

Almost the whole world has been under lockdown due to the Corona Pandemic. The governments around the world are struggling to control the pandemic both as regards the treatment and the control of the spread of the infection. Based on the WHO recommendations, governments have adopted a lockdown strategy to combat the spread of the infection. Almost all the governments have come out strongly advocating this strategy and the heads of the government in all the cases have addressed the population and requested or instructed people to stay indoor and ensure that there is no communal spread of infection. When a country adopts such a strategy it expects its people to comply with the instruction.

This brings the concept of compliance to the centre. Of course there are medical and treatment logistics that needs to be addressed in an equally serious manner. Different societies and their governments manage such things differently. The style differs from totally autocratic, top down manner to total liberal bottom up manner. Countries like India and South Africa do not fall into either category, they are somewhere on the mid-path. Hence one should choose a more suitable approach and style rather than total reliance on an instruction-based control-driven framework to manage the lockdown. This paper lays down a framework to manage the lockdown of a society for a period of time, which may be extended. The scope of discussion is limited to an operational framework and does not dwell on the policy matters, economic or otherwise.

In a compliance framework, the key question is who should comply with what? A simplistic answer to that question is, people should comply with rules, which is, as mentioned a simplistic answer. Such an answer in normal circumstances is at best inadequate, in times of crisis like one we are facing, is problematic. So, having acknowledged that a complex problem needs a complex solution one should refrain from relying on simple one-dimensional solutions supported by rhetoric and or brutal enforcement. Societies do not quite easily rally behind such causes, either due to ignorance or inability or for selfish reasons. *So, to make people comply one should make them want to comply, make it easy to comply and difficult to non-comply.* Hence a need for a compliance framework.

A compliance framework is mainly used to manage long-term compliance of a complex group of people to certain rules of the society, like tax compliance. However, it can equally be used in short campaigns. The lockdown due to corona pandemic is one such instance. The stake holders in this framework are, the

general public, the government machinery, the business and private professionals and civil society organisations.

The compliance management model is based on a three-pronged approach of Education, Service and Enforcement. It relies on the logic that people can only comply, if they know what to comply with and once, they know that, it should be easy for them to comply and difficult for them to not to comply. Despite all the previous efforts if there are still instances of non-compliance, then there should be fair and proportional enforcement of compliance. So, educate every stakeholder, provide services that make it easy for them to comply and enforce compliance on deliberate defaulters through punitive measures.

In developing programs and activities to provide Education, Service and Enforcement, it is useful to do so while taking into account three aspects: Breadth, Depth and Leverage. The breadth address the larger number of stake holders and consist of simple rules and activities that is applicable to almost every one or at-least most people. Depth covers the areas where simple broad-based approach may not be sufficient-special in-depth rules become applicable to segments. The third aspect is a set of actions that utilise leverage points to enhance the breadth and the depth, multiplying the overall impact. Consequently, there are $3 \times 3 = 9$ dimensions that need to be addressed. In other words, operations management of compliance has nine projects that should be organised under the program. The following table shows the nine focus areas of the compliance program with some brief explanations and examples.

Compliance program matrix:

Themes/target	Breadth	Depth	Leverage
Education	Mass media	Segmental education	Civil Society Organisations
Service	Essential requirements provision	Specific critical requirement provision	CSO
Enforcement	Street level enforcement	Special group enforcement	Pvt security firms

It is well acknowledged that all governments around the world including the provincial and the district level administrations eventually do perform the mentioned set of activities, as and when the need arises. But in many cases delays of few days can become critical. Moreover, opportunities for synergies

are lost. Hence a systematic approach and timely formulation of a program will be very useful.

There are two risks that are not normally managed well. Depending on the nature of the government machinery there is an over emphasis or underemphasis on any one of the themes and secondly segmentation and the Breadth, Depth and Leverage aspects are not adequately addressed and integrated. This framework helps in drawing attention to all aspects of managing the program and understanding the linkages. This also ensures that the outcomes of the program and the strategy of lock-down, can not only be managed but also be tweaked at the right time. As in the case of any program this should be supported by a reliable and credible information flow that enables the government to manage the strategy well.

One of the most important shifts in thinking that is needed in situations like these is that procedures and the capacity used for normal long term management cannot be expected to deliver results in a crisis situation. This is well understood by the political leadership; hence they use words like war-footing and war like situation, hence the government management should move to a program management mode from a business as usual mode.

Even though it is a short-term program the classical project management stages do come into play, they are; concept, project planning, resourcing, implementation and closure. It should be noted that the traditional detailed design stages are absent in such situations. In a way it can be said that it is a concept implementation rather than design implementation. All of these need to be done in a matter of days rather than in matter of months. The success of such program depends on how well the whole program is dynamically and transparently managed rather than ensuring that every single activity gets done. A hundred percent efficiency cannot be ensured at all stages, so to compensate for that and to ensure the outcomes are delivered, overwhelming resources need to be employed. Such overwhelming resources are not usually available in the business as usual government machinery, hence external resources need to be employed.

The concept of the lock-down compliance program hinges primarily on social distancing to prevent spreading of infection, while doing so the infected will have to be treated. Since it is not possible to identify all the infected at the same time and treat them timeously, due to the time lag in the appearance of symptoms and the scale of testing required, the whole society will have to be

divided into physically manageable geographical groups. So, the concept is to clean up area by area in different geographical regions ensuring that there are no movements from one such designated area to others in an uncontrolled manner. This concept is built on the logic that each one of that designed areas has the capacity to treat a certain number of affected people and has a capacity to restrict movement.

As said earlier the program should consist of nine projects and the projects need to be resourced in terms of personnel, material and money. The projects should have project planning and monitoring resources and will have to plan for the required resources in respective areas of implementations. This might look simple and obvious, but the normal government machinery cannot do this quickly unless an executive power of the political leadership is invoked. The three levels of governments and the departmental structures cannot be expected to seamlessly work together in a harmonious manner automatically under these circumstances. Hence a program structure needs to be put in place quickly.

The program should be planned at two levels, one at national level and the other at state or provincial levels. The purpose of such a program is not only to ensure that all the nine elements of a compliance program are addressed but also to ensure that accountability is assigned to the right groups. This ensures that the local administration which is at the front end and the general public know, who is responsible for what and what issues can be addressed where. This clarity is required, otherwise every body tries to do everything. Even with the best of intentions such actions are in-fact counter-productive.

It is to be noted that situations like this are handled by protocols, may it be medical or social protocols, which means actions on the ground are not driven by common sense decisions at thousands of places, but driven by well thought of rules for handling pre-thought-off situations. So, development and implementation of such protocol will require agile thinking and fast implementation by the project teams. Apart from development of protocols the other important things that should be in place are the resource allocation and acquisition procedures, and roles definition.

The most important aspect is budget availability and decision making at the front end. This can not be managed using the normal delegation of powers. Moreover the budget for the program should be at the office of the CEO (of the country or the province) where the program should reside. All the departments

should access this budget for the program rather than their individual departmental budget.

Obviously, the compliance program, the medical treatment program, the program to manufacture drugs and protective gear, and the general economic plan must be aligned.

In a county with multi-party political system the efforts of all the parties will have to be coordinated otherwise duplications and counterproductive activities can ruin the efforts of the government. Just like in wartimes the ruling party of the day should co-opt other political parties into the program.