



# How Are Organizations Responding To COVID-19?

## Summary Report for Week of March 9, 2020

Each week until further notice, Humentum will issue a spot poll designed to gain insight into how organizations working in the international relief and development sector are responding to the coronavirus epidemic.

This week's poll focused on international and domestic travel restrictions, remote work decisions, and business continuity planning. Based on the poll, whose full results can be found below, here is how organizations are responding:

- ✓ Travel restrictions are under constant review by senior leadership. The vast majority of organizations have some form of travel restriction in place, with most suspending non-essential travel in some way (international only, subject to approval, etc.).
- ✓ Reasons for suspending non-essential travel center around duty of care and include the risk of staff quarantine away from home, staff anxiety, and not wanting to contribute to the spread of the virus.
- ✓ Domestic travel is not being as widely restricted as international. Organizations are addressing it in a variety of ways. Approaches include having no specific domestic travel policies, recommending that domestic travel is self-limited, approving on a case-by-case basis, and including domestic travel in a non-essential travel ban.
- ✓ Many organizations are asking staff to self-isolate (and in some cases quarantine) upon returning from high risk countries (CDC designated Level 3 and sometimes 2), if they have been in contact with someone returning from affected areas, if they feel ill, or on a case-by-case basis. The numbers of staff being asked to self-isolate at this time are small, ranging from 0-6 (with one instance of 20+).
- ✓ Office-based staff are not being required or requested to work remotely yet, but in some cases work from home is being offered on a voluntary basis. Organizations are including work from home contingency plans in their business continuity planning. Challenges in switching to remote work include a lack of appropriate systems and software to support remote working (e.g. internet, laptops) and instances where specific jobs cannot be performed at home (e.g. drivers, receptionists, training, data collection).
- ✓ Half of respondent's report having done a risk review for business continuity, often updating existing plans based on COVID-19.



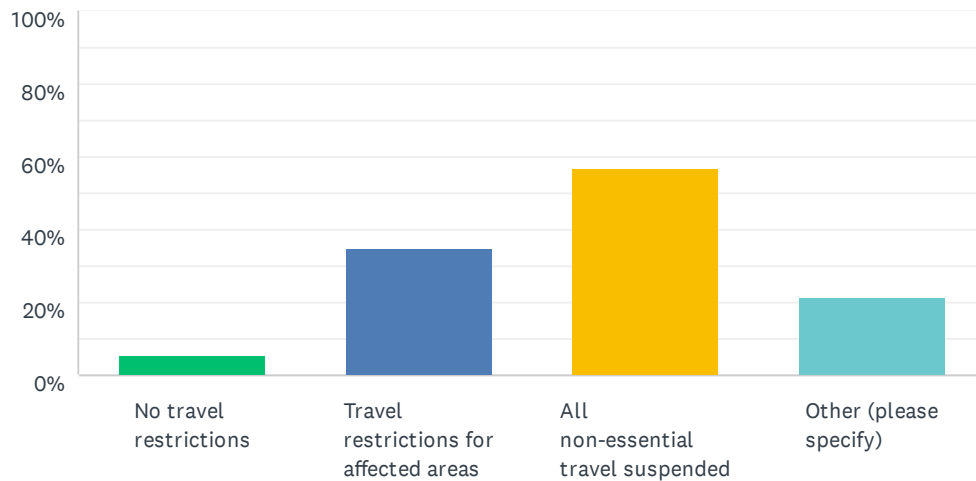
Additional challenges:

- Ongoing provision of programs
- Lack of coordinated response from government agencies
- Uncertainty around how long this crisis will last
- Long-term impacts on program implementation, funding, ability to work in countries due to the ongoing COVID-19 crisis or potential economic depression
- Expat / TCN staff
- Guidance around self-isolation
- Keeping up with the pace of information and change
- Not over-reacting or under-reacting

*Analysis based on the March 9-11, 2020 Humentum COVID-19 spot poll, with 37 organizations participating.*

# Q1 What travel policies have you implemented for staff and consultant travel? (Tick relevant option(s))

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES
No travel restrictions	5.41% 2
Travel restrictions for affected areas	35.14% 13
All non-essential travel suspended	56.76% 21
Other (please specify)	21.62% 8
Total Respondents: 37	

#	OTHER (PLEASE SPECIFY)	DATE
1	1. Non essential travel on hold for HQ and international staff including consultants. Exceptions to be approved by Senior leadership 2. Home leave and R&R currently not affected but being reviewed 3. non essential meetings to be managed remotely where possible. These travel restrictions are currently under review	3/10/2020 11:35 PM
2	essential travel requires a VP's approval.	3/10/2020 9:24 PM
3	Suspension of travel just for international. U.S. travel not affected.	3/10/2020 5:22 PM
4	No international travel	3/9/2020 10:17 PM
5	Travel restrictions on a case-by-case basis	3/9/2020 7:14 PM
6	international only at this time	3/9/2020 6:32 PM
7	All international travel restricted for employees and consultants. Domestic travel in any country not restricted.	3/9/2020 6:23 PM
8	Domestic travel not subject to restrictions yet	3/9/2020 6:14 PM

