

Blue Paper on the “Pandemic Management Framework” for Governments in fighting the Novel Coronavirus (Covid-19)

Sharing our experience to
make a difference in the collective
fight against a global challenge.



The outbreak of the novel coronavirus (Covid-19) presents myriad challenges to governments around the world, in particular public health, transportation, medical care and emergency responses. As one of the most severely hit countries, China has proactively adopted a series of emergency measures for the prevention and control of the disease. These measures have proven effective and achieved notable results. These have been widely recognized by the international community, including the World Health Organisation (WHO).

Over the years, PwC has frequently worked closely with national, regional and international organisations to support their efforts in responding to global events; we have accumulated rich first-hand experience in the effective management of public health emergencies. Since the initial stage of the Covid-19 outbreak in China, PwC China teams have maintained close communication with governments at all levels in China, and have provided reliable support to them by drawing on our past experience. In consideration of the potential value of our past and present experience to other national and local governments in their efforts in fighting the disease, we have prepared this Blue Paper titled “Pandemic Response for Governments” (the Blue Paper). This Blue Paper, outlining an effective emergency management framework, based our past experience, covers the characteristics of each stage of a major public health emergency, incorporating the best practices adopted by the Chinese government in fighting the disease, and setting out key issues to be addressed and corresponding measures that may be considered by other governments in developing their respective response plans and actions. We hope it will prove valuable in terms of sharing expertise and practical assistance in fighting the disease in other countries around the world.

PwC has developed a pandemic preparedness and response action framework which includes the following elements:

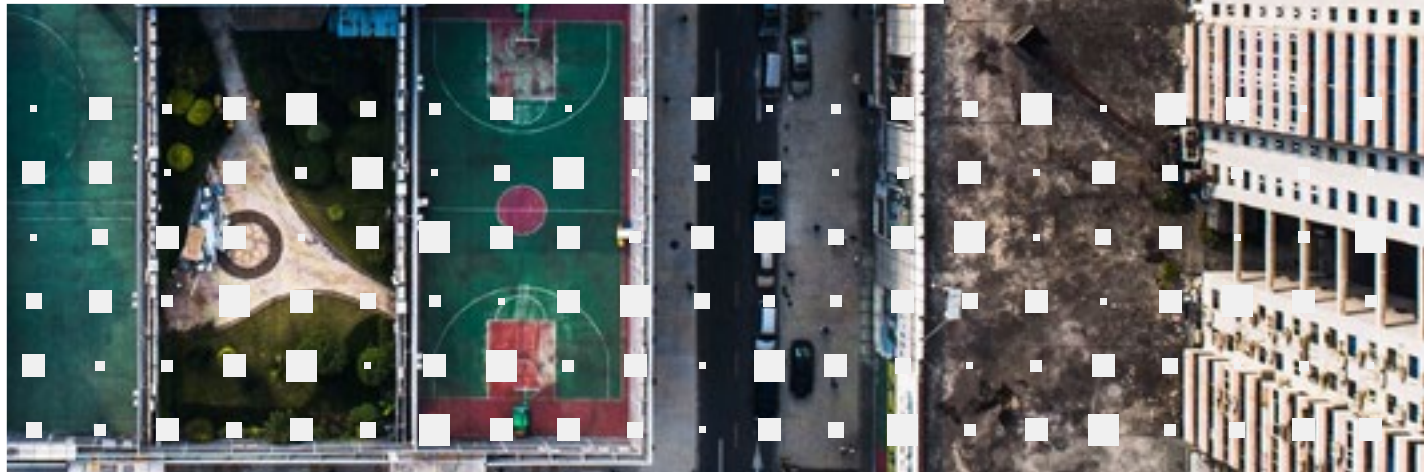
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The Action Plan Outline

