

Confidential

15 June 2020

COVID 19 – Global Monitoring



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Updated: 15 June – 18:00 GMT

Global snapshot

434,388

Total deaths

7,949,973

Total confirmed cases

185

Countries and territories affected

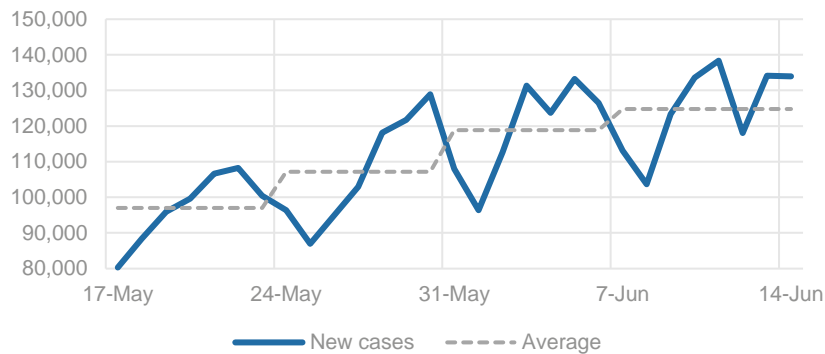
Last week

+30,418 (7%)

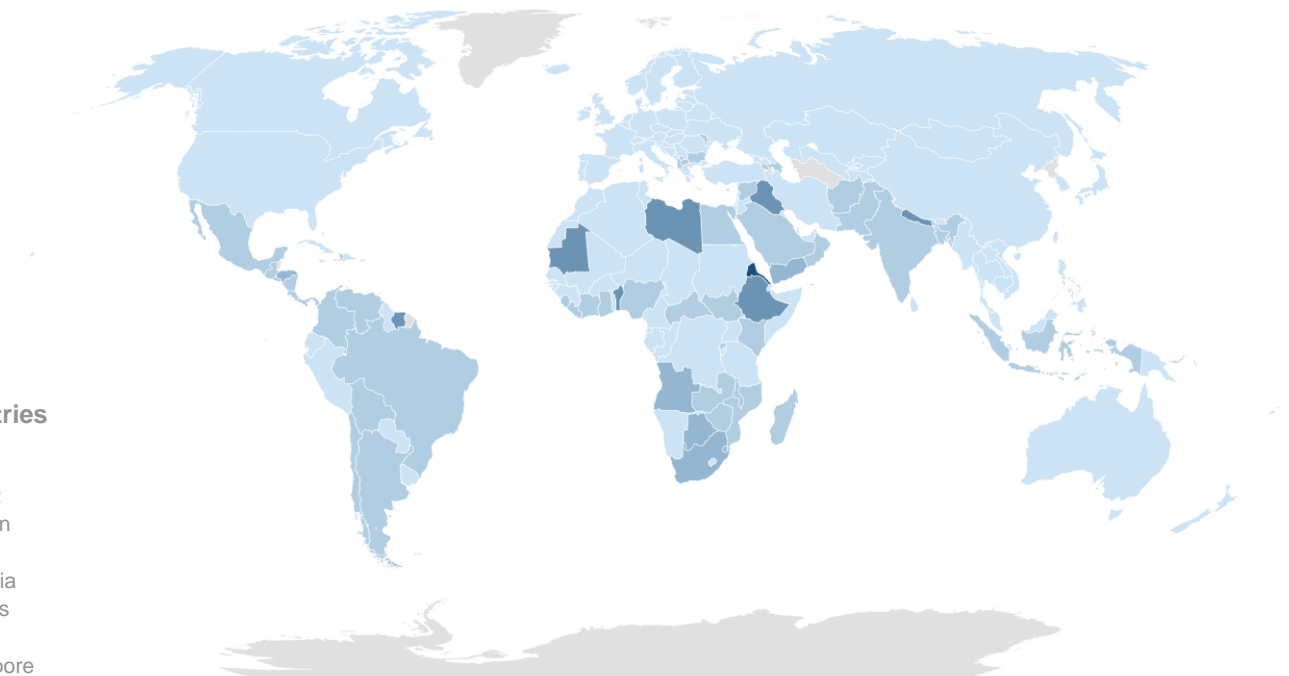
+884,376 (13%)

+0

Global new cases (last 4 weeks)

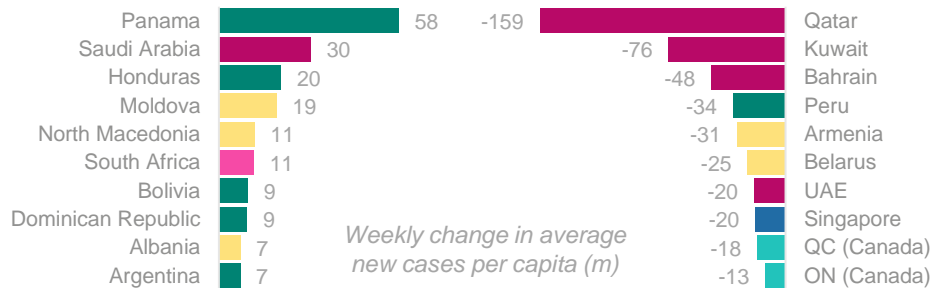


Percent increase in cases over the past week



Top 10 accelerating countries

Top 10 decelerating countries



Weekly change in average new cases per capita (m)

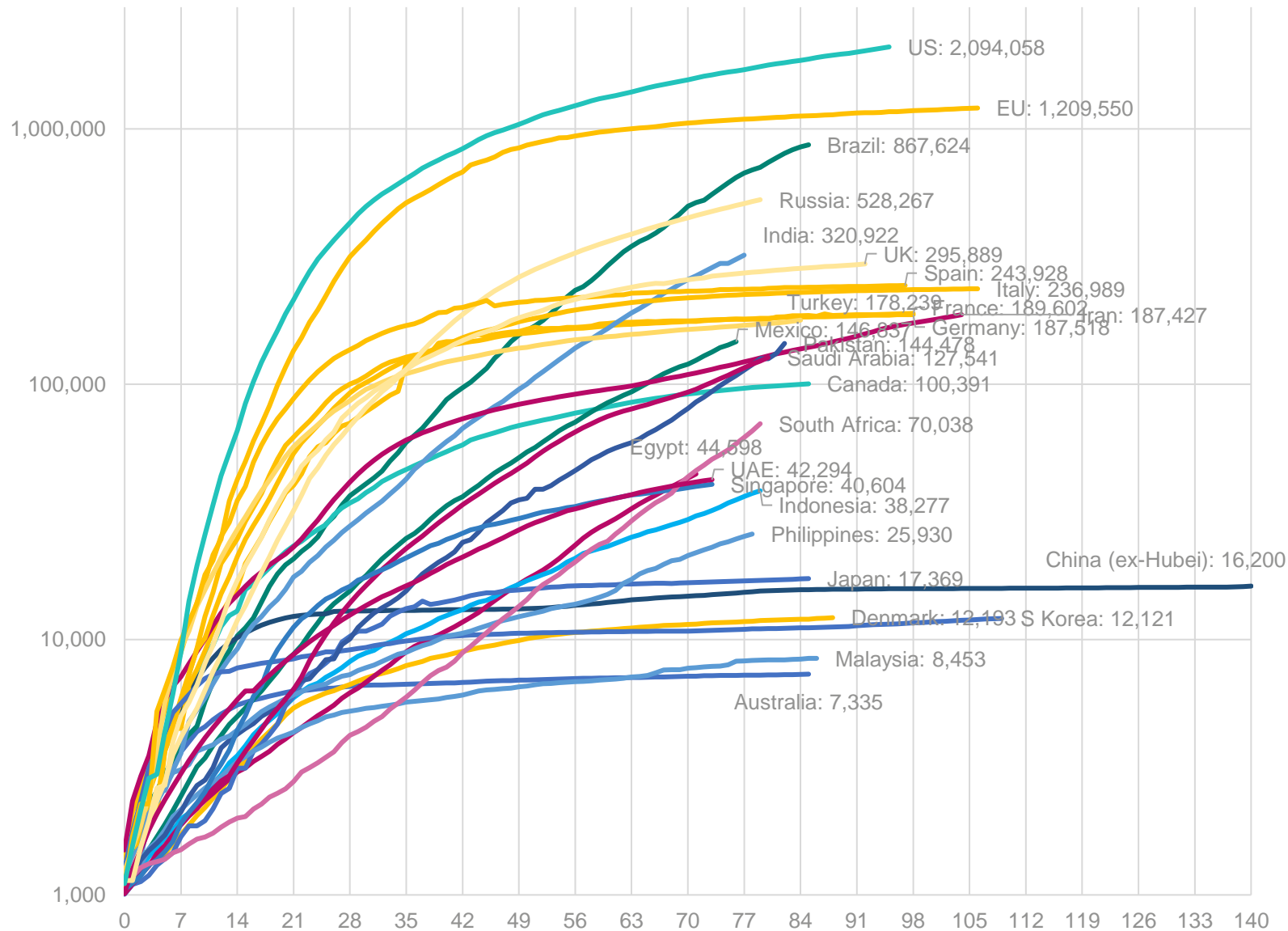
Other Asia-Pacific Africa Latin America North America EU Other Europe Middle East