## Q2 What policies have you implemented for domestic travel?

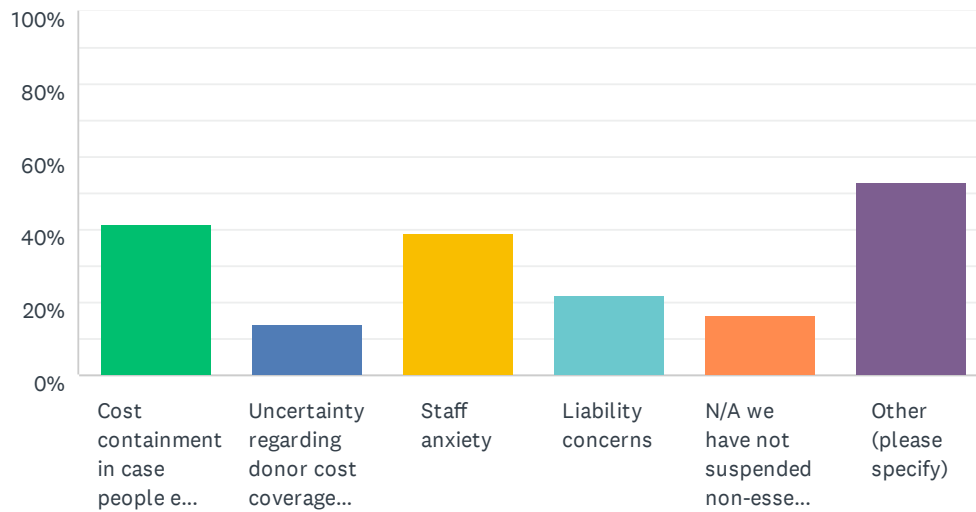
Answered: 34 Skipped: 3

Coronavirus Spot Poll (March 9, 2020)

#	RESPONSES	DATE
1	SMT approval; social distancing	3/11/2020 9:56 PM
2	-	3/11/2020 7:02 PM
3	No specific limitations, but asking staff to use the same essential scale when appropriate.	3/11/2020 3:56 PM
4	None	3/11/2020 1:17 PM
5	as above. No travel bans implemented to date	3/10/2020 11:35 PM
6	Limit unnecessary travel domestically as well; but not as strict as on the international.	3/10/2020 9:24 PM
7	No change, but have issued guidelines regarding hygiene, don't travel if you or family are not well. Following all CDC guidelines.	3/10/2020 5:22 PM
8	None	3/10/2020 5:06 PM
9	Allowed	3/10/2020 4:06 PM
10	None at the moment.	3/10/2020 3:52 PM
11	NA	3/10/2020 3:43 PM
12	All non-essential travel moratorium, must make business case for any travel (must be mission critical and show staff have evaluated risks)	3/10/2020 1:37 PM
13	Non-essential travel suspended domestically as well.	3/10/2020 1:32 PM
14	None as yet, just asking everyone to consider carefully.	3/10/2020 12:46 PM
15	case by case basis depending on the situation of each state.	3/10/2020 12:01 PM
16	No specific policy, except restriction to travel to affected area and provinces.	3/10/2020 5:35 AM
17	No attendance for large gatherings, including conferences, fairs, etc.	3/10/2020 3:53 AM
18	None yet	3/9/2020 10:17 PM
19	None	3/9/2020 9:13 PM
20	All non-essential travel suspended.	3/9/2020 9:07 PM
21	none specifically though we have advised employees to speak with their managers if they feel uncomfortable traveling for work purposes	3/9/2020 8:42 PM
22	No domestic business travel; personal travel ok with no need to quarantine	3/9/2020 8:18 PM
23	No domestic travel was planned anyway -- but no new trips will be planned	3/9/2020 8:16 PM
24	None	3/9/2020 7:14 PM
25	None	3/9/2020 6:45 PM
26	None at this time	3/9/2020 6:42 PM
27	Nothing. We usually don't have much domestic travel.	3/9/2020 6:41 PM
28	None yet.	3/9/2020 6:38 PM
29	All travel must be essential and approved by our COO.	3/9/2020 6:37 PM
30	looking at limiting travel to and from hot spots but have not fully finalized approach yet	3/9/2020 6:32 PM
31	only business essential travel	3/9/2020 6:24 PM
32	Can travel (for now)	3/9/2020 6:23 PM
33	Consult with supervisor	3/9/2020 6:14 PM
34	Security guideline	3/9/2020 5:52 PM

