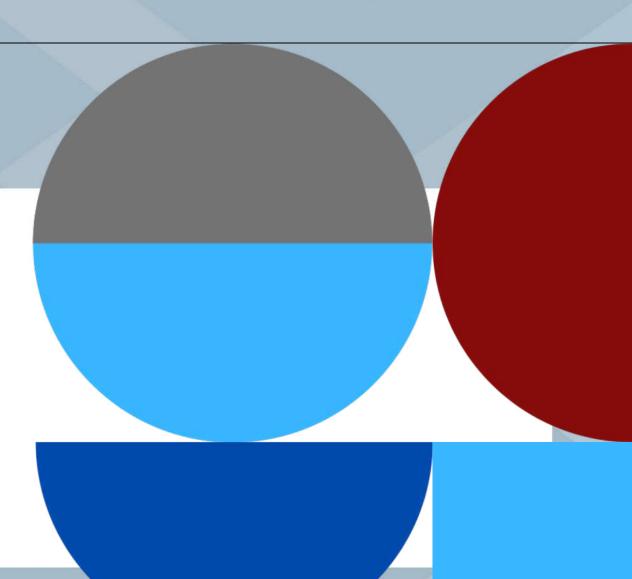


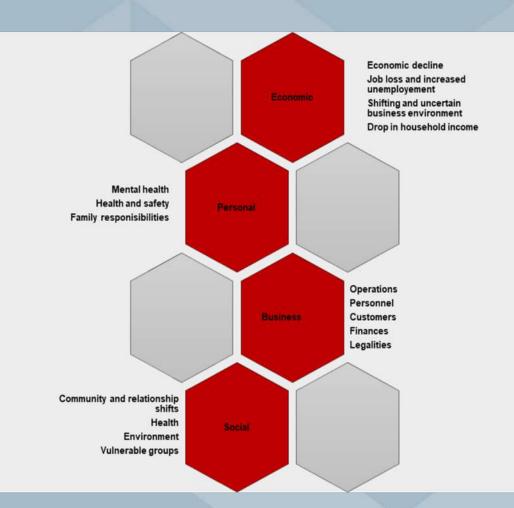


- Overview of the Crisis Management Toolkit
- Deep Dive: Resilience and Recovery Action Plan Canvas
- Business Support Organizations and Market Partners
- Way forward



Women: Managing the COVID-19 Crisis

Four-Fold Impact of the COVID-19 CRISIS



Women: Managing the COVID-19 Crisis

Crisis Management Toolkit Approach



Impact on Gender



Dual roles of women owned businesses



Women in SME - Focused attention & action



Workbook format

Overview of the Crisis Management Toolkit

Crisis Management Toolkit

Background

SMEs in general, and women owned businesses specifically have had to respond and recover from what is being described as the biggest economic shock since WWII. Already businesses under the SheTrades commonwealth project are reporting significant impact of the COVID-19 pandemic to their business.

For this reason, the STC project developed a COVID-19 Crisis Management Toolkit to empower women owned businesses on crisis management and resilience planning.

The toolkit is a one-stop-shop for tools and resources businesses need to strategies and plan for recovery.

Crisis Management Tool-Kit

Guide Businesses on how to realistically assess the impact of the crisis to their business



Guide businesses on how to clearly define a path forward

Key Objectives

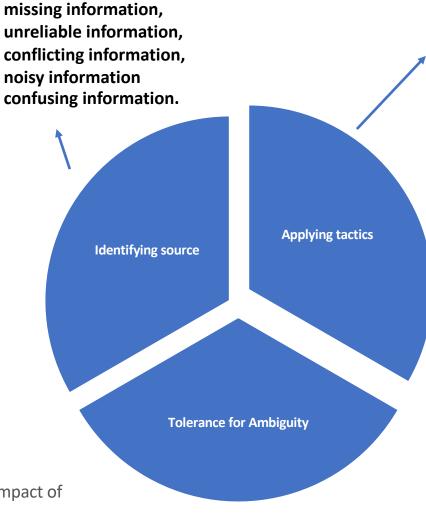


Guide businesses on drawing up an adaptative action plan that can anticipate, and is responsive to change

Crisis Management Tool-Kit

Key Objectives

Guide Businesses on how to realistically assess the impact of the crisis to their business- unbundle uncertainty



delaying, information seeking, increasing attention, filling the gaps with assumptions, building an interpretation, pressing on, shaking the tree, designing decision scenarios, simplifying the plan, preparing for the worst, using incremental decisions, and embracing uncertainty.