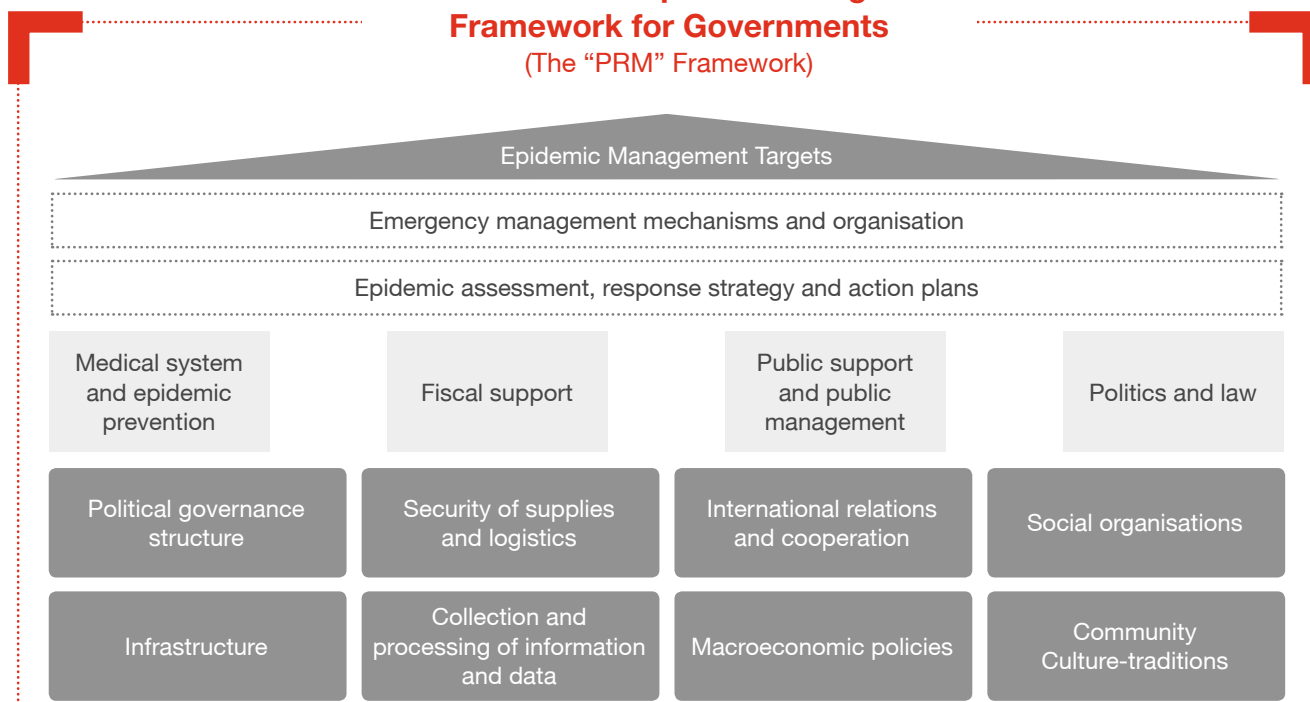
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Section I. Pandemic Response Management Framework for Governments



The Pandemic Response Management Framework for Governments (The “PRM” Framework)



The approaches used when governments respond to an outbreak vary due to many factors, including social norms, assessment results and available medical resources. However, all things considered, a comprehensive response management framework will prove useful when governments face a pandemic, as it will enable them to clearly identify their own strengths and areas of need, and priorities as well as the interconnections between their management activities. This will help them more effectively prioritise and re-allocate resources, and put them in a better position to fight the disease.

Over the past decade, we have accumulated an extensive amount of experience in crisis management through effectively helping businesses, governments and non-profit organisations resolve a broad range of serious crises. We wish to share this experience, together with the latest experience acquired by the PwC China teams in responding to the Covid-19 outbreak, as well as the basic framework and methodologies for pandemic management by governments. We have found that the following framework serves as useful point of reference in the assessment and analysis of pandemic preparedness and response capabilities. It also serves as a starting point to adopt further measures where appropriate.

Based on this PRM framework, governments need to first establish their targets for the prevention and control of the Covid-19 pandemic by considering a range of key factors, including the state of affairs of a country, the political and legal system and available medical resources. At the same time, governments need to conduct comprehensive assessments of the current stage of the pandemic both globally and locally, set specific targets for each stage as applicable to domestic needs and conditions, they

should also consider the need to establish an inter-departmental emergency management body to organize, centrally manage and coordinate matters in relation to the formulation and implementation of policies.

Among the various dimensions most closely related to the national economy and the livelihood of people, the following have a direct impact on the effectiveness of disease prevention and control:

Dimension	Element
Medical system, disease control and prevention	Professional disease control and prevention institutions
	Medical institutions and personnel
	Diagnosis and treatment standards; detection/testing means and methods;
	Stockpiling, supply and reprioritisation of disease prevention and control supplies and medical supplies
	R&D, medicines and vaccines
Fiscal support	Emergency funding and special budgets
	Medical insurance and coverage
	Fiscal and monetary policies
Public support and public management	Pandemic information disclosure systems and methods
	Public health education and knowledge dissemination, and public communications regarding disease control and prevention strategies and practices
	Management of traditional and social media channels
	Security of food, water and everyday supplies
	Existing legal systems for emergency management and the medical sector
Politics and law	Emergency-triggered authority delegation for government agencies and the formulation of temporary laws
	Political institutions and systems, and domestic and foreign political influence
	Political institutions and systems, and domestic and foreign political forces

