

Succeeding in Uncertainty


Considering the potential business impacts of the COVID-19 outbreak

As the coronavirus (COVID-19) outbreak continues to spread, businesses across the world are facing significant challenges which they need to respond to rapidly. Measures taken to contain the spread in Uganda took many by surprise particularly given how restrictive they are and the abruptness with which they were announced. As a business community, we are all contending with uncertainty as to how long current restrictions will continue. It has now become increasingly clear that lifting restrictions will be gradual and therefore it is also uncertain as to how long things will take to return to normality as we knew it before the pandemic. Given the current uncertainty and ambiguity on what may happen in the forthcoming weeks, business leaders must seek new orientations and take a fresh approach to managing organisations for the new normal to guarantee positive results in changed circumstances.

We understand that most organizations already have business continuity plans, but these may not fully address the fast moving and unknown variables of an outbreak like COVID-19. Typical contingency plans ensure operational effectiveness following events like natural disasters, cyber incidents and power outages among other crises, occurring in isolated locations. They may not generally take into account the widespread quarantines, business and community disruptions, extended school closures and added travel restrictions that have occurred with the COVID 19 health pandemic.

The crisis raises a number of unique challenges. We've prepared some general guidance on [COVID 19 - Six key areas of focus for organisations](#). In PwC's inaugural [COVID-19 CFO Pulse Survey](#), CFOs share their top concerns and what measures they are implementing to navigate their organizations through these difficult times.





At PwC, we are already assisting a range of organizations in the private and public sectors to help them understand, evaluate and respond to the opportunities and risks brought about by the COVID-19 pandemic.

Our entire workforce at PwC Uganda remains fully operational and available to provide any support that you may require. Accordingly we encourage you to reach out to your usual contact or any of those listed below if you wish to speak to someone about your organisation's resilience in the face of the crