



National Covid-19 Strategy

Table of Contents

Pg 1: Executive Summary

Pg 2: The Kernel of Strategy

Pg 3: Diagnosing the Problem

Pg 4: Modelling COVID-19

Pg 5: SIRD Model Scenario 1

Pg 6: SIRD Model Scenario 2

Pg 7: Diagnosis of the Problem

Pg 8: Guiding Policy

Pg 9: Coherent Actions - Sources of Power

Pg 10: Coherent Actions

Pg 11: Leverage - Strategic Objectives and Actions

Pg 12: Proximate Objectives - Objectives and Action

Pg 13: Chain-Link Logic - Objectives and Actions

Pg 14: Comparative Advantage - Objectives and Actions

Pg 15: Design and Focus - Objectives and Actions

Pg 16: Dynamics - Objectives and Action

Pg 17: Inertia - Objectives and Action

Executive Summary



Flattening the Curve and Raising the Line

A set of coherent actions are proposed to achieve strategic objectives, towards addressing the diagnosed problem of *imminence of needless deaths* brought about by a likely perfect storm of exponentially growing infections and a highly under-resourced health care system. The proposed guiding policy is to *flatten the infections curve while also raising the capacity line of the health care system*.

The approach adopted in the formulation of this strategy borrows from Richard Rumelt book, Good Strategy Bad Strategy; The Difference and Why it Matters. Rumelt maintains that a good strategy is composed of three key elements, which he calls the kernel of strategy; diagnosis of the problem, a guiding policy and a set of coherent actions.

He argues very persuasively against confusing vision, mission and strategic objectives - which are all about a picture of the desired future state - with the what, how and when of actually getting to such a destination. The former is what strategy is about.

This strategy further borrows from what Rumelt calls the sources of power that a good strategy creates. These sources of power are used to group the proposed strategic actions. This ensures not only creation of strategic power and effectiveness, but also coherence of the actions.

The Kernel of Strategy

The fundamental core content; the hard nut at the core concept of the strategy.

DIAGNOSIS



- Defining the nature of the challenge
- Our 'map of the territory', figuring out 'What's going on here?'
- Capture the Obstacles
- Outlining Opportunities

Diagnosis Phase

SET OF COHERENT ACTIONS

- Actions to carry out the guiding policy
- Set of co-ordinated actions and resource allocation
- Actions coordinated and built upon each other to generate Punch / Impact

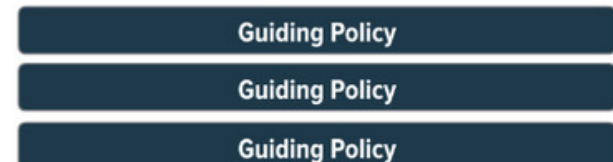
Coherent Action

Coherent Action

Coherent Action

Coherent Action

GUIDING POLICIES



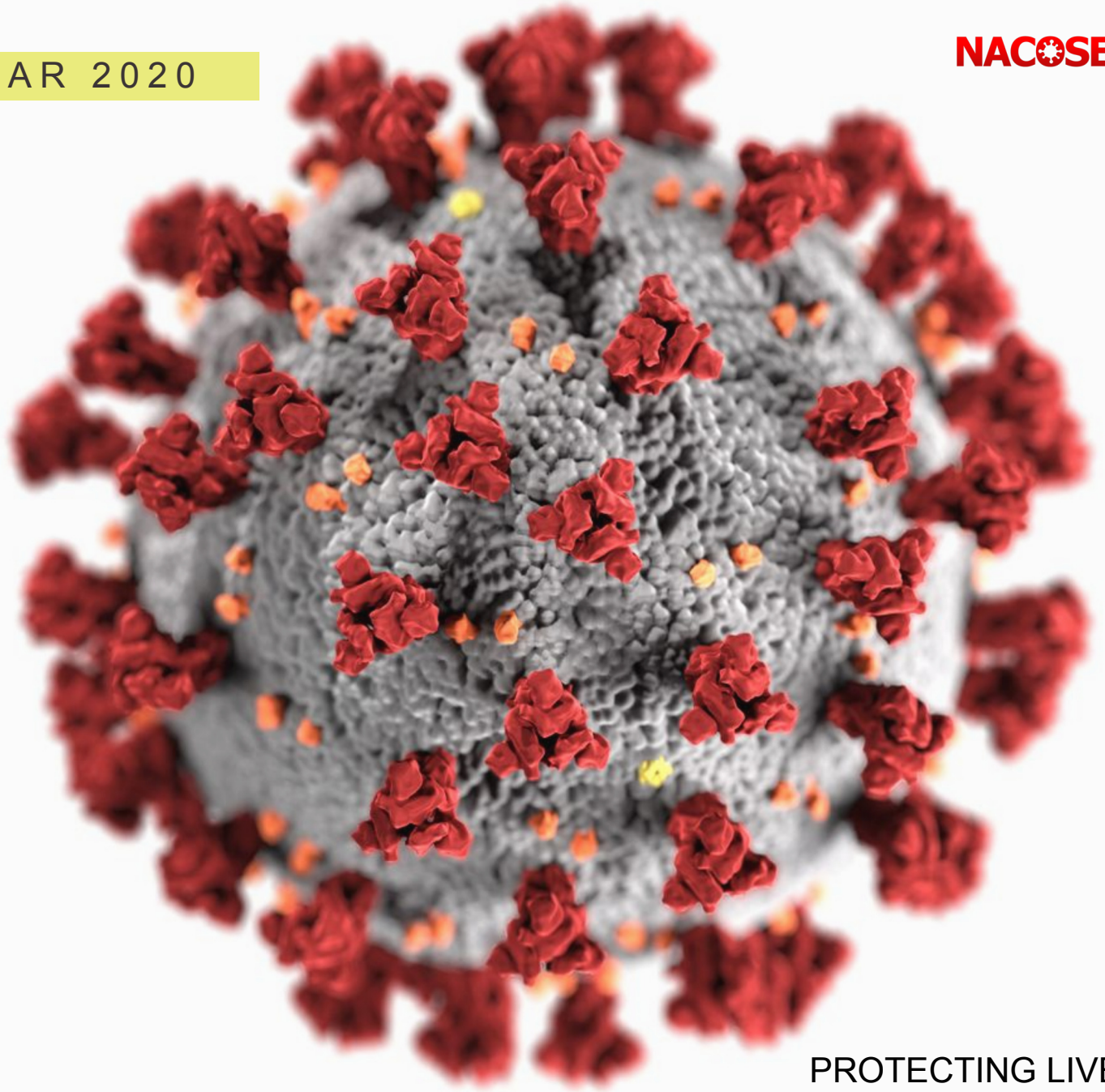
- The overall approach chosen to overcome the Obstacles
- Harvesting opportunities
- Channels actions in certain direction (and not others) without saying what exactly shall be done