In addition to the four main areas described above, the following dimensions and elements will affect the course of the pandemic, as well as the effectiveness

of policies related to the four primary dimensions above:

Dimension	Element
Political governance structure	Leaders
	Governance system
Security of supplies and logistics	Production and sales channels for basic production materials and everyday supplies
	Safeguards for reprioritisation of human resources and goods and supplies
International relations and cooperation	Strategy for communicating with the international community
	International cooperation and assistance
Social organisations	Non-profit social organisations, volunteers and the Red Cross/Red Crescent
Community/culture traditions	Traditional cultural and religious beliefs
	local Community influence
	Local cultures, and social groupings
Infrastructure	Transport and communications
	Energy/water
Collection and processing of information and data	Collection and processing of pandemic data
	Collection and processing of data on the infected individuals and their close contacts
	Release of information
Macroeconomic policies	Industrial policies
	Promote investments
	Economic measures for import and export trade
	Policies concerning people's livelihood and consumption

In formulating pandemic control and management targets and strategies, governments need to adopt a holistic approach in considering the dimensions listed above, in order to ensure the effective implementation of pandemic control measures and to achieve the intended results.



Section II. Issues to be Considered by Governments during Each Stage of the Pandemic

A pandemic develops in distinct stages, and governments need to fully consider the characteristics of each stage before planning and implementing any response measures. They should adopt a holistic approach to address all the components of the PRM framework, from the top down, to identify the responses most suitable for local needs and conditions. By drawing on the best practices and current experience of China and other countries in responding to the Covid-19 outbreak, PwC China has taken an inventory of the level of emergency response at each stage of a pandemic, in the context of the PRM framework. We hope that this will help governments perform an effective assessment to determine whether they have taken the necessary measures at each stage of the pandemic life cycle.

I

Stages of a pandemic, pandemic response levels, and key control and prevention targets

In order to determine the measures required to be taken for each stage of a pandemic, we have set out the basic definitions of the life cycle of a pandemic as well as the levels of emergency response as benchmarks for governments. For the purpose of Covid-19. As there is no country, including China, which has successfully won the fight against Covid-19, our discussion about the framework will be more focused on the first 4 stages of the lifecycle.

Pandemic life cycle	Outbreak level	Reference indices	Primary prevention and control targets
Inception	Green	<ul style="list-style-type: none"> • Small number of cases within the country • No local spread 	<ul style="list-style-type: none"> • Containment and proactive treatment of infected individuals • Isolation of those who had contact with the infected persons as needed and restriction of transmission channels • Establishment of a high level of preparedness in terms of people, funding and supplies
Spread	Yellow	<ul style="list-style-type: none"> • Limited local spread, but no spread within the wider community • Low proportion of severe cases • No fatalities 	<ul style="list-style-type: none"> • Active treatment to avoid fatalities • Step up epidemiological investigations and isolate all close contacts • Block transmission channels • Make preparations for more serious scenarios
Escalation	Orange	<ul style="list-style-type: none"> • Spread within the wider community • Cases of infection in multiple regions within the country • Increase in number of severe cases, and occurrence of fatalities 	<ul style="list-style-type: none"> • Active treatment to minimize fatalities • Adopt more rigorous quarantine measures to reduce continued spread • Increase epidemiological investigations to ascertain the routes of transmission • Maintain stability in the overall reaction of society and the everyday life of the public
Epidemic/Pandemic	Red	<ul style="list-style-type: none"> • Wide spread throughout the whole country, with cases in multiple regions • Continued increase in number of severe cases, with a large number of fatalities 	<ul style="list-style-type: none"> • Active treatment to reduce the mortality rate • Control the range of spread • Reduce the growth rate of infection cases • Maintain political stability • Maintain socioeconomic stability
Containment	White	<ul style="list-style-type: none"> • No new confirmed and suspect patient for certain period of time; • All confirmed patients are discharged 	<ul style="list-style-type: none"> • Economic Recovery • Summarise the successful medical methods • Accelerate the R&D of vaccine and medicines

