS epidemic control

- Acceleration of optimized HIV testing and treatment
- Expansion of HIV prevention measures
- Continuous use of epidemiologic and cost data to increase program impact and effectiveness
- Engagement with faith-based organizations and the private sector to accelerate and improve effort towards epidemic control
- Strengthen policy and financial contributions by partner governments in the HIV/AIDS response

PEPFAR's reach and impact (since 2003)

$85 Bn
Capital invested

>50 countries
Program outreach

18M
Lives saved

80M
Received HIV testing

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Source: HIV.gov, PEPFAR Strategy for Accelerating HIV/AIDS Epidemic Control(2017-2020), devex

USAID PEPFAR currently supports COVID-19 actions in Papua New Guinea

The purpose of USAID's PEPFAR HIV Support in PNG Activity is to maintain the health and safety of PNG's communities against HIV, and currently also the COVID-19 pandemic. USAID wants to implement solutions to build a resilient private sector in PNG.

USAID works in partnership with the PNG government supporting COVID-19 to achieve two objectives:

Objective 1: Strengthen the Papua New Guinean healthcare system responding to COVID-19 by increasing testing capacity, health care services, and infection prevention and control (IPC)

Objective 2: Prevent, detect and respond to the COVID-19 threat through **risk communication** within communities and private sector engagement

FHI 360 and AWR Lloyd will be working together to engage with private sector in response for USAID HIV Support in PNG COVID-19 Activity

1 **Laboratory**
- *Support sample collection and testing*
- *Contact tracing*
- *Community swabbing*

2 **Surveillance**

3 **Clinical Management & Health Care Services**
- *Equipment and supplies for pre-triage and COVID-19 screening*
- *Equipment for patient care and monitoring*

4 **Infection Prevention & Control**
- *Strengthen IPC at health facilities*
- *Training on IPC & effective use of PPE*

5 **Risk Communication & Community Engagement**
- *Community mobilizers and interpersonal communication*
- *Private sector engagement*
- *Partner coordination*

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USAID PEPFAR COVID-19 Objective 2: private sector engagement

Our work involves three systematic stages of Information Gathering and three targeted stages of Information Dissemination.

INFORMATION GATHERING

INFORMATION DISSEMINATION

THIS REPORT

CORPORATE MAPPING

- Identified 20 private sector players who can play a key role in PNG's COVID-19 response (significant outreach potential; important sectors etc.)

INITIAL FIELD SIGNALS REPORT

- Snapshot of the current private sector response to COVID-19

QUESTIONNAIRE

Companies' responses (comms; infection prevention; surveillance)

INTERVIEW

Interviews conducted via phone, for broader insights

HEALTH RISK GAP ANALYSIS

- Customized in-depth analyses and recommendations to efficiently reduce COVID-19 via tailored Action Plans

TRAINING AND EDUCATION

- Social and Behavior Change (SBC) materials to 'train trainers' such as healthcare workers and management, to then cascade to employees and host communities

MEETINGS

- Meetings with key members of the private sector, as well as the government, to ensure alignment and cooperation in COVID-19 response activities

LEARNING BRIEFS

- Learning Briefs to analyze lessons learned, to be shared with the wider international community

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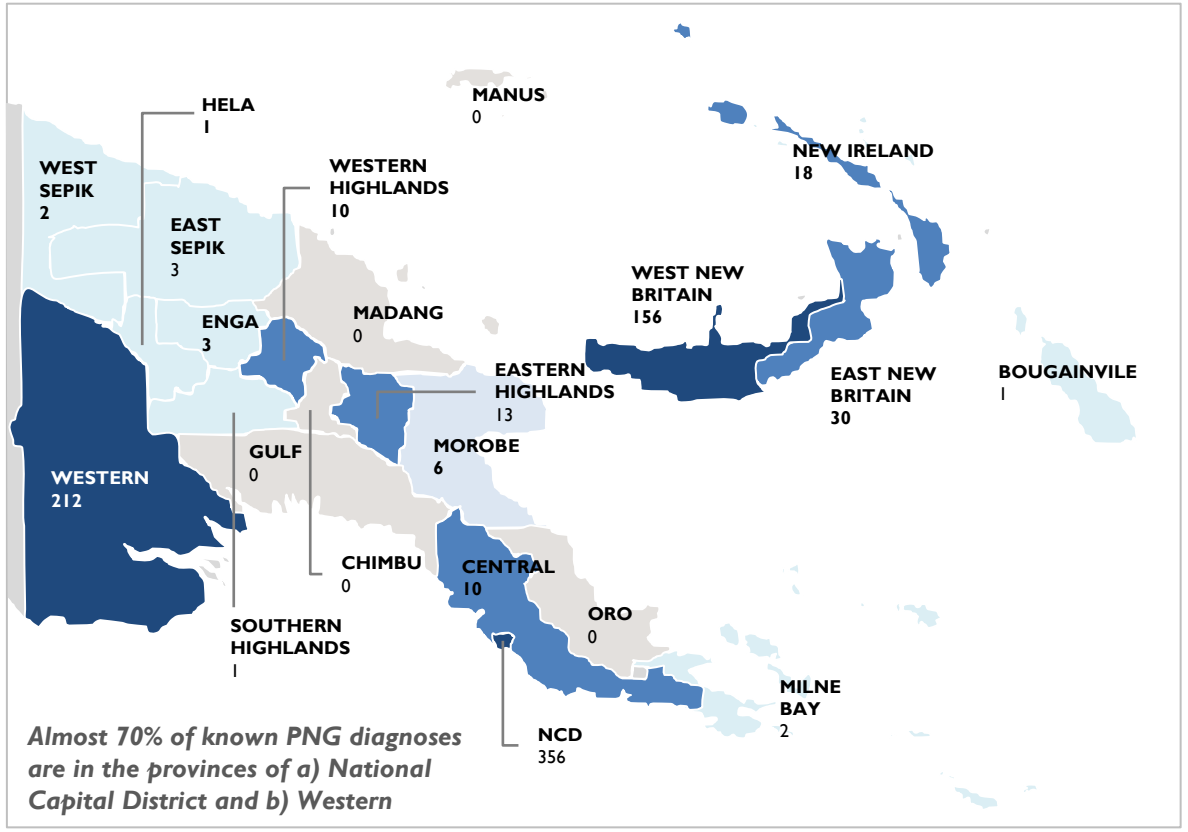
COVID-19 in Papua New Guinea

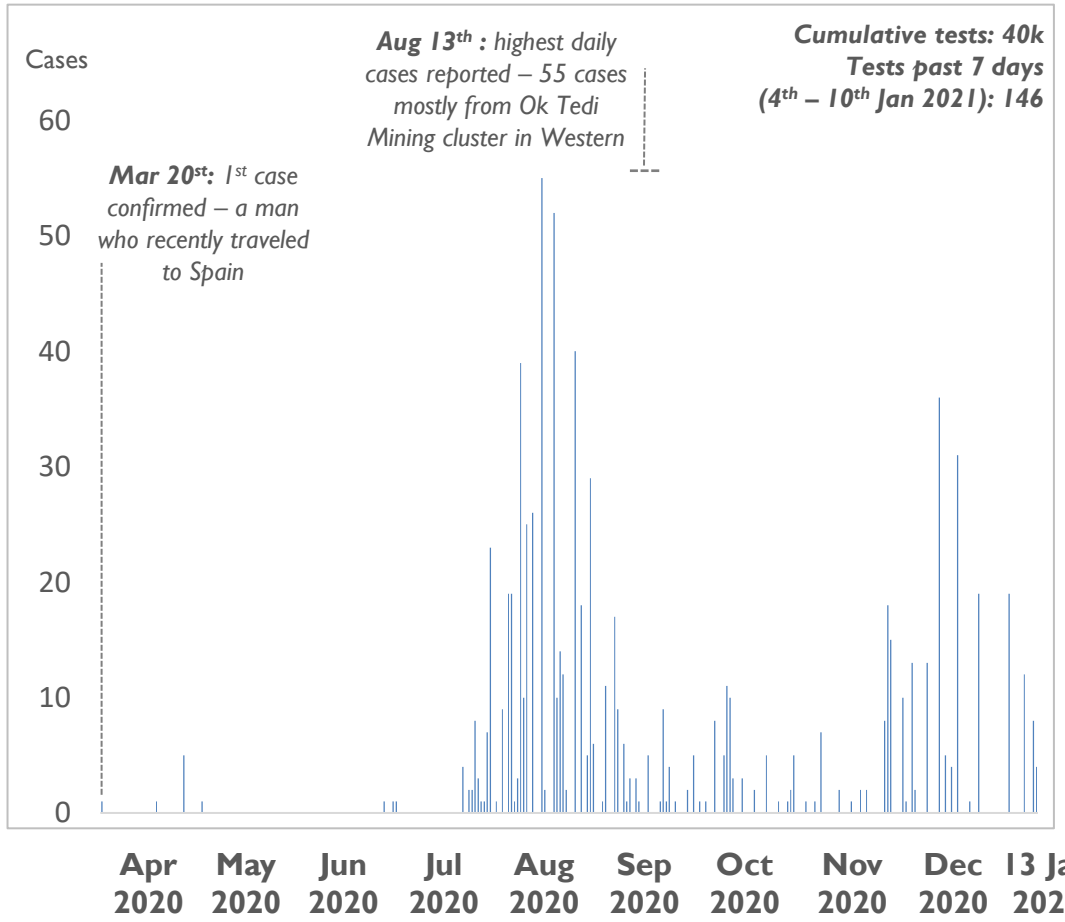
Known diagnoses are highest in National Capital District and Western Province (with 185 associated with Ok Tedi Mining).

RECORDED CONFIRMED[1]

TOTAL[1]: 833 | DEATHS: 9



DAILY CONFIRMED



Note: (1) as of 13th January 2021

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Source: OWID COVID-19 Data, WHO, Press

Public sector response in Papua New Guinea

A response plan was released before PNG's first diagnosis.

2 MAR — Government released PNG Emergency Preparedness and Response Plan

20 — First person with COVID-19 in PNG

22 APR — Government declared State of Emergency

2 — National Parliament extends State of Emergency to two months

12 MAY — World Bank approved US$20 M loan to support PNG's Emergency Preparedness and Response Plan

21 JUN — PNG Disaster Management Team released COVID-19 multi-sector response plan

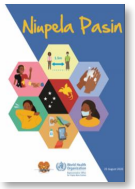
25 JUL — PNG reported 10th case – a member of PNG Defense Force

27 — Lockdown in Port Moresby

3 AUG — COVID-19 diagnoses in PNG reached 100

12 — Lockdown in Port Moresby lifted despite surge in cases

25 — Introducing Niupela Pasin "new normal" (see following slide)



3 SEP — PNG Disaster Management Team updated COVID-19 multi-sector response plan

OCT

NOV — Maintain COVID-19 general protocols:

- Mandatory mask
- Social distancing
- Washing hands
- No mass gatherings

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Source: WHO, PNG Government Portal, Ministry of Health PNG, Press

The New Normal in Papua New Guinea

The Niupela Pasin, or 'New Normal', is comprehensive guidance prepared by the National Department of Health (NDoH) and World Health Organization (WHO) to help the country adjust to the reality of COVID-19: to ensure safe prosperity during and after the pandemic. The private sector has a pivotal role to play as part of the Niupela Pasin:

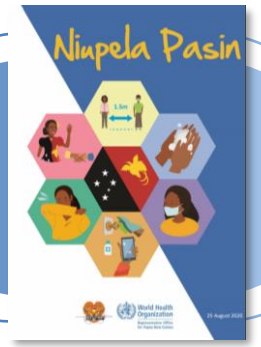
PROTECTION IN THE WORKPLACE

Protection for colleagues and clients

Hygiene
Cleaning the worksite and washing hands regularly

Social Distancing
1.5m distancing, no handshakes etc.

Work from Home
If practical, work from home to reduce risk of infection



PROTECTION IN OTHER SETTINGS

How businesses can help throughout PNG

Providing Vital Goods
Ensure continuity of goods such as food and medical supplies

Service Continuity
Essential for economy, including public utilities and logistics

Showing Best Practice
Businesses' leadership role, including helping communities, churches, schools etc. adjust to the Niupela Pasin

Niupela Pasin applies across all settings in PNG, with tailored guidance provided by the NDoH. Examples include:

Individuals & Families
Protect themselves and others by adopting basic hygiene and distancing measures

Schools
Comply with measures and have systems in place to protect students, teachers etc.

Churches
Comply with measure on mass gatherings and have systems in place to protect members

Government
Lead the response across party lines to enable and empower all individuals and communities to own their response

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Source: NDoH and WHO

PNG MSMEs are hurting

Micro, Small & Medium Enterprises (MSMEs) are the backbone of PNG economy – comprising around 25% of PNG's GDP. The pandemic, coupled with a relatively weak economy, means 2020 has been exceptionally challenging for MSMEs.

CHALLENGES FACED BY MSMEs

1

ACCESS TO FINANCE

Stringent lending requirements of commercial banks and a high cost of borrowing

2

SUPPLY-CHAIN DISRUPTION

Difficulty for SMEs to transport products to other provinces due to restrictions on flights and public transport

3

REDUCED CUSTOMER DEMAND

Demand has plunged due to lockdown and restrictions

4

INCREASED COST OF OPERATIONS

Additional costs for employee transport and procuring PPEs, face masks, sanitizers for employees

5

INABILITY TO IMPLEMENT CONTROL MEASURES

Lack of preparedness to deal with COVID-19 control measures and protocols

6

INCREASED TAX COMPLIANCE BURDEN

SMEs' income has been affected during the pandemic at the same time as their tax liabilities were due, making it difficult to pay on time

MSME RESPONSES FROM QUESTIONNAIRE

"COVID-19 threatened our ability to trade, disrupted our normal operations including the transportation of staff and products, and at the same time of course we were first and foremost very concerned with ensuring the health and safety of our staff and our own families.

