

COVID-19 COMMUNITY RESPONSE ACTION PLAN: SITE PLANNING GUIDANCE AND TEMPLATE

COVID-19 COMMUNITY RESPONSE ACTION PLAN

INTRODUCTION

In response to the COVID-19 pandemic, this note provides Anglo American and De Beers operations with a tool to support the immediate development of site Community Response Action Plans (CRP). Informed by relevant data and analysis, the CRP defines the site's actions to support community stakeholders in planning, responding to and recovering from the COVID-19 outbreak.

The CRP should consider both the direct and indirect impacts of the outbreak throughout a hierarchy of interventions, as listed below. Sites should identify the stage they are in at present and focus on the priorities for that stage.

- **Planning:** planning support and preventing the spread of COVID-19;
- **Response:** responses to outbreaks of the disease and to minimise immediate adverse impacts related to containment measures (e.g. lockdown, restricted transport and services); and
- **Recovery:** post-crisis recovery measures to support communities significantly impacted during the outbreak

The CRP must be developed in concert with the site's Business Continuity Plan and/or Emergency Response Plan in consideration of the site's operational context. While the CRP should be used to support Care & Maintenance (C&M) or Demobilisation planning where government measures have already resulted in a C&M order, the plan should be developed with greater consideration of the recovery phase and used to inform the Business Unit's (BU) or Anglo American country response efforts.

This document is supported by the Group guidance on **Recommended Community Health Responses** which will continue to be updated as the crisis evolves. The CRP should be a live document that is continuously reviewed and updated as the situation changes. Responses should not be delayed if certain aspects of the CRP cannot be completed. Rather, gaps in information should be filled as/when possible and new learnings should be considered in updates to the CRP. At minimum, the CRP should be reviewed and updated based on:

- Changes in government regulations or guidance
- Changes in company guidance
- Changes to operational activities

As with any emergency, it is critical that sites establish a multi-disciplinary team with roles and responsibilities and focal points clearly identified and plan their COVID-19 community response in coordination with local authorities. Wherever possible, to maximise impact, this should also be done in collaboration with other partners in the private and public sector. Sites in the same host country/ region should collaborate to ensure a consistent response.

Response planning and actions are already underway at BU, country/regional and Group level. Sites should ensure they are aware of the latest interventions being coordinated at these levels and the support available so that they can align their CRPs accordingly.

Sites should leverage information in existing management plans to inform their response, including:

- Social Management Plan;
- Stakeholder Engagement Plan;
- Baseline WRAC/Risk assessment; and
- Emergency Preparedness and Response Plan (EPRP).

Any commitments made to stakeholders and partners during the response should be captured and tracked through the site's Commitments Register.