Time to Execute the Strategy



YEAR 2020

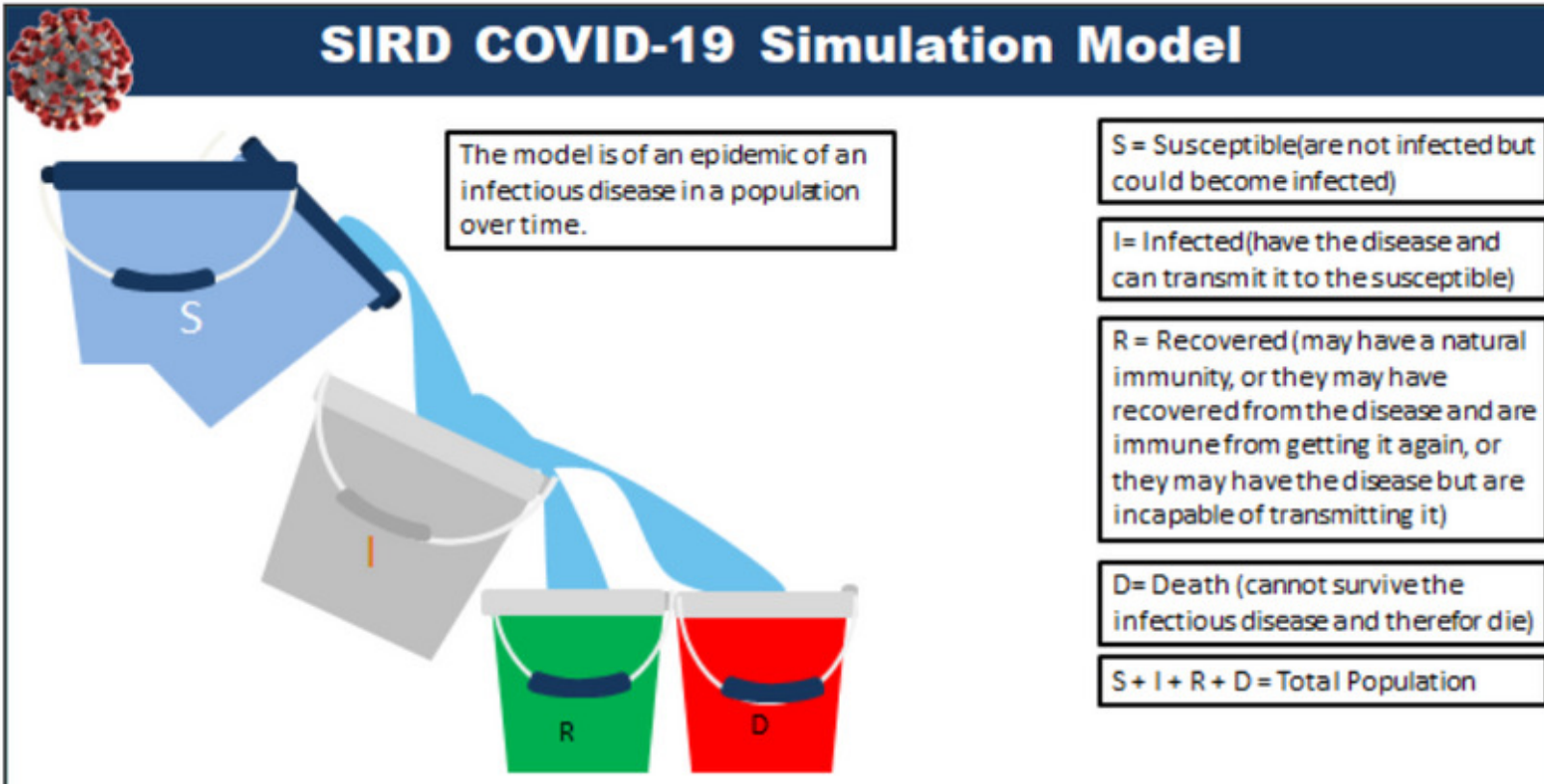
NACOSEC



PROTECTING LIVES

NATIONAL COVID-19 PREVENTION AND CONTAINMENT STRATEGY

SIRD Model



$$\frac{dS}{dt} = -aSI$$

Eq. 1

$$\frac{dI}{dt} = aSI - bI - dI$$