Thereafter our concern was the effect of C19 restrictions on broad domestic economic activity, employment, consumer spending and confidence, and specifically consumer demand for our products.

Problems like space / infrastructure / costs to implement control requirements in operational locations and employee's inability to self isolate at home also exists"

Executive Officer of an SME

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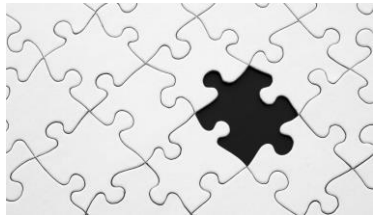
Source: National Statistical Office PNG, Department of Labor & Industrial Relations PNG, National Research Institute PNG, Press

02

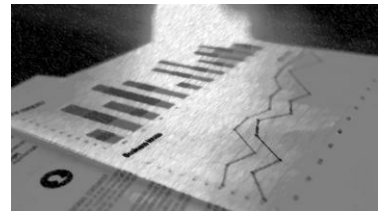
INTRODUCTION

METHODOLOGY

FINDINGS & ANALYSIS



CONCLUSIONS AND NEXT STEPS

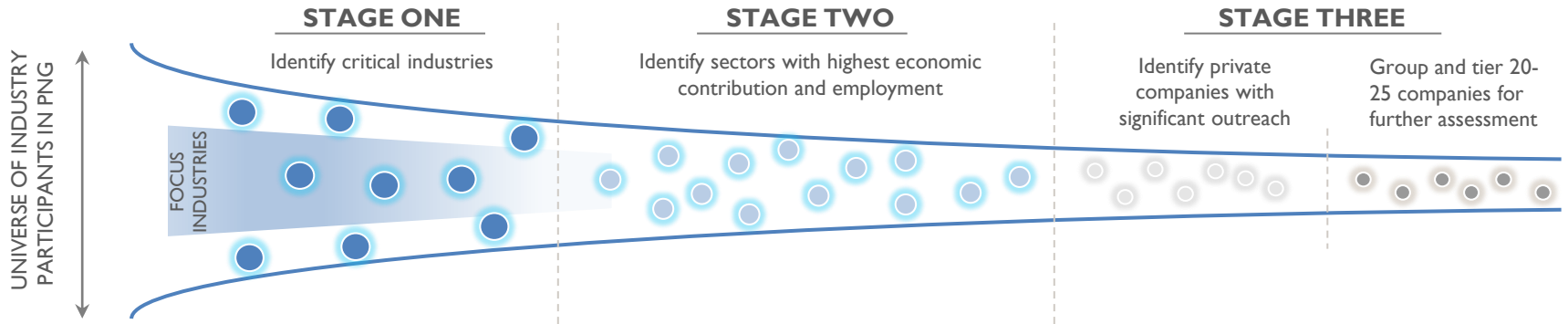


ANNEXES

Identification of key companies

The IFSR follows targeted respondents mainly identified through the previous Corporate Mapping exercise.

CORPORATE MAPPING METHODOLOGY



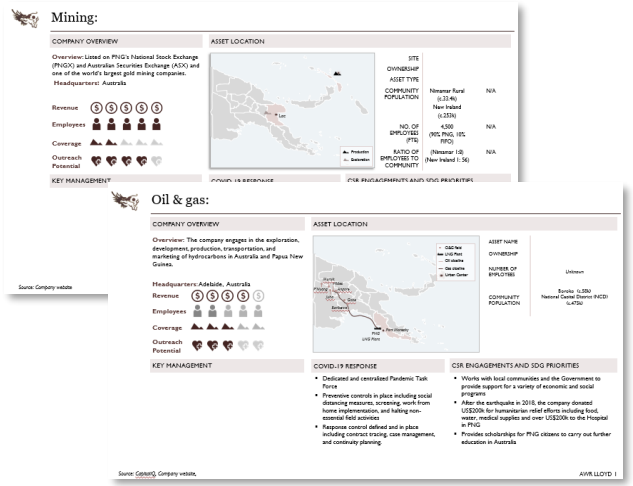
CRITICAL INDUSTRIES

Plantation
Forestry
Fisheries
Mining
Oil & Gas
Telecom
Construction
Retail
Transport

FOCUS SECTORS

- AGRICULTURE
- ENERGY
- RESOURCES
- INFRASTRUCTURE

PROFILING OF PRIVATE COMPANIES



NCC GUIDANCE

This Questionnaire is part of a coordinated partnership effort with the government. Due diligence on selected companies was conducted in line with FHI 360 requirements and best practice expectations.

In determining the targeted Questionnaire respondents, the suggestion from The National Control Center (NCC) was to expand the survey to Small and Medium Enterprises (SMEs).

This Questionnaire therefore captures not only large companies, but also SMEs that are struggling acutely due to the impacts of COVID-19.

Note: The location of the respondents from the SME's segment is not restricted to a particular area.

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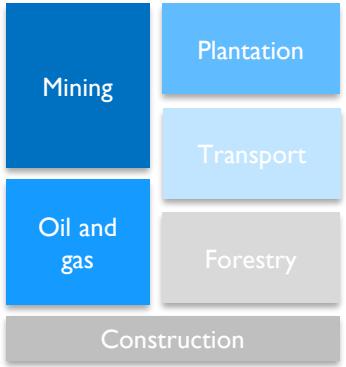
Questionnaire methodology: design, deployment and analysis

1 IDENTIFICATION OF RESPONDENTS

- Based on the key companies identified in the Corporate Mapping exercise, the Consultants conducted Questionnaires with 32 respondents representing crucial private sector industries such as mining, agriculture, and oil and gas.



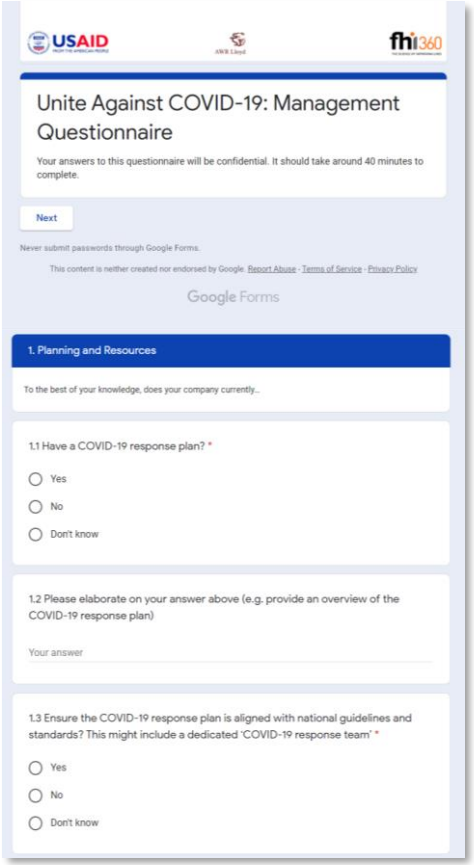
Key industries identified in the Corporate Mapping exercise.

2 QUESTIONNAIRE

- The Questionnaire was benchmarked using COVID-19 international best practices. It was developed based on three main modules: (1) Risk communication and community engagement; (2) Infection prevention control; and (3) Surveillance, investigation and treatment.
- Questionnaire was administered between October – November 2020.

3 QUESTIONNAIRE DISTRIBUTION & DATA COLLECTION

- The study used Google Forms to distribute customized Questionnaires to stakeholders representing various COVID-19 related roles in companies.



Questionnaire for Management on Google Forms. The full Questionnaire is included as an Annex.

4 DATA ANALYSIS

- The study screened and analyzed the mix of quantitative and qualitative data collected from the Questionnaire to understand private sector responses to COVID-19.

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Further information gathering was done via interviews

1 IDENTIFICATION OF CANDIDATES

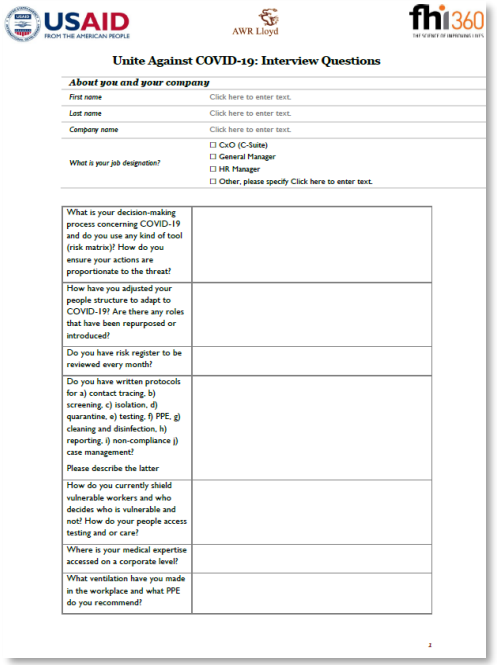
- Candidates for interview were identified through the Corporate Mapping exercise, and the Consultants' personal networks.

2 INTERVIEW DEVELOPMENT

- Questions for the interview were developed by AWR Lloyd and FHI 360 based on research and past COVID-19 project experience.
- Two interviews were conducted at two companies in November 2020.

3 SCHEDULE INTERVIEW & DATA COLLECTION

- Interviews were conducted through online platforms (e.g. Zoom).



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Unite Against COVID-19: Interview Questions

About you and your company	
First name	Click here to enter text.
Last name	Click here to enter text.
Company name	Click here to enter text.
What is your job designation?	☐ CxO (C-Suite) ☐ General Manager ☐ HR Manager ☐ Other, please specify Click here to enter text.

What is your decision-making process concerning COVID-19 and do you use any kind of tool (risk matrix)? How do you ensure your actions are proportionate to the threat?	
How have you adjusted your people structure to adapt to COVID-19? Are there any roles that have been repurposed or introduced?	
Do you have risk register to be reviewed every month?	
Do you have written protocols for a) contact tracing, b) screening, c) isolation, d) quarantine, e) testing, f) PPE, g) cleaning and disinfection, h) reporting, i) non-compliance j) case management? Please describe the latter	
How do you currently shield vulnerable workers and who decides who is vulnerable and not? How do your people access testing and or care?	
Where is your medical expertise accessed on a corporate level?	
What ventilation have you made in the workplace and what PPE do you recommend?	

The complete interview questions are included as an Annex.

4 DATA ANALYSIS

- The study screened and analyzed the (mainly) qualitative data collected from the Interviews to understand private sector responses to COVID-19.

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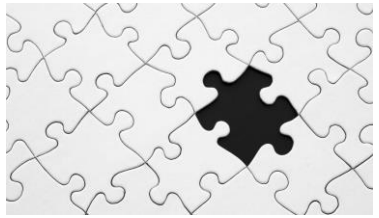
03