Exhibit 4

Choose a strategic direction based on shifting disruption and options.

Broad direction of travel toward next normal

Crisis Management Tool-Kit

More Shape Shift your business a new business model Extent of businessmodel Restructure Sustain your disruption business and your company and/or restore operations industry Hardly anyone Depth and length of industrydemand disruption

Key Objectives

Guide businesses on how to clearly define a path forward

Mckinsey [2020] Getting ahead of the next stage of covid-19

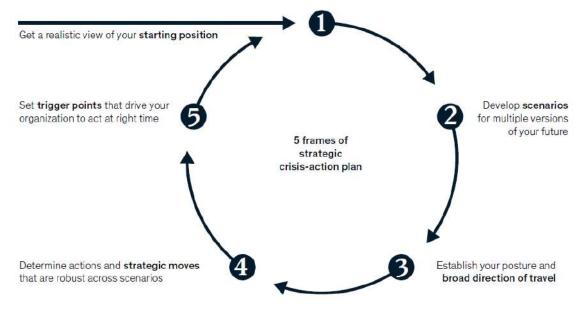
Crisis Management Tool-Kit

Key Objectives

Guide businesses on drawing up an adaptative action plan that can anticipate, and is responsive to change

Exhibit 5

An agile plan-ahead team can offer quick responses to rapidly changing circumstances, using five frames.



Getting ahead of the next stage of the coronavirus crisis

Mckinsey [2020] Getting ahead of the next stage of covid-19

TWO SECTIONS



Part 1: Resilience and Recovery Action Plan Canvas

A complete RRAP canvas would serve as a single comprehensive road map for WOBs through the crisis. Capturing information on where the business is, the direction they wish to travel, roadblocks to be mindful of, and the action steps needed to get there.

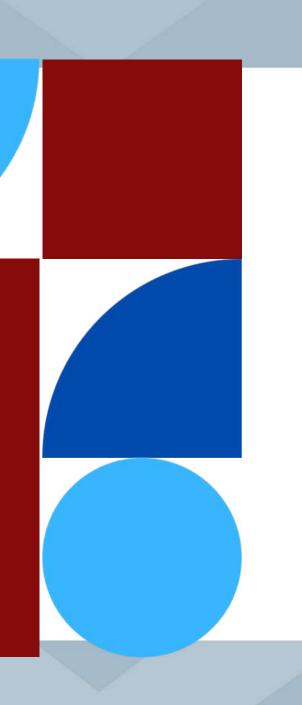
Crisis Management Toolkit

Content



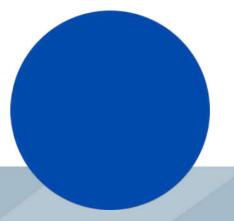
Part 2: Resources

Business decison making and strategy templates; business assessment forms; webinars; useful links



Deep Dive





Business Impact Analysis

Captures the current state of your business. What is the current status of your business in relation to your operations, people, customers and finances.

Core comeptences

A collection of a company's knowledge about how to coordinate diverse production skills and technologies [Prahalad and Hamel]

Scenario Analysis

Assess how a situation can turn out and how different actions will affect its outcome. For the purpose of RRAP Canvas, it serves as an embedded early warning system

Risk mapping

Lists out relevant and scenario related occurnances that may affect the companies ability to continue business. Could be political, operational, strategic, environmental or financial.

Key features



Who does what?

Action steps

The next strategic steps

Relevant resources

Soft or hard resources needed to implement action steps

RRAP Test

Checks coherence between strategic intention and action steps

The concepts behind the tool

Business Continuity

A business continuity management system emphasises the importance of:

- •Understanding the business needs and necessities establishing business continuity policies and objectives
- •Operating and maintaining processes, capabilities and response structures for ensuring the business will survive disruptions;
- •Monitoring and reviewing the performance and effectiveness of the BCMS
- •Continual improvement based on qualitative and quantitative measures

Agility

"Ability to move quickly and easily"

Cuts across how quick a business is able and capable to identify, evaluate, decide on a strategy and implement. I would also include the ability to learn and iterate good/best practice/ winning solutions.