II

Specific issues to be considered during each stage of the pandemic

01

Medical system, disease control and prevention



Elements	Inception	Spread	Escalation	Epidemic/Pandemic
Professional disease control and prevention institutions	<ul style="list-style-type: none"> There is an institution dedicated to the management of pandemic diseases Adequacy of the number and competence of the professionals in this institution Adequacy of management system for disease control and prevention bodies across the country Capabilities of a smooth and effective system for the reporting of diseases 	<ul style="list-style-type: none"> Capabilities and number of professionals The organisation of epidemiological investigation teams and the number of staff Channels for cooperation with international organisations or pharmaceutical enterprises 	<ul style="list-style-type: none"> There are adequate channels to provide and receive foreign aid? 	<ul style="list-style-type: none"> Note 1
Medical institutions and staff	<ul style="list-style-type: none"> Level of expertise of relevant medical experts/specialists Level of international cooperation Hospital system and the number of medical staff 	<ul style="list-style-type: none"> Capability to complete professional training quickly 	<ul style="list-style-type: none"> Capability to rapidly deploy additional properly trained medical staff 	<ul style="list-style-type: none"> Note 1
Diagnosis and treatment standards; detection/testing means and methods; and tools	<ul style="list-style-type: none"> Level of expertise of medical experts/specialists Operability of diagnostic standards 	<ul style="list-style-type: none"> Availability of / access to detection/testing methods, equipment and tools 	<ul style="list-style-type: none"> Availability of / access to detection/testing methods, equipment and tools 	<ul style="list-style-type: none"> Availability of / access to detection/testing methods, equipment and tools
Stockpiling, supply and reprioritisation of disease prevention and control supplies and medical supplies	<ul style="list-style-type: none"> Level of stockpiles of emergency supplies Funding sources and procurement channels for procurement of emergency supplies 	<ul style="list-style-type: none"> Capacity to reprioritise and provide emergency supplies as needed 	<ul style="list-style-type: none"> Higher capacity to reprioritise and provide emergency supplies as needed 	<ul style="list-style-type: none"> Capacity to reprioritise and provide emergency supplies as needed on a national and large scale
R&D, medicines and vaccines	<ul style="list-style-type: none"> Capability and capacity of R&D institutions Cooperation with international collaborative institutions Feasibility of importing drugs and vaccines 			

Note 1: These elements have a fundamental impact on the overall response framework – and should be a priority from the outset. It is critical to consider them as soon as possible to maximize the effectiveness of the response.

02

Fiscal support



Elements	Inception	Spread	Escalation	Epidemic/Pandemic
Emergency funding and special budgets	<ul style="list-style-type: none"> Existence of a special emergency budget? Sufficiency of emergency budget Possibility to request an ad hoc budget 	<ul style="list-style-type: none"> Ability to raise funds from private sector, including charities and public donations 	<ul style="list-style-type: none"> Are there adequate channels to get foreign aid? 	<ul style="list-style-type: none"> Note 1
Medical insurance and coverage	<ul style="list-style-type: none"> Domestic medical insurance coverage in terms of people and illness/medical treatment Possibility to expand medical insurance coverage for the purpose of a public health emergency 	<ul style="list-style-type: none"> Is there budgeted funding to subsidise medical expenses incurred by the pandemic? 	<ul style="list-style-type: none"> Note 1 	<ul style="list-style-type: none"> Note 1
Fiscal and monetary policies	<ul style="list-style-type: none"> Level of government fiscal capacity Ability to raise public and private debt Capability and flexibility to enact fiscal and monetary policy responses 	<ul style="list-style-type: none"> Request and use of special budget 	<ul style="list-style-type: none"> Capability and flexibility for tax and subsidy policies 	<ul style="list-style-type: none"> Implement changes to monetary policies such as exchange rates and interest rates, and the ability to maintain monetary and economic stability

03

Public support and public management



Elements	Inception	Spread	Escalation	Epidemic/Pandemic
Pandemic information disclosure systems and methods	<ul style="list-style-type: none"> • Adequacy and response speed of information collection systems • Adequacy of public information communication channels and systems • Ability to monitor for and detect false or mis-information 			
Public health education and knowledge dissemination, and public communications regarding disease control and prevention strategies and practices	<ul style="list-style-type: none"> • Professional knowledge dissemination and education capabilities • Channels and capabilities for the professional communication of knowledge on scientific disease prevention and personal protection • Official channels for information communications • Official channels for collecting relief information 			
Management of traditional and social media channels	<ul style="list-style-type: none"> • Formal information release/communication systems • Communication strategies for, and coordination of, major traditional media • Monitoring of social media content • Ability to respond to circulation of false or mis-information through “official” channels 			
Pandemic information disclosure systems and methods	<ul style="list-style-type: none"> • Formal information release/communication systems • Regular and timely information release channels • Ability of the public to obtain official information in a timely and effective manner 			

04

Politics and law



Elements	Inception	Spread	Escalation	Epidemic/Pandemic
Existing legal systems for emergency management and the medical sector	<ul style="list-style-type: none"> Take inventory of the existing legal system and established laws and regulations for dealing with emergencies 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> NA
Emergency-triggered authority delegation for government agencies and the formulation of temporary laws	<ul style="list-style-type: none"> System for authority delegation in an emergency situation 	<ul style="list-style-type: none"> Formulate temporary laws or provide exceptions in the exercise of certain powers under existing laws as needed 		
Political institutions and systems, and domestic and foreign political forces	<ul style="list-style-type: none"> Engage political interest groups to ensure the smooth and effective implementation of policies Safeguard political stability, social stability and national security 			