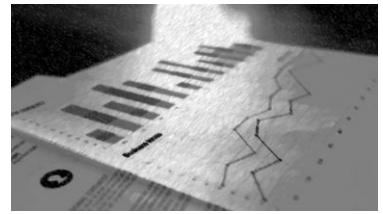
INTRODUCTION

METHODOLOGY

FINDINGS & ANALYSIS



CONCLUSIONS AND NEXT STEPS

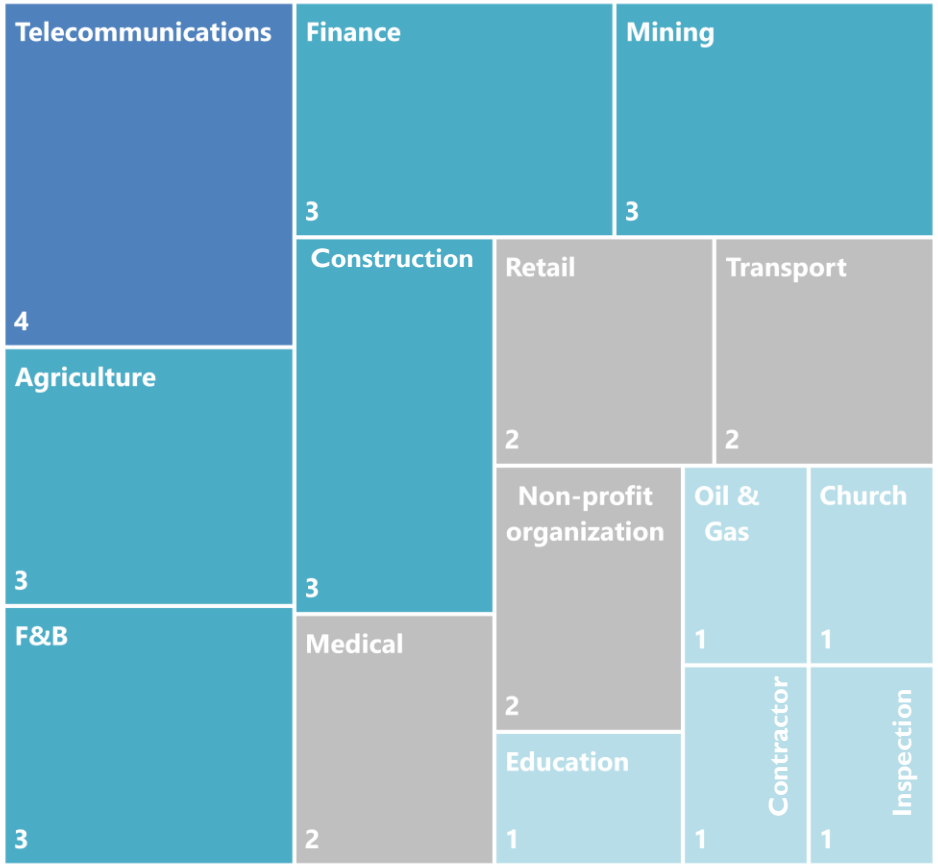


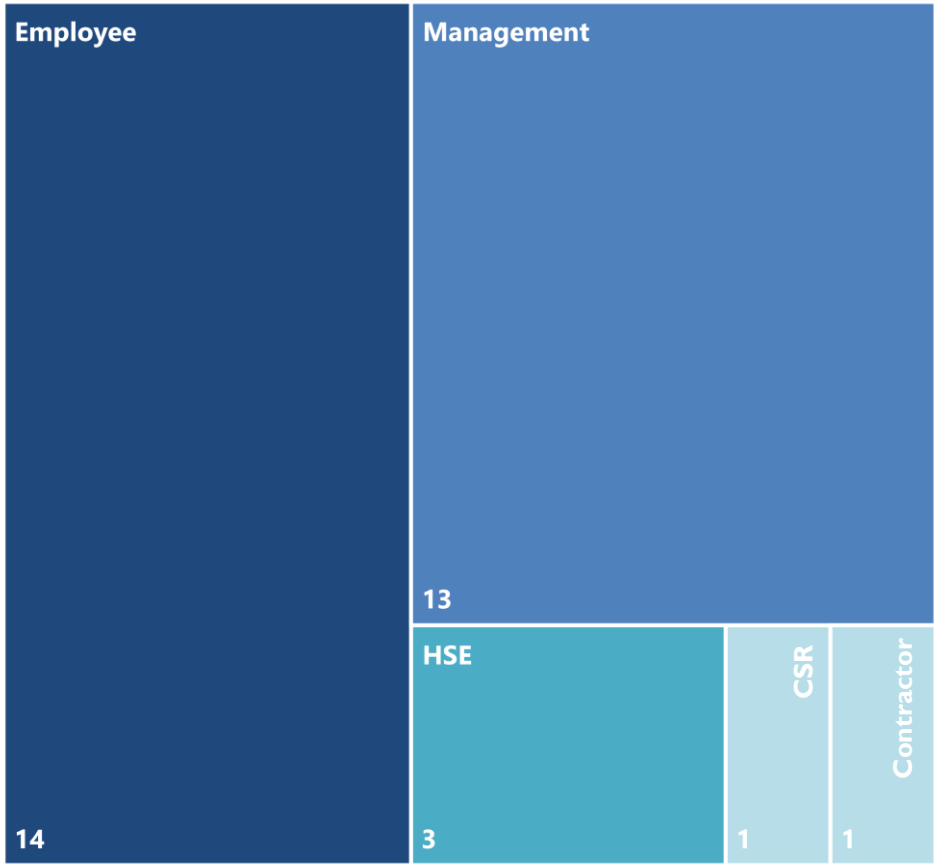
ANNEXES

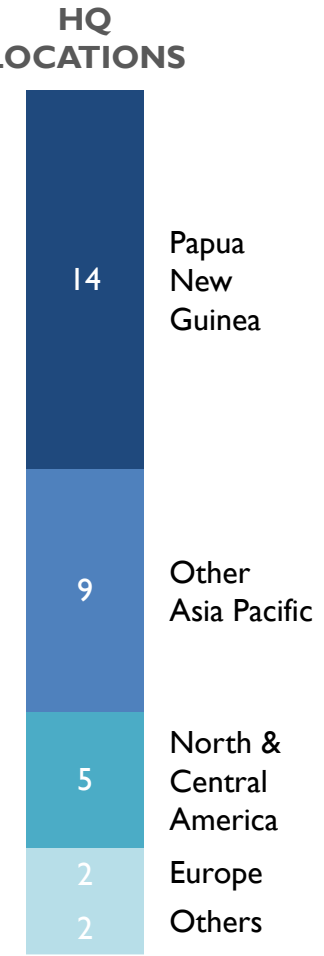
03 FINDINGS & ANALYSIS : SUMMARY

Respondent profile

The number of respondents participating was 32, with the majority being employees and managers, and over 40% of responses were from targeted companies.



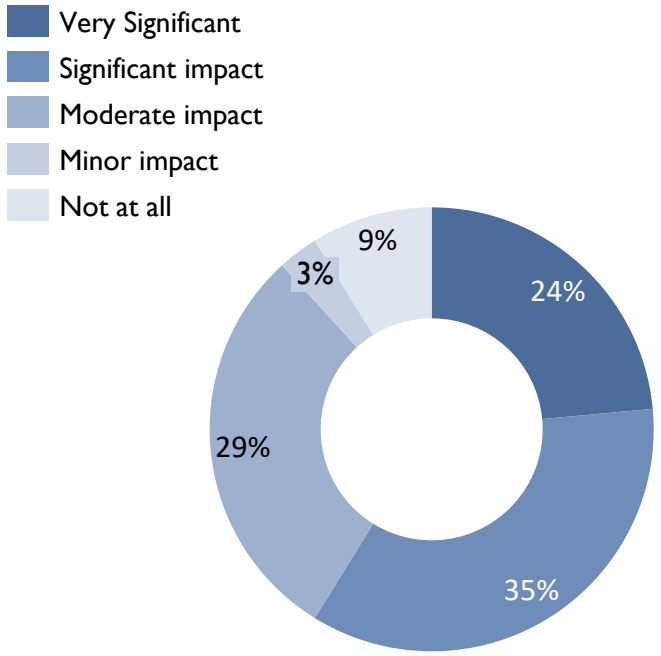




Overall impacts

Almost 60% of respondents said that COVID-19 has had a 'significant' or 'very significant' impact on their employer's business.

HOW HAS COVID-19 IMPACTED YOUR BUSINESS?



COMPANY STAKEHOLDERS RESPONSE ON IMPACTS

General Manager

"Domestic lock downs threatened our ability to trade, disrupted our normal operations including the transportation of staff and products, and at the same time of course we were first and foremost very concerned with ensuring the health and safety of our staff and our own families"

HSE Manager

"We recorded some COVID-19 cases however it has been so well-managed with great support from the local authority"

Employee

"COVID-19 has badly affected our activity implementation and office operations"

Top risks for companies

Top concerns across all roles are access to testing facilities*, inadequate community awareness and access to PPE.

MANAGEMENT

46%	Access to testing facilities
46%	Inadequate community awareness
23%	Access to PPE
23%	Lack of clear and consistent guidelines
23%	Inadequate workforce awareness

EMPLOYEES

31%	Access to testing facilities
31%	Inadequate community awareness
31%	Access to PPE
31%	Access to healthcare (e.g. hospital, clinics)
23%	Availability of human resources

KEY TAKEAWAYS

- Concerns regarding access to testing* facilities are most prevalent (mentioned by almost half of Management and a third of Employees)
- The same proportions also mentioned that inadequate community awareness was a key concern
- (Lack of) access to PPE was another major concern
- In September there were approximately 1,500 tests being carried out per week. This has fallen by almost two-thirds in recent weeks (e.g. 561 tests in the week of 2nd – 8th November)

(*) See the 'Best Practice' Annex for more information about testing

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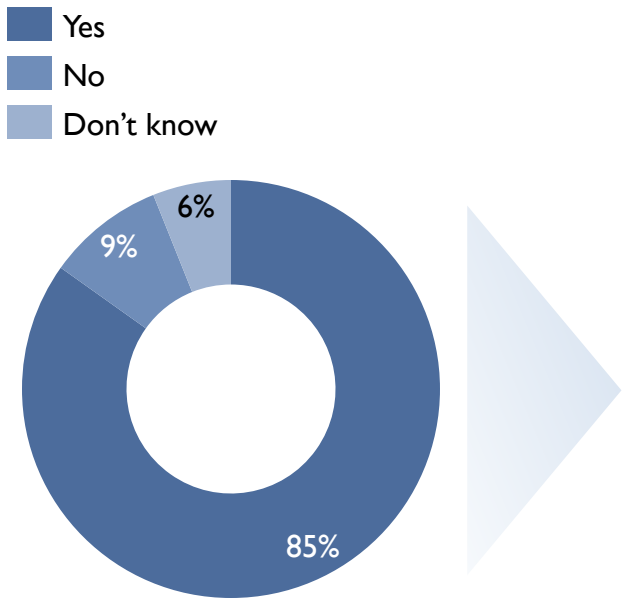
03 FINDINGS & ANALYSIS: PREPAREDNESS AND SUPPORT NEEDS

Response preparedness

The majority of respondents' employers have a COVID-19 Response Plan in place which aligns with the National guidelines.

HAVE A COVID-19 RESPONSE PLAN?



HOW DO THEY RESPOND ?

"*Fully comprehensive plan following a locally adapted version of the Group template used world-wide*"

GENERAL MANAGER OF A MULTINATIONAL COMPANY

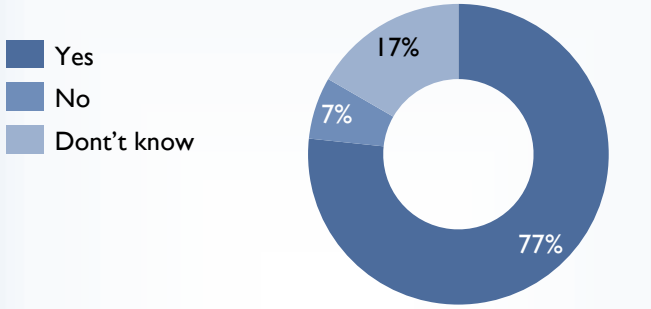
"*Very basic. Provide the tools to improve hygiene and work safer. Follow the Government regulations and recommendations on washing hands, compulsory sanitizing, compulsory wearing masks and social distancing where possible and appropriate*"

CXO OF AN SME

"*We have an existing emergency top management crisis response covid-19 team who is coordinating our response plan in collaboration with our medical response team as well as in line with the national COVID-19 response teams. Our government is fully involved and as well as all the authorities*"

HSE MANAGER

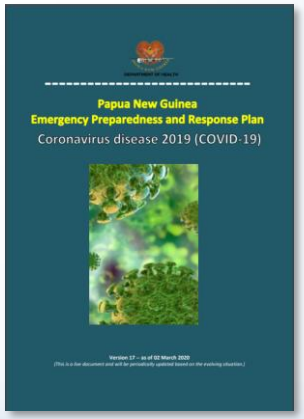
IS THE PLAN ALIGNED WITH NATIONAL GUIDELINES AND STANDARDS?



BEST PRACTICES

PNG emergency Preparedness and Response Plan

Coronavirus disease 2019 (COVID-19)



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Mitigation measures

Measures to mitigate pandemic spread are being implemented by the vast majority of respondents' employers.

97% Sufficient hand washing/sanitizing stations

97% Against non-essential business travel

94% Provide PPE for workers who in need

91% Set up physical distancing in all workplaces

91% Avoid sharing items (e.g. cups, cutlery, pens)

91% Mandatory to wear mask

88% Have protocols for waste disposal, including cleaning non disposable items

81% Identify, select and source PPE for workers

78% Arrange working times to minimize number of employee working

72% Have pre-screening, isolation and isolation area

69% Have flexible work from home policies*

66% Have measures to identify and shield vulnerable workers*

Mitigation measure

% companies implementing the measure

*See the 'Best Practice' Annex for more information about vulnerable workers and work from home policy

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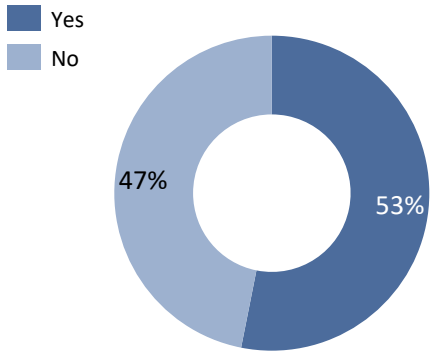
Workplace healthcare facilities & mental health services

Healthcare (including mental health) facilities are not always available in workplaces, even amongst some of the larger facilities.

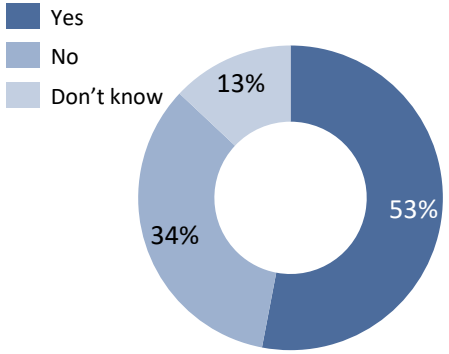
AVAILABILITY OF HEALTHCARE FACILITIES



Types of facilities

- In-house medical centers
- First-aid rooms
- Medical COVID-19 response team (only one respondent mentioned this)

AVAILABILITY OF MENTAL HEALTH SERVCIES



Types of services

- Counselling Services (e.g. HSE officers/response team)
- Assistance Programme (e.g. emergency contact)
- Others (e.g. Internal controls and intake information)

NOTE:WHO guidance and advice on mental health

WHO Mental Health Guidelines[1]

- Be empathetic to those who are affected by COVID-19, regardless of their nationality
- Do not refer to those with COVID-19 as "COVID-19 cases", "victims", "COVID-19 families" or "diseased"
- Refer to those with COVID-19 as "People who have COVID-19", "People who are being treated for COVID-19", or "People who are recovering from COVID-19"
- Avoid watching, reading or listening to news that can cause anxiety or stress
- Seek information to take steps to prepare your plans and protect yourself and those around you
- Seek information updates once or twice a day at specific times during the day
- Gather information from WHO and local authorities' platforms to distinguish facts from rumors

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Source: [1]WHO

Company support requirements

Private sector companies in PNG are stressing the need for financial funding and for Personal Protective Equipment (PPE).

