**LESSONS LEARNED REPORT: INSTITUTIONAL RESPONSE TO COVID-19**

**SUMMARY**

The COVID-19 pandemic has radically altered the lives of people in South Africa and around the globe. Apart from the devastating health consequences on people directly affected by and infected with the virus, the COVID-19 pandemic has had major implications for the way people live and work, affecting their physical and mental well-being profoundly.

Using the Swiss cheese model of defence to COVID, in the context of the national health guidelines, to introduces the systems thinking approach to the management of health risk, the report provides lessons garnered from three state-owned entities along the following themes: institution-specific response to COVID-19, TCTA’s response to the pandemic, and cross-cutting lessons, looking into a post-pandemic world of work.