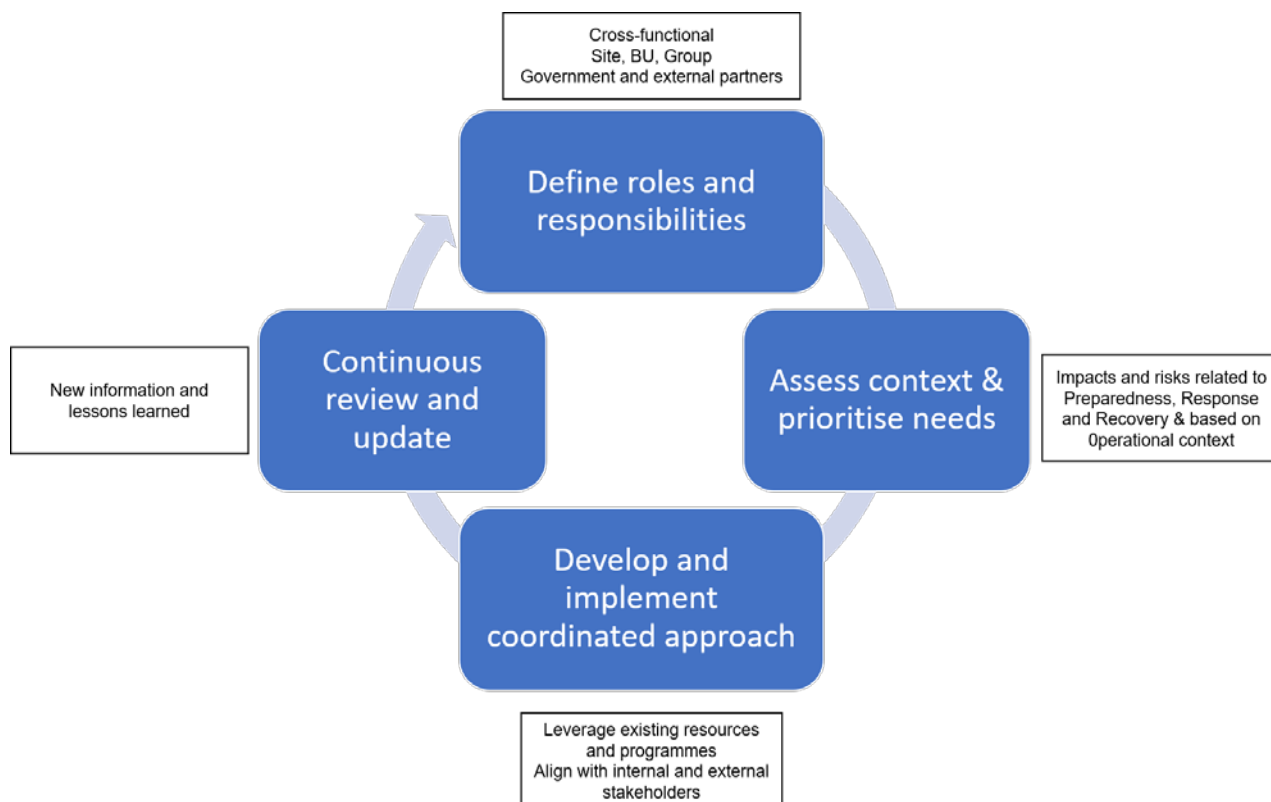
Sites should track the number and type of grievances being received in relation to Covid-19 and report any significant issues or emerging trends to senior management, BU and Group.

Grievances and incidents related to Covid-19 should be recorded and managed through the existing grievance mechanism and incident management procedure. The description of the incident or grievance should highlight if and how it relates to Covid-19.

RESPONSE PLANNING

This section provides guidance on the scope and contents of a CRP (see Table 1). It is presented as an annotated template that sites should complete, as appropriate; however, sites should modify the template as applicable to their context. Supporting data and analyses needed to inform the CRP is outlined in Table 2.

Sites should consider that planning and responding to an emergency is a co-ordinated and iterative process and the CRP therefore must be reviewed continually throughout the crisis as new information emerges or the situation changes (Figure 1).



1. Document information

- Document version number: Insert version number
- Date of issue: insert date of the final draft
- Revision dates: insert date the current draft was revised

2. Introduction

Objective: To define the activities to be undertaken at a site level as part of a coordinated response with Group, BU and with other sites in the region, as relevant, to address the community impacts from COVID-19. Specific site objectives include:

- [Insert site objectives in relation to management of COVID-19]

3. Scope & Implementation context

- **Current stage of intervention:** [Insert current stage of intervention at the site and national level, i.e. preparation, response or recovery]
- **Geographic scope:** [Insert geographic scope for the plan, aligned with the site's Area of Influence].
- **Operational context:** [Insert current status of operations and changes planned due to COVID-19]
- **Other response plans:** [List Governmental, Group and BU-level COVID-19 response plans that the CRP aligns with].

4. Guiding principles and approach

Insert guiding principles and approach site will adopt in their approach to manage the impacts and risks related to Covid-19 e.g. follow government guidance; working in partnership and with cross-functional teams; prioritising response based on an assessment of needs in the community.