> Direly needs funding for an Isolation Centre, since COVID-19 is here to stay. Also note that there should be a proper financial management and report procedure for all COVID-19 funds, should such an epidemic surge again.

Officer of a hospital

> Provide employees with PPE and ask employees to work from home remotely with provision of data for each employee to keep the daily operations going.

IT System Administrator of a telco company

> Providing more PPE, especially masks.

Logistics Manager of an F&B company

> Need help if provincial government could assist with community awareness.

Sustainability & Quality Management Manager of an agriculture company

> The hospital will still need a lot of PPE and medical equipment to effectively treat patients who have the virus, as well as attending to the other patients with other diseases who come in every day to seek healthcare here.

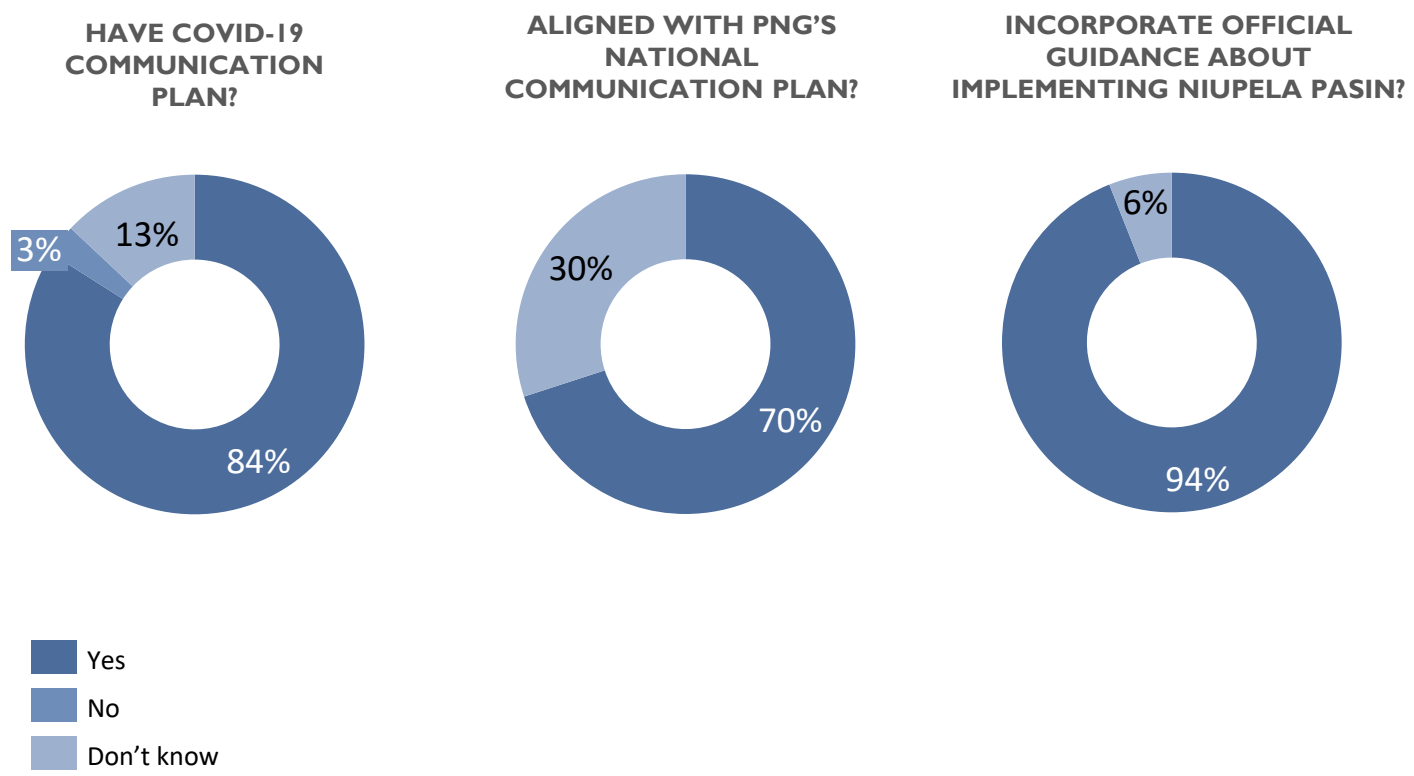
Media and PR Officer of a hospital

> Our company had no money to implement everything that needed to be done.

Employee Development Manager of a transport company

Communication plans are aligned with Niupela Pasin

Eighty-four percent of respondents' employers have a COVID-19 communication plan, almost all of which incorporate official guidance about implementing the Niupela Pasin.



NIUPELA PASIN (THE "NEW NORMAL")

- A new way of living that makes basic hygiene and safe distancing a part of PNG's new culture.
- Niupela Pasin means adopting behaviors and actions that are consistently practiced to reduce risk of COVID-19 and other infectious diseases; a society where people take responsibility for their own health.

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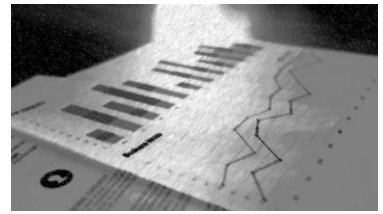
04

INTRODUCTION

METHODOLOGY

FINDINGS & ANALYSIS

CONCLUSIONS AND NEXT STEPS



ANNEXES

Questionnaire: assumptions and limitations

Survey results presented in this report are based on 32 responses from across a limited number of sectors.

ASSUMPTIONS AND LIMITATIONS

1 SELECTION BIAS

A lower number of respondents selected through Corporate Mapping, may have yielded a 'selection bias' – a bias introduced by the selection of individuals, groups or data for analysis in such a way that proper randomization might not be fully achieved.

2 COMPANY SIZE BIAS

Study included companies of various sizes - from large corporates to private sectors, including MSMEs. Responses may have varied in terms of approaches / protocols taken by companies and the level of impact they may have faced due to COVID-19.

3 INDUSTRY LIMITATIONS

Results presented only reflect experiences of the respondents and may not fully capture experiences of other industry players that did not participate in this survey.

4 TIMING BIAS

The Questionnaire was conducted between 27th Oct and 6th Nov, 2020. Therefore, the situation addressed in the survey is based on a limited time-frame.

5 STATISTICAL VALIDITY

Although a higher number of interview participants would have given a wider range of views and opinions, the sample size already meets the criteria for the 'central limit theorem' which justifies that a sample size >30 is sufficient to ensure the sample mean will be a 'normal approximation'.

Our findings are, overall, robust. This Initial Fields Signals Report represents the first analysis of its kind for PNG businesses, focused on practical lessons to Unite Against COVID-19. Limitations and assumptions will be addressed and, where possible, additional information will be obtained to meet the overall objectives of Objective 2. This will include the in-depth Health Risk Gap Analysis.

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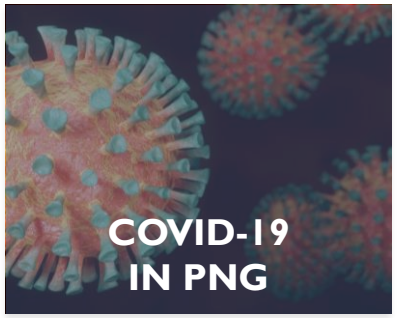
Source: Sheldon M. Ross, in Introductory Statistics (Fourth Edition), 2017; AWR Lloyd analysis

Meaning of Findings & Analysis

One of the key lessons from our Information Gathering so far is that the private sector can play a leadership role in the Niupela Pasin.

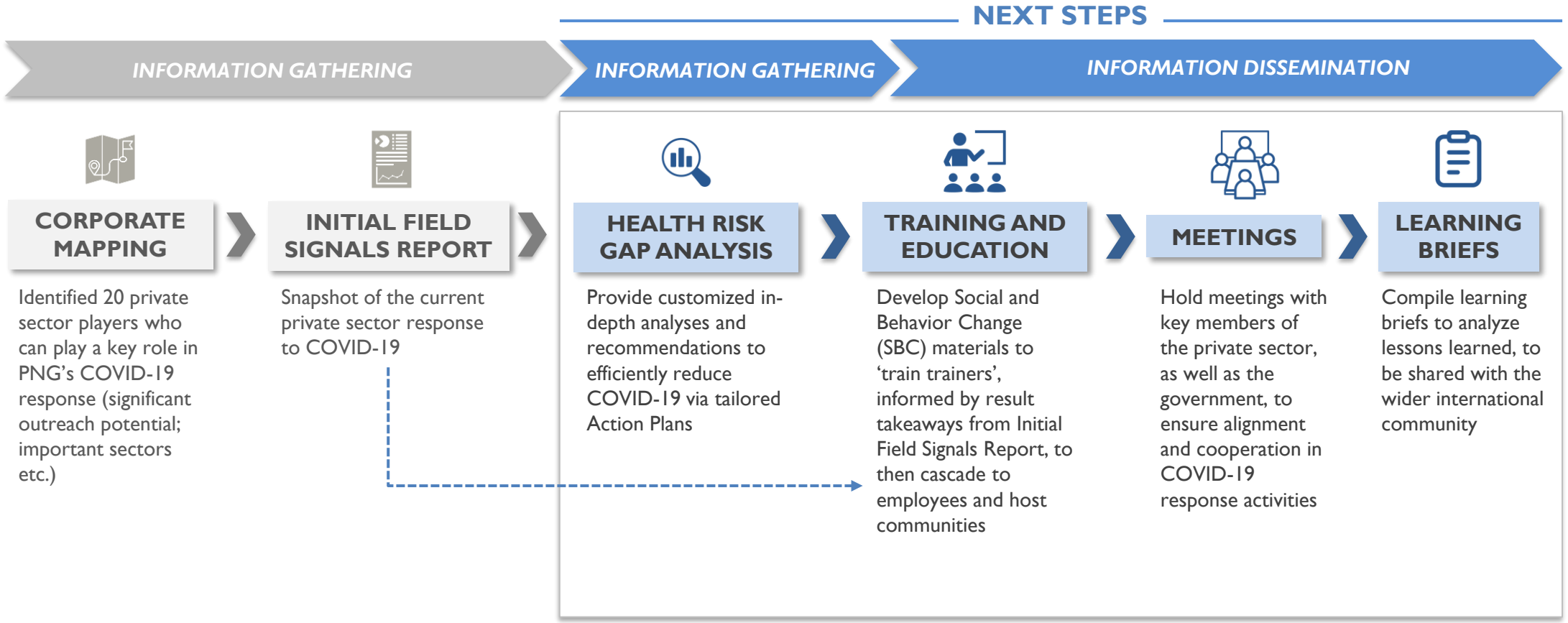


- **Limited spread** – over a third of provinces in PNG have no confirmed cases of COVID-19. This is partly due to limited testing (circa 30,000 tests only so far).
- **Hot-spots** – most of the confirmed people with COVID-19 have been in the National Capital District (346 cases by 9 Nov) and Western province (203 cases). The remaining 51 cases are spread between 12 provinces.
- **August peak** – there was a notable spike in cases in August, including 55 confirmed cases on August 13th alone. Since September, daily diagnoses average fewer than five.

- **Private sector impact** – the impacts of COVID-19 have generally been significant for companies, especially SMEs. Top risks include inadequate access to testing facilities and PPE, plus a lack of community awareness about dangers of the pandemic.
- **Private sector response** – overall, the private sector has responded well to minimize spread of COVID-19, including a comprehensive range of control measures for infection prevention.
- **Private sector leadership** – there is a significant opportunity for businesses in PNG to play a leadership role with communication best practice.
- **Communication** – one of the private sector's strengths is its ability to communicate both within the workplace and to communities.

Next steps

The next step for USAID PEPFAR Objective 2 is to gather in-depth information about 6-8 companies on their COVID-19 responses and develop tailored Action Plans. We will then disseminate information throughout PNG to help other businesses and stakeholders.