Recovery

"a return to a normal state of health, mind, or strength"

Sustainability

"The best way to predict the future is to create it."

— Peter Drucker, management consultant

An 8 Step Approach to Completing the Resilience and Recovery Action Plan Canvas

Step 1: Define strategic objective

Step 2: Identify responsible team

Step 3: Understand real business impact

Step 4: Plan for different scenarios

Step 5: Decide on strategic actions

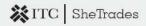
Step 6: List out relevant constraints

Step 7: What resources are needed

Step 8: RRAP test

	[Business name] [Date of last review] [Date for next review]								
(1) Strateg	gic Objective:	·	·						
(2) Respon	(2) Responsible team:								
(3)	(4) Scenario analysis								
Business Impact Analysis:	Scenario 1 (key indicators)	Scenario 2	Scenario 3	Scenario 4					
	Risks:	Risks:	Risks:	Risks:					
	Opportunities:	Opportunities:	Opportunities:	Opportunities:					
	Best response: (urgent actions)	Best response (urgent actions)	Best response (urgent actions)	Best response (urgent actions)					
(5) Strategic Action (next steps)			(6) Constraints (specifically as it relates to operationalising action steps)						
(7) Requir	ed Resources (human, hard/so	oft infrastructure, knowledge	e/skill)						

An example



AGRIBUSINESS EXAMPLE

BUSINESS NAME	REVIEW DATE	NEXT REVIEW DATE
CJA AG Ltd	24-04-2020	23.05-2020
(1) STRATEGIC OBJECTIVE	(2) RESPONSIBLE TEAM	
Our two priorities are to; i) Ensure the health and safety of our e Continue business operations and the delivery of our services b confidence of quality that our clients have in our products and	Ms-Y, CEO; Ms-X, Head of operations (team leader); Mr-V, head finance-	

(3) BUSINESS IMPACT ANALYSIS

Core Business Competences: customer services: quality of products; nimble delivery service. Operations: Inventory, stock available for production over 90days at 50% capacity; foreign suppliers shut down but local suppliers still processing lparticularly household processors of sheal- People: No staff exposed to virus; all at risks staff are on quarantine; regular updates to employees via Whatslapp. Customers: Communication with customers significantly reduced, 90% of customers have been walk-in, we have no existing system to continue engagement or reach out to new customers, we are in touch with the 10% long standing customers and we have adatabase of them. Finances, Ill capatine skipt in sales due to store closure, cash-in has done, and we are still repealing existing hash loan.

	SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4
	Lockdown is lifted in 14 days, but only essential services/businesses are allowed to operate-Government offices remain closed. Business continues to operate at 50% capacity	Lockdown continues for 60days. Inter-state and state borders shut down indefinitely.	Lockdown lifted after 30 days, but a severe spike in confirmed cases in Nigeria and limited testing cause other countries to place trade restrictions on people and goods coming out of Nigeria. Disconnected from international suppliers, restriction on goods and people places heavy financial burden on business	Lockdown remains in place for 60 days, during this time the reduction in economic activity cause a hike in the cost of inputs
RISKS	Demand for our goods drop further. Pressure on cash-flow	Disconnected from suppliers and significant stock depletion.	Disconnected from international suppliers, restriction on goods and people places heavy compliance pressure on production, loss of international buyers	Increase in prices adds extra pressure to business finances and ability to pay back existing debt, pay employee and purchase production inputs
OPPORTUNITIES	Essential services are still running, idle capacity in our delivery operations due to fall in customer orders.	Membership with XX cooperative/ association	Regional opportunites within ECOWAS	State government SME response fund; business partnerships
BEST RESPONSE (urgant actional	Leverage on core business competence and outsource delivery services and customer services to external essential businesses.	Reach out to members of cooperative/association and connect with upstream state based producers	Conduct market research on product demand within ECOWAS to target new regional markets and suppliers.	Apply for Government grant/ funding to cushion impact on business; reach out to business partners and explore bulk purchasing