5. Roles and responsibilities

Define roles to implement the response approach, associated responsibilities and resources

Insert name and key responsibilities for:

Internal – Site/BU

- Response coordinator at BU/country level
- Response coordinator at site-level
- Engagement lead – Community

- Engagement lead – Local government
- Engagement lead – HR/employees
- Engagement lead – Supply chain/contractors
- Other

External – Stakeholder focal points coordinating response:

- Local government: [Insert name and surname]
- Local health service: [Insert name]
- Local police: [Insert name]
- Other essential services: [Insert service and name]
- Other companies: [Insert company and name]
- Other: [include others as appropriate]

6. Impact Analysis

Assess potential short and long-term direct and indirect impacts of Covid-19 outbreak on local communities to understand the needs in the community and prioritise interventions accordingly.

Consider all phases of interventions – planning, response and recovery

Impact analysis to be conducted with a cross-functional team and using stakeholder feedback.

*An adapted **SHIRA methodology** (Social Way 3.0 Section 3C – SHIRA) can be used to identify significant impacts that need to be prioritised:*

- *Step 1: Understand context and scope of potential impacts (see below)*
- *Step 2: Understand stakeholder perspectives*
- *Step 3: Conduct SHIRA using the social consequence matrix (category, scale, vulnerability, remediability and overall social consequence level)*
- *Step 4: Develop mitigation measures (capture in Action Plan below)*

6.1 Covid-19 Impacts on the community

- **Direct community impacts:** [Insert direct impacts on the community related to Covid-19 and indicate the stage of intervention the impact is expected to be most significant and any individuals or groups particularly vulnerable. Consider]:
 - **health impacts:** (1) consider the capacity of local health services to deal with the emergency and their priority needs; (2) Insert map of communities/ groups/ households most vulnerable from a health perspective to COVID-19 to allow targeted interventions where possible (elderly, those with known underlying health conditions, communities with poor sanitation and housing conditions, poor health seeking behaviour, barriers to health services etc.) (3) What are the vulnerable transmission

hotspots related to services e.g. social service points for collection of welfare, old-age homes, orphanages, community centres, local markets and grocery shops, cash machines/ATMs, communal basic service points (water) (4) Are there potential vulnerable hotspots related to housing e.g. informal dwellings, crowded settlements, remote settlements

- **impacts associated with lockdown or restricted travel movements:** (1) potential impacts on essential services and the stakeholders involved in delivery of these services (health care workers, food production, water and sanitation, energy, transportation and distribution systems, banking and cash facilities, communication services, security services). (2) vulnerabilities related to lockdown e.g. women at higher risk of GBV during isolation periods; remote areas with limited food or medicine supply; children dependent on school for meals, etc.
- **Indirect community impacts:** [Insert indirect impacts on the community related to Covid-19 and indicate the stage of intervention the impact is expected to be most significant and any individuals or groups particularly vulnerable.]. Consider:
 - **Economic impacts** Consider (1) those vulnerable to economic impact of crisis due to loss of employment / business / livelihoods, (2) SMMEs that are vulnerable to economic impacts of the crisis and will need support to build resilience and during recovery and (3) how existing beneficiaries of SED, CRD and other social programmes could be impacted by the longer-term indirect impacts of COVID-19 so that additional support can be planned, interventions can be adapted as needed.
 - **Community cohesion and social ills:** Is there a risk of increased criminality, social unrest, discrimination or violence during or after the Covid-19 outbreak/lockdown? E.g., risk that migrant workers are targeted due to a fear they are spreading the virus.
 - **Impacts on infrastructure and services:** Long-term strain on health systems and essential services and impacts to the users/beneficiaries of those services.

- **Impacts of site activities on stakeholders**

[Insert impacts on the community directly related to the operational context, indicate the stage of intervention the impact is expected to be most significant and any individuals or groups particularly vulnerable]. Consider:

- **Production impact:** What is the impact of Covid-19 on production (C&M, suspension of project activities, demobilisation of workforce) and what is the impact of these changes on external stakeholders? Indicate what triggered the impact (regulatory, company measures, staff sickness), and how long the changes are expected to last.
- **High risk activities:** Identify activities that could increase community Covid-19-related risks (presence of large construction workforce, transport of employees, goods or services to and from site)
- **Workforce:** Indicate where the workforce resides and assess possibility of workforce-community transmission. For sites on C&M, identify potential household/community impacts associated with workers returning to their homes
- **Service providers:** Identify local businesses that provide essential services to the operation that could be impacted by operational changes.