Eq. 2

$$\frac{dR}{dt} = bI$$

Eq. 3

$$\frac{dD}{dt} = dI$$

Eq. 4

$$q = a/b$$

Contact Ratio

$$S^* = 1/q = b/a$$

Threshold S

$$R_0 = aS/b$$

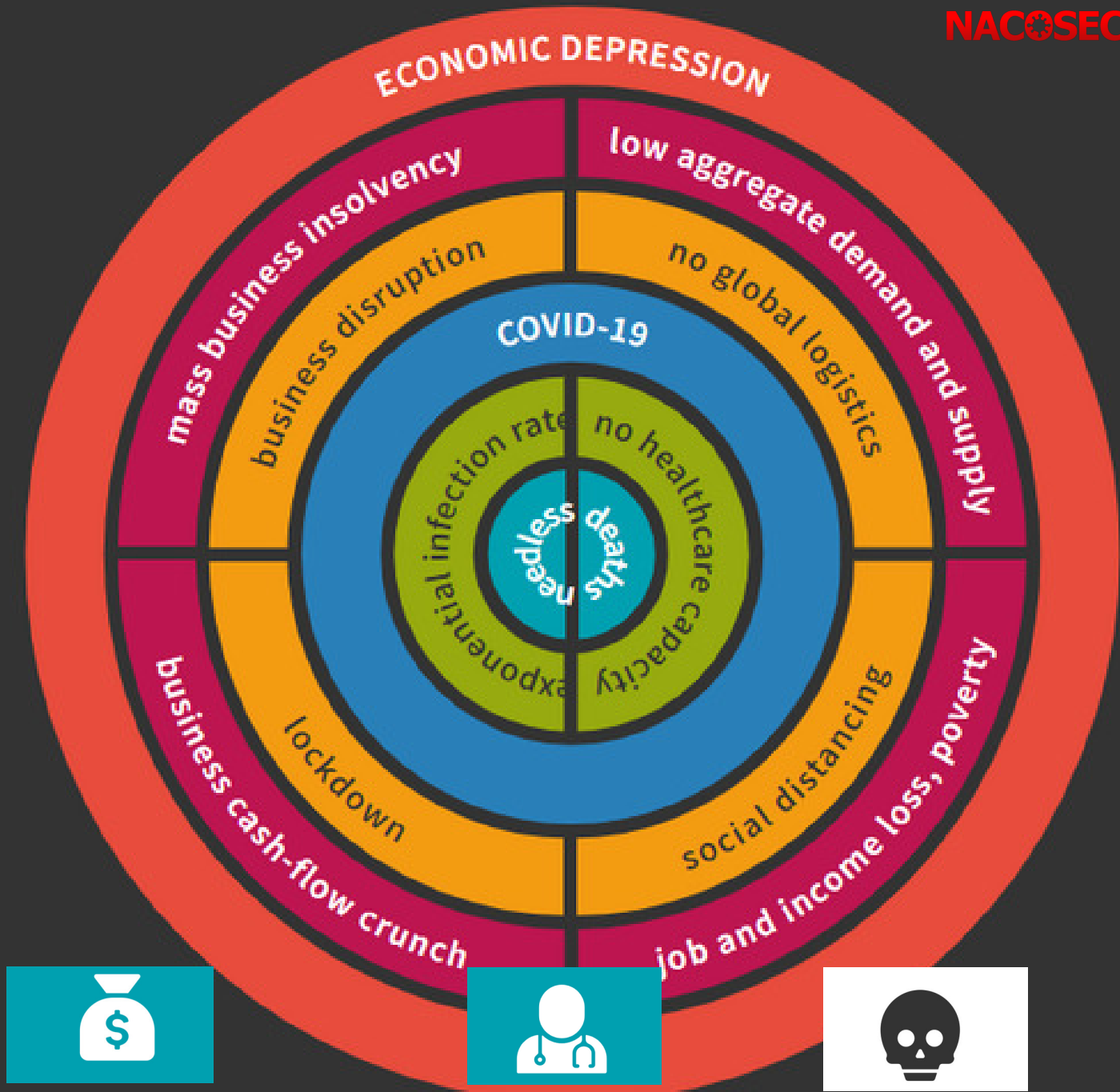
Basic Reproduction Number (R_0)