### Q3 What are your reasons for suspending non-essential travel? (select all that apply)

Answered: 36 Skipped: 1



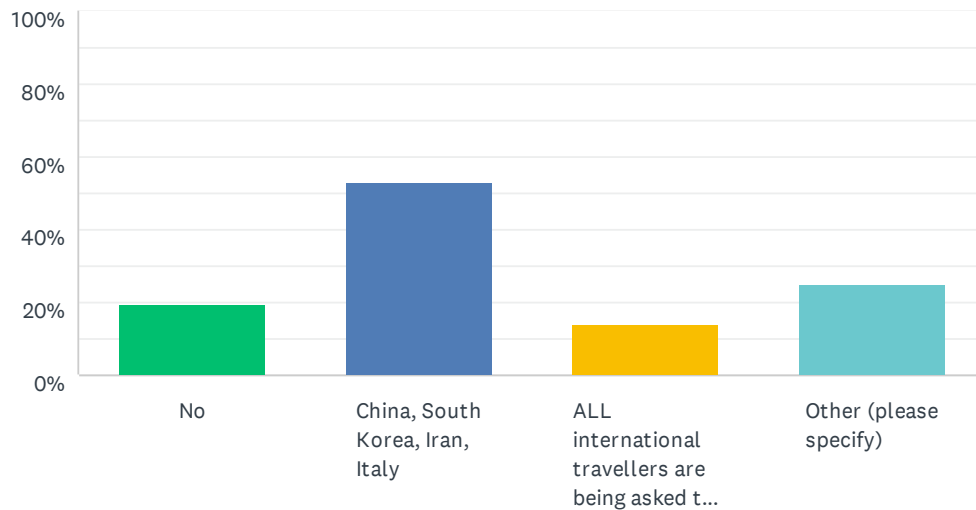
ANSWER CHOICES	RESPONSES	
Cost containment in case people end up in a lock-down situation away from home	41.67%	15
Uncertainty regarding donor cost coverage of covid-related travel delays and cancellations	13.89%	5
Staff anxiety	38.89%	14
Liability concerns	22.22%	8
N/A we have not suspended non-essential travel	16.67%	6
Other (please specify)	52.78%	19
Total Respondents: 36		

Coronavirus Spot Poll (March 9, 2020)

#	OTHER (PLEASE SPECIFY)	DATE
1	Staff and community safety	3/11/2020 9:56 PM
2	Welfare of workers beyond org cost due to quarantine or other issues.	3/11/2020 3:56 PM
3	all of above	3/10/2020 11:35 PM
4	Just helping people avoid the undue stress to themselves and their family of a potential quarantine in a 3rd country or	3/10/2020 9:24 PM
5	Business continuity concerns if staff quarantined abroad and/or in home country	3/10/2020 5:06 PM
6	To avoid staff being infected	3/10/2020 4:06 PM
7	Want to avod staff locked out away from home	3/10/2020 3:52 PM
8	Worry about quarantine, worry about staff getting sick in country with poor healthcare.	3/10/2020 1:37 PM
9	It is the right thing to do to contain the spread.	3/10/2020 1:32 PM
10	safety of staff. again avoiding mass gatherings, workshops, etc.	3/10/2020 12:01 PM
11	Concern about staff safety	3/10/2020 3:53 AM
12	Staff health and safety	3/9/2020 10:17 PM
13	Concerns about spreading the epidemic further and in being good corporate citizens	3/9/2020 9:07 PM
14	Risk of exporting the virus to vulnerable countries	3/9/2020 8:16 PM
15	Host entity restriction	3/9/2020 6:45 PM
16	To protect our employees and communities that we are serving	3/9/2020 6:42 PM
17	Uncertainty with COVID related travel delays and cancellations that will lead to staff getting stuck elsewhere, This is more from a duty of care perspective rather than anything else.	3/9/2020 6:41 PM
18	Duty of care.	3/9/2020 6:37 PM
19	Most importantly, health of staff due to travel..	3/9/2020 5:52 PM

## Q4 Are you asking staff who have travelled internationally to self-isolate? If yes, please select all countries that apply.