05

Political governance structure



Elements	Inception	Spread	Escalation	Epidemic/Pandemic
Leaders	<ul style="list-style-type: none"> The experience of senior leaders in responding to major crises The background and experience of senior leaders of responsible authorities in responding to major emergencies and crises 			
Governance system	<ul style="list-style-type: none"> Government agencies responsible, and mechanisms designed for, monitoring information and feedback on major emergencies Mechanisms of the management systems to make flexible adjustments in relation to major emergencies Capabilities and successful experience in cross-departmental cooperation Capabilities and experience of cross-regional joint response to major emergencies, and ability to adapt policy in response to changing events Whether the roles and responsibilities have been clearly defined for different levels of government in responding to major emergencies, and authority delegation and coordination capabilities The cooperation between public health authorities and international organisations 			

06

Security of supplies and logistics



Elements	Inception	Spread	Escalation	Epidemic/Pandemic
Production and sales channels for basic production materials and everyday	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Take inventory of the stockpiles of critical production and everyday supplies • Assess production/ supply capabilities • Consider opportunities to divert existing production capacity from non-essential to essential supplies. • Formulate production coordination plans 	<ul style="list-style-type: none"> • Is it possible to quickly improve the capability to produce, procure and stockpile critical supplies? 	<ul style="list-style-type: none"> • Capability to rapidly improve the level of safeguards
Security of food, water and everyday supplies	<ul style="list-style-type: none"> • Assessment of ability to stockpile, produce and distribute physical supplies and ability to cope in emergency situations 	<ul style="list-style-type: none"> • Increase stockpiles of critical provisions, including food and medicines • Re-assessment of the ability to safeguard production and import of critical everyday supplies 	<ul style="list-style-type: none"> • Capacity to reprioritise and supplement supplies as needed • Ability to maintain sufficient supply of critical provisions 	<ul style="list-style-type: none"> • Capacity to reprioritise and supplement supplies as needed • Ability to maintain sufficient supply of critical provisions • Distribution system for basic everyday supplies
Safeguards for reprioritisation of human resources and goods and supplies	<ul style="list-style-type: none"> • NA 	<ul style="list-style-type: none"> • Maintain emergency duty staff for key regions • Measures to safeguard transport and logistics 	<ul style="list-style-type: none"> • Ability to safeguard effective logistics • Ability to effectively reprioritise supplies 	<ul style="list-style-type: none"> • Distribution system for basic everyday supplies

07

International relations and cooperation



Elements	Inception	Evolution	Escalation	Explosion
Strategy for communicating with the international community	<ul style="list-style-type: none"> • Clear communication strategy, designated spokesperson(s) • Ability to seek understanding and support and coordinated actions when necessary from neighbouring countries, and the ability to maintain smooth communications with relevant stakeholders, such as the WHO • Effective eliminate prejudices or discriminatory policies in the international community • Effective respond to concerns and support of other governments • Solutions to protect the rights and interests of citizens abroad 			
International cooperation and assistance				

08

Social organisations



Elements	Inception	Spread	Escalation	Epidemic/Pandemic
Non-profit social organisations, volunteers and the Red Cross/Red Crescent	<ul style="list-style-type: none"> • Number of non-profit organisations/volunteer organisations, number of participants, organisational capabilities, and track records of successful cooperation with governments in responding to major emergencies • The experience of non-profit organisations in working with foreign institutions • The different types of non-profit organisations, and the areas in which they can support government agencies 			

09

Community /culture traditions



Elements	Inception	Spread	Escalation	Explosion
Social customs and traditional beliefs	<ul style="list-style-type: none"> The impact of social customs and traditional beliefs on disease control and prevention The impact of government policies on traditional customs, and the enforceability of these policies The level of awareness of community/cultural leaders with respect to pandemics How to engage community and cultural leaders to support the governments' pandemic control and prevention efforts and requirements 			
Local cultures	<ul style="list-style-type: none"> Conflicts between local social customs/traditional beliefs and public health management practices The strength of local social groups The relationships between local social groups and local governments 			

10

Infrastructure



Elements	Inception	Spread	Escalation	Epidemic/Pandemic
Transportation	<ul style="list-style-type: none"> Adequacy of the transportation system capabilities and experience in managing emergencies The public's dependence on the public transport system Adequacy of the public transport system disease control and prevention solutions/plans 			
Communications	<ul style="list-style-type: none"> The ability to maintain adequate communications Track records in successfully dealing with major events Access to and speed of the Internet and critical facilities, and the ability to maintain the usual levels of performance in information collection and transmission 			
Energy/Water	<ul style="list-style-type: none"> Capability to maintain sustained and stable supply of energy and water 			