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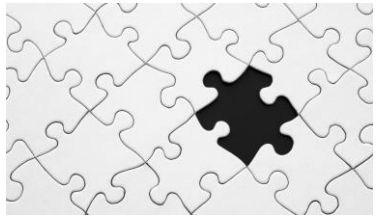
05

INTRODUCTION

METHODOLOGY

FINDINGS & ANALYSIS



CONCLUSIONS AND NEXT STEPS

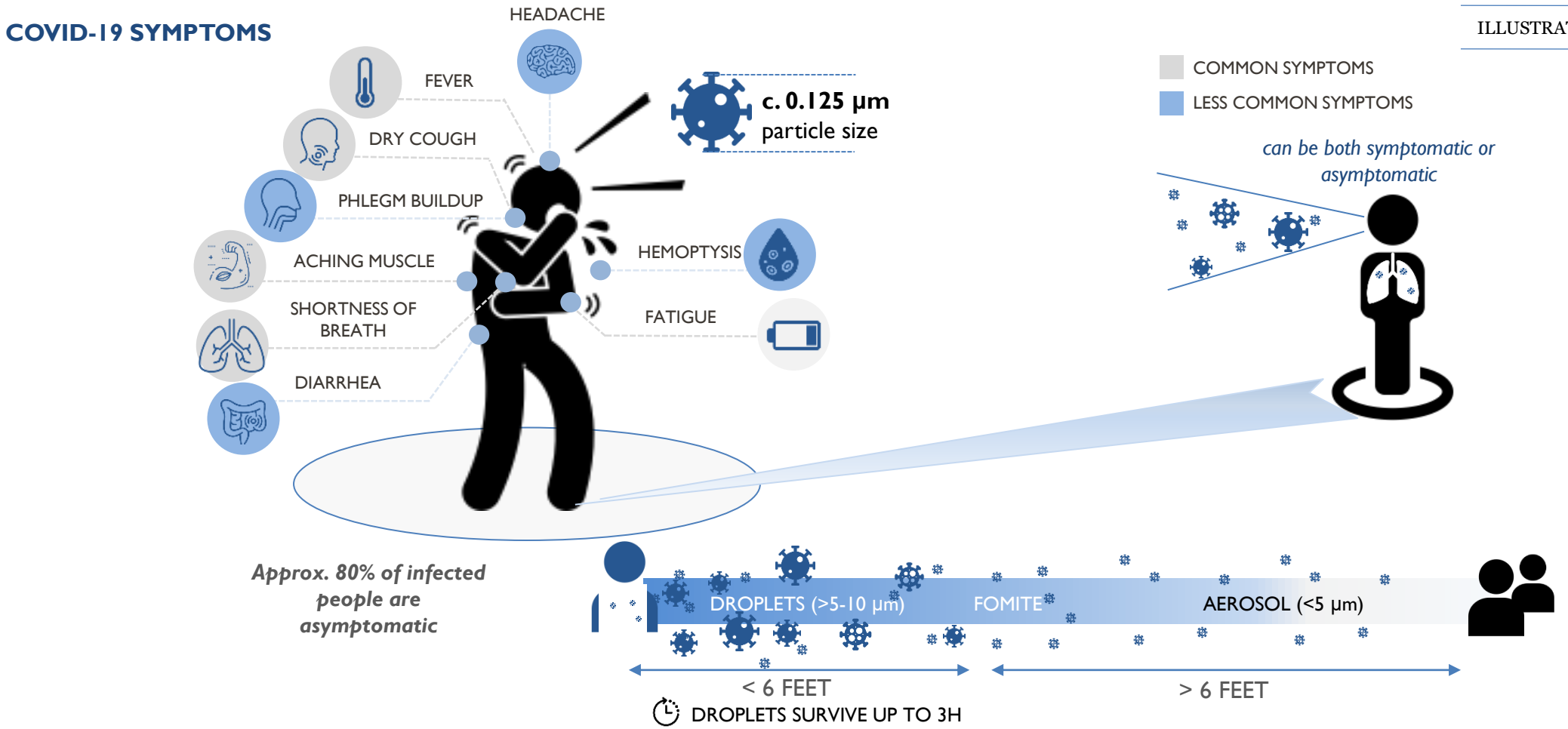
ANNEXES

05 ANNEXES

COVID-19 OVERVIEW | BEST PRACTICES | QUESTIONNAIRE | INTERVIEWS | FINDINGS AND ANALYSIS

COVID-19: overview

COVID-19 is an infectious disease caused by the highly contagious virus named "SARS-CoV-2", with symptoms ranging from fevers, coughs, to more severe ones e.g. acute respiratory illness. The virus can be transmitted via direct contact with droplets.



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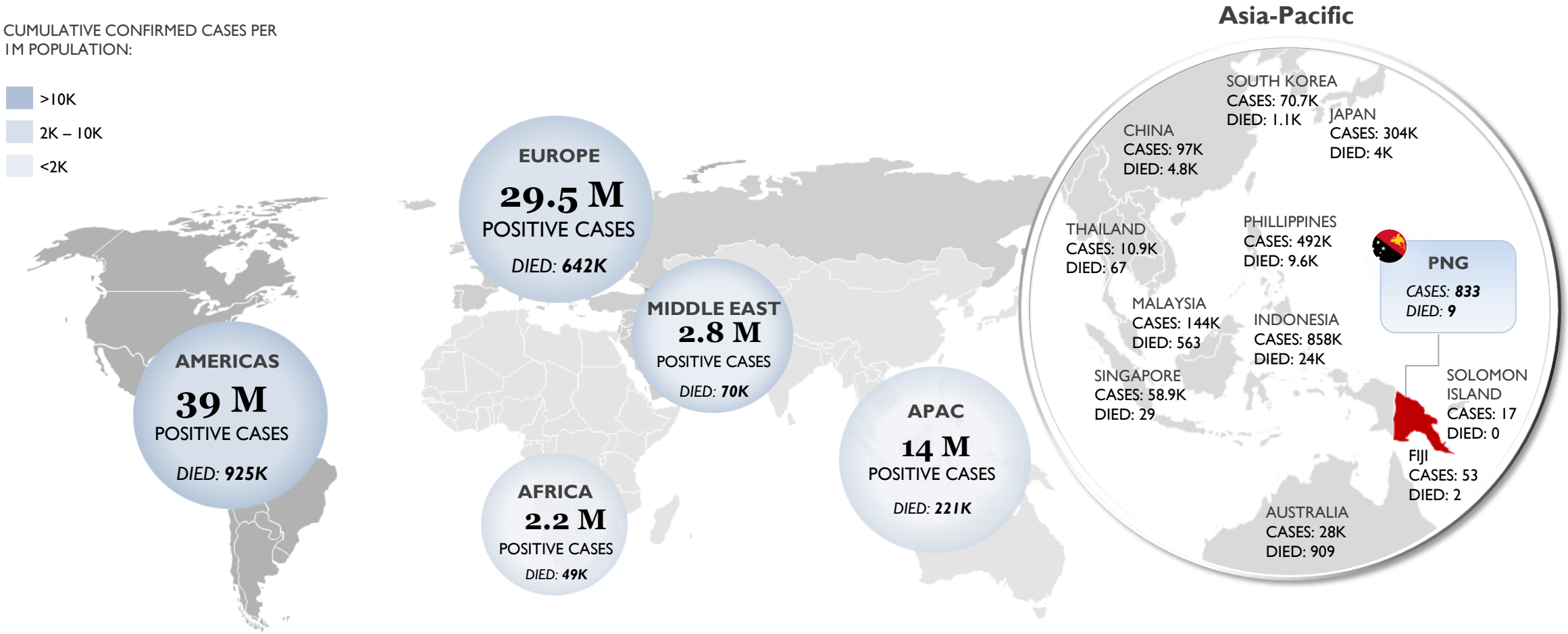
Source: WHO, CDC, FDA, Press

COVID-19: global impact

Geographic Map Of Global COVID-19 Situation



(As of 13th January 2021)

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Source: WHO, OWID, AWR Lloyd analysis

Market Conditions Survey in Papua New Guinea

The Business Council of PNG conducted survey to gain insight on market conditions in PNG due to COVID-19

KEY FINDINGS

- 45% of business leaders participated in the survey experienced revenue and net profit decline in 1H2020, with Q2 figures lower than Q1 2020.
- This is due to their products and services being deemed as non-essential and as their customers scale down operations. 1% cited the closure of their operations due to COVID-19 restrictions as the primary reason for revenue decline.
- Tourism and hospitality sector were hit the hardest. Other sectors followed were professional services, retail and consumer goods, manufacturing, real estate and construction.
- Lockdown in Port Moresby brings up the concerns of business leaders about reduction of consumption and trading hours due to the curfew period. Businesses also expressed their concerns about additional operating costs and disrupted supply chains.

BUSINESS GROWTH FOR MINORITY

- 8 % of leaders are expecting annual rec. to grow this year
- Most of businesses forecasting growth this year are in the retail and consumer goods, manufacturing, and transport logistics sector
- The primary growth drivers incl. updating their business model and diversifying to meet market demand

TOP IMPLEMENTED MEASURES

- Safety workplace
- WFH policy / Remote working
- Rotation for on-site employees
- Rules for movement and travel
- Technology support in new ways of working

TOP 4 PRIVATE SECTOR REQUEST FOR GOVERNMENT HELP

1. Settle Government debts to the private sector
2. Restore investor confidence, resolve foreign investment issues, prioritise acceleration of resource projects

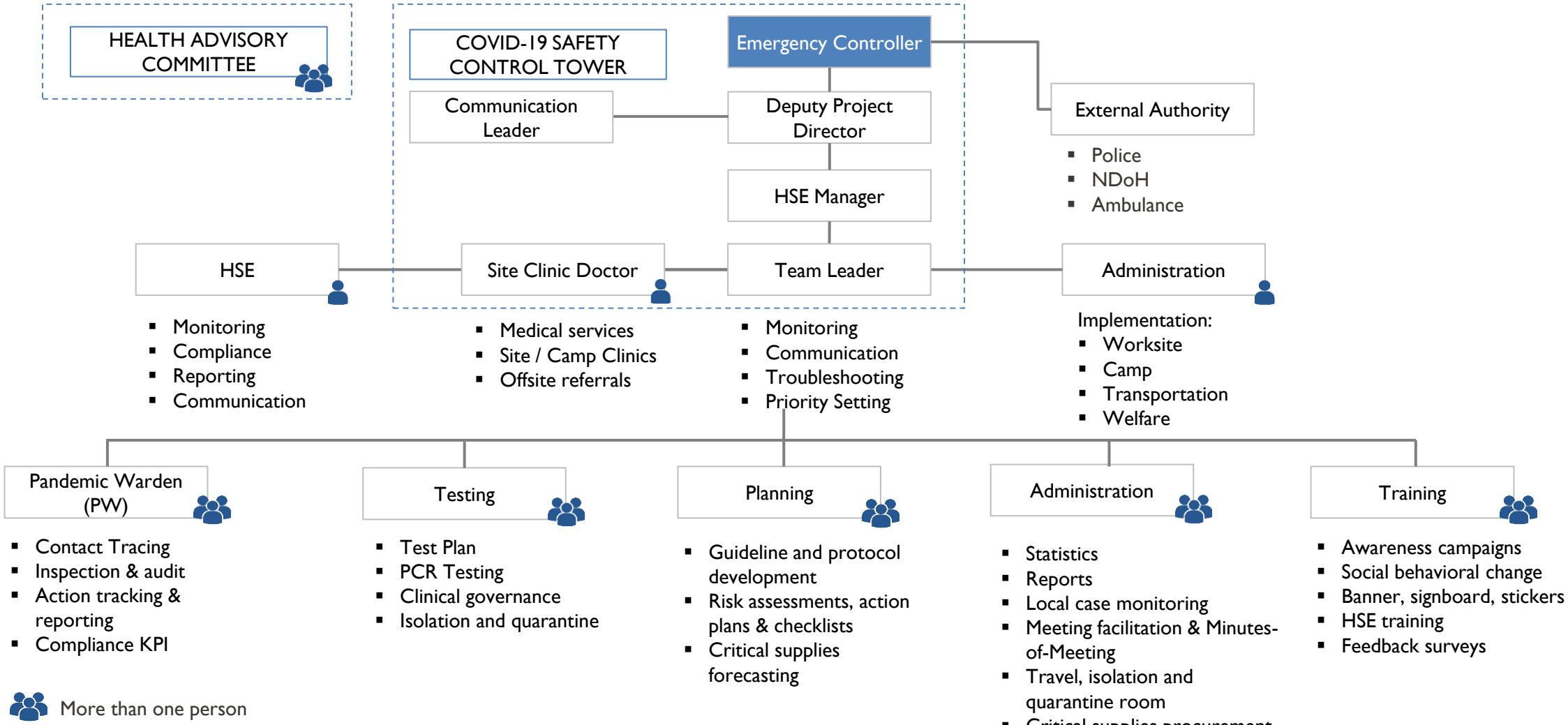
AWR Lloyd's key support focus

3. Allow inbound overseas travel for workers for workers, returning citizens subject to quarantine controls
4. Allow all business to operate as long as social distancing and hygiene protocols are followed