Answered: 36 Skipped: 1



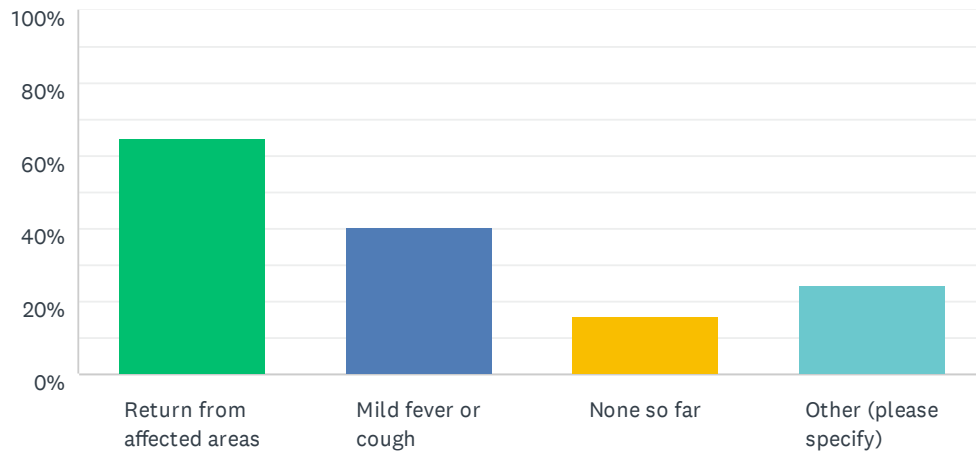
ANSWER CHOICES	RESPONSES	
No	19.44%	7
China, South Korea, Iran, Italy	52.78%	19
ALL international travellers are being asked to self-quarantine regardless of the country visited	13.89%	5
Other (please specify)	25.00%	9
Total Respondents: 36		

#	OTHER (PLEASE SPECIFY)	DATE
1	Yes, if they have any symptoms	3/10/2020 9:24 PM
2	we have banned travel to high-risk areas; those who came back from personal travel to those areas have to self-quarantine. Others coming back from personal or work travel to lower risk areas but who may have been exposed to a confirmed case OR who are showing symptoms, should self-quarantine.	3/10/2020 4:43 PM
3	Anybody who has travelled and feels ill is asked to self-isolate	3/10/2020 4:06 PM
4	Business travel to, from, or through any of the countries the CDC designate as Level 3 (avoid non-essential travel) or Level 2 (practice enhanced precautions) is suspended until further notice	3/10/2020 1:37 PM
5	So far only if traveling from infected areas	3/10/2020 1:32 PM
6	Yes, for at least five days for countries visited.	3/10/2020 11:38 AM
7	And Japan, and neighboring countries. Also, if a household member has visited any of these same countries.	3/9/2020 6:37 PM
8	there is a distinction between isolation and quarantine. we are asking them to self-quarantine	3/9/2020 6:32 PM
9	All travellers who show symptoms of the virus	3/9/2020 5:52 PM



## Q5 What is your policy for staff self-isolation? (Choose all that apply)

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES
Return from affected areas	64.86% 24
Mild fever or cough	40.54% 15
None so far	16.22% 6
Other (please specify)	24.32% 9
Total Respondents: 37	

#	OTHER (PLEASE SPECIFY)	DATE
1	Self isolation determined by each city visited (e.g. NYC is currently on list but Miami is not).	3/10/2020 1:37 PM
2	Take extra measures to distance oneself from other people. Look to management guidance about potential office closures or remote working options. Heed the advice of local health officials on commuting options and managing exposure and risk.	3/10/2020 1:32 PM
3	On a case-by-case basis, decided by supervisor and employee.	3/10/2020 12:46 PM
4	all returning staff must self isolate regardless of country they are returning from .	3/10/2020 12:01 PM
5	Five days regardless of country.	3/10/2020 11:38 AM
6	Being in contact with someone who returned from affected areas	3/10/2020 3:53 AM
7	all employees have been advised to stay home if they are feeling sick	3/9/2020 8:42 PM
8	All international travel by employee or someone in their household	3/9/2020 8:18 PM
9	Any common cold or flu like symptoms.	3/9/2020 6:41 PM