11

Collection and processing of information and data



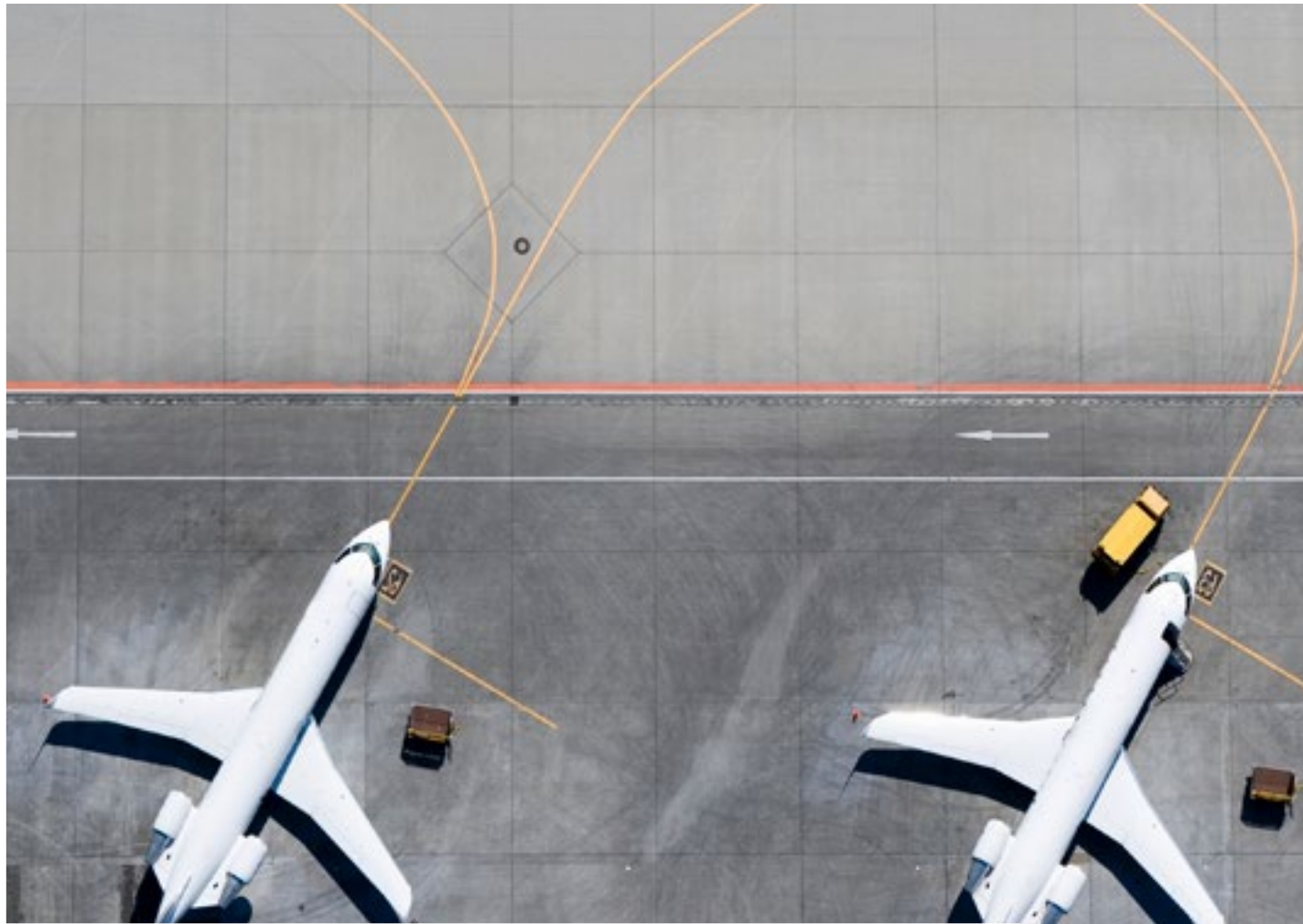
Elements	Inception	Spread	Escalation	Epidemic/Pandemic
Collection and processing of pandemic data		<ul style="list-style-type: none"> Adequacy of the system for the health care system to accurately and efficiently report and collect statistics on pandemic diseases Comprehensive utilisation of pandemic data, including other countries' data that may be relevant to the formulation of policies 		
Collection and processing of data on the infected individuals and their close contacts		<ul style="list-style-type: none"> Establish scientific criteria, and make them publicly available at the right time Lawfulness and legitimacy of data collection and processing (e.g. compliance with national and international rules on data privacy) 		
Release of information				<ul style="list-style-type: none"> Ensure consistent, open, accurate, timely and comprehensive information release/communication, making full use of existing communication systems/channels, and maintain adequate attention to the information release and emergency response capability of professional media establishments

12

Macroeconomic policies



Elements	Inception	Spread	Escalation	Epidemic/Pandemic
Industrial policies		<ul style="list-style-type: none"> Assess related industrial policies and encourage the development of relevant industries as appropriate Provide appropriate subsidies or tax exemptions and deductions for small and medium-sized enterprises 		
Promote investments		<ul style="list-style-type: none"> Assess the impact of the pandemic on foreign investment Actively promote infrastructure investment 		
Economic measures for import and export trade		<ul style="list-style-type: none"> Provide appropriate tax and fee exemptions and deductions for relevant import and export trade Provide subsidies for enterprises significantly affected by the pandemic 		
Policies concerning people's livelihood and consumption				<ul style="list-style-type: none"> Adopt policies and measures to stimulate consumption in a timely manner



Section III. Measures to be Considered by Governments in Pandemic Response Management



	Politics /Law	Medical System and Disease Control and Prevention	Fiscal /Economic /People	
Inception	<ul style="list-style-type: none"> Set up an emergency response and coordination institution or unit Clearly define the roles and responsibilities of relevant agencies, and establish coordination processes and mechanisms 	Establish and update professional criteria <ul style="list-style-type: none"> Diagnostic criteria Treatment solutions and guidelines 	Preparedness in terms of human resources and supplies <ul style="list-style-type: none"> Prepare testing equipment and substances Stockpile sufficient disease control and prevention supplies Re-deploy production capability in other sectors 	<ul style="list-style-type: none"> Emergency funding Ad hoc emergency budget Medical insurance coverage Ensure effective procurement of disease control and prevention materials, and maintain effective and sufficient supplies
Spread	<ul style="list-style-type: none"> Build adequate information release and communication channels, and stay fully updated with the status and development of the pandemic 	<ul style="list-style-type: none"> Isolation measures and requirements (high-risk cases, those who came into close contacts with the confirmed cases, and those who have been to highly afflicted regions) 	<ul style="list-style-type: none"> Prepare medicines and equipment needed for treatment Adequate training for personnel Epidemiological investigations, people screening, tracing/tracking and isolation Designate special treatment institutions, and isolation facilities 	<ul style="list-style-type: none"> Evaluate the impact of the pandemic on economy Evaluate the nature and timing of opportunities to amend fiscal and monetary policies, as well as potential constraints Formulate policies to safeguard people's livelihoods, and provide subsidies to relevant industries
Escalation	<ul style="list-style-type: none"> Clarify the responsibilities of governments at all levels 	Population management <ul style="list-style-type: none"> Formulate population containment measures in a timely manner Timely introduction of social-distancing measures Lockdown of selected areas/ regions Restriction of the movement of the population 		
Epidemic /Pandemic	<ul style="list-style-type: none"> Maintain adequate communications with international organizations and other countries, minimize misunderstanding and seek assistance 			<ul style="list-style-type: none"> Make active efforts to restore production and economic order Adopt fiscal and monetary policies to stimulate the economy Promote investment
Recovery	<ul style="list-style-type: none"> Improve emergency response mechanisms and capabilities Improve disease control and prevention laws and regulations Maintain social confidence Maintain the people's confidence in the government 	<ul style="list-style-type: none"> Develop medical technologies and solutions based on new technologies, including Internet Implement practices, related to manufacturing and logistics, to increase stockpiles of disease control and prevention materials and medical provisions Increase investment in the medical sector, and raise the overall level of medical care in society Heighten the health and hygiene awareness of the general public, and disseminate healthy living and hygiene habits 		<ul style="list-style-type: none"> Improve medical resilience Encourage development of the medical and pharmaceutical industries



Section IV. Recent PwC China Activity

PwC's purpose is "To build trust in society and solve important problems". We believe that, as a responsible member of society, it is incumbent on us to demonstrate our commitment to this purpose in challenging times. In this regard, we have undertaken a number of activities during the Covid-19 outbreak to support efforts to contain it, both in China and globally. We are proud of what we are doing and stand willing to continue to contribute.



CPSG (Coronavirus Private Sector Group)

PwC China was the first organization to convene meetings of a group - the **Coronavirus Private Sector Group (CPSG)**

– in which responsible businesses can work together during this time. The objectives of the CPSG are to address business challenges caused by the COVID-19 outbreak; to find solutions to re-establish business growth as soon as the crisis comes to an end; to support small- and medium-sized enterprises with best practices and practical solutions; and to contribute valuable advice related economic development. We have shared the CPSG proposal with government representatives and it has been warmly welcomed.

