



# WORKING TOGETHER

A PRIVATE SECTOR/ CIVIL SOCIETY/  
GOVERNMENT INITIATIVE

## SELF-ASSESSMENT TOOL FOR BUSINESSES

This tool aims to establish the risk profile of your business and the level of vulnerability to Covid-19 in terms of its impact on your People, Processes, Profits and Partnerships (the “4Ps”).

- **PEOPLE:** lives of staff and family members
- **PROCESSES:** business operations
- **PROFITS:** revenue generation
- **PARTNERSHIPS:** enabling environment to carry out business operations

The tool is mostly targeted at smaller business with limited resources.

Indicate your answers to the yes/no questions below with an X. There are four questionnaires composing of a total of 62 questions structured around the “4Ps” ‘People, Processes, Profits and Partnerships’. You can estimate your vulnerability level by adding up the number of times your answer was “yes” in each questionnaire.

**Answer NO if you are NOT sure or do not know**

### 1. PEOPLE: Risk Matrix

Safe working environment	Yes	No
1. Are there current personal safety risks (e.g. high number of Covid-19 cases in the geographical area of your operations)?		
2. Is it physically unsafe for staff to come and go from the workplace (e.g using shared public transport etc)?		
3. Has there been an increase in sick leave?		
4. Has there been any increase in workplace accidents?		
5. Are you experiencing difficulties sourcing sufficient sanitation facilities (washing facilities, sanitizer available, gloves, mask etc)?		
6. Do staff fully understand that they must use sanitizer/masks and other necessary equipment and are actively adhering to those responsibilities?		
7. Do you have a facility to check staff temperatures?		
8. Vehicles that are used for your business (e.g. delivery, staff movement) have not yet been fitted with sanitizers and processes for regular cleaning?		
9. Do workers have increased care/family responsibilities?		
10. Has there been any cases of internal transmission of Covid-19 by staff members or any of their immediate family members?		
11. Have you perceived that workers are less motivated due to a stressful working environment?		
12. Are workers leaving their jobs because of potential or actual safety concerns and/or incidents?		
13. Has discriminatory/stigmatization behaviour among workers led to threats and intimidation of fellow workers?		
14. Is close contact with customers/suppliers necessary?		
15. Have staff experienced personal trauma such as death or sickness of family members as a result of Covid-19?		

16. Is close proximity in the workplace necessary for production/service delivery purposes?		
17. Staff members have not been assigned specific responsibilities to prepare for and take action during the Covid-19 crisis?		
18. There are no or few procedures to conduct self-inspections to identify hazards that could result in Covid-19 spreading (e.g. regular health and safety check-ups conducted)?		
19. There are no or few regular audits in your premises to identify current or emerging hazards (e.g., areas requiring frequent physical touch)?		
20. Working from home is not possible?		
21. Workers are currently not provided with direct training (or access to training) on C-19 preparedness and basic measures to protect themselves and others?		
<b>TOTAL</b>	_____ / 21	

## 2. PROCESSES: Risk Matrix

<b>Buildings and machinery</b>	<b>Yes</b>	<b>No</b>
22. Are there C-19-related disruptions to public utilities which your enterprise relies on such as electricity, water, health?		
23. Has there been any disruption or significant delays to any support services that you may need for maintenance of key equipment and machinery?		
24. Have you faced difficulties accessing the necessary equipment and machinery to run your business from suppliers?		
25. Your business (e.g. staff, equipment and livestock) is neither partly nor fully insured?		
<b>Stock and raw materials</b>		
26. Do you have a high percentage of your raw materials that are imported?		
27. Have you experienced any delays in securing raw materials/ necessary production inputs through ports?		
28. Have you experienced difficulties in securing your key stock and raw materials?		
29. Has your business been negatively impacted by increased government restrictions/demands (for example increased Health checks delaying delivery of products coming/going from your premises)?		
30. Are your main stocks and/or raw materials located in only one location?		
<b>TOTAL</b>	_____ / 9	

## 3. PROFITS: Risk Matrix

<b>Markets</b>		
31. Are Covid-19 disruptions negatively impacting your clients and their ability to buy your products or services?		
32. Are restrictions on freedom of movement negatively affecting your business?		
33. Do you have a high percentage of goods/services that serve non-domestic markets?		
34. Are these markets located in medium to high-risk countries?		
35. Has there been a decrease in sales to these markets?		