## Q6 How many staff has your organization asked to self-isolate to date?

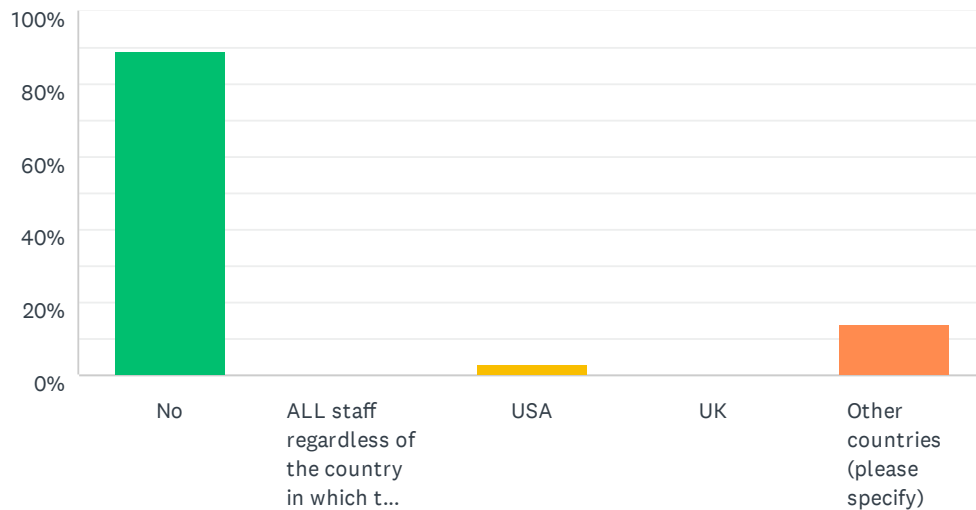
Answered: 33 Skipped: 4

Coronavirus Spot Poll (March 9, 2020)

#	RESPONSES	DATE
1	0	3/11/2020 9:56 PM
2	3	3/11/2020 7:02 PM
3	2	3/11/2020 3:56 PM
4	0	3/11/2020 1:17 PM
5	none	3/10/2020 11:35 PM
6	3-4	3/10/2020 9:24 PM
7	0	3/10/2020 5:22 PM
8	1	3/10/2020 5:06 PM
9	5	3/10/2020 4:43 PM
10	1	3/10/2020 3:52 PM
11	0	3/10/2020 3:43 PM
12	0	3/10/2020 1:37 PM
13	zero	3/10/2020 1:32 PM
14	2	3/10/2020 12:46 PM
15	3 so far	3/10/2020 12:01 PM
16	two	3/10/2020 11:38 AM
17	None	3/10/2020 5:35 AM
18	Tbc	3/9/2020 10:17 PM
19	None	3/9/2020 9:13 PM
20	1	3/9/2020 9:07 PM
21	none	3/9/2020 8:42 PM
22	2	3/9/2020 8:18 PM
23	0	3/9/2020 8:16 PM
24	None	3/9/2020 7:14 PM
25	None	3/9/2020 6:45 PM
26	None	3/9/2020 6:42 PM
27	6	3/9/2020 6:41 PM
28	None to date.	3/9/2020 6:37 PM
29	20+	3/9/2020 6:32 PM
30	none at this time	3/9/2020 6:24 PM
31	2	3/9/2020 6:23 PM
32	0	3/9/2020 6:14 PM
33	Quite a few. Don't have accurate number	3/9/2020 5:52 PM

### Q7 Is your organization requiring staff, that were previously office-based, to work remotely? (If yes, please select all countries that apply)

Answered: 36 Skipped: 1

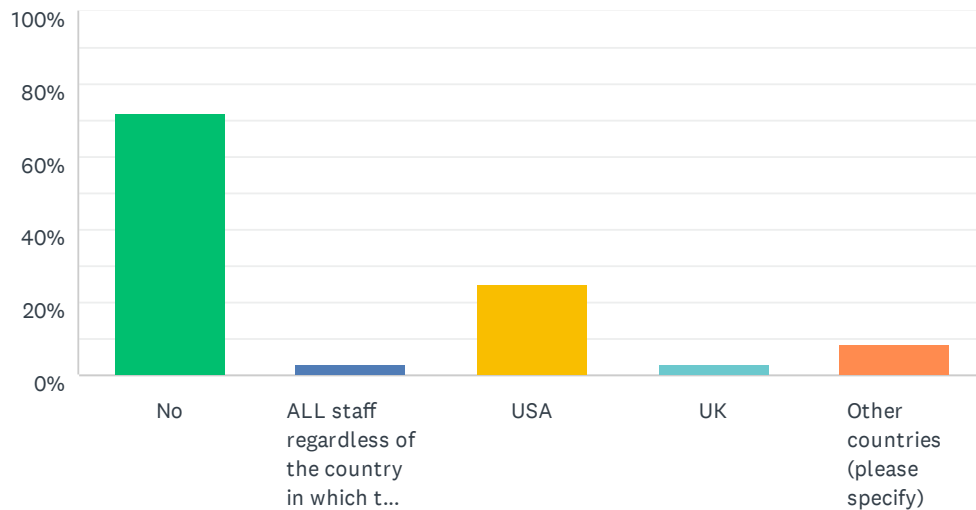


ANSWER CHOICES	RESPONSES	
No	88.89%	32
ALL staff regardless of the country in which they are based	0.00%	0
USA	2.78%	1
UK	0.00%	0
Other countries (please specify)	13.89%	5
Total Respondents: 36		