Key Metric

THE AVERAGE NUMBER
OF INFECTIONS
CREATED BY AN
INFECTED PERSON
DURING THE TIME
WHILE THEY ARE
INFECTED

R_0





Economic Health Livelihoods in Peril

- What's happening here?
- **Uncertainty**
- Less Consumption expenditure
- Less Investment Expenditure
- Unemployment rises
- Cycles begins all over again

People Health Lives in Peril

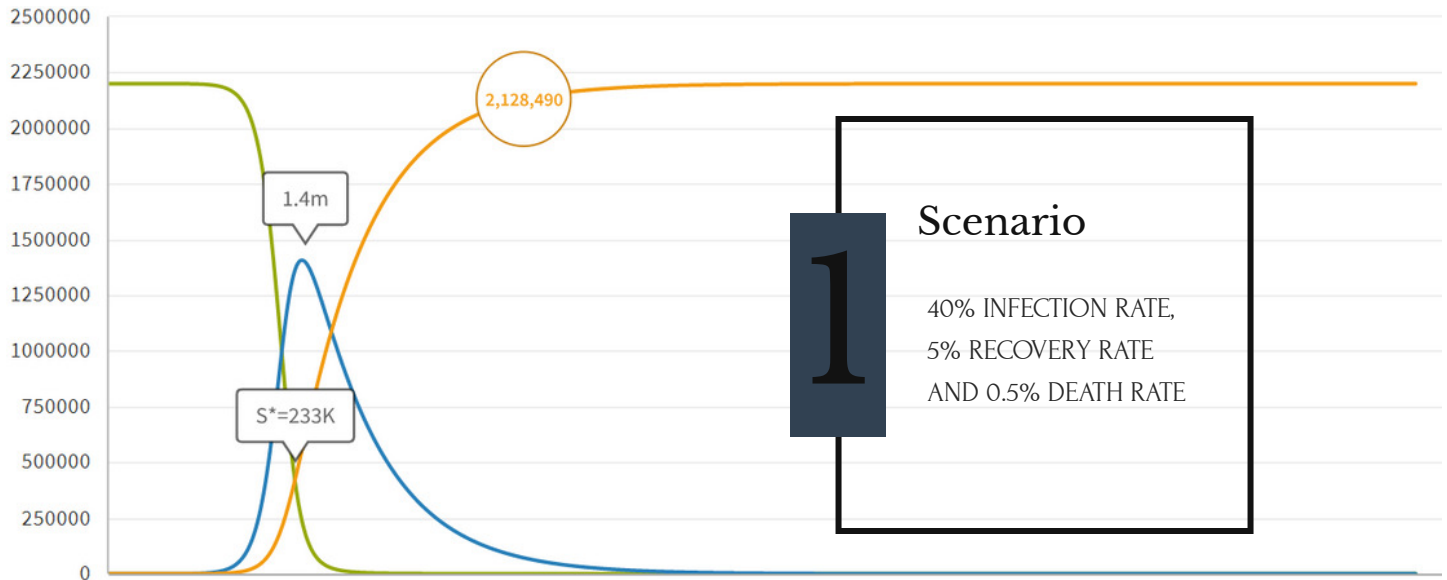
- What's happening here?
- An infectious disease
- Infection rate grows exponentially
- Health-care system is severely incapacitated
- Needless Deaths due to **poor government response**

Needless Deaths The Real problem

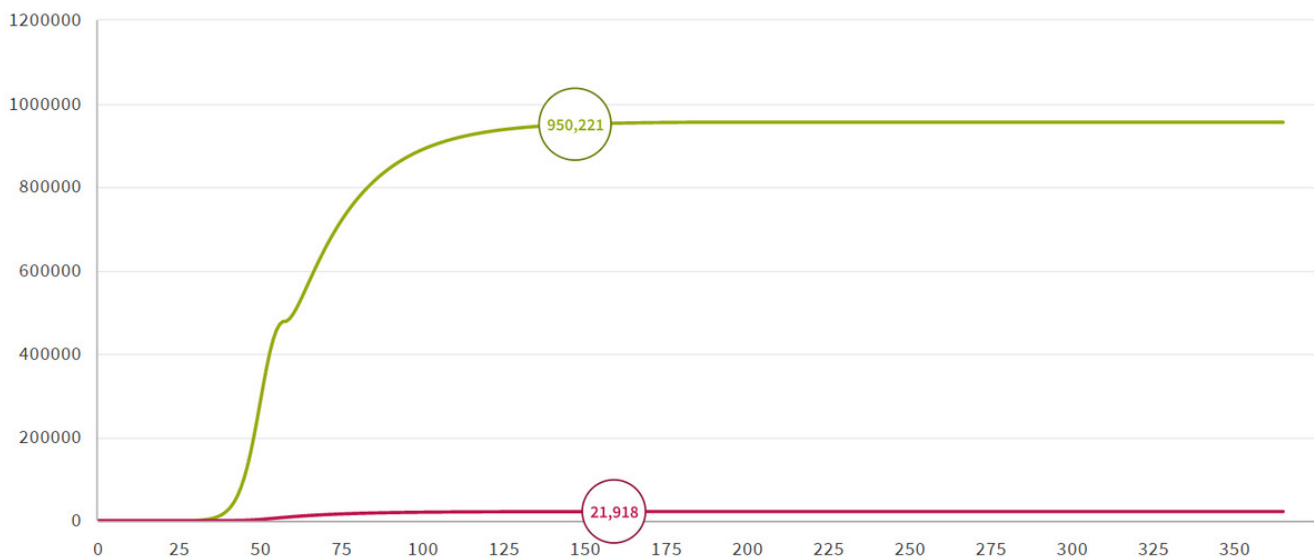
- Economic and Social Impacts are **Symptoms**
- The real problem to be solved is **imminent needless deaths**
- The symptoms need to also be treated but;
- **Lasting solution lies with the root cause**