Source: Business Council of Papua New Guinea

05 ANNEXES

Recommended COVID-19 Response Team organization chart



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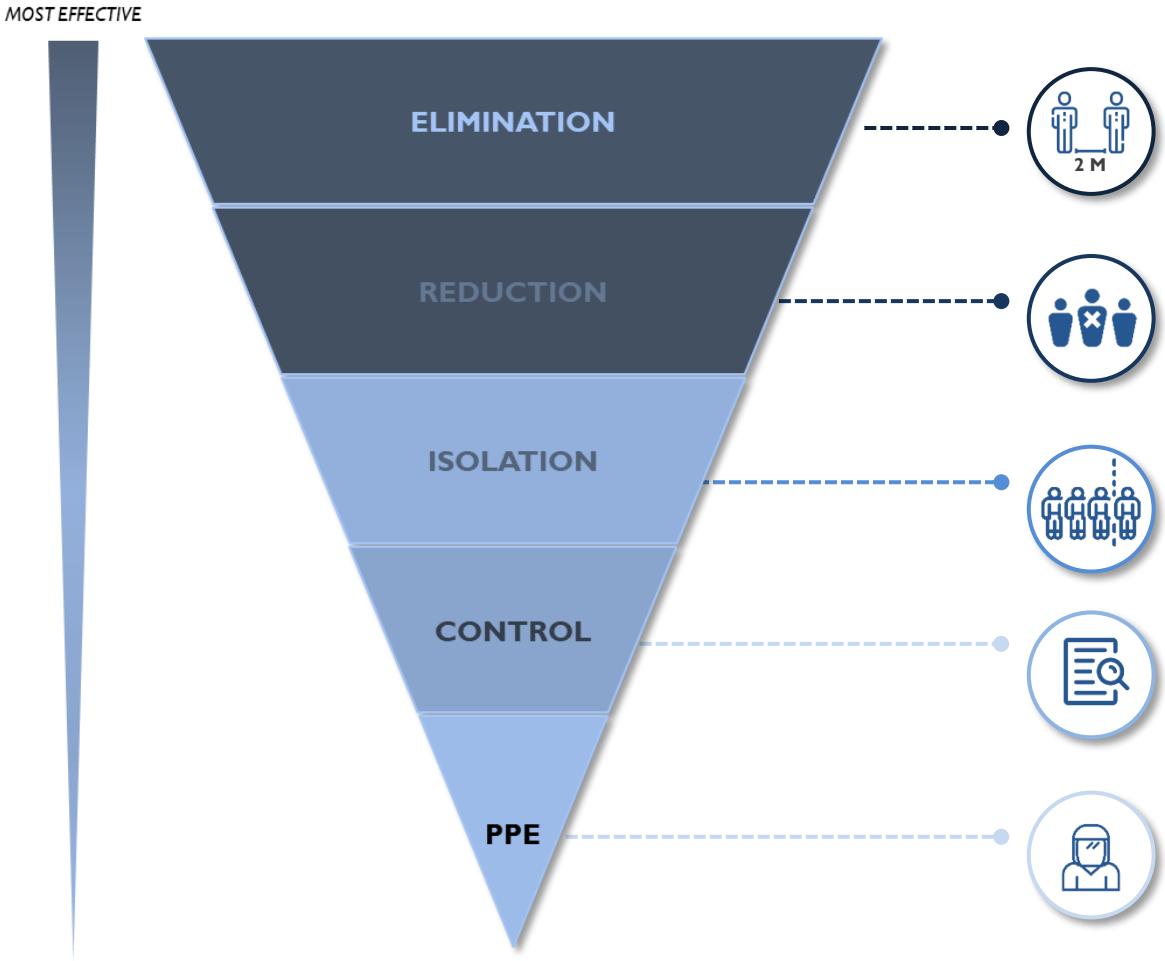
Source: AWR Lloyd research

Hierarchy of controls

When it is not possible to maintain 2m distancing, each activity should be assessed using the hierarchy of controls:



- Workers with symptoms ***should not*** attend the work site and be in ***quarantine***
- Maintain ***2m social distancing***
- Reduce the number of workers on-site
- For *required* meetings, should maintain social distancing, wear protective masks, and keep the meeting room well ventilated

When 2m distancing cannot be applied:

- Minimize the *time* and *frequency* that personnel are within 2m of each other
- Minimize the number of workers involved on each task
- Regularly clean/disinfect common areas
- Only approved personnel are allowed to enter the office

For any group of personnel that cannot maintain 2m distancing:

- Remain together as a group
- Minimize the number of personnel
- Avoid other groups, as much as possible

If close contact is inevitable while carrying out the task,

- Keep the interval of up to a maximum of 15 minutes
- Stagger site inspections to ensure that personnel are not in the same place at the same time
- Provide additional supervision to monitor and manage compliance

- ***PPE*** *and* ***face masks*** *are required on-site and in the office at all times if distancing is not possible*

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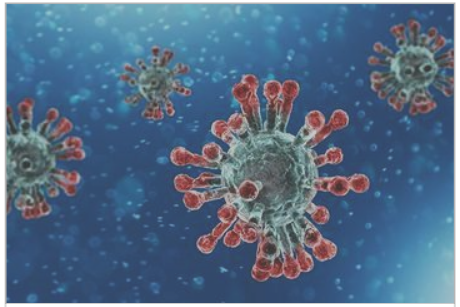
Source: AWR Lloyd research

Essential training for infection prevention and control



COVID-19 awareness training

Specialized training for contractors/ third-party (e.g. catering)

Cleaning and disinfecting training for support staff (e.g. cleaners, housekeeping)

Training for drivers & passengers

Training for equipment operators

Training for correct PPE use

Peer communication training for all workers (from camp leader to supervisors)

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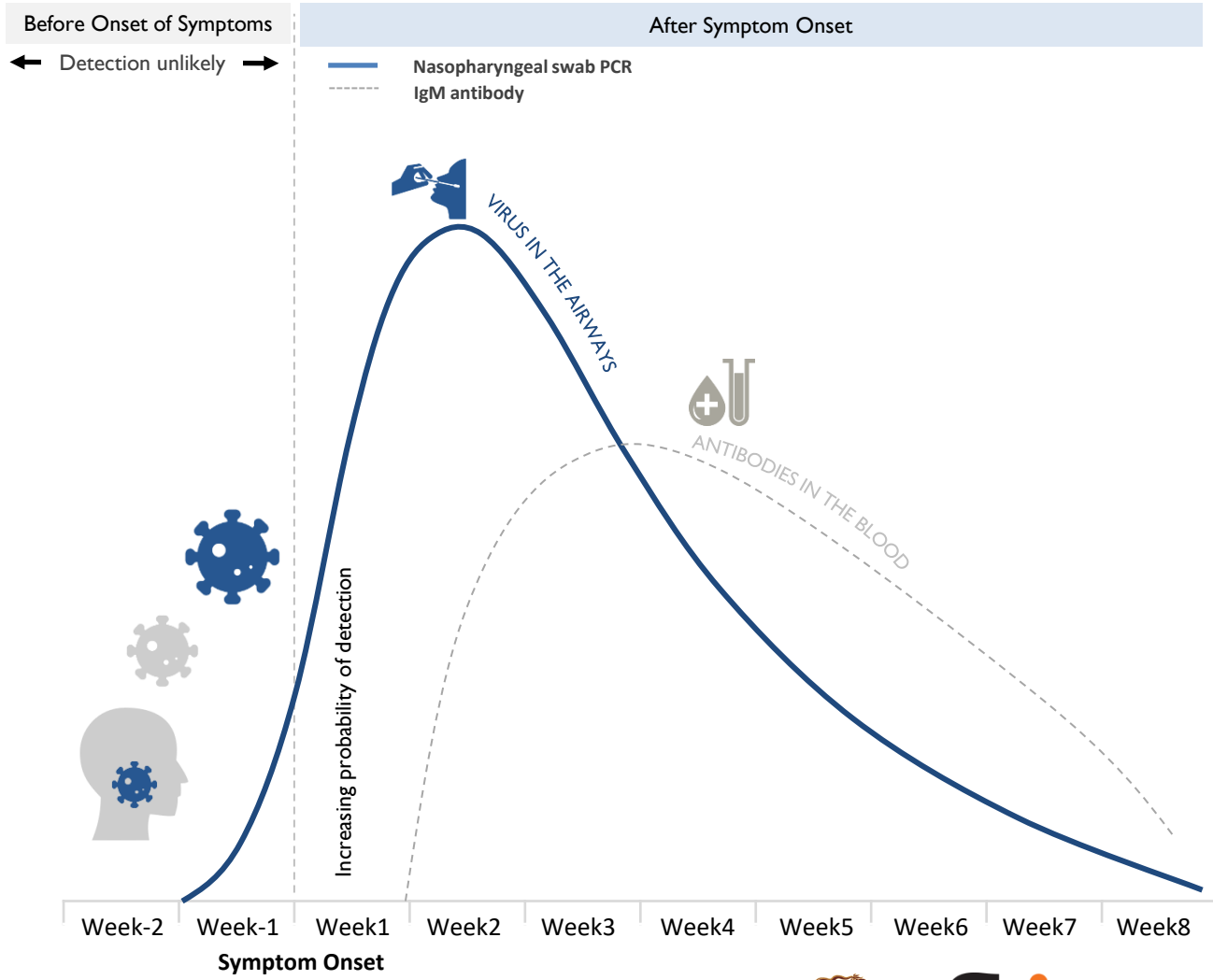
Source: AWR Lloyd research

Engineering controls: testing prior to return to work

	GOLD STANDARD		EMERGING SOLUTION
Type Of Test	**Molecular test** Or Polymerase Chain Reaction (PCR) test	**Serological test** or Antibody test	**Antigen test** or rapid diagnostic test (RDT)
Sample Collection	Nasopharyngeal or throat swab	Blood drawn	Nasopharyngeal or throat swab
Detection And Results	▪ Detects genetic material of the virus ▪ Results typically within few days, but can reach a week	▪ Detect presence of antibodies specific to SARS-CoV-2 antigens ▪ Results typically within same day or few days	▪ Detects certain proteins that are part of the virus ▪ Results typically within 1 hour
Purpose	▪ Diagnoses active coronavirus infection ▪ Useful to identify, quarantine and trace infected patients	▪ Shows if patient was infected in the past ▪ Useful to identify people who may have immunity	▪ Diagnoses active coronavirus infection ▪ Useful to isolate infected patients and quarantine close contacts of the patient
Limitations	▪ High cost ▪ Need for test laboratory ▪ Lengthy or delayed results	▪ Cannot diagnose active infection ▪ Presence of antibodies does not guarantee immunity. Absence of antibodies does not mean lack of immunity	▪ Negative result does not guarantee future immunity ▪ Molecular tests are more accurate



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Source: *UK Research and Innovation (UKRI); Tallahassee Memorial Healthcare; CDC*

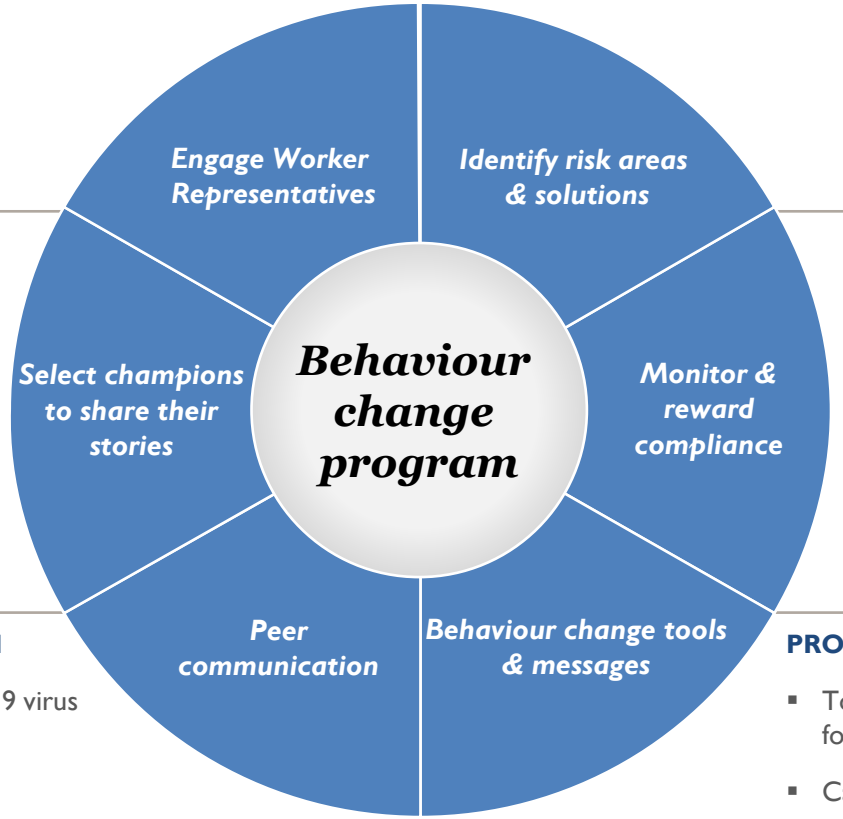
Social Behaviour Change Programs

ENGAGE WORKER REPRESENTATIVES

- Involving various types of workers in COVID-19 management decisions ensures workers feel heard
- Ensures workers have ownership over measures and mandates

IDENTIFY RISK AREAS & SOLUTIONS WITH WORKER REPRESENTATIVES

- Assessment results may be shared with workers during training, so they understand risks and measures for specific areas and activities, and the need for compliance.



SELECT CHAMPIONS TO SHARE THEIR STORIES

- Identify workers, such as those who have recovered from COVID-19
- Train them to share their stories during e.g. transport time to motivate peers to adopt key behaviors

MONITOR AND REWARD COMPLIANCE

- Workers may feel more motivated if their compliance with prevention and control measures is recognized
- Rewards may include food or an afternoon off work

TRAIN WORKERS FOR PEER COMMUNICATION

- Training in peer-to-peer communication on COVID-19 virus prevention and control measures and policies
- Train workers of all categories (e.g. camp leaders, supervisors)
- Training should be interactive, involving practice exercises, and tools to use when talking to their peers

PRODUCE BEHAVIOUR CHANGE TOOLS & MESSAGES

- Tools and messages should address barriers, act as facilitators for desired behavior
- Can be shared by trained peers or made available at rest stations, cafeteria, etc.
- "How to" videos on handwashing steps and time, the correct use of masks, donning and doffing of respirators and symptoms of COVID-19 could be useful.

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Source: FHI 360

Visual cues for Social Behaviour Change Programs

Do not enter this site if feeling unwell

Please sit HERE

Use pedestrian walkway
One-way system in place
Adhere to 2m social distancing

Gloves, Masks and Face Shields must be worn in this area

Maximum … persons permitted to work in this area at one time

STOP!
Have you had your temperature checked?