#	OTHER COUNTRIES (PLEASE SPECIFY)	DATE
1	none to date but this is included in business continuity plan	3/10/2020 11:35 PM
2	China, Korea but these are due to local restrictions; other locations including USA offices are on optional work from home policy; Reword your question for next time.	3/10/2020 9:24 PM
3	India	3/10/2020 4:06 PM
4	Remote work is voluntary	3/10/2020 3:53 AM
5	Not yet requiring -- voluntarily allowing people who want to (because have underlying conditions themselves or have someone at home with underlying condition, or because very anxious)	3/9/2020 6:23 PM

## Q8 Is your organization requesting, but not requiring, that staff work remotely?

Answered: 36 Skipped: 1

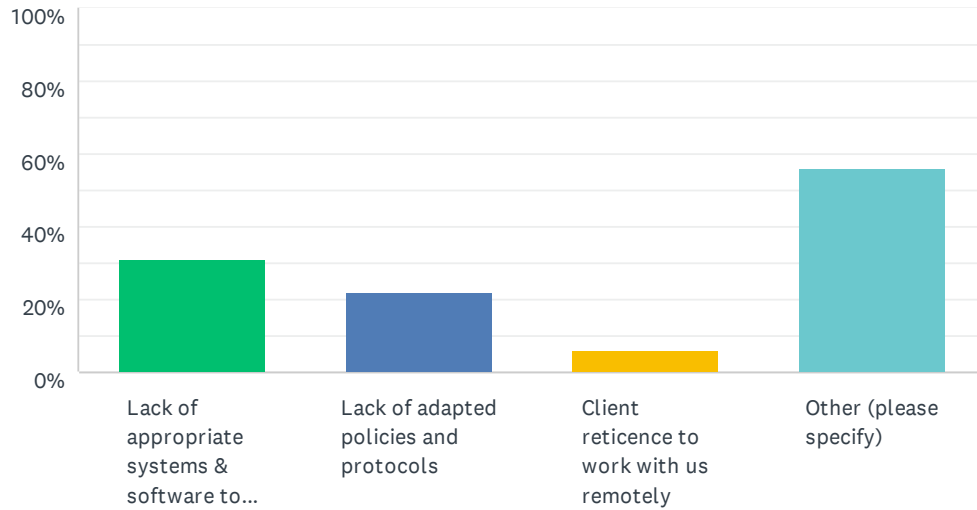


ANSWER CHOICES	RESPONSES	
No	72.22%	26
ALL staff regardless of the country in which they are based	2.78%	1
USA	25.00%	9
UK	2.78%	1
Other countries (please specify)	8.33%	3
Total Respondents: 36		

#	OTHER COUNTRIES (PLEASE SPECIFY)	DATE
1	not to date but included in BCP	3/10/2020 11:35 PM
2	It's up to the staff; except for China it is still optional elsewhere	3/10/2020 9:24 PM
3	Voluntary (for now) -- all countries	3/9/2020 6:23 PM

## Q9 What is your biggest challenge in switching to remote work?

Answered: 32 Skipped: 5



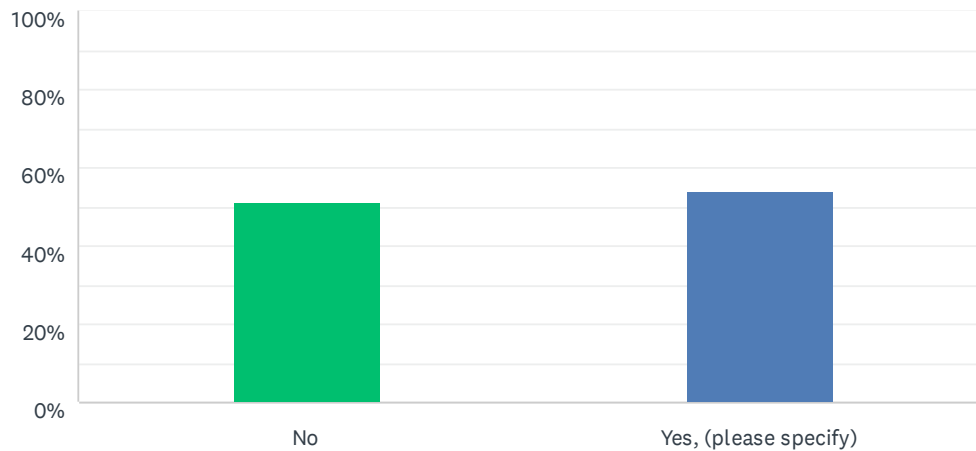
ANSWER CHOICES	RESPONSES	
Lack of appropriate systems & software to support remote working	31.25%	10
Lack of adapted policies and protocols	21.88%	7
Client reticence to work with us remotely	6.25%	2
Other (please specify)	56.25%	18
Total Respondents: 32		

Coronavirus Spot Poll (March 9, 2020)