<b>Suppliers</b>		<b>Yes</b>	<b>No</b>
36.	Are disruptions negatively impacting on your main suppliers and their ability to supply inputs to your enterprise?		
37.	Have you experienced any disruptions in your supplies due to increased government restrictions?		
38.	You do not have multiple supply routes to access your key suppliers?		
39.	You do not have alternative suppliers that could provide goods and services in case of disruption?		
40.	Do you rely on more than two local suppliers for most of the key inputs and raw materials needed for your business (over 75 per cent of key inputs)?		
<b>Society</b>			
41.	Has there been a rise in “societal” intolerance and prejudice as evidenced in the media, street demonstrations and political discourse, among others?		
42.	Has the current media environment negatively influenced the working environment?		
43.	Are there increased restrictions on “freedom of movement” which may negatively impact on your ability to sell your goods or services?		
<b>Economic environment</b>			
44.	Is Covid-19 impacting on economic activity that directly impacts your business or the markets you operate in or do you expect it to?		
45.	Are unemployment rates rising in the markets you operate in?		
46.	Have you noticed an increase in actual criminal activity or increased risk of criminal activity directed at your enterprise as a result of depressed economic activity?		
47.	Has there been a sudden increase in the price of inputs and other goods required to conduct your business operations?		
<b>TOTAL</b>		_____ / 17	

#### 4. PARTNERSHIPS: Risk matrix

<b>Public utilities (water, electricity, health, sanitation)</b>		<b>Yes</b>	<b>No</b>
48.	Have there been any significant or ongoing disruptions of key public utilities (water, electricity, telecoms, health and sanitation) that have negatively impacted your business or the markets you operate in?		
49.	Have there been any significant or ongoing disruptions of key public utilities (water, electricity, telecoms, health and sanitation) that have negatively impacted your staff (i.e. sanitation facilities at home)?		
50.	Has there been any negative or sudden change of the costs related to public utilities?		
51.	Has there been an increase in corruptive practices for access to public utilities or public infrastructure (such as health care)?		
<b>Third parties (consumers, competitors and financial providers)</b>			
52.	Are Covid-19 disruptions negatively impacting your competitors and their ability to remain competitive?		
53.	There is limited or no scope to collaborate with competitors – to share health and safety practices/equipment?		
54.	There is limited or no scope to collaborate with competitors –to share stock?		

55. There is limited or no scope to collaborate with competitors – to share equipment?		
56. Have restrictions on access to public infrastructure negatively impacted your enterprise or the markets you operate in, or your staff?		
<b>Public infrastructure (telecommunications, roads, ports)</b>	<b>Yes</b>	<b>No</b>
57. Have restrictions on access to public infrastructure negatively impacted your enterprise or the markets you operate, in or your staff?		
58. Are there increased costs of using key public infrastructure that negatively impacts your enterprise or the markets you operate in?		
<b>Political and regulatory environment</b>		
59. Have there been any negative or sudden change of regulations (i.e. laws and regulations) that negatively impacts your enterprise or the markets you operate in?		
60. Is there an increased uncertainty in policy/regulatory environment that could negatively impact your enterprise or the markets you operate in?		
61. Have there been any negative or sudden change of regulations (i.e. laws and regulations) that negatively impacts on your staff?		
<b>Overall Health</b>		
62. Have measures such as “State of Emergency’ or major restrictions on freedom of movement been put in place or threatened to be put in place?		
63. Have restrictions on freedom of movement associated negatively impacted on your enterprise or the markets you operate in?		
<b>TOTAL</b>	_____ / 16	

From this exercise, you would have identified which of the 4P’s (people, processes, profits and partnerships) your business is most vulnerable to (and which aspects or variables in particular). To calculate your total vulnerability, add up the times you answered “yes” in the four vulnerability self-assessments. Insert this sum in the cell below.

<b>People - Risk score</b>	_____ / 20
<b>Processes - Risk score</b>	_____ / 9
<b>Profits - Risk score</b>	_____ / 17
<b>Partnerships - Risk score</b>	_____ / 16
<b>TOTAL SCORE</b>	_____ / 61

## INTERPRETATION OF YOUR SCORE: YOUR RISK PROFILE

This score does not rate whether your business is good or bad. It is simply a benchmark of your enterprise and its vulnerability to Covid-19 that helps in the identification of areas where your business overall resilience to Covid-19 could improve. Most importantly it will tell you where you are most at risk – your staff, your supply chains, your reliance on third parties.

Below is overall view of your score. If you score yes to....

- 40-62** Your business is highly vulnerable to Covid-19. Your business is quite likely to be severely impacted, which may cause long-term disruption in the event of a deterioration of the situation. Your next plan of action should be to identify whether you are most vulnerable to internal or external threats and take measures to reduce risk and vulnerability to Covid-19.
- 18-40** Despite having taken some action to increase preparedness, your business remains vulnerable to Covid-19. Understand whether your threats are internal or external and make sure to prioritize your elements of vulnerability when establishing your business continuity plan.
- 0-18** You are on the right path towards becoming more resilient, but there are still some areas where you could reduce your vulnerability to Covid-19. Make sure to establish your business continuity plan in a way to manage risk of your internal and external threats.