(5) STRATEGIC ACTION (next steps) (8) CONSTRAINTS (specifically as it relates to operationalising actic

Mapping out essential services within business area-Developmarketing and pricing plan aligned with approach

Business currently operates using analogue or face to face engagement with customers-Outsourcing our service will put additional pressure on our system, and affect the quality of our service. Absence of online presence restricts our marketing reach. No one on our team is skilled/ knowledgeable on digital marketing

REQUIRED RESOURCES (human, hard/soft infrastructure, knowledge/skill)

Logistic management software. Business website where businesses can order and pay for pick-ups and delivery

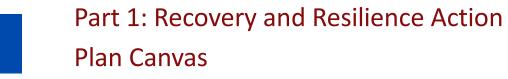
\$3000 WITHER AND TRADE PROGRAMME HTC ALL RIGHTS RESERVED.

The guidebook



Crisis Management Toolkit

Content



A complete RRAP canvas would serve as a single comprehensive road map for WOBs through the crisis. Capturing information on where the business is, the direction they wish to travel, roadblocks to be mindful of, and the action steps needed to get there.

Part 2: Resources

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Crisis Management Toolkit

Spotlight on Resources

- ☐ Webinars on crisis management and related topics
- ☐ Business Management Assessment forms on
 - Operations; Finance; Sales; Marketing;
 - Resources
- ☐ Business planning and strategy templates
- ☐ Online resources and additional information

The SheTrades Commonwealth Crisis Management Toolkit is an open resources for women owned businesses and the partners that support them.

Crisis Management Toolkit

How to access toolkit

https://shetradescommonwealth.converve.io/COVID

19-Toolkit





Working together for #SMERecovery

Market Partners

Working together for #SMERecovery

Use the RRAP Canvas to build business capacity of SME's: suppliers, customers, community

- Can be used to develop an activity/ programme structured around recovery and resilience
- Can be integrated into websites, webinars and other business support activties

The case of SBM Bank Kenya; Suntrust Bank Nigeria

Business Support Organizations

Working together for #SMERecovery

Crisis Management Toolkit is for all

- Share with your member SMEs
- Encourage them to utilize this

BSO Resource

- Understand the changes (micro & macro)
- Customize your services for members
- Prepare & work with regulators for industry support according to the situation
- Plan, keep backups & ACT

Manage Constraints & Optimize Resources

Case of SME Foundation (Bangladesh)
Case of SOCAA (Kenya)
Case of NEPC (Nigeria)

Feedback from Partners

"The Crisis Management Toolkit is a much needed resource as our member's start the slow and difficult process of recovery. The RRAP Canvas and the other tools and templates can not have come at a better time." **Kenya Women in Tourism**

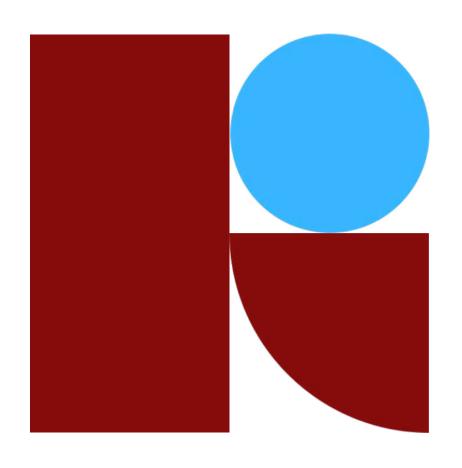
"Content wise, it's informative and relevant for its purpose. Looking also at it's usability, it is straightforward and friendly to use. I would like to say that, we are in support of it as it stands now." **NBSSI Ghana**

"Good initiative and will help the WOBs" BASIS Bangladesh

Validation webinar attracted a total of **255 participants** representing 21 Business Support Organizations; 14 Corporations and 174 Women Owned Businesses.

Participants logged in from Bangladesh, Ghana, Kenya, Kigali and Nigeria

Trained 21 BSO's across all 4 project countries



Questions? Reactions?



Thank you!

Terfa Ashwe

International Trade Consultant/National Coordinator (Nigeria)
SheTrades Commonwealth