#	OTHER (PLEASE SPECIFY)	DATE
1	We have been prepared for this for awhile in the US and have been testing systems for finance and payroll again these past 2 weeks; For country offices in some locations, not all staff have access to Internet or computers/laptops. Some admin jobs not possible via remote work. So, what happens to those staff?	3/10/2020 9:24 PM
2	Decreased productivity/engagement with long periods of remote work in a "crisis" environment.	3/10/2020 5:22 PM
3	Field only: some staff may not be able to perform jobs at home (HIV counseling/training etc); some staff may not have internet at home	3/10/2020 5:06 PM
4	some work is not able to be done remotely (like fieldwork/data collection)	3/10/2020 4:43 PM
5	we already have a flexible work enviornment so shifting to remove working will not be an issue. We are equipping our staff with what they need to setup an efficient home office (e.g. monitor, docking station, keyboard/mouse).	3/10/2020 1:37 PM
6	trying to proceed cautiously and watching the surrounding areas carefully. For instance if state of emergency is issued in DC and/or virginia along with Maryland, we will switch to remote work for all in DC office. country offices are also watching outbreak carefully as well	3/10/2020 12:01 PM
7	The president's reticence to staff working remotely.	3/10/2020 11:38 AM
8	Staying connected	3/9/2020 10:17 PM
9	None	3/9/2020 9:13 PM
10	no significant challenges; most of our employees were already remote workers	3/9/2020 8:42 PM
11	Limited challenges in the US but lack of systems and software/culture in our program countries	3/9/2020 8:18 PM
12	Not thinking about it	3/9/2020 6:45 PM
13	Not applicable	3/9/2020 6:41 PM
14	Non-exempt staff and those whose work is on-site.	3/9/2020 6:37 PM
15	some jobs do not lend themselves to remote work (drivers, receptionists, laboratory, patient-centered care_)	3/9/2020 6:32 PM
16	no challenges	3/9/2020 6:24 PM
17	IT support capacity	3/9/2020 6:23 PM
18	US-based is fine but not clear if country offices have the appropriate systems to support remote working	3/9/2020 6:14 PM

### Q10 Have you done a risk review for business continuity? If yes, what are you doing and was your business continuity plan implemented prior to COVID-19?

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
No	51.35%	19
Yes, (please specify)	54.05%	20
Total Respondents: 37		



Coronavirus Spot Poll (March 9, 2020)

#	YES, (PLEASE SPECIFY)	DATE
1	Our current S&S Plan speaks to business continuity and process adjustments based on a alert level with clear triggers and actions. When we raised the alert level, it pushed some responses by the terms of the policy.	3/11/2020 3:56 PM
2	we previously had BCP and this has been revised based on Covid-19	3/10/2020 11:35 PM
3	Our BCPs are not robust; some offices better than others. Everyone is reviewing or developing plans now.	3/10/2020 9:24 PM
4	BCP update, shared widely.	3/10/2020 5:22 PM
5	We had a draft pandemic BC plan that we revised for this.	3/10/2020 5:06 PM
6	we are currently doing a risk review of financial impacts of client work	3/10/2020 4:43 PM
7	Looking at system access	3/10/2020 3:52 PM
8	Review done prior to COVID-19, plan not created yet.	3/10/2020 1:37 PM
9	we are i the process of developing it.	3/10/2020 12:01 PM
10	Updating continuity plan that was in place prior	3/10/2020 3:53 AM
11	Yes	3/9/2020 10:17 PM
12	Adjusting security policies, pushing for more assertively move all files to Office 365	3/9/2020 9:07 PM
13	Each section is conducting a review and will compile a plan - not enacted prior to COVID19 but we plan to use it for any future emergency situations	3/9/2020 8:18 PM
14	We regularly review business continuity so it was already in place. However, one cannot plan for every situation, so business continuity plans must be revised according to the current situation.	3/9/2020 8:16 PM
15	Testing phone tree and communication. Testing systems. Reminding staff where to view up to date information. Asking managers to think about critical tasks and how they will get done.	3/9/2020 7:14 PM
16	We have reviewed our plan and will be trying it out shortly.	3/9/2020 6:41 PM
17	had an enterprise BCP previously, which is being updated to address COVID-19. taking many measures in response	3/9/2020 6:32 PM
18	we have slightly modified our business continuity plan for COVID-19	3/9/2020 6:24 PM
19	In process -- had skeletal BCP -- now adapting to COVID	3/9/2020 6:23 PM
20	I don't know	3/9/2020 5:52 PM

**Q11 What additional concerns or challenges are your organization facing when considering the virus outbreak?**

Answered: 25 Skipped: 12

Coronavirus Spot Poll (March 9, 2020)