>100% 80-100% 60-79% 40-59% 20-39% 0-20%

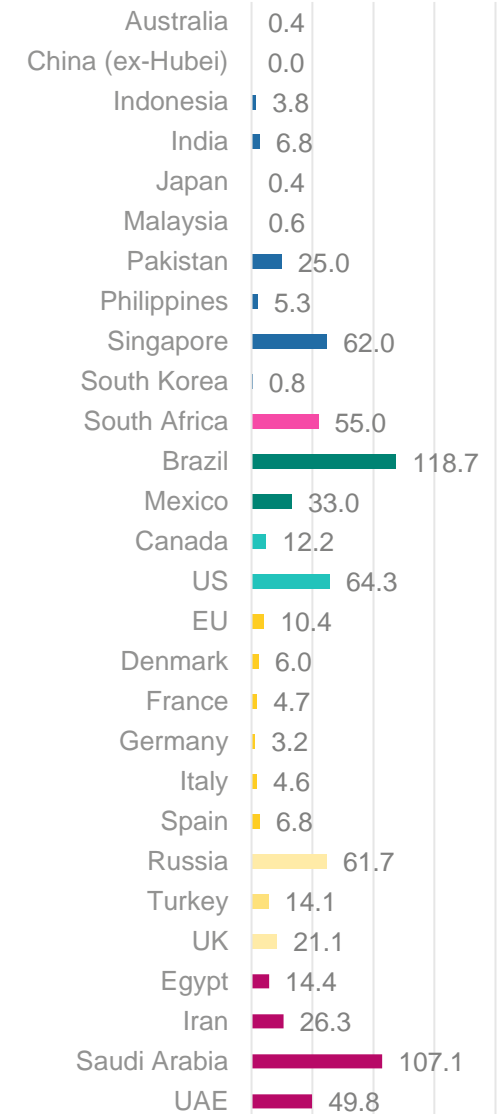
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Total COVID-19 cases by selected country (T0=1,000 cases) (log scale)

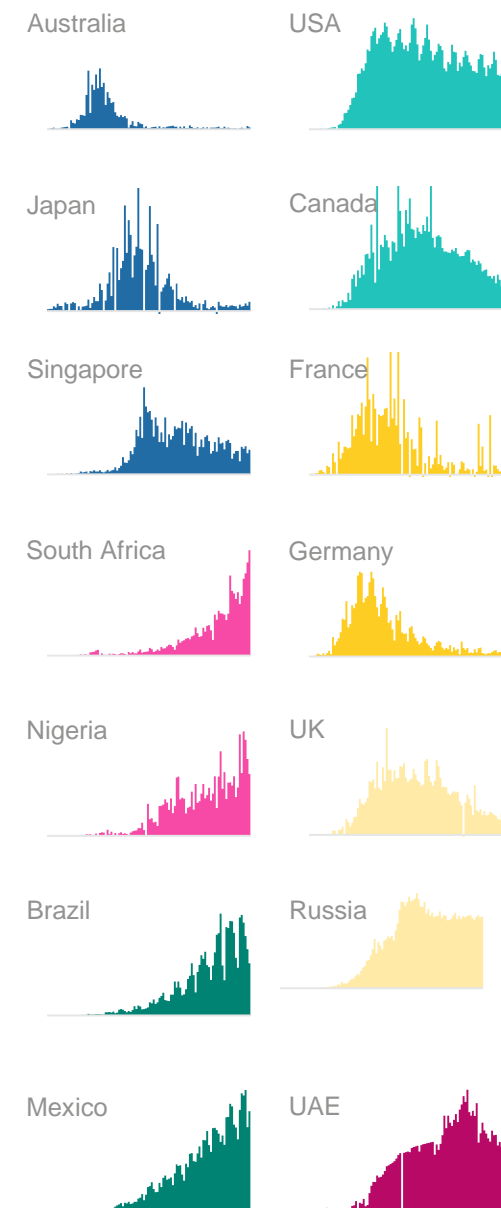
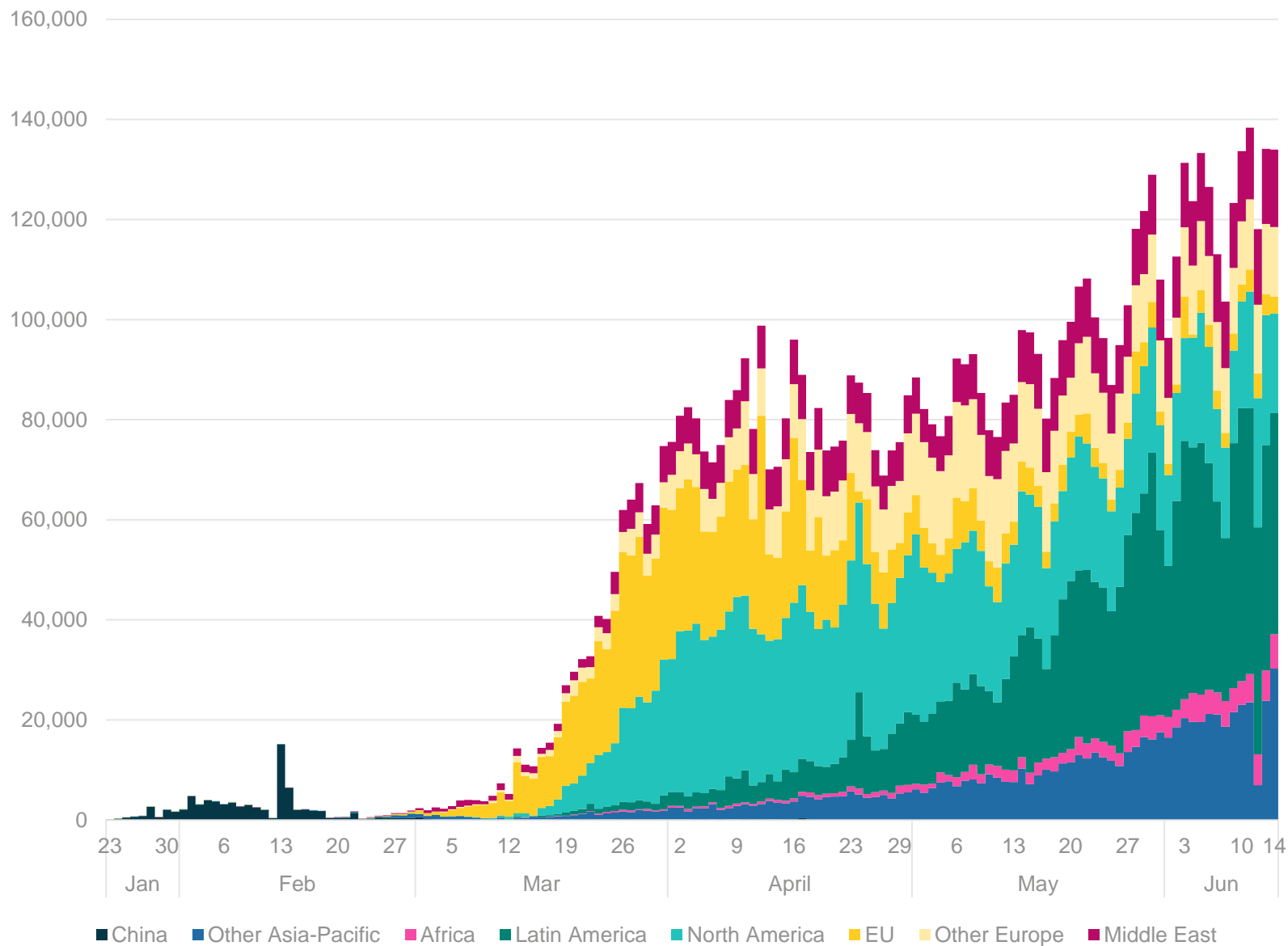


New cases per capita





COVID-19 new cases by region and selected country





► Analysis and outlook

Global outlook

- We still believe that the return to lockdown is highly unpalatable, both political and economically. The number of jurisdictions threatening to do just that is increasing, but very few have actually taken any steps to reimpose conditions. The exception is China, where parts of Beijing have seen their risk-rating rise in connection with an outbreak at an outdoor market. The ripple effect on operations was immediate – some companies cancelled travel and in some cases, recent visitors to Beijing were asked to quarantine upon return. Of note, the Chinese government has asked companies to play a role in containing this outbreak. Return-to-lockdown rhetoric is rising in the US; we believe this remains an unlikely scenario. If lockdowns are re-imposed, they will be highly targeted in nature.
- Please see the [pandemic scenarios](#) and associated [trigger monitors](#) for our view on the pandemic's trajectory.