SIRD MODEL GRAPH

COVID-19 SIR MODEL $a = 40\%$ $b = 5\%$ $d = 0.5\%$

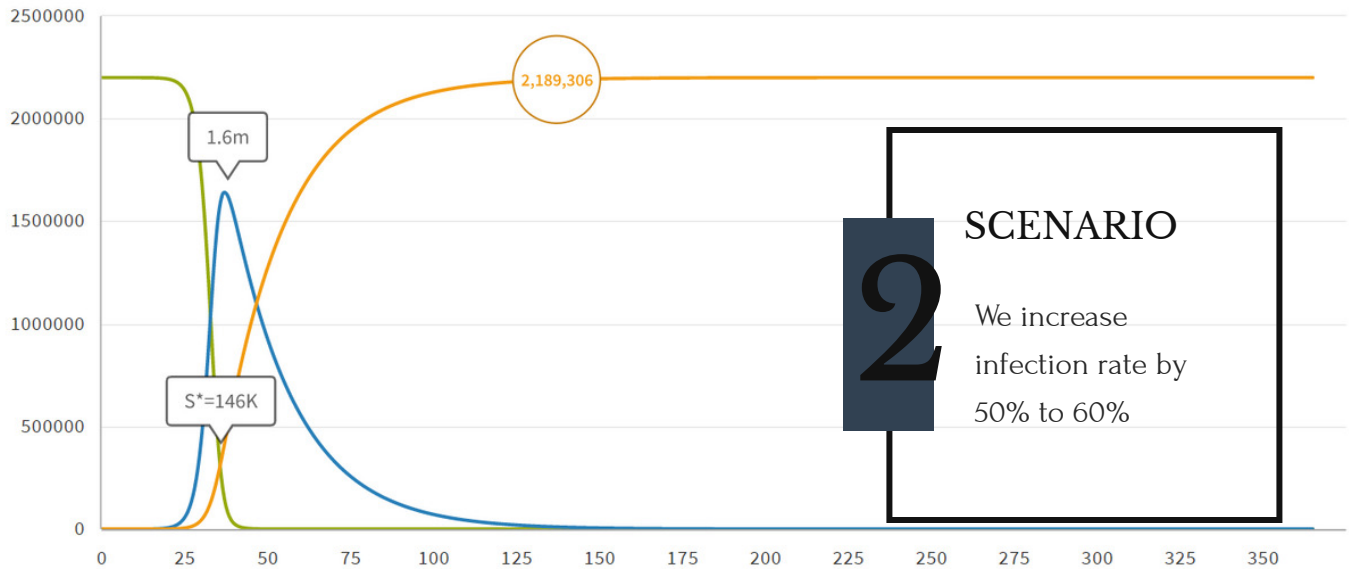


Cumulative Needless Deaths

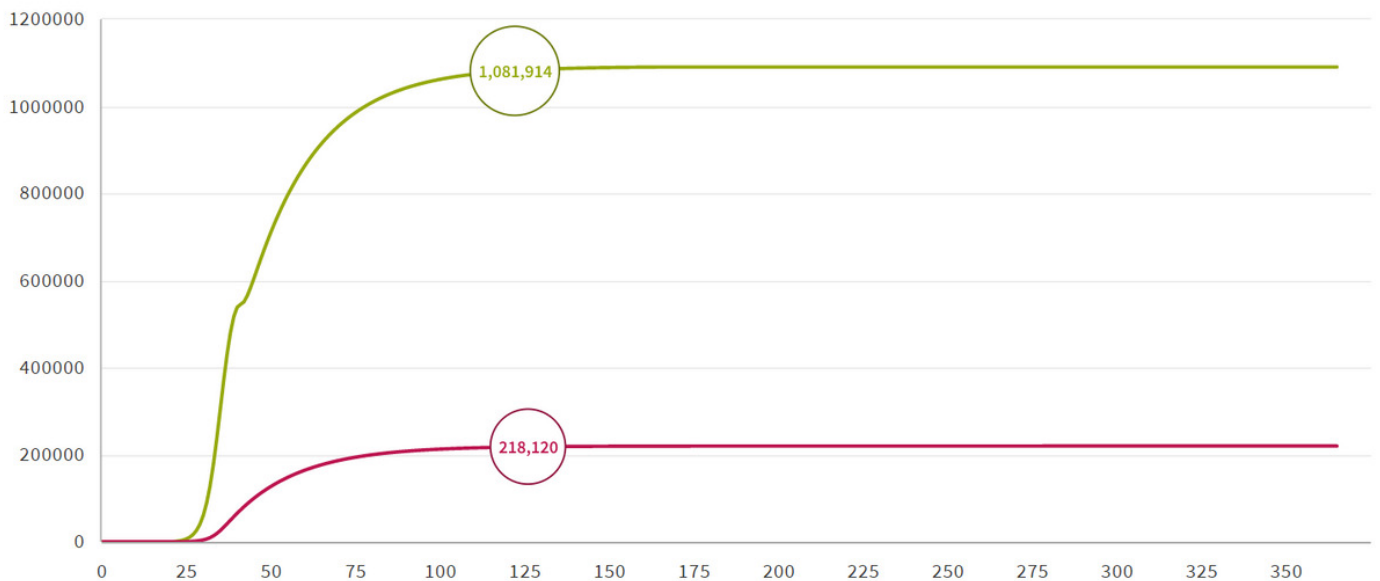


SIRD MODEL GRAPH

COVID-19 SIR MODEL $a = 60\%$ $b = 5\%$ $d = 0.5\%$



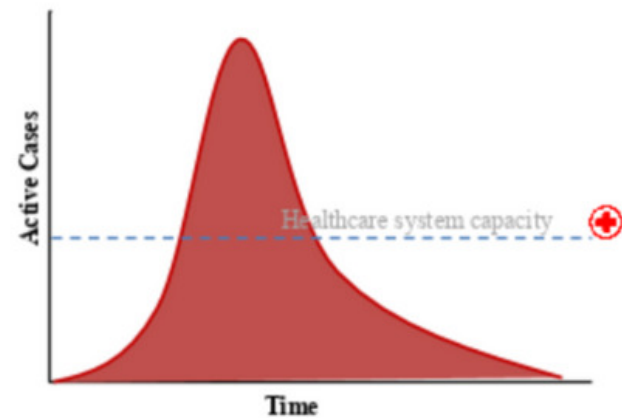
Cum. Needles vs. Natural Deaths



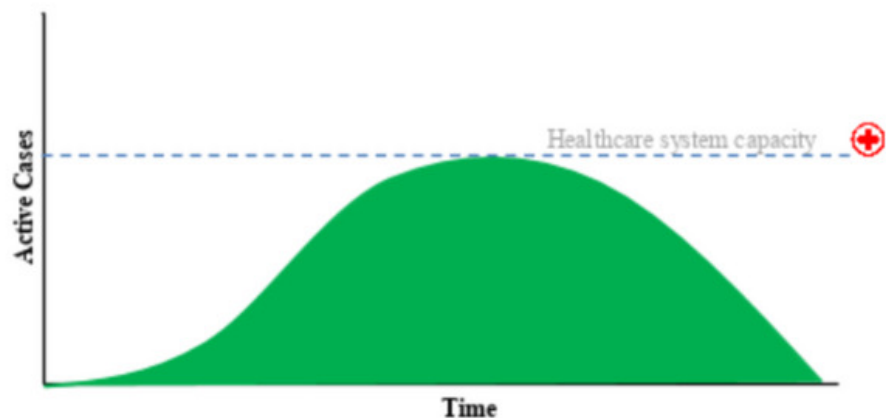
GUIDING POLICY

FLATTEN THE CURVE AND RAISE THE LINE We should prevent needless deaths by preventing and containing the spread of COVID-19 in the country while also increasing the capacity of the healthcare system to enable it to cope with the pandemic when it peaks. However, given the severity of the capacity problem, model simulations indicate that more leverage can be achieved by focusing on preventing and lowering the infection rate through behavioural change.

Without mitigation



With mitigation measures



STRATEGY

AT WORK

POWER FROM STRATEGY

COHERENT ACTIONS

sources of strategic power



YEAR 2020

DIAGNOSIS IMMINENCE OF NEEDLESS DEATH



The problem diagnosis analysis reveals the problem that Lesotho faces due to COVID-19 as imminence of needless deaths. These deaths are contrasted from the natural deaths that are beyond the control of the Government.

The needless deaths are expected because, firstly, the infections rate of COVID-19 grows exponentially within a population. Secondly, the low capacity of the healthcare system in the form of critical care hospital beds and healthcare personnel is severely lacking. Lesotho has only ten (10) ICU beds, all concentrated in Maseru.

COHERENT ACTION

To ensure effectiveness and coherence, the proposed actions are categorised into SEVEN sources of power.