#	RESPONSES	DATE
1	Risk to health care workers	3/11/2020 9:56 PM
2	Lack of information, lack of consistency, hard to make consistent policy decisions given all factors/exceptions/caveats.	3/11/2020 3:56 PM
3	1. ensuring that we provide ongoing provision of our programs 2. uncertainty of duration of this process 3. lack of coordinated response from government agencies	3/10/2020 11:35 PM
4	Offices in Asia are asking for N95 masks to be sent and we cannot get many in the US to be sent either. Our HQ team could have been a bit better organized on how to make decisions and get out messaging faster. But, this has been a useful "practice" exercise.	3/10/2020 9:24 PM
5	Programmatic delays, diversion of funding, longterm affect on ability to work in countries with fragile health systems.	3/10/2020 5:22 PM
6	What to do about expats/TCNs; What if there is a confirmed case in an office?	3/10/2020 5:06 PM
7	preemptive repatriation of expatriate staff who may want to go back to their home countries before borders close (given low health care capacity in many countries where we work). but that both disrupts work, and also creates weird optics as local nationals cannot go anywhere.	3/10/2020 4:43 PM
8	How long business interruption will last.	3/10/2020 1:37 PM
9	Still in the beginning stages of planning	3/10/2020 1:32 PM
10	How to address employees returning from personal travel.	3/10/2020 12:46 PM
11	completion of project work which is set against strict deadline which will have a direct financial impact; how to properly guide staff on self isolation , how to ensure job security for all staff through the crisis period.	3/10/2020 12:01 PM
12	Our president is more concerned about the work being done and people being out of the office for long periods of time.	3/10/2020 11:38 AM
13	Program implementation and training schedules are affected. This may cause request for NCE which few donors may accept under specific circumstances.	3/10/2020 5:35 AM
14	Concerns around client inability to approve actions, including payments. Potential need to close offices abroad and evacuate expatriate staff.	3/10/2020 3:53 AM
15	Na	3/9/2020 10:17 PM
16	None	3/9/2020 9:13 PM
17	Impact on our capacity to support our projects (from shortages in procuring personal protection equipment for medical staff to decreasing revenue)	3/9/2020 9:07 PM
18	Concerns about it slowing our work and our incoming revenue. In addition, we're primarily a sub, so we're concerned about the variety of actions our primes might take in response to the virus and how those actions will affect our organization.	3/9/2020 8:42 PM
19	Economic depression will impact private foundation funding eventually	3/9/2020 8:16 PM
20	None	3/9/2020 6:45 PM
21	Changing daily scenario and keeping up with the information.	3/9/2020 6:41 PM
22	Continuing to work effectively in the countries in which we work.	3/9/2020 6:38 PM
23	staffing COVID-19 task force (clearing other work off people's plates)	3/9/2020 6:32 PM
24	Keeping people focused on the job at hand	3/9/2020 6:24 PM
25	Not over-reacting or under-reacting, aligning with local community and international community as not to be outlier if there is an infection in our workforce	3/9/2020 6:14 PM

## Q12 What additional assistance can Humentum provide to support your organizational response to the outbreak?

Answered: 17 Skipped: 20

#	RESPONSES	DATE
1	The weekly calls are good, and also general guidance on what other orgs are doing in terms of office closure/travel/etc.	3/11/2020 3:56 PM
2	continue to provide this information on ongoing basis	3/10/2020 11:35 PM
3	Sample Business continuity plans for different functional units; examples of effective messaging from HQ to offices; guidance on how to look at benchmarking and trip wires for changing travel guidance; guidance on how to advise offices on when international or immune-compromised staff should be evacuated (temporarily).	3/10/2020 9:24 PM
4	Data on these questions would be awesome!!! This is a great survey!	3/10/2020 4:43 PM
5	communication on what other orgs are doing. Best practices.	3/10/2020 1:37 PM
6	Continue to share information including policies and procedures of other organizations.	3/10/2020 1:32 PM
7	Continuing to share other organization's strategies.	3/10/2020 12:46 PM
8	keep the information coming and sharing the experiences of others.	3/10/2020 12:01 PM
9	Mental support and guidance on how people must react in office to protect themselves and their colleagues. A short video on protection in office would be helpful.	3/10/2020 5:35 AM
10	Informing INGOs what the sector is doing as good practice	3/9/2020 10:17 PM
11	None	3/9/2020 9:13 PM
12	Continue to reach out to USAID to find out what they require partners to do in response to the virus, including travel restrictions.	3/9/2020 8:42 PM
13	Up to date data on the pandemic	3/9/2020 6:45 PM
14	Provide regular updates	3/9/2020 6:41 PM
15	keep new information flowing	3/9/2020 6:24 PM
16	Keep having these meetings...	3/9/2020 6:23 PM
17	Share continuity plans	3/9/2020 6:14 PM