Regional impact

- The lifting of travel restrictions in Europe's Schengen Zone significantly eased travel on the continent. Still, the reopening was not entirely uniform; several important land and air borders remain closed. In other cases, tiered systems control access.
- Ukrainian President Volodymyr Zelenskiy has been self-isolating since 12 June and cancelled public appearances; his wife tested positive for the virus. The capital Kyiv on 15 June resumed international commercial flights to the US, UK, Albania, Belarus, and Turkey.
- Brazil's Federal Supreme Court ruled that the federal government must resume regular publication of the complete data on the evolution of the COVID-19 pandemic in Brazil. The Health Ministry had omitted the number of deaths, for example.

Government response

- Beijing reported a local outbreak linked to a food market over the weekend, confirming 36 new cases each day on 13 and 14 June. The government has shut the market; companies are made responsible for ensuring that employees who have visited the market or been in contact with anyone who has done so undergo a 14-day home quarantine. Parts of Beijing have been re-rated as "medium-risk" or "high-risk" areas.
- A significant number of countries around the continue to exhibit strong tensions between local, regional and federal de-escalation procedures. These discrepancies continue to cause logistical difficulties in the movement of goods, but they are significant obstacles to the movement of individuals, including workers.

Operational impact

- As we anticipated, several US states as of 15 June have indicated that they may reimpose lockdowns or other restrictions in response to a sharp rise in COVID-19 cases. One month after most states started re-opening, the risk of a second wave is increasing. Around half of US states are reporting rising cases and hospitalizations.
- Tanzania poses a severe, but instructive, example of operational difficulties at border crossings. Over 100 truck drivers from Tanzania were stranded at the Namanga border post with Kenya over the past week. Tanzanian authorities claim that the truck drivers complied with the mandatory testing for COVID-19, but Kenyan health officials refused to recognise their test certificates. Regional trade will remain subject to operational delays in the months ahead.



► Global scenarios (6-9 months)

Seasonal disruption

- Infections fall in China but accelerate outside China. Global pandemic peaks in May 2020.
- Disruption of production and supply chains remains significant in Q2; recovery starts late Q2/early Q3.
- Supply chains/transport links recover in Q4; 10-15% of supply chains permanently dislocated.
- Major events disrupted until containment achieved.
- Global growth slows significantly (0.5-1.0%)
- Security situation remains stable, law enforcement under pressure.
- Governments in Italy, Iran under pressure.

Prolonged disruption

- Outside China, pandemic spreads widely and globally. Containment efforts mixed.
- Concerns arise of a second wave when quarantines ease.
- Movement of people across borders *de facto* suspended globally.
- Goods flow, but with major logistical challenges. By Q3 2020, majority of supply chains need repair.
- Global economy enters recession.
- Deteriorating security environment in some places.
- Acute political challenges increase as the economic effects of COVID-19 restrictions is felt by economies and societies.

Uneven rebound

- Developed markets bring pandemic under control; developing markets remain deep in crisis.
- Lockdowns relax, in stages, in developed markets. Mobility severely restricted elsewhere.
- Security situation worsens in developing markets; foreigners and foreign companies targeted.
- Global economy remains in recession; improvement forecast for Q4.
- On-shoring of supply chains brings political fragmentation and protectionism. Supply and demand markets fail to meet.
- Geopolitical consequences are significant; inter-state tensions rise.

Global rebound

- Pandemic brought broadly under control and/or WHO announces end of pandemic status. Vaccine is developed.
- Restrictions on movement of people and goods gradually relax globally. Supply chains, transport links are restored.
- Business operations resume gradually.
- Global GDP rebounds in Q4. Global growth averaging 4.4% forecast for 2021.
- Political risks remain elevated. Rivalry resumes and intensifies between the US and China; international cooperation is fraught.
- Security risks remain elevated until all economies resume growth and employment levels normalise.



Triggers monitoring

Likelihood			
Neutral	→	Likely	↗
Unlikely	↘	Met	✓

	Seasonal disruption		Prolonged disruption		Uneven rebound		Global recovery	
Cases	New cases in China start to decline	↗ ✓	Rapid increase in new cases in most regions	↗ ✓	New cases in developed countries start to decline	↗ ✓	New case count in China declines	→
	New cases outside China continue to increase	↗ ✓			New cases in developing and emerging countries ex-China continue to increase	↗ ✓	New case count outside China declines	↘
Economy	Global growth forecast to slow significantly in 2020 (0.5-1.0%)	↗ ✓	Global economy forecast to enter recession in 2020	↗ ✓	Global economy forecast to enter recession in 2020	↗ ✓	Q4 2020 global growth shows signs of rebound.	↘
	Slow resumption of Chinese manufacturing	↗ ✓			School calendar resumes in developed markets	↘	Global resumption of manufacturing capacity	→
Supply chain			Supply chain disruptions result in shortages of intermediate and final goods	↗ ✓	Significant supply chain disruption outside China	↗ ✓	Supply chains re-established, though may be shorter/more local	→
Travel	Major countries issue selective international travel restrictions	↗ ✓	Widespread restrictions on international travel	↗ ✓	Selective international travel restrictions	↗ ✓	Resumption of international travel with screening protocols	↘
	Localised or regional restrictions on domestic movement	↗ ✓	Widespread restrictions on domestic movement	↗ ✓	Domestic travel restrictions relaxed in developed countries	↗	Domestic travel allowed to resume in most countries	→
International meetings	Major international meetings and events are delayed or cancelled through mid-2020	↗ ✓	International and multilateral meetings postponed indefinitely	↗ ✓	Some international meetings and events take place in late 2020	↘	Major international meetings and events resume	↘
Politics			Crises of legitimacy puts governments under pressure; extraordinary policy/procedural measures	↗ ✓	Increased political fragmentation and protectionist policies	↗	Some governments remain under intense domestic pressure	→
Security			Reduction of law enforcement capacity	↗ ✓	Isolated deterioration of security	↗	Security situation stabilizes in most places	→
International relations					Increased tensions between developed and emerging/developing countries	↗	International cooperation remains fraught	↘
Treatment							Effective therapeutics developed	→
							Vaccine developed	→



Regional snapshots

Region	Level of disruption	Issues to watch
China	MEDIUM ↗	<ul style="list-style-type: none"> Following a local outbreak over the weekend in Beijing, there have been several reports of companies asking employees to cancel trips to or from Beijing and requiring employees that have visited Beijing in the past two weeks to work from home and avoid participating in public events. Beijing is conducting extensive contact tracing following the latest outbreak, identified at a large wholesale food market. Public health experts said that currently it is not necessary to conduct citywide COVID-19 testing or impose a lockdown in Beijing. Given that the food market is connected to food sales and transport not just in Beijing but also for other parts of Northeast China, containment measures will be tightened if the virus is found to have spread from the market to other provinces. Some cities and provinces have either announced quarantine requirements for visitors arriving from Beijing or recommended that residents not visit Beijing.
Japan	MEDIUM ↘	<ul style="list-style-type: none"> Japan will ease international travel restrictions, starting with flights to Vietnam on a limited basis, later this month.
South Korea	MEDIUM →	<ul style="list-style-type: none"> The government on 12 June said there is no expiration date for social distancing requirements currently imposed in the Seoul (capital) metropolitan area, originally scheduled to end on 14 June. This suggests that many public facilities in the region will remain closed in the coming weeks.
Australasia and the Pacific	HIGH ↘	<ul style="list-style-type: none"> In Australia, infection risks remain from large-scale protests in solidarity with the Black Lives Matter movement in the US, and protests promoting refugee and indigenous community rights. The federal cabinet will convene on 26 June to review current restrictions; senior federal-level officials are considering shortening quarantine periods for business travellers and international students as part of a suite of measures to re-open the country's international borders. The federal government is considering halving quarantine time to one week for countries with low rates of infection, including Singapore, Japan, Hong Kong and South Korea.

KEY: **HIGH:** most businesses disrupted from COVID-19

MEDIUM: some businesses disrupted, but work-arounds exists or impacts are localized

LOW: few businesses disrupted

TREND: ↘ Improving

→ Neutral

↗ Worsening



► Regional snapshots

Region	Level of disruption	Issues to watch
South Asia	HIGH ↗	<ul style="list-style-type: none"> ▶ India now is the fourth worst-affected country after the US, Brazil, and Russia. The country in recent days has reported over 11,000 new cases daily, taking its total to over 297,000 as of 15 June. Meanwhile, multiple states continue to substantially relax lockdown measures in accordance with federal government guidelines. State governments in Delhi and Tamil Nadu (where Chennai is located) have played down prospects of re-imposing lockdowns following intensifying public scrutiny over the increase in cases in both these cities.
South-East Asia	HIGH ↗	<ul style="list-style-type: none"> ▶ Malaysia now allows foreign diplomats based in Malaysia and those under Malaysia My Second Home programme to return to the country. The government has also encouraged all overseas Malaysians to get tested for COVID-19 before returning home. ▶ Singapore is set to enter Phase 2 of the safe re-opening process within the next two weeks, which would mean the re-opening of more public venues, retail operations and offices as well as the relaxation of social distancing measures. ▶ Thailand is likely to approve further easing of travel restrictions on 17 June, which would allow 1,000 foreign visitors per day from countries deemed to have had a good record of COVID-19 containment to enter the country without undergoing the standard 14-day quarantine. Some examples of these countries are Australia, New Zealand, China, Japan, and South Korea. In the first phase of the proposed relaxation of travel restrictions, only business visitors and visitors seeking medical treatment will be allowed entry, while general visitors would likely be allowed entry later on.