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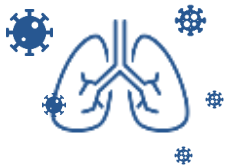
Source: AWR Lloyd Research

Fit to Work review to identify vulnerable groups

Cardiovascular disease: heart failure, uncontrolled hypertension, ischemic heart disease

Active cancer patients, bone marrow and solid organ transplant

65 years and older



Chronic lung disease (including moderate asthma)

Underlying psychiatric disease

Immunodeficiency diseases

Uncontrolled diabetes

Severe obesity (BMI >40)

Poorly controlled HIV/AIDS

Chronic kidney disease with eGFR<60

Chronic liver disease

Prolonged use of steroids or other immunosuppressive

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Source: AWR Lloyd Research

Work teams, schedules and patterns

- Identify **Location Critical Personnel** and **Fully Remote Personnel or non-Location Critical.**
- For contractors and their personnel, discretion to direct personnel to work remotely if continued business support can be maintained.
- Must be managed in coordination and alignment with the relevant contract focal point.
- All Location Critical Personnel (other than the staff already scheduled onto shift patterns), must be separated into teams - one team would work from home and one team would work from site/office.
- Ideally, week on/week off rotation with premises deep-clean and disinfection between shifts.

Location Critical Personnel

- Personnel whose duties require in-person presence at work locations for critical business continuity
- Further segregate between **Team Blue & Team White** for staff that is not already on shift patterns
- **2-week shift cycle** (14 calendar day rotation)

*The only exception is worksite-based Location Critical Personnel where the shift rotation may be shorter

Non-location Critical Personnel

- Personnel who do not require in-person presence at the relevant work location to perform their roles **("Fully Remote Personnel")**

**All Fully Remote Personnel should conduct their work remotely, which is expected to include the majority of office based personnel*

Further, for supporting operations personnel (site/field operations)

- **Shift and shift change over:** referring to the arrangement of day and night shifts, which may be, for example, 8 hours or twelve 12 hours rotations instead of 2 weeks on / 2 weeks off.
- **Team swap and rotation model:** Team Blue and Team White would ideally be deployed in the same team swap/rotation model, when Team Blue is on their rotation then Team White members are rotated off.
- For sites that have multiple shifts in a day, Team Blue and Team White will be comprised of the personnel needed for each of the shifts, which should follow the pattern of rotation that is currently in place

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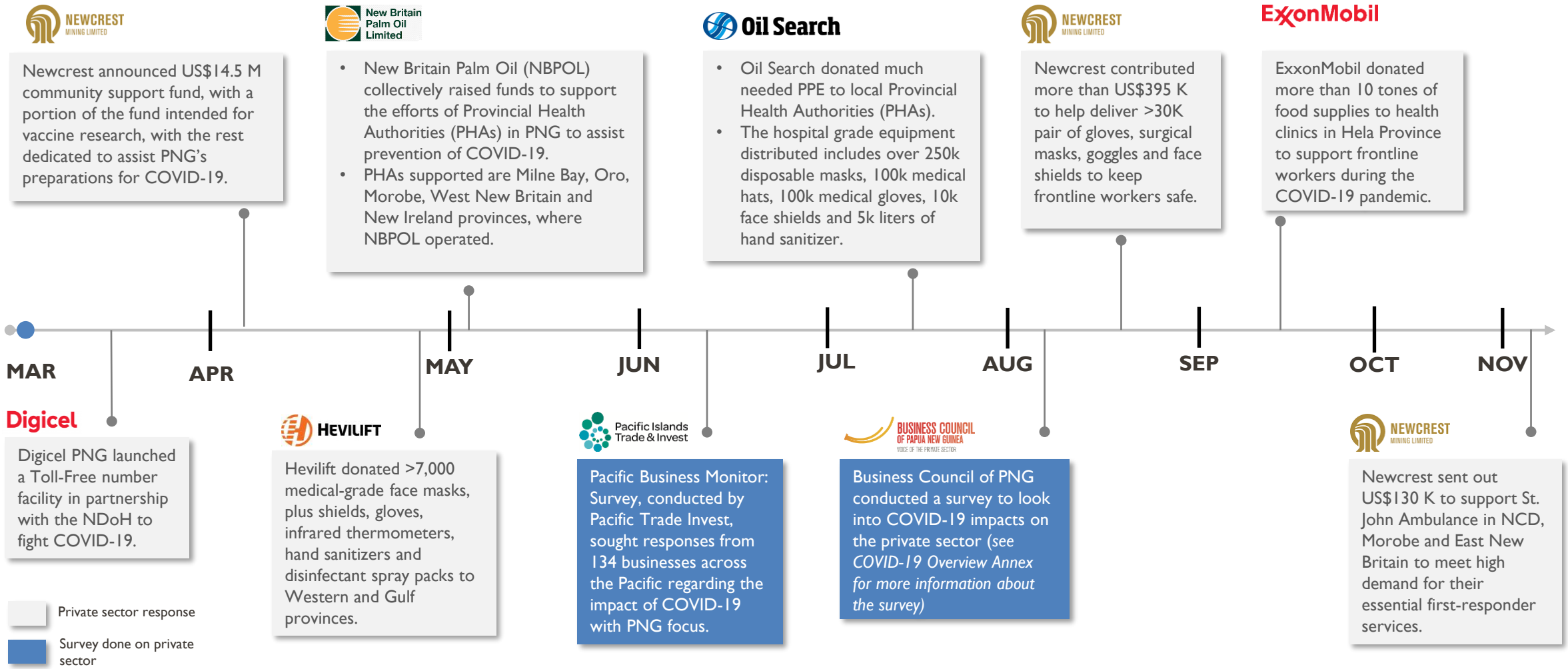
Source: AWR Lloyd Research

Private sector response in Papua New Guinea

Large companies in PNG have reacted to COVID-19 through funding and PPE support. Some examples are shown below.



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Source: Company website, Press

05 ANNEXES

Unite Against COVID-19: Management Questionnaire

Your answers to this questionnaire will be confidential. It should take around 20 minutes to complete.

About you and your company

First name

Your answer

Last name

Your answer

Email address

Your answer

Company name *

Your answer

What is your job designation? *

- CxO (C-Suite)
- General Manager
- HR Manager
- Other:

How has COVID-19 impacted your organization? *

	1	2	3	4	5	
Not at all	○	○	○	○	○	Very significant impact

Provide a brief overview of the main impacts (e.g. health and wellbeing of workers; economic downturn; operational issues such as supply chain)

Your answer

1. Planning and Resources

To the best of your knowledge, does your company currently...

1.1 Have a COVID-19 response plan? *

- Yes
- No
- Don't know

1.2 Please elaborate on your answer above (e.g. provide an overview of the COVID-19 response plan)

Your answer

1.3 Ensure the COVID-19 response plan is aligned with national guidelines and standards? This might include a dedicated 'COVID-19 response team' *

- Yes
- No
- Don't know

2. Risk Communication and Community Engagement

To the best of your knowledge, does your company currently...

2.1.a Have a COVID-19 communication plan to share information with stakeholders (including suppliers, customers, and workers)? *

- Yes
- No
- Don't know

2.1.b If yes, is your communication plan aligned with PNG's national communication plan?

- Yes
- No
- Don't know or N/A

2.2 Incorporate official guidance about how Niupela Pasin ('the New Normal') can be implemented in the workplace setting? *

- Yes
- No
- Don't know

2.3.a Disseminate information about COVID-19 within the company (i.e. to all workers and sub-contractors)? *

- Yes
- No
- Don't know

2.3.b If yes, please indicate how the information is shared

- [ ] Notice board
- [ ] Screens
- [ ] Posters
- [ ] SMS
- [ ] Emails
- [ ] Training
- [ ] Company website/intranet
- [ ] Social media (Facebook, Whatsapp, Twitter, etc)

2. Risk Communication and Community Engagement

2.4.a Display educational posters and/or provide training about: *

- [ ] COVID-19 - how it spreads, symptoms, self-monitoring
- [ ] Proper use, maintenance and disposal of Personal Protective Equipment (PPE)?
- [ ] Showing steps on how and where to hand sanitize
- [ ] Encouraging social distancing
- [ ] Cleaning workspaces, personal belongings etc
- [ ] Proper use and disposal of face mask
- [ ] Encouraging respiratory hygiene/cough etiquette
- [ ] Self-screening and self-isolation practices
- [ ] COVID-19 measures issued by official bodies (e.g. NDoH, WHO)
- [ ] Information related to health services
- [ ] None of above
- [ ] Other:

2.4.b If yes, what is the source of these educational materials? (e.g. NDoH, WHO)

Your answer

2.5.a Ensure workers' training related to COVID-19 is based on unique risks pertaining to different occupations and tasks? *

- Yes
- No
- Don't know

2.5.b If the answer is yes, please elaborate on how the risks are determined and if possible share relevant company documents related to risk determination

Your answer

2.6 Measure workers' understanding of COVID-19 risks (e.g. post-training evaluation) *

- Yes
- No
- Don't know

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2. Risk Communication and Community Engagement

2.7.a Have effective communication channels to provide COVID-19 prevention information to local communities? *

- ◯ Yes
- ◯ No
- ◯ Don't know

2.7.b If the answer is yes, please elaborate on what communication channels are used including the frequency

Your answer

2.8.a Monitor the impact of COVID-19 on the health and well-being of local communities? *

- ◯ Yes
- ◯ No
- ◯ Don't know

2.8.b If the answer is yes, please elaborate on what information is collected, how frequently, and how this information is processed

Your answer

2.9.a Engage with Small and Medium Enterprises (SMEs), for example in your community or supply chain, to help them cope with COVID-19? *

- ◯ Yes
- ◯ No
- ◯ Don't know

2. Risk Communication and Community Engagement

2.9.b If the answer is yes, what methods do you use?

- ☐ Share communication materials
- ☐ Provide equipment (e.g. PPE)
- ☐ Formal advice (e.g. training sessions)
- ☐ Informal advice (e.g. social media; telephone calls)
- ☐ None of the above
- ☐ Other:

2.9.c What are the most effective ways for your company to collaborate and help SMEs (e.g. payment in advance for goods and services; bulk purchase of Personal Protective Equipment for COVID-19)? Note that your answer can refer to things you are already doing or to potential future collaborations.

Your answer

2.10 Please elaborate any of your answers above

Your answer

3. Infection Prevention Control

To the best of your knowledge, does your company currently...

3.1 Have flexible work from home policies? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3.2.a Have any measures to identify and shield vulnerable workers? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3. Infection Prevention Control

3.2.b If the answer is yes, please elaborate on the measures taken to identify and protect vulnerable workers (e.g. those with pre-existing chronic medical conditions; old age etc.)

Your answer

3.3 Arrange working times and shifts to minimize the number of people working together, including during breaks? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3.4 Advise against non-essential business travel? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3.5 Set up physical distancing in all workplaces (entrances, exits, hallways, lifts, waiting rooms, meeting rooms, dining areas, toilets, offices, etc.) along with layout design? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3.6.a Identify, select and source Personal Protective Equipment (PPE) for workers? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3.6.b Provide PPE to all workers who need it? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3. Infection Prevention Control

3.7 Require masks to be worn in all working areas? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3.8 Avoid sharing items such as cups, bottles, cutlery, pens etc.? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3.9 Have protocols for cleaning non-disposable/reused cleaning equipment? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3.10 Ensure sufficient hand washing/sanitizing stations? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3.11 Have protocols for proper waste disposal? *

- ◯ Yes
- ◯ No
- ◯ Don't know

3.12 Have pre-screening, isolation, and quarantine areas? *

- ◯ Yes
- ◯ No
- ◯ Don't know

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4. Surveillance, Investigation and Treatment

To the best of your knowledge, does your company currently...

4.1.a Have protocols for positive or presumptive cases of COVID-19, including isolation, case logging, reporting, communication, referral, and follow up? *

- Yes
- No
- Don't know

4.1.b If the answer is yes, please elaborate on these protocols

Your answer

4.2.a Operate clinical facilities at the workplace? *

- Yes
- No
- Don't know

4.2.b If the answer is yes, what kind of facilities (e.g. in-house doctor/nurse; first aid room)?

Your answer

4.3 Have sickness and self-isolation policies? *

- Yes
- No
- Don't know

4.4 Have a recording log for visits to your sites/workplaces ('COVID-19 contact log')? *

- Yes
- No
- Don't know

4. Surveillance, Investigation and Treatment

4.5.a Have a reporting procedure and protocols if workers develop COVID-19 symptoms? *

- Yes
- No
- Don't know

4.5.b Have a reporting procedure and protocols if a confirmed case is found in your workplace? *

- Yes
- No
- Don't know

4.6 Provide access to mental health (e.g., counselling) services and other assistance programs as applicable? *

- Yes
- No
- Don't know

4.7 Follow a protocol to inform relevant authorities about confirmed cases? *

- Yes
- No
- Don't know

4.8 Please elaborate on any of your answers above.

Your answer

5. Others

5.1 What are your company's top risks, concerns or limitations in mitigating and managing COVID-19? Select up to 5 that apply *

- [ ] Lack of clear and consistent guidelines
- [ ] Inadequate workforce awareness, training and compliance
- [ ] Inadequate community awareness, training and compliance
- [ ] Access to Personal Protective Equipment (PPE)
- [ ] Access to healthcare (e.g. healthcare clinics, hospital beds, ventilators)
- [ ] Access to testing facilities
- [ ] Access to other infrastructure (e.g. quarantine or self-isolation areas)
- [ ] Access to other physical resources (e.g. sanitizers, disinfectants)
- [ ] Availability of human resources (e.g. medical workers)
- [ ] Lack of financial support
- [ ] Mental wellbeing of employees
- [ ] Employee, union strikes or other civil unrest
- [ ] Lack of emergency protocols
- [ ] N/A (no risks, concerns or limitations)
- [ ] Other:

5.2 Your company has been effective in its response to the COVID-19 pandemic *

	1	2	3	4	5	
Strongly disagree	○	○	○	○	○	Strongly agree

5.3 The PNG government has been effective in its response to the COVID-19 pandemic *

	1	2	3	4	5	
Strongly disagree	○	○	○	○	○	Strongly agree

5.4 How else could your organization be supported during the COVID-19 pandemic?

Your answer

5. Others

5.5 Your answers to this questionnaire will be confidential. However, are you interested in working further with us to produce a tailored Action Plan for your company? Please let us know if you have any questions.