1

LEVERAGE

CHOSEN ACTIONS THAT ENSURE MAXIMUM IMPACT ON THE PROBLEM WITH THE LEAST EFFORT. THESE ACTIONS ALSO ANTICIPATE THE REACTIONS OF POPULATION TO THE

2

PROXIMATE OBJECTIVES

ACTIONS ARE BASED ON SPECIFIC STRATEGIC OBJECTIVES SPECIFYING WHAT TO DO, BY WHEN. ALL AIMED AT SOLVING THE DIAGNOSED PROBLEM TO ENSURE COHERENCE.

3

CHAIN-LINK THINKING

CHOSEN ACTIONS TARGETED AT STRENGTHENING THE WEAK LINKS IN OUR NATIONAL RESPONSE CHAIN (SYSTEM). THIS ACTIONS ARE BOUND TO BE MORE EFFECTIVE AS A RESULT.

4

COMPARATIVE ADVANTAGE

LESOTHO HAS SOME ADVANTAGES SUCH AS THE DELAY IN GETTING INFECTIONS. THESE ARE ONLY AS GOOD AS OUR ABILITY TO EXPLOIT THEM. **CHOSEN** ACTIONS TRY TO DO SO.

5

DESIGN AND FOCUS

LACK OF RESOURCES IMPOSES TIGHT DESIGN. LESOTHO'S LDC STATUS REQUIRES INNOVATIVE ACTION, EVEN MORE SO THAN RICH COUNTRIES. **CHOSEN** ACTIONS SEEK TO DO SO.

6

DYNAMICS

THE PANDEMIC PRESENTS OPPORTUNITIES THAT REQUIRE LESOTHO TO START POSITIONING ITSELF BETTER FOR THE POST COVID-19 WORLD. **CHOSEN** ACTIONS SEEK TO DO SO.

7

INERTIA - ENABLING CHANGE

RESISTANCE TO CHANGE IS OFTEN THE MAIN REASON FOR FAILURE OF A STRATEGY. A CHANGE MANAGEMENT PLAN INFORMED BY INSIGHTS ON HUMAN BEHAVIOUR IS NECESSARY

leverage

ID	STRATEGIC OBJECTIVE	COHERENT ACTIONS
SOBL1	Concentrate effort, resources and attention on TWO points of leverage keeping Infection rate at max 10% and the Basic Reproduction Rate (R_0) to less than 1	<p>CA1.1 Conduct bi-weekly random surveillance testing to determine the reproduction number $R(0)$ and infection rate for evidence based decision making</p> <p>CA1.2: Conduct impromptu tests targeted at suspect cases to enable prompt isolation/quarantining</p>
SOBL2	Craft interventions that anticipate the reactions of the masses	<p>CA1.3: Develop a national risk-based traffic light system informed by $R(0)$</p> <p>CA2.1 Develop a behavioral insights framework to mitigate risk of negative unintended consequences of policy decisions/actions, to domesticate COVID-19 jargon, to prevent stigmatization</p> <p>CA2.2 Develop and implement a communications plan underpinned by direct and regular (weekly) communication by the PM on progress on the strategy towards preventing and containing the pandemic</p>



proximate objectives

ID	STRATEGIC OBJECTIVE	COHERENT ACTIONS
SOP01	Reduce the likelihood of needless deaths by keeping the basic reproduction number to a level below one	<p>CA1.1 Recruit a communications company to design and guide implementation of a localized awareness and behavior change campaign to entrench social distancing and hygiene culture among Basotho</p> <p>CA1.2: Identify and risk-rank the top super-spreader items (door handle, document) and behaviors (sharing a cigarette) and invite innovative mitigation measures coupled with awareness campaign</p> <p>Design and implement a contact tracing plan based mainly on technology</p>
SOP02	By end June 2020, reduce the likelihood of needless deaths by increasing the critical bed capacity from 10 beds to at least 1000 beds , the oxygen therapy bed capacity from 30 beds to 3000 beds, the normal bed capacity from 2, 258 beds to 20,000 beds and also the health worker capacity	<p>CA2.1 undertake a review of health system capacity focusing on identifying and filling financial, human and physical resource gaps by end June 2020</p> <p>CA2.2 Erect temporary health-care facilities to augment existing capacity, taking population density distribution into account</p> <p>CA2.3 Recruit, train and provide adequate PPE and other support such as counseling and risk allowances to temporary health workers to augment current team</p>



chain-link logic

ID	STRATEGIC OBJECTIVE	COHERENT ACTIONS
SOCL1	Focus on strengthening the following weak links in our COVID-19 containment system: lack of coordinated action by agencies, perennial administrative deficiencies, poor execution, little financial and human resources and no effective private sector involvement	<p>CA1.1: Craft and implement national COVID-19 containment strategy to ensure effective and coherent evidence based decisions and actions</p> <p>CA1.2: Craft and implement a governance structure underpinned by project management principles reporting to and led directly by the PM with notable private sector and civil sector involvement</p> <p>CA1.3 Adopt the 4 disciplines of execution (4DX) framework to ensure effectiveness, continuous M&E, Focus on strategic priorities and a cadence of accountability to the Nation by the Government</p> <p>CA1.4 Facilitate the setting up of a private sector run COVID-19 Relief Fund to augment meager GoL resources for the financing of strategic priorities</p> <p>CA1.5 Submit a costed action plan to the donor community for coordinated financing of identified strategic plan priorities of increasing the capacity of the health care system and all measures to flatten the infections curve</p>