KEY: **HIGH:** most businesses disrupted from COVID-19

MEDIUM: some businesses disrupted, but work-arounds exists or impacts are localized

LOW: few businesses disrupted



TREND: ↘ Improving

→ Neutral

↗ Worsening



Regional snapshots

Region	Level of disruption	Issues to watch
Sub-Saharan Africa	MEDIUM 	<ul style="list-style-type: none"> Rising unemployment in the fallout from the pandemic will impact the security environment negatively over the long term as it puts upward pressure on the risk of crime and civil unrest. Most governments continue to restrict inbound travel, even as they ease internal restrictions. Many remain hesitant to open borders owing to the potential for a spike in import of cases from more affected neighbours. This continues to cause disruption in sectors reliant on foreign labour, typically mining and construction. Supply chain disruptions, particularly in road freight, could slow imports of equipment and machinery that cannot be procured locally, in some countries limiting productivity in the mining, manufacturing and construction sectors and subsequently weighing on overall economic growth.
Middle East & North Africa	HIGH 	<ul style="list-style-type: none"> Saudi Arabia, the region's largest economy, is seeing case rates continue to rise, raising the likelihood of renewed local lockdowns or nationwide restrictions. The authorities will soon decide if the annual Hajj pilgrimage is cancelled. Protracted new lockdowns in the kingdom will worsen the outlook for economic recovery and increase strain on small businesses. Smaller regional states and lower-case states will turn to reopening limited international flights between lower risk countries in the coming few weeks. Weaker regional states will see a rapid rise in case rates after low or zero public compliance with health measures and curfews. Iraq, Sudan and Yemen have reached the limit of their health system capacities.
Europe	HIGH 	<ul style="list-style-type: none"> Daily infection rates and death tolls continue to fall; gradual easing of lockdown continues. Some new spikes in case numbers are being seen following the easing of restrictions. Governments are coming under increased pressure to accelerate timelines for the easing of restrictions, as support for them fall. Governments are beginning to lift restrictions on internal European borders; external restrictions remain. The EU Commission wants all Schengen internal borders lifted before the end of June and external borders by mid-July. Willingness to lift restrictions varies among member states.
Russia/CIS	HIGH 	<ul style="list-style-type: none"> More than half of Russian regions are easing restrictions, including the capital Moscow and the second city of St. Petersburg. In Azerbaijan, reports are emerging of hospitals' reaching capacity, amid concern that the true rate of infection is higher than official figures. Ukraine and Uzbekistan have announced the resumption of some international commercial flights. Uzbekistan will require quarantine for arrivals from some countries.

KEY: **HIGH:** most businesses disrupted from COVID-19

MEDIUM: some businesses disrupted, but work-arounds exist or impacts are localized

LOW: few businesses disrupted

TREND:  Improving

 Neutral

 Worsening



Regional snapshots

Region	Level of disruption	Issues to watch
North America	HIGH	<ul style="list-style-type: none"> ▶ Second wave risk is rising in the US. Cases are rising in about half of US states, half of US counties, and many major urban areas as business restrictions are lifted and compliance with social distancing guidance diminishes (including during recent nationwide protests). Hospital systems in around half of US states still have limited capacity to deal with a surge in COVID-19 cases. Several state and local governments are indicating that they may re-impose lockdowns or other restrictions in response to spikes; Oregon state has already “paused” reopening due to a rise in cases. ▶ Canada continues to re-open cautiously but faces similar risks to the US, with a spike in cases reported in New Brunswick province in recent weeks. Companies should continue to monitor the potential for restrictions to be incrementally tightened in response to a rise in COVID-19 cases.
South America	MEDIUM	<ul style="list-style-type: none"> ▶ The acceleration of contagions in Argentina, Brazil, Chile, and Mexico have threatened efforts to relax quarantines. While Chile maintains strict social-distancing measures in the largest cities, Argentina increasingly considers the resumption of restrictive measures. Responses in Brazil and Mexico continue to vary internally as local officials struggle to balance economic and sanitary concerns. ▶ Insufficient technical and human resources continue to undermine the region’s efforts to address COVID-19 as health professionals and media outlets in Paraguay and Peru have spoken out about this situation lately. Similar issues have been reported in other countries over the past three months.



► Latest developments: Asia Pacific

China

- Beijing reported a local outbreak linked to a food market over the past weekend, confirming 36 new cases each day on 13 and 14 June.
- The government has shut down the food market and announced that companies are responsible for ensuring that employees who have visited the market, or been in contact with anyone who has done so, to undergo a 14-day home quarantine. It has also shut down several other markets and restaurants linked to the food market.
- Due to the latest outbreak, several localities in Beijing have been re-rated as “medium-risk” or “high-risk” areas.

Japan

- Many COVID-19 containment measures are still in place in Japan. For example, operators of nightlife establishments still need to keep a record of their customers' names and contact information to help trace infection routes.

Australasia and the Pacific

- **Australia's** federal cabinet on 12 June confirmed the commitment to the three-step framework in de-escalating restrictions, which is scheduled to be completed in July. All states are now in Step 2 or 3. The number of new cases has remained low, and localised outbreaks have been managed effectively.
- Several thousand protesters took part in protests in major cities in **Australia** and **New Zealand** in solidarity with anti-racism protests in the US, and to promote refugee and indigenous community rights. Further

- peaceful protests are likely this weekend (19-21 June) despite both governments' discouragement of mass gatherings due to concerns over spikes in infections.

South Asia

- Following their announcement of plans to reopen the tourism sector in the coming months, the governments of **Sri Lanka** and **Maldives** will seek to resume international flight operations and ease travel restrictions for incoming foreign nationals.
- **Bangladesh** re-imposed localised lockdowns in the worst affected areas across the country, due to continuing case spikes. The country's nationwide lockdown was lifted on 31 May. The localised lockdowns are likely to heighten supply chain and business disruption risks in the coming weeks.

South-East Asia

- **Myanmar** extended the ban on international commercial flights until 30 June, as expected. A Yangon-wide curfew between 00:00 and 04:00 is also extended. The curfew continues to pose operational risks in the logistic sector, where businesses generally operate around the clock.
- **Indonesia** has reported significant daily increases in cases in the past week – over 1,000 per day. Tensions remain between some local governments, such as Jakarta, which adopt a more cautious approach and the national government's pro-economy approach, leading to sustained uneven relaxation of restrictions across the country.



► Latest developments: Middle East & North Africa

Middle East and North Africa

- **United Arab Emirates** federal government offices reopened on 14 June at full capacity. Swimming pools in hotels, health clubs and residential buildings may reopen, with restrictions on capacity and with temperature checks. The government has created a bonus scheme to incentivise health sector workers. Cases fell sharply to 304 on 15 June and daily cases rates have been outstripped by recoveries for more than a week.
 - ◆ Abu Dhabi has reopened museums and cultural sites at 40% capacity.
 - ◆ Dubai's tourism ministry reportedly issued guidelines for residents and visitors who come into the emirate in the coming months
- **Saudi Arabia** announced a record 4,507 new coronavirus cases and 3,170 recoveries on 15 June. These figures come as the Kingdom struggles to contain a new spike in infections starting 29 May, around the time the government reopened offices, businesses and mosques. The government has called on the public to comply with social distancing and other measures, and will likely re-instate lockdowns and other restrictions if cases do not fall soon. An evening curfew set to be lifted on 21 June will likely remain in place. Authorities are reportedly considering cancelling the Hajj.
- **Lebanon** on 12 June announced that Beirut international airport will resume commercial flights at 10% capacity starting 1 July.
- **Algeria** on 13 June announced a further relaxation of lockdown measures starting 14 June. Public transport will resume in cities and additional businesses will reopen. The government will end the curfew in 19 provinces and shorten curfew hours in several others, including Algiers and Oran, to 20.00 to 05.00.
- **Egypt** on 14 June announced it will reopen all its airports for scheduled commercial international traffic from 1 July. On 11 June, the night time curfew was shortened by one hour to 20.00 to 04.00. Factory workers and trucks carrying petroleum products or commercial goods remain exempt.
- **Iran** is increasingly likely to reimpose restrictions as cases and deaths continue to rise. Authorities reported over 200 dead on 14-15 June with another 2,449 cases reported on 15 June. This is in keeping with rising case rates since 2 May, when the government initially eased restrictions.
- **Qatar** national airline Qatar Airways is cutting the salaries of some pilots and will make others redundant to help cut costs. The airline intends to cut 20% of total staff.
- **Iraq** continues to see elevated case rates in Baghdad and several provinces. An internally displaced persons camp in Salahuddin province has registered its first cases; the Sulaimaniyah province in the Kurdistan Region is emerging as a major locus of infection. Medics in Sulaimaniyah have gone on strike over months of delays to salary payments. Limited international commercial flights are provisionally slated to resume 20 June.
- **Oman** has locked down the Al Wusta Governorate, including the Special Economic Zone at Duqm port, due to an outbreak of hundreds of reported cases. The government reported a record high of 1,404 cases on 14 June and the government warns the peak has not yet arrived. The Sultan has formed a committee to manage the economic recovery from the pandemic.