- **Existing support:** List existing support measures provided to local government and communities in terms of essential and basic services and indicate if/how such services can continue in the case of operational changes. Specify contingency planning where there are risks of interruption to the support provided.
- **SED, CRD and other social programmes:** List SED, CRD and other social programmes that could be impacted by Covid-19, explain the impact and what measures can be taken to ensure continued delivery of benefits
- **Mapping**
[Insert map of the site's Area of Influence showing the site's physical footprint, key social and health infrastructure, and extent of (potential) impacts]

6.2 Risk assessment

Assess and prioritise potential short- and long-term risks to the business (including social performance objectives) due to the socioeconomic impacts of COVID-19

SHIRA/ORM can be applied to understand potential risks to the business

- **Business risks**

[Insert business risks based on the impact analysis above]

6.3 Opportunities assessment

Identify potential opportunities to leverage existing programmes, resources, capacity etc. in response to Covid-19

Resource information should be shared with BU and other sites in the country/region as well as external partners for their consideration in a coordinated response effort

Resources [Insert list of internal resources (human, financial or material) available to support response. Consider:

- redirecting efforts of personnel with expertise useful to response,
- repurposing existing communication channels and materials to share and gather information (SMS messaging services, social media pages, newsletters, radio and engagement forums; sharing internal messaging with the wider community, contractors and suppliers)
- data and maps
- contact directories
- transportation
- dedicated facilities
- equipment and infrastructure
- available funding.

Leveraging existing programmes/partnerships

- [List external partners / SMMEs that can assist the response by sharing information or providing services]
- [Describe opportunities for leveraging existing SED programmes or partnerships in the immediate response to COVID-19 as well as to support longer term socio-economic recovery]

SED Response Planning

- [Identify opportunities for repurposing or re-directing existing programmes and supply chains]
- [Using the Prioritisation Matrix approach (Social Way 3.0 Section 4A – SED), identify priority interventions in response to potential impacts related to the 'Recovery' stage of the response]

Asset value case:

- [Describe the 'asset value case' regarding the contribution of the site to the local economy/society and reference this in engagements with government and other stakeholders to 1i) articulate site's role in the current crisis and (2) support the case to re-start activities/operations (where relevant)]

7. Action Plan and Tracker

Specific actions should be developed based on the assessment of potential immediate, direct and indirect impacts and risks related to the COVID-19 outbreak.

Resources required should be listed and actual commitment and mobilisation of resources tracked.

This section must be updated as more information becomes available, lessons to the response are learned/shared and the situation progresses.

[SEE EXCEL TEMPLATE]

[For each stage of the response indicate]:

- **Priority needs:** [Insert priority needs based on impact analysis]
- **Actions:** [List response activities]
- **Desired outcomes:** [Insert desired outcomes for the actions]
- **Links to other plans/third parties:** [List how the actions align with other site, BU or group plans/interventions and/or with third party initiatives]
- **Responsibilities:** [Assign responsible person for actions]
- **Schedule:** [Insert schedule for actions and status of implementation]
- **Resources:** [List the human, financial and material resources required for actions and where they come from]
- **Indicators:** [List indicators against which to track implementation and monitor outputs of actions]

Lessons learned: [Capture lessons learned and indicate platforms through which those lessons will be shared]

8. Communication and engagement plan

Crisis response

- [Insert engagement and communication actions to cover crisis response, that is for engagement and coordination on the immediate response to the emergency with BU, Group and local public and private sector partners]

Community information and awareness

- [Insert engagement and communication actions to keep local stakeholders informed on how the site is assisting in the response to COVID-19, provision of latest advice and guidance from government, raising awareness, and information on further support available from different sources. Consider potential vulnerabilities in relation to engagement e.g. potential barriers in accessing information for certain households/communities (no internet connection, language barriers, illiteracy)].