PwC, as the secretariat of the CPSG, will work with member companies to facilitate the sharing of experience among businesses, governments, regulators and international organizations with best practices and insights to respond to this crisis in the most effective and efficient manner.

How it works -

- Meet through online meetings 1-2 times each week.
- Discuss current business concerns, including an online forum for members, to develop practical solutions and insights.
- If specific solutions require government organizations or regulators to provide feedback, as secretariat of the group, PwC will summarize the key discussion points and share with relevant organizations, and also coordinate necessary communications among member businesses and relevant organizations.



Economic Impact Analysis and Policy Recommendations

The outbreak of Covid-19 not only threatens the life and safety of citizens, but also has a significant impact on China's economic development in 2020.

Based on the current state of the pandemic, the PwC China team analysed its impact on economic growth and individual industries, and put forward countermeasures and macro policy recommendations for the country.

On 10 February 2020, the research report titled *Impact of the Epidemic on China's Macro Economy and Policy Recommendations* was released through multiple PwC official channels.

The report highlighted six macro policy recommendations:

- Balance the relationship between outbreak control and production recovery & adopt a more proactive fiscal policy.
- Effectively meet the needs of economic support in response to the impact of the epidemic & appropriately ease the monetary policy.
- Ensure that liquidity is reasonable and adequate
- Ensure financial market stability & speed up supply-side structural reforms
- Increase Total Factor Productivity (TFP) & significantly increase fiscal investment in public health
- Strive to alleviate the bottleneck of medical and health resources & actively explore and improve emergency response mechanisms

In addition, the PwC China team is also performing an assessment of the impact of the Covid-19 on Shanghai's economy and the countermeasures for Shanghai's economic recovery.



A Series of Articles and Online Courses

The PwC China team has paid close attention to the epidemic's impact on **businesses**, and has successively launched a series of research articles/ reports and online courses on “Coronavirus Response” to assist them in responding to the epidemic challenge through mainstream social platforms in China, and has had many “views” and been the subject of a number of compliments.

The PwC China team shared their experience and professional opinions with local government officials and the public on efficient resumption of labor and reducing the impact of the outbreak on the economy and society. We developed measures for pandemic prevention and control to achieve orderly resumption of work.

The measures include:

- Establish a Leadership Working Group on Pandemic Response.
- Implement a flexible policy for Work-from-Home (WeFlex).
- Develop a digital dynamic monitoring platform for employee health and return to work.
- Employee health management plan & emergency medical support.
- Strictly perform the disinfection of buildings, limit the number of staff on-site, and maintain safe distances between seats – social distancing.

These measures are intended to ensure the efficiency of business, management and staff healthcare.



Emergency Due Diligence Team

The PwC China team involved nearly 20 of our most senior and experienced people

- with extensive experience in medical, logistics, corporate social responsibility, public relations and other fields - to establish a “due diligence working group in response to the outbreak” (the Due Diligence Team).

The Due Diligence Team -

- Urgently created a due diligence workflow for medical supplies donation.
- Communicated with key charities and medical institutions to discuss the due diligence workflow and, in some cases, create new channels of communication.
- Established a demand & resource matching platform and a logistics tracking platform.
- Actively coordinated the donation of procured supplies, where needed.
- Worked with several logistics companies to solve the problem of “last mile” delivery.

In a few cases, the Due Diligence Team has helped to match the needs for supplies and the available resources in a timely, accurate and efficient manner, working with others to optimize the allocation of medical resources.



Overseas Medical Supplies Import Facilitation

The outbreak in China coincided with the shutdown of most manufacturing, including that of medical supplies, during the Spring Festival, exacerbating the shortage of medical supplies. The PwC China team worked closely with our colleagues in the PwC Global Network to actively coordinate, in a few cases, the financing, import and donation of overseas medical supplies, alleviating the urgent needs of the government and medical institutions.

The team solved the following issues related to specific cases involving the importation of medical supplies.

- Developed a matrix to “map” domestic and overseas standards for products of medical supplies such as masks, protective clothing, face masks and gloves which are urgently needed by medical institutions during the epidemic prevention period.
- Monitored changes in the policies of the Chinese customs and other relevant authorities related to the import and donation of medical supplies during the epidemic.

The PwC China team coordinated the donation of 1,808 sets of protective clothing from Finland and the donation of RMB 350,000 worth of masks, protective clothing, disinfectant and other medical supplies from Japan, in order to alleviate part of the shortage of medical supplies. We stand ready to serve further, in this regard.

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