► Latest developments: Sub-Saharan Africa

Sub-Saharan Africa

- There are now 175,916 confirmed cases and 3,846 deaths in the region. **South Africa** remains the most affected with 55,421 confirmed cases and 1,120 deaths. Modelling projections from its national health department expect the country to reach its peak some time between July and September. Meanwhile, **Nigeria** and **Ghana** have the second- and third-highest caseloads, with 16,085 and 11,964 cases respectively. **Cameroon** is approaching the 1000-case mark, with 8,681 cases confirmed to date.
- In **Zambia**, local airline Proflight Zambia has partially resumed domestic services between Lusaka and Ndola (Copperbelt). International flights are still operating via the capital Lusaka's Kenneth Kaunda International Airport; international flights into Harry Mwanga Nkumbula, Mfuwe and Simon Mwansa Kapwepwe airports remain suspended until further notice. All incoming travellers are subject to airport screening measures and a 14-day self-quarantine.
- **Rwanda** and **Congo (DRC)** last week agreed on mechanisms to revive cross-border trade, which has been severely disrupted since their borders were closed in March amid the pandemic. A gradual reopening of the border is envisaged; pedestrian crossings at the border will most likely resume to facilitate the movement of agricultural products by small-scale farmers amid shortages in border towns. Businesses will still continue to face delays, as stringent screening measures remain in place. They are also likely to face increased costs in the form of tests for cargo drivers.
- The government of **Botswana** on 12 June placed the Greater Gaborone district, which encompasses the capital city Gaborone, into total lockdown until further notice. Gaborone had been under lockdown since 11 May following the confirmation of new cases in the city. During the lockdown, entry and exit to the zone are prohibited without an inter-zonal permit. Internal movement within the zone will also not be allowed without a movement permit. Only essential services will be allowed to operate. The country remains under a state of emergency.
- **Zimbabwe** on 12 June announced the informal sector could resume operations. Informal businesses had been forced to close as restrictions were introduced in May, with the exception of fresh produce markets. This placed significant pressure on livelihoods; 80% of the country's population is estimated to be reliant on some type of informal trade. While the ban has been lifted, businesses will need to register to resume operations, likely to be a cumbersome task. This will sustain pressure on livelihoods, and could drive a spike in civil unrest over the coming weeks.
- In **Ethiopia**, tensions between the ruling Ethiopian Prosperity Party (EPP) and opposition groups will remain elevated over the coming months. Tensions stem from the EPP's decision to postpone this year's legislative election and extend parliament's mandate until international health institutions declare the pandemic over. Opposition parties have accused the EPP of exploiting the outbreak to extend its hold on power. They lack the resources to threaten the EPP's position, however, which will sustain political stability, albeit a weakened one.



► Latest developments: UK and Europe

European Union

- Countries across Europe began lifting **border restrictions** with other European countries on 15 June. The extent of lifting differed from country to country; some lifted restrictions on citizens of some countries more than others. Restrictions on travel from outside of Europe remain in place and will likely ease from July. **The EU** will likely open its borders to the **Western Balkans** from 1 July.
- From 15 June, **Belgium** opened its borders to travellers from the EU, Switzerland, the UK, Norway and Iceland. **Bulgaria** opened its borders to travellers from most EU and Balkan countries, with some exceptions. **Croatia** opened to all EU countries, with citizens of some countries having to prove they have accommodation on entry. More businesses were allowed to open in **Cyprus** and the country announced a two-tier classification of countries that could fly to the island, with one group facing no restrictions and the other having to provide a health certificate. **Czechia** opened its borders to EU countries but has a three-tiered system of admission with varying levels of restrictions. **Denmark** opened its borders to travellers from Germany, Norway and Iceland.
- **Germany** removed remaining checks on its land borders, except for checks to prevent illegal migration on its border with Austria. Checks on air travel from Spain will continue until 21 June. Germany's state of Thuringia on 13 June became the first to lift all contact restrictions.
- From 16 June, travellers from most countries in EU and the Schengen area can enter **Austria** freely. Travelers from Portugal, Spain, Sweden and the UK will have to quarantine. From 15 June in Austria, restaurants and bars can stay open until 1am and up to four people can sit at tables together.

- **France** will lift most of its restrictions from 22 June and on 10 July end its state of emergency, with the expected introduction of a law allowing the government to re-impose movement restrictions if needed. From 15 June, France lifted border restrictions on European countries, except for the UK and Spain, reciprocating measures in place there.
- **Italy** continues to ease its lockdown, opening children's playgrounds from 15 June.
- **Greece** resumed flights with many European countries on 15 June and re-opened its land border with Bulgaria. It will open its crossing with North Macedonia and Albania on 1 July and evaluate the status of its border with Turkey on 30 June.
- **Portugal** is opening to flights from within the EU but maintaining restrictions on its land border. Amid continuing high numbers of cases, authorities temporarily re-imposed some restrictions in the capital Lisbon.

UK

- Non-essential businesses re-opened on 15 June. The Prime Minister on 14 June confirmed that his government is considering lifting the two-metre social distancing restriction.

Rest of Europe

- **Norway** allowed non-essential travel from Denmark from 15 June. However, travel from elsewhere in the Schengen area remains restricted. Norway has suggested creating a list of countries that can be exempted from travel restrictions from 1 July.



► Latest developments: Russia/CIS

Western CIS

- The overall number of new infections in **Russia** has remained stable since the end of May but has been declining in the capital Moscow, according to official data. Moscow continues to ease its lockdown; on 16 June restaurants can reopen with outdoor seating. Moscow officials said they have been fining 30-70 commercial entities per day for violation of COVID-19 rules such as sanitary recommendations, social distancing rules, and mandatory wearing of masks and gloves. As of 15 June, 46 out of 85 regions have eased restrictions. The second city of St. Petersburg on 15 June reopened libraries, beauty salons, and public baths. Primorsky Krai in the far east has extended quarantine restrictions until 30 June, in response to a sharp increase in new infections.
- **Ukrainian** President Volodymyr Zelenskiy has been self-isolating since 12 June and cancelled all public appearances after his wife tested positive for the virus. The capital Kyiv on 15 June resumed international commercial flights to the US, UK, Albania, Belarus, and Turkey. The authorities have announced plans to increase oversight of compliance with COVID-19-linked rules (social distancing, wearing of masks) at all reopened entities, including public transport. Meanwhile, dozens of hotel owners and public transport operators in Lviv (the second biggest hotspot) protested on 12 June to demand the resumption of their industries.
- **Moldova's** capital Chisinau will increase oversight of compliance with social distancing rules as infection rates continue to overwhelm hospitals. Public transport will be limited to 02:00-7:30 in the morning and 12:30-6:30 in the afternoon on 15-30 June; the army will patrol streets to ensure compliance with safety precautions.

Central Asia and the South Caucasus

- **Uzbekistan** announced a significant resumption of air travel from 15 June. Diplomats and their families, and specialists of foreign companies and organisations will be allowed to travel to and from the country. International arrivals will be divided into red, green and yellow flights. Passengers arriving via "green flights" -- from Japan, South Korea, China and Israel -- will not be subjected to quarantine; those arriving on "yellow flights" -- Malaysia, the EU, Thailand and Singapore -- will be put on a 14-day observation at home. Passengers from "red flights" will undergo 14-day quarantine at special facilities, as usual. It is not clear how many, or which, flights will be arriving and departing.
- **Kazakhstan** from 20 June will begin resuming flights with China, Georgia, Japan, South Korea, Thailand and Turkey. Meanwhile, several regions have had to reintroduce restrictions on movement in the past week, owing to increasing infection levels. The Minister of Health has also fallen ill with COVID-19, prompting the prime minister to self-isolate.
- In **Azerbaijan**, independent media is cautioning that hospitals are at capacity in a number of cities, amid increasing concern that infection rates are higher than those being published officially.
- In **Armenia**, the government on 12 May extended by another month the state of emergency, though almost all businesses remain open. Concern that the authorities are attempting to silence opposition parties critical of the official COVID-19 response is rising.
- In **Georgia**, domestic tourism and inter-city transport resumes on 15 June. Plans to resume foreign incoming tourism from 1 July remain on hold.



► Latest developments: Latin America

Latin America

- In **Brazil**, pharmaceutical companies and laboratories are laying the groundwork to produce a cheaper and safer COVID-19 test and a vaccine. The announcement is aligned with the approach from Interim Health Minister Eduardo Pazuello, who intends to prioritise medical screening – including temperature and blood pressure checks, as well as medical examinations – over social distancing as the country's top policy to fight the spread of COVID-19. It is uncertain Brazil will be able to implement such an approach, which is drawing criticism, in the immediate future.
- Jaime Mañalich, Minister of Health of **Chile**, resigned on 13 June. His departure came amid criticism for his handling of the pandemic and after a week-long controversy following a change in the methodology to count the total number of COVID-19 deaths. Oscar Enrique Paris was appointed new Minister of Health on 14 June.
- Data from **Argentina's** government show that during the first two weeks of June, the number of cases recorded in the 24 districts adjacent to Buenos Aires (also known as Greater Buenos Aires or GBA), was higher than the number inside the city itself. The number of cases recorded in the GBA between 1 and 14 June was 34% higher than Buenos Aires City's figure.
- **Colombia's** President, Ivan Duque, on 14 June issued a decree that allows municipalities without new COVID-19 cases to be part of a pilot program intended to gradually re-open regional airports, restaurants and places of worship. In **Venezuela**, President Nicolás Maduro on 14 June ratified the agreement of the Bolivarian Alliance for the Peoples of our Americas (ALBA) that would make available the vaccine against COVID-19 to signing member countries, if a vaccine were discovered.
- In **Mexico**, the Ministry of Health announced on 12 June that 16 states will pass from "maximum" to "high" COVID-19 alert level on 15 June. According to the Ministry of Health, the reduction comes after these 16 states – including Nuevo León, Jalisco, and Quintana Roo – reported a decrease in the number of patients hospitalized with COVID-19.
- The easing of quarantine measures in **El Salvador** will start on 16 June. According to President Nayib Bukele, the de-escalation plan will consist of five phases that aim for a complete reopening of the country on 21 August. In **Guatemala**, President Alejandro Giammatei on 14 June announced a two-week extension of quarantine measures, a Monday-to-Sunday overnight curfew from 18.00 until 05.00, a day-long curfew on Sundays, and restricted opening hours for businesses (6.00-16.00).
- In **Cuba**, the central government on 11 June launched a three-staged reopening plan. Travel restrictions to and from the island will remain during the first phase of reopening. Dates for each of the three phases were not specified. The Pan American Health Organization (PAHO) urged Caribbean nations to review their hurricane response plans with consideration for the pandemic, to ensure the continuation of diagnosis and treatment, in the event of a natural disaster.



► Latest developments: US & Canada

United States

- Total US cases were nearly 2.1m with nearly 116k deaths as of 15 June (5.5% mortality rate). Average new cases remained over 21,000 per day over the last week but average new deaths declined further to under 750 per day. Testing positivity is stable at around 5%, with significant variation by state and city.
- One month after most states started re-opening, the risk of a second wave is increasing. New case growth is stable and high outside the greater New York City region. New cases are rising in half of US states – and most quickly in AL, AR, AZ, FL, NC, SC, and UT. Urban hot spots include Phoenix, Charlotte, Salt Lake, Raleigh, Nashville, Washington DC, and Los Angeles.
- Hospitalizations nationwide are about half the peak reached in mid-April but are increasing in at least 18 states, especially AR, AZ, MS, NC, OR, SC, TX, and UT. Rising hospitalizations indicate that the rise in cases is not only due to increased diagnostic testing.
- As we anticipated, several states as of 15 June have indicated that they may reimpose lockdowns or other restrictions in response to a sharp rise in COVID-19 cases.

Guidance only	Minor restrictions	Moderate restrictions	Significant restrictions
AK, SD, KS , MO , MS , OK , UT	AL, AZ, AR, FL (ex-Miami), GA, IA, ID, IN , KY, LA (ex-New Orleans) , MN , MT, ND, NE, NV, OH, SC, TN, TX, WI, WV, WY	CO, CT, DC, DE, FL (Miami), HI, IL, LA (New Orleans) , MA, MD, ME, MI, NH, NC, NJ , NM, NY, OR, PA, RI, VA, VT, WA	CA

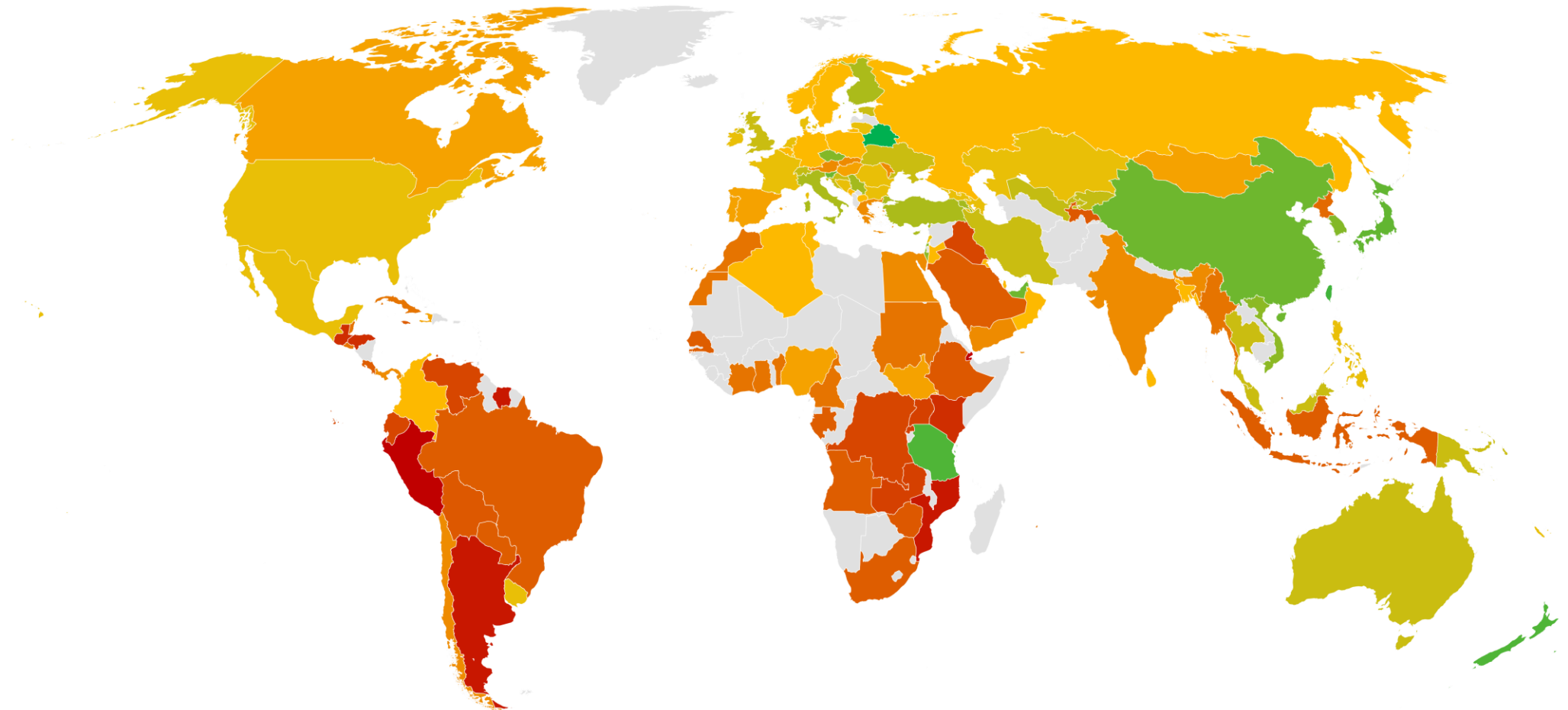
Canada

- Canada as of 15 June reported nearly 99,000 cases and 8,146 deaths (8.2% mortality rate). Average new cases and deaths per day declined further to under 500 and around 50, respectively. Testing has increased to over 54k/day.
- The epidemic remains highly concentrated in Quebec and Ontario, which account for around 90% of new cases and deaths nationwide. An outbreak in part of New Brunswick province over the last two weeks resulted in the re-imposition of some localised restrictions. Positivity rates are declining as testing expands, to around 0.7% in Ontario, 0.6% in Alberta, and 0.5% nationwide.
- Most provinces continue to incrementally relax restrictions on non-essential business, shopping and dining, and other activities. Most provinces continue to advise against and impose checkpoints and quarantines on interprovincial travel.
- Most of Ontario province outside the Greater Toronto Area (GTA) moved to the next phase of re-opening on 12 June; Premier Doug Ford on 15 June will outline plans for Toronto itself. Quebec will allow further retail establishments – including malls – to reopen on 19 June with precautions in place.