9. References

- [List site-level management plans or other supporting documents leveraged for the CRP]

RESOURCES

Background data

Provide information that will be useful to sites in assessing impacts, risks and opportunities related to Covid-19.

Background data

Internal context

1. Internal resources (BU and Site):

- Internal resources to act as focal points and coordinate response
- Resources that can be mobilised to assist in response (multi-disciplinary)

Sources

- HR and Contractor Management Plans to detail capacity and skills profile of employees and contractors – available from HR and Supply Chain functions

2. Operational context:

- Updated information on site activities e.g. planning for care and maintenance, suspension of projects, demobilisation of workforce
- Summary of site plans and essential/non-essential activities that may be affected by the COVID-19 outbreak, or where they could increase risks to communities related to COVID-19

Sources

- Life of Asset/Life of Mine Plan
- Mine and site leadership team

3. Workforce residency profile to understand:

- Where employees reside in order to understand, potential risks related to community-workforce transmission of disease.
- Opportunities for workforce to deliver health messages back to communities.
- Potential impacts in local communities in case of lockdown and the need for workers to return/ stay home for extended period.

Sources

- HR Plans and Contractor Management Plans: Data on residence of workforce (employees and contractors)

4. Existing engagement and communication channels to understand:

- Opportunities to repurpose existing communication channels and materials for purposes of information sharing and gathering

How existing channels could be impacted due to disruption in services

Sources

- Stakeholder Engagement Plan
- HR and Comms functions to share internal comms materials
- Teams to provide existing stakeholder data from stakeholder database and emergency response plans.

Appoint someone to do rapid review to check/update stakeholder contact lists.

External context

5. Area of Influence:

Map of the site's Area of Influence showing the site's physical footprint and extent of (potential) impacts

Sources

- Social Management Plan

6. Stakeholder mapping and analysis:

- To identify and map external stakeholders in public and private sector and understand each player's role in responding to COVID-19 and how we can coordinate/work with them.
- Identify SMEs that can play a role in the response (information sharing, provision of essential services etc.).
- Identify government focal point at local/regional level.
- Understand stakeholder needs from their perspective and possible interventions.
- Identify vulnerable groups

Identify critical stakeholders involved in delivery of essential services

Sources

- Stakeholder Engagement Plan
- Info from site/BU Social Performance and External Affairs teams

Social Performance teams/Government Relations at site and BU level to gather feedback through targeted conversations with stakeholders.

7. Vulnerability Assessment:

- Mapping communities/ groups/ households most vulnerable from a health perspective to COVID-19 to allow targeted interventions where possible e.g. elderly, those with underlying health conditions, communities with poor sanitation and housing conditions.
- Assessing those vulnerable to indirect impacts from the crisis in short and long term

Identify potential vulnerabilities related to barriers in accessing information for certain households/communities e.g. no internet connection, language barriers, illiteracy.

Sources

- Social Management Plan: Social baseline data – vulnerable groups
- SustMP: Health baseline
- Stakeholder Engagement Plan
- Socioeconomic Development Plans
- Gather data from Ulula vulnerability surveys [in progress]

8. Local business profile:

- Identify SMEs that can assist in response.
- Identify local businesses that provide essential services to the operation.
- Identify businesses supported by the operation.
- Identify SMEs that are vulnerable to economic impacts of crisis

Sources

- Social Management Plan
- Stakeholder Engagement Plan
- Socio-economic Development Plan
- Commercial/supply chain
- Zimele

9. Health facility assessment to understand capacity of local health providers to deal with the emergency and their needs

Sources

- Health baselines (SustMP)
- Socioeconomic Development Plans

Rapid health service capacity assessment if data not already available (see CommDev tool under Additional Resources below).

10. Mapping of social infrastructure and services, housing and settlement patterns in order to:

1. Identify vulnerable hotspots related to infrastructure/ services
2. Identify infrastructure/ services that can be leveraged in response

Understand potential vulnerable hotspots related to housing e.g. informal dwellings, crowded settlements, and remote settlements.