Your answer

5.6.a Are you aware of any Small and Medium Enterprises (SMEs), for example in your community or supply chain, who would be interested in materials (e.g. training) to help them cope with COVID-19? *

- Yes
- No
- Don't know

5.6.b If yes, and with their permission, please provide the contact details (email and/or phone number) for people at the SME(s) who we could speak with.

Your answer

5.7.a Small and Medium Enterprises (SMEs) face greater challenges due to COVID-19 than larger companies *

	1	2	3	4	5	
Strongly disagree	○	○	○	○	○	Strongly agree

5.7.b Please elaborate on your answer, highlighting what you believe to be major differences between larger companies and SMEs.

Your answer

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05 ANNEXES

Unite Against COVID-19: Interview Questions

About you and your company	
First name	Click here to enter text.
Last name	Click here to enter text.
Company name	Click here to enter text.
What is your job designation?	☐ CxO (C-Suite) ☐ General Manager ☐ HR Manager ☐ Other, please specify Click here to enter text.

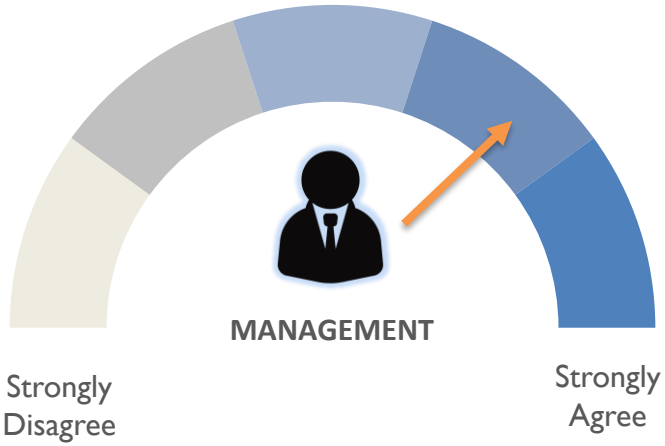
What is your decision-making process concerning COVID-19 and do you use any kind of tool (risk matrix)? How do you ensure your actions are proportionate to the threat?	
How have you adjusted your people structure to adapt to COVID-19? Are there any roles that have been repurposed or introduced?	
Do you have risk register to be reviewed every month?	
Do you have written protocols for a) contact tracing, b) screening, c) isolation, d) quarantine, e) testing, f) PPE, g) cleaning and disinfection, h) reporting, i) non-compliance j) case management? Please describe the latter	
How do you currently shield vulnerable workers and who decides who is vulnerable and not? How do your people access testing and or care?	
Where is your medical expertise accessed on a corporate level?	
What ventilation have you made in the workplace and what PPE do you recommend?	

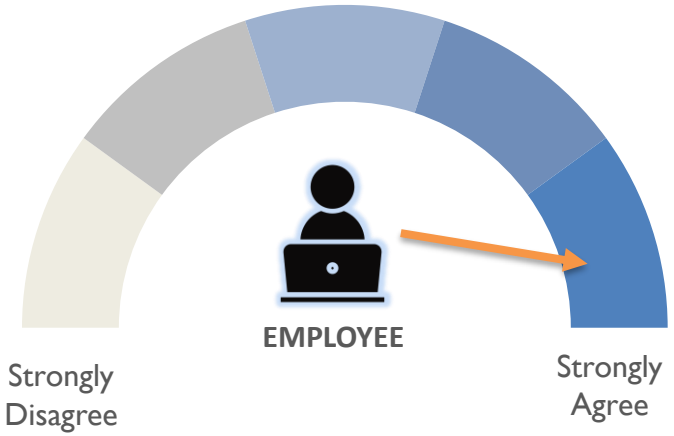
Are there special guidelines for deliveries and shipments? How do you ensure your contractors are also taking due care?	
Any limitations on PPE/disinfectant?	
Do you keep a register of activities where 1.5m distancing is not possible? Is that register signed off by a manager?	
What distancing measures have you put in place in the workplace? (i.e zoning) Do you have a risk assessment process in place?	
Which communication channels have been effective with your staff? How has the wider community been engaged to help prevent transmission?	
Have any specific training programs been rolled out to support efforts against COVID?	
Mental health considerations?	
Are there any digital tools in use or have they been considered?	

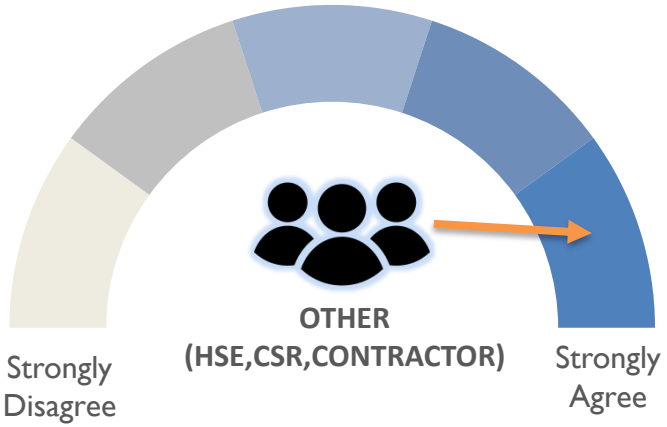
05 ANNEXES

Company performance

Respondents were asked about the extent to which they agreed with the statement: "Your company has been effective in its response to the COVID-19 pandemic." As the following shows, most believe that their own company's response has been good. This is particularly true for employees.







Description of the training and display materials the companies provided to its workers and the source of information

100%	COVID-19: how it spreads, symptoms, self-monitoring
72%	Proper use, maintenance and disposal of PPE
94%	Steps on how to hand sanitize properly
97%	Encourage social distancing at 2 meters apart
84%	Cleaning workspaces, personal belonging, etc.
88%	Proper use and disposal of face mask
84%	Self-screening and self-isolation practices
81%	COVID-19 measures distributed by official bodies (e.g. WHO)
91%	Encouraging respiratory hygiene/cough etiquette
94%	Information related to health services

SOURCE OF EDUCATIONAL MATERIALS

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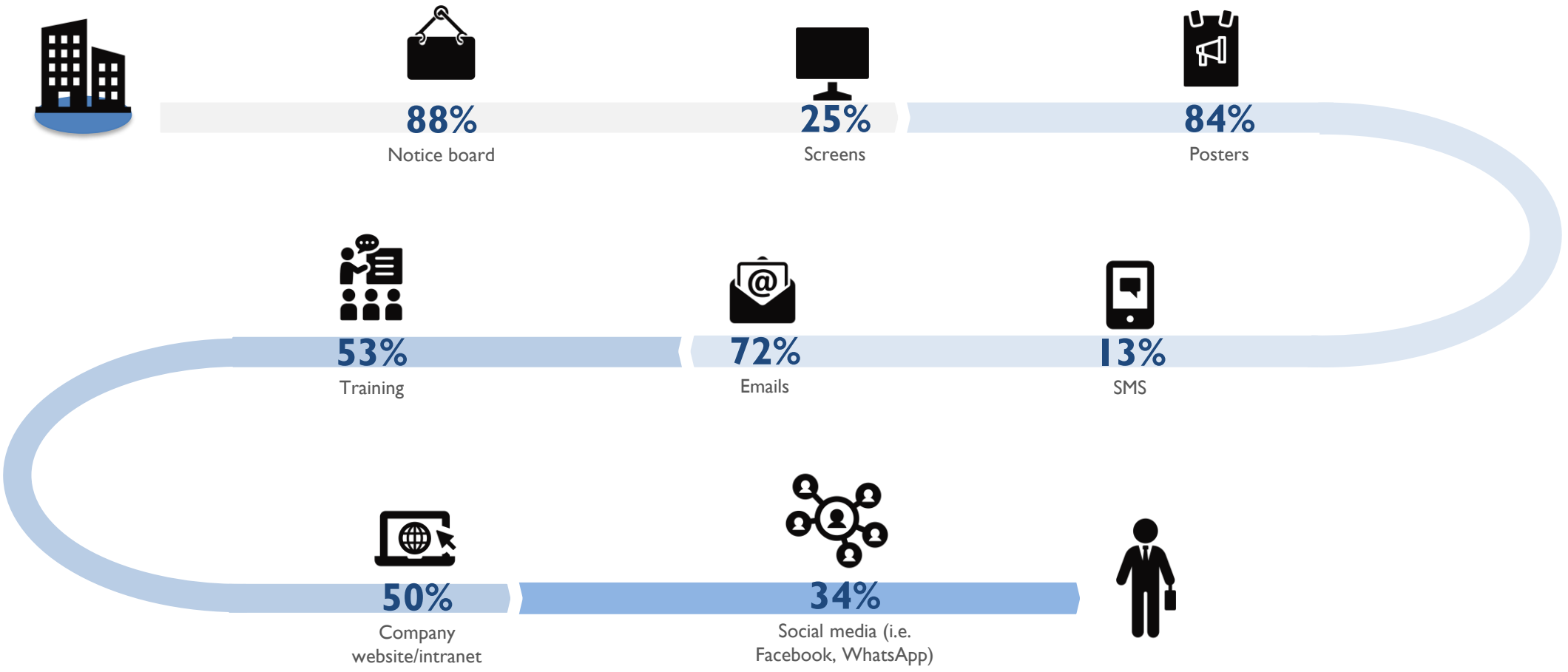
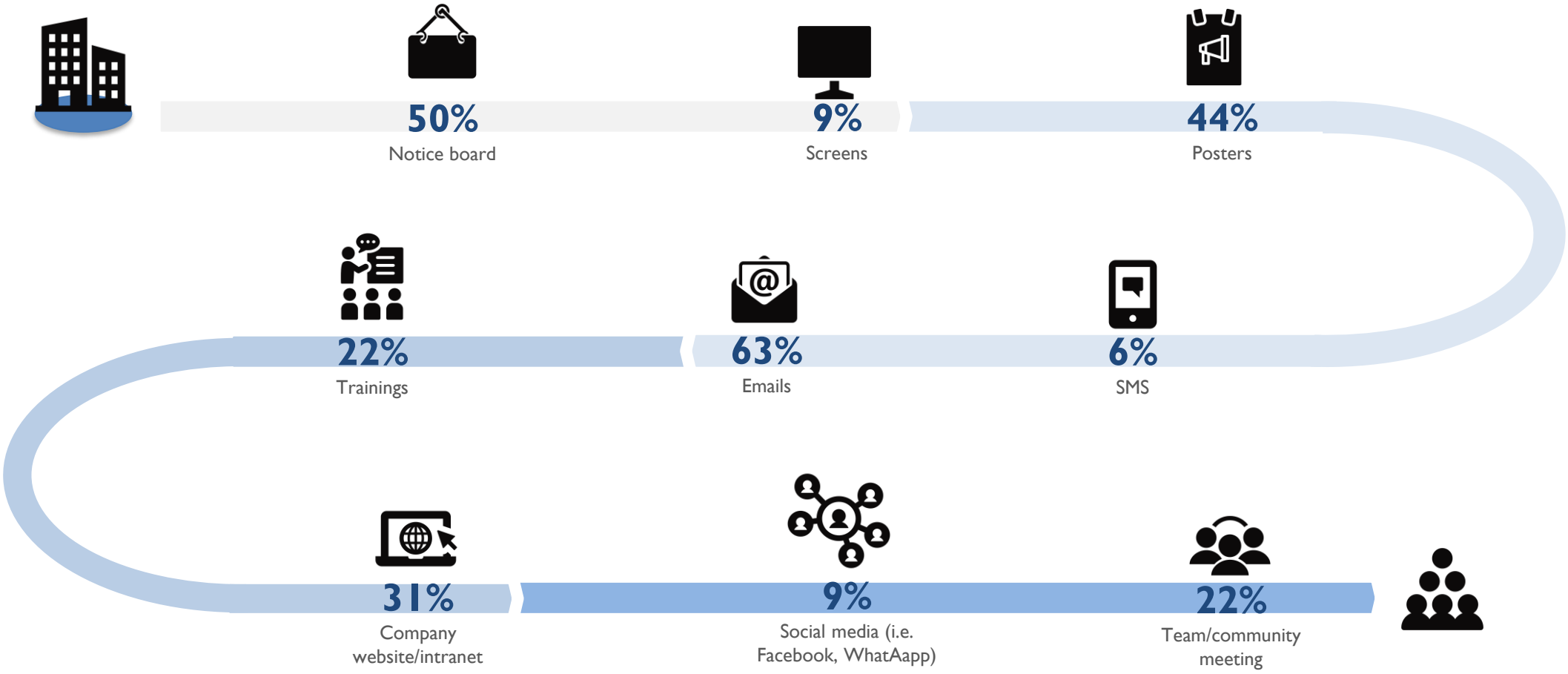
Communication channels

Most companies communicate about COVID-19 within the workplace through posters, notice board and emails.



Communication channels between the private sector and the community

Most companies communicate about COVID-19 to the community through emails, notice boards and posters.



AWR Lloyd

Initial Field Signals Report

COVID-19 support
in Papua New Guinea

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