Guidance only	Minor restrictions	Moderate restrictions	Significant restrictions
	NB, PE	AB, BC, MB, NL, NS, NT, NU , ON (including Toronto), QC (including Montreal), SK, YT	



► De-escalation index – 15 June 2020



Not rated

Less restrictive

More restrictive



► De-escalation monitor: South-East Asia, Australasia and Pacific

		Capacity indicators				Sentiment and planning		Measures							Score	
Region	Country/territory	Infection rate	Testing	Contact Tracing	Healthcare Capacity	Political intent	Socio-economic pressure	Workplace measures	Social distancing	Flights	Ports	Cross-border traffic	Urban transport	Schools	Index	Trend
South-east Asia	Indonesia					3	3	30 Jun	30 Jun					1 Dec	59	Improve
	Malaysia					3	2		31 Aug	31 Aug		31 Aug		23 Jun	41	Improve
	Myanmar					3	3			30 Jun		31 May		20 Jul	56	Stable
	Philippines					4	3							24 Aug	47	Stable
	Singapore					2	2							30 Jun	41	Improve
	Thailand					3	2		30 Jun	30 Jun	30 Jun	30 Jun			41	Stable
	Vietnam					2	1				30 Jun	30 Jun			35	Stable
Australasia and Pacific	Australia					3	2	26 Jun	26 Jun		15 Sep		26 Jun		41	Improve
	Fr. Polynesia					3	2			15 Jul					44	Stable
	New Caledonia					3	3	15 Jun	15 Jun	31 Jul					38	Improve
	New Zealand					3	1								29	Improve
	Papua New Guinea					4	3	16 Jun	16 Jun	16 Jun	16 Jun	16 Jun	16 Jun		41	Stable



Bold box indicates a change in rating from the last report

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Dates indicate when governments have indicated they will review or relax restrictions in place



► De-escalation monitor: South Asia and North-east Asia

		Capacity indicators				Sentiment and planning		Measures							Score	
Region	Country/territory	Infection rate	Testing	Contact Tracing	Healthcare Capacity	Political intent	Socio-economic pressure	Workplace measures	Social distancing	Flights	Ports	Cross-border traffic	Urban transport	Schools	Index	Trend
South Asia	Bangladesh					4	4								47	Stable
	India					4	3			30 Jun	30 Jun			30 Jun	53	Stable
	Sri Lanka					3	3			31 Jul				28 Jun	47	Stable
North-east Asia	Mainland China					3	2								32	Stable
	Hong Kong SAR					3	2		18 Jun			7 Jul		15 Jun	29	Improve
	Macao SAR					3	2				17 Jun				35	Stable
	Mongolia					3	2		30 Jun	30 Jun	n/a	30 Jun		1 Sep	50	Stable
	Taiwan					2	2			1 Oct	1 Oct	n/a			28	Stable
	Japan					2	2					n/a			25	Improve
	North Korea	n/a				1	3	n/a					n/a		57	Stable
	South Korea					3	1					n/a			34	Stable



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► De-escalation monitor: Sub-Saharan Africa

		Capacity indicators				Sentiment and planning		Measures							Score	
Region	Country/territory	Infection rate	Testing	Contact Tracing	Healthcare Capacity	Political intent	Socio-economic pressure	Workplace measures	Social distancing	Flights	Ports	Cross-border traffic	Urban transport	Schools	Index	Trend
Sub-Saharan Africa	Angola					2	4	25 Jun	25 Jun						62	Worsen
	Benin					4	3								56	Stable
	Cameroon					3	3							1 Jun	56	Stable
	Congo (Kinshasa)					3	3								62	Stable
	Cote d'Ivoire					3	4		1 Jun					1 Jun	56	Stable
	Djibouti					2	2			1 Sep	1 Sep	1 Sep		2 Sep	71	Stable
	Ethiopia					3	4				n/a				59	Stable
	Gabon					3	4								59	Stable
	Ghana					5	4							15 Jun	56	Worsen
	Kenya					3	3	11 May		29 Jun					65	Stable
	Mauritius					3	2					n/a		1 Aug	56	Stable
	Mozambique					3	4			29 Jun	29 Jun	29 Jun		29 Jun	68	Worsen
	Nigeria					5	5		2 Jun	29 Jun					50	Stable
	Rwanda					2	3			30 Jun	n/a				63	Stable
	Senegal					2	3	2 Jun	4 Jun				4 Jun		59	Stable
	South Africa					1	4	1 Jun						8 Jun	59	Stable
	South Sudan					3	3				n/a				50	Stable
	Tanzania					3	3								29	Stable
	Uganda					2	3		2 Jun		n/a		4 Jun	2 Jul	63	Stable
	Zambia					3	3				n/a			1 Jun	53	Improve
	Zimbabwe					2	4	12 Jun			n/a			1 Jun	56	Improve



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► De-escalation monitor: Middle East and North Africa

		Capacity indicators				Sentiment and planning		Measures							Score	
Region	Country/territory	Infection rate	Testing	Contact Tracing	Healthcare Capacity	Political intent	Socio-economic pressure	Workplace measures	Social distancing	Flights	Ports	Cross-border traffic	Urban transport	Schools	Index	Trend
Middle East and North Africa	Algeria					3	4							2020/2021	41	Improve
	Bahrain					3	3								38	Improve
	Egypt					4	5		15 June	1 July					53	Improve
	Iran					2	4								41	Stable
	Iraq					3	5			20 June					59	Improve
	Israel					3	3			15 July					35	Stable
	Jordan					2	3								47	Stable
	Kuwait					2	3							4 August	47	Stable
	Lebanon					4	5	7 June	7 June	1 July	8 June			14 June	44	Stable
	Morocco					3	4	10 July	10 July			10 July	10 July		53	Improve
	Oman					2	3							2020/2021	53	Worsen
	Qatar					3	3								47	Stable
	Saudi Arabia					3	3							2020/2021	59	Stable
	Sudan					4	4			28 June					59	Worsen
	Tunisia					3	4			27 June	27 June	27 June	27 June		47	Stable
	UAE					3	4							2020/2021	26	Improve
	Yemen					5	5								53	Worsen



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► De-escalation monitor: Russia/CIS

		Capacity indicators				Sentiment and planning		Measures							Score	
Region	Country/territory	Infection rate	Testing	Contact Tracing	Healthcare Capacity	Political intent	Socio-economic pressure	Workplace measures	Social distancing	Flights	Ports	Cross-border traffic	Urban transport	Schools	Index	Trend
Russia, CIS and the region	Armenia					4	4				n/a				38	Improve
	Azerbaijan					3	3					1 Jul			50	Worsen
	Belarus					4	4				n/a				22	Improve
	Georgia					3	3			1 Jul	1 Jul	1 Jul		1 Sep	44	Stable
	Kazakhstan					4	3		30 Jun	20 Jun					44	Stable
	Kyrgyzstan					4	4			15 Jun	n/a				41	Stable
	Moldova					3	4	15 Jun	30 Jun		n/a		30 Jun		53	Improve
	Russia					4	3	23 Jun	23 Jun	15 Jul		15 Jul			47	Improve
	Tajikistan					3	3			1 Jul	n/a				59	Stable
	Ukraine					3	4		22 Jun	15 Jun		15 Jun			41	Stable
	Uzbekistan					4	3	1 Aug	1 Aug	15 Jun	n/a			1 Aug	41	Stable



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► De-escalation monitor: Europe

		Capacity indicators				Sentiment and planning		Measures							Score	
Region	Country/territory	Infection rate	Testing	Contact Tracing	Healthcare Capacity	Political intent	Socio-economic pressure	Workplace measures	Social distancing	Flights	Ports	Cross-border traffic	Urban transport	Schools	Index	Trend
Europe	Austria					1	1		1 Jul	16 Jun	n/a	16 Jun		Sep	53	Stable
	Belgium					1	2	1 Jul	1 Jul					1 Jul	38	Improve
	Bosnia/Herzegovina					3	3								44	Stable
	Bulgaria					3	3	1 Jul	1 Jul						41	Improve
	Croatia					3	3								38	Improve
	Cyprus					2	2	24 Jun	24 Jun						38	Improve
	Czechia					2	3				n/a				31	Improve
	Denmark					1	1		1 Jul						41	Improve
	Estonia					1	2								41	Worsen
	Finland					1	2								38	Improve
	France					2	3	22 Jun	22 Jun	1 Jul					35	Improve
	Germany					1	1	29 Jun	29 Jun	1 Jul					41	Improve
	Greece					1	2			30 Jun					50	Improve
	Hungary					1	2	16 Jun	16 Jun		n/a				50	Stable
	Ireland					2	2	29 Jun	29 Jun	1 Jul				August	41	Improve
	Italy					3	4			1 Jul				Sept	38	Improve



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De-escalation monitor

		Capacity indicators				Sentiment and planning		Measures							Score	
Region	Country/territory	Infection rate	Testing	Contact Tracing	Healthcare Capacity	Political intent	Socio-economic pressure	Workplace measures	Social distancing	Flights	Ports	Cross-border traffic	Urban transport	Schools	Index	Trend
Europe	Lithuania					1	2	17 Jun	17 Jun						44	Worsen
	Luxembourg					1	2		31 Jul		n/a				38	Improve
	Malta					1	2			1 Jul		n/a			47	Stable
	Montenegro					3	3								47	Stable
	Netherlands					1	2	1 Jul	1 Jul					15 Jun	47	Stable
	N. Macedonia					3	3				n/a				38	Improve
	Norway					1	1								44	Improve
	Poland					4	2			16 Jun				26 Jun	44	Improve
	Portugal					1	1					1 Jul			50	Stable
	Romania					3	3								44	Stable
	Serbia					3	4				n/a				38	Stable
	Slovakia					1	1				n/a	26 Jun		Jun	50	Improve
	Slovenia					3	3								32	Stable
	Spain					1	2	21 Jun	21 Jun	21 Jun		21 Jun			50	Stable
	Sweden					1	2								41	Improve
	Switzerland					1	2				n/a				34	Improve
	Turkey					4	4			19 Jun					38	Improve
	United Kingdom					3	2								38	Improve