comparative advantage

ID	STRATEGIC OBJECTIVE	COHERENT ACTIONS
SOCA1	Turn the following comparative advantages into valuable strategic assets towards the prevention and containment of COVID-19: delayed incidence of the disease in Lesotho, low population density coupled with low connectivity due to poor transport infrastructure,	<p>CA1.1: Beef up health care capacity of both human, financial and hospital bed capacity</p> <p>CA1.2 Undertake a coordinated fund raising campaign focusing on donors, multi-lateral institutions and bi-lateral sources based on a strategic plan - Set up a COVID -19 Fund with clear mandate and strong governance structure underpinned by accountability and transparency in the use of funds</p> <p>CA1.3 Appoint a private sector communications consultancy to design and launch a localised communications and awareness campaign aimed at behavioral change as a preventative measure against COVID-19</p> <p>CA1.4 Devise and roll out a decentralized approach to the containment and prevention of the pandemic by leveraging sparsely distributed and weakly connected population while also localizing solutions and messaging through the local government and social structures such as churches</p>



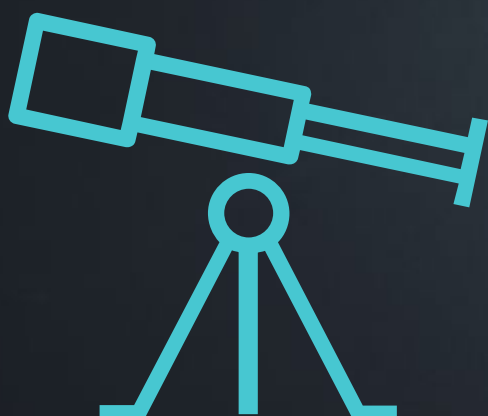
design and focus

ID	STRATEGIC OBJECTIVE	COHERENT ACTIONS
SOD1	Craft innovative strategic interventions as a way to overcome our financial resource constraints which do not allow “throwing money at the problem” as richer countries do.	<p>CA1.1 Target economic cash relief at individuals and businesses directly to ensure increase in consumption and investment expenditure - use of subsidiaries such as banks risks sterilization due to prevailing credit risk.</p> <p>CA1.2 The Limited business support funding to be targeted at those with a history of high Cash Flow to Assets ratio (liquid balance sheets) because of their vulnerability to sales cycle disruptions. These are mainly SME's. Large Corporate can leverage their B/S to secure financing from the financial markets/sector.</p> <p>CA1.3 Target income support to those with high MPC to ensure Aggregate Demand impact</p>
SOD2	Mitigate the negative symptoms of the pandemic such as job losses and business cash flow crunch through their prevention (rather than cure) by focusing resources and attention firstly on preventing and containing a pandemic which is the root cause of such symptoms.	<p>CA2.1 Roll-out an effective proactive nationwide communications campaign aimed at enhancing awareness and nudging people into easily adopting new behaviors such as social distancing, wearing a mask and hand washing to keep $R(0)$ below 1. Also to combat rampant misinformation from social media.</p> <p>CA2.2: Flatten the infections curve by preemptively lowering rate of infections, keeping $R(0)$ down and monitoring and managing these metrics per district so as minimize risk of economic damage by instituting district-specific interventions such as different lock-down statuses plus infra-district travel restrictions</p>



dynamics

ID	STRATEGIC OBJECTIVE	COHERENT ACTIONS
SODY1	Start now to position Lesotho for battles of the post-COVID-19 economic and world order through crafting a new National Strategic Development Plan	<div>CA1.1 Engage a consultancy company (one of the big four) to provide a detailed analysis of the post-COVID 19 economic environment and provide advice on options for development that exploit the new opportunities while avoiding the emerging risks</div> <div>CA1.2 Develop a new NSDP that is adapted to the new normal by end of 2020</div>



inertia - enabling change

ID	STRATEGIC OBJECTIVE	COHERENT ACTIONS
SOI1	Design and implement a change management plan seeking to entrench new behaviors and practices through domesticating and decentralizing prevention and containment actions, undertake a premortem to preempt and deal with the usual national maladies of corruption and a casual attitude	<p>CA1.1 Establish independent but transparent procurement and recruitment procedures to curb the almost guaranteed risks of either total failure to deliver or substandard and delayed delivery mainly due to corruption in the acquisition of PPE, bed capacity and recruitment of more health staff. Emergency procurement increases this risk.</p> <p>CA1.2 To prevent current gold rush and its potential for poor service/goods , restrict the acquisition of COVID-19 PPE and all other goods and services to established and registered business entities registered prior to March 2020 in the provision of such services/goods</p>