Sources

- Social Management Plans
- Socioeconomic Development Plans

11. SED Projects and partnerships:

- Identify opportunities for leveraging existing programmes or partnerships in the response to COVID-19 (immediate response and recovery efforts)
- Understand existing support provided for essential and basic services and the value of this support

Understand how existing beneficiaries of ESD/SED programmes, CRD etc. could be impacted by the longer-term indirect impacts of COVID-19

Sources

- SED Plans
- CRD Plans
- SustMP Plans
- Contractors and suppliers (info on any contractor CSI projects)

Information Sources about COVID-19

The unprecedented nature of the COVID-19 pandemic means that we may be susceptible to misinformation of various types, including fake news. Sharing unconfirmed information about the COVID-19 pandemic in any form – be it text, images, voice or video clips – must be actively discouraged as it undermines our collective efforts in dealing with the outbreak, can cause undue panic and introduce new risks.

Credible information sources must be identified in the CRP and monitored to continuously inform the site's response. Official government and company guidelines (e.g. on travel and large gatherings/ social distancing) on COVID-19 should be the primary source of information.

An Anglo American information source of up to date information about COVID-19 can be found on Eureka! ([https://angloamerican.sharepoint.com/sites/esc-019/Coronavirus \(COVID-19\)/Pages/Coronavirus.aspx](https://angloamerican.sharepoint.com/sites/esc-019/Coronavirus%20(COVID-19)/Pages/Coronavirus.aspx)).

Additional Resources

The World Health Organisation's advice on COVID-19 can be found here:

<https://www.who.int/emergencies/diseases/novel-coronavirus-2019/advice-for-public>

The Anglo American Social Way provides additional guidance which sites may find helpful in developing their CRP. It is publicly available and can be found online. Relevant sections include:

- **[Section 1. Governance](#)** which defines the role and responsibilities for the Social Performance Management Committee (SPMC) or equivalent in supporting cross-functional coordination as well as considerations for resourcing and monitoring and evaluating
- **[Section 2. Review and Planning](#)** –which outlines how to define a site's Area of Influence (AOI), assessment of systemic vulnerability, and inputs for the internal and external context review
- **[Section 3A. Stakeholder Engagement](#)** which details how to map and analyse stakeholders and plan engagement activities (See Table 3A.7) including messaging and communication
- **[Section 3C. Social and Human Rights Impact and Risk Assessment \(SHIRA\)](#)** which provides guidance on the identification, prioritisation and management of social risks and impacts
- **[Section 4D. Emergency Preparedness and Response Planning](#)**, which provides guidance on engagement, co-ordination and collaboration with external stakeholders during and emergency and includes a tool for conducting a capacity assessment of local emergency service providers (4D. Tool 3)
- **[Section 4C. Community Health and Safety Management:](#)** provides guidance on understanding vulnerabilities related to health and conducting health impact assessments.

Guidance on health facility capacity assessment is available from CommDev:

<https://www.commddev.org/pdf/publications/Assessing-Health-Needs-and-Capacity-of-Health-Facilities.pdf>

There are also a number of publicly available material which sites may find helpful, including:

- World Economic Forum - Managing the Risk and Impact of Future Epidemics: Options for Public-Private Cooperation (2014). http://www3.weforum.org/docs/WEF_Managing_Risk_Epidemics_report_2015.pdf
- Mining and emerging infectious diseases: Results of the Infectious Disease Risk Assessment and Management (IDRAM) initiative pilot. Mining and emerging infectious diseases: Results of the Infectious Disease Risk Assessment and Management (IDRAM) initiative pilot: https://www.researchgate.net/publication/308006426_Mining_and_emerging_infectious_diseases_Results_of_the_Infectious_Disease_Risk_Assessment_and_Management_IDRAM_initiative_pilot
- Johns Hopkins Coronavirus Resource Centre: <https://coronavirus.jhu.edu/map.html>
- London School of Hygiene and Tropical Medicine online course about COVID-19: <https://www.lshtm.ac.uk/study/courses/short-courses/free-online-courses/coronavirus>