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► De-escalation monitor: North America, Central America and Caribbean

Region	Country/ territory	Capacity indicators				Sentiment and planning		Measures							Score	
		Infection rate	Testing	Contact Tracing	Healthcare Capacity	Political intent	Socio- economic pressure	Workplace measures	Social distancing	Flights	Ports	Cross- border traffic	Urban transport	Schools	Index	Trend
North America	Belize					2	4								56	Stable
	Canada					2	2					21 June			50	Improve
	Costa Rica					1	3			15 June	15 June	15 June			59	Stable
	Cuba					1	4			31 May					56	Stable
	El Salvador					3	4	16 June	16 June						56	Stable
	Guatemala					3	2								65	Stable
	Haiti					3	4								50	Stable
	Honduras					2	4								65	Stable
	Jamaica					2	3	31 May	31 May	15 June	15 June	15 June		31 May	59	Stable
	Mexico					3	4							10 Aug	44	Worsen
	Panama					2	3								53	Stable
	US					4	4					21 Jun			44	Improve



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► De-escalation monitor: South America

		Capacity indicators				Sentiment and planning		Measures							Score	
Region	Country/territory	Infection rate	Testing	Contact Tracing	Healthcare Capacity	Political intent	Socio-economic pressure	Workplace measures	Social distancing	Flights	Ports	Cross-border traffic	Urban transport	Schools	Index	Trend
South America	Argentina					1	2			1 Sept					68	Stable
	Brazil					4	4			20 June	20 June	20 June			59	Stable
	Bolivia					2	4				n/a				59	Stable
	Chile					2	3								53	Stable
	Colombia					3	4								47	Improve
	Ecuador					4	4		16 June						62	Stable
	Paraguay					3	2							1 Dec	59	Stable
	Peru					2	3		30 June						71	Stable
	Suriname					2	2								68	Stable
	Uruguay					3	3								44	Stable
	Venezuela					1	5								62	Stable



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► Capacity and restriction rating definitions

Level of disruption:	Low	Medium	High
Infection rate/Case growth	New cases per day per capita < 15-20 (per million pop.) OR 14+ days sustained decline in case growth	New cases per day per capita = 20-50 (per million pop) OR 1-14 days sustained decline in case growth	New cases per day per capita > 50 (per million pop) OR Case growth increasing
Testing	Widely available, easily accessible, and rapidly completed to the general population OR Available to all symptomatic or exposed people	High availability in some areas (e.g. major urban areas) but limited availability elsewhere OR Availability restricted to frontline healthcare workers and other essential workers	Very limited or restricted availability
Contact tracing	Robust contact tracing ability, for example through an app	Localized/limited contact tracing; or in development	No ability to contact trace
Healthcare capacity	Healthcare system operating at normal capacity, wide availability of PPE Sufficient critical care capacity to handle surge in infections	Above 50% capacity, some localized scarcity of ICU beds	At or near 100% capacity
Workplace measures	No restrictions on staffing of workplaces	Telework encouraged; social distancing in the workplace strongly suggested	Non-essential businesses closed; social distancing measures in place in essential workplaces
Social distancing/public gatherings	Restrictions only on large gatherings/event venues (>500)	Significant restrictions on public gatherings; social distancing mandated in some spaces (restaurants, theatres, retail, etc)	Strict restrictions on gathering in groups, including in non-essential workplaces
Flight restrictions	Limited/localized restrictions on flights	Significant restrictions on flights	Severe restrictions on airline travel
Port restrictions	Limited or localized disruption to port activity	Significant disruption to port activities	Severe disruption to port activities
Cross-border traffic	Localized or no restrictions on cross-border traffic	Significant restrictions on cross-border traffic	Borders closed to all but essential trade/traffic
Urban transport	Fully operating	Operating with reduced service or only select groups allowed	Closed, or with severe restrictions
School closures	Limited/localized school closures	Widespread school closures (25-75% out of school)	General school closures (>75% of children out of school)



► Sentiment definitions

Rating	Definition	1 – VERY LOW	2 – LOW	3 – MEDIUM	4 – HIGH	5 – VERY HIGH
Political intent	The government's motivation to exploit political opportunities or manage political stability risks by lifting or sustaining COVID-19 measures. Note that restrictions may serve public health needs, political stability needs, or both.	The government is under very low public pressure and/or has very low intent to ease restrictions and/or intends to ease restrictions only as public health conditions permit.	The government is under low public pressure and/or has low intent to ease restrictions and/or is unwilling to accept increased public health risk.	The government is under moderate public pressure to ease restrictions and/or is reluctant to accept increased public health risk.	The government is under high public pressure and/or has high intent to ease restrictions and/or is willing to accept increased public health risk.	The government is under very high public pressure and/or has very high intent to ease restrictions regardless of the public health risk.
Socio-economic pressure	The existence and severity of socio-economic tensions generated or aggravated by COVID-19 measures. Socio-economic tensions may manifest between social, cultural, religious groups, involve foreigners and local communities, migrants and refugees, or between communities in rural and urban areas or between different regions of countries.	COVID-19 measures are strengthening social cohesion and/or supportive of security or political stability	COVID-19 measures are having a very low impact on socio-economic tensions and/or unlikely to impact security or political stability.	COVID-19 measures are having a low impact on socio-economic tensions and/or likely to cause insecurity or political instability.	COVID-19 measures are having a moderate impact on socio-economic tensions and/or causing or very likely to cause insecurity or political instability.	COVID-19 measures are having a high impact on socio-economic tensions and/or causing significant insecurity or political instability.

Index calculation

$$\text{Index} = \text{Capacity} + \text{Restrictions} - \text{Sentiment} \quad (\text{Normalised})$$

Trend = Change in index score over the last week



► Useful resources

COVID-19 case data

- **World Health Organisation Situation Dashboard:**
<https://covid19.who.int/>
- **Johns Hopkins University (JHU) COVID-19 Dashboards**
 - ◆ Global: <https://coronavirus.jhu.edu/map.html>
 - ◆ US (detailed): <https://coronavirus.jhu.edu/us-map>

Public health agencies

- **European Centre for Disease Prevention & Control (ECDC):**
<https://www.ecdc.europa.eu/en/covid-19-pandemic>
- **US Centers for Disease Control and Prevention (CDC):**
<https://www.cdc.gov/coronavirus/2019-ncov/index.html>
- **The National Health Commission of China (NHC):**
<http://www.nhc.gov.cn/>
- **India Ministry of Health and Family Welfare (MHFW):**
<https://www.mohfw.gov.in/>

Other organizations

- **International Air Transport Association (IATA):**
<https://www.iata.org/en/programs/safety/health/diseases/government-measures-related-to-coronavirus/>

Control Risks and partners

- **Control Risks:** <https://www.controlrisks.com/covid-19>
- **International SOS:** www.internationalsos.com
- **Oxford Economics:** www.oxfordeconomics.com

Pandemic models

- **University of Washington, Institute for Health Metrics and Evaluation (IHME):** <https://covid19.healthdata.org/>
- **Imperial College London (ICL), Centre for Global Infectious Disease Analysis:** <https://www.imperial.ac.uk/mrc-global-infectious-disease-analysis/covid-19/>
- **Massachusetts Institute of Technology (MIT), Operations Research Center:** <https://www.covidanalytics.io/>
- **London School of Tropical Hygiene and Medicine (LSHTM), Center for Mathematical Modelling of Infectious Diseases:**
<https://epiforecasts.io/covid/>



► How Control Risks is helping our clients through COVID-19



Readiness

- Detailed **scenario planning**
- Alignment of existing **crisis management and business continuity** structures
- Immediate and on-call advisory, gap analysis and **pandemic preparedness**
- Recommendations for realistic **crisis management exercises** with focus on longer-term business impacts
- **Risk-based assessments** of global supply chain disruption implications
- **Stakeholder maps** to forecast needs and repercussions for clients, suppliers and personnel
- Expert **monitoring services**



Response

- Support for **critical decision-making**
- Crisis management and business continuity advisory
- Hands-on expert guidance
- **Global information hubs, fusion centers and dashboards** for core teams and leadership
- Continued expert situation monitoring with recovery focus
- **Staffing surge support** for internal threat monitoring, crisis management, business continuity and security teams



Recovery

- Distinguish **longer-term strategic priorities** from operational and tactical activities
- Prepare for **new market landscape** and competitors; seek **organic growth**
- Build **new models of redundancy and pathways to continuity**, amidst cost reduction
- **Ensure supply chain recovery** includes understanding new threats and vulnerabilities
- Understand and plan for **commercial disputes and higher risk of fraud and corruption**
- Anticipate new **legal, procurement and compliance obligations** from regulators
- **Establish resilience**, recover faster in future shocks, protect margin and profitability



► Contact us

- Speak to one of our experts about your COVID-19 needs and learn how we can help you manage the current crisis and anticipate the recovery.

coronavirus@controlrisks.com

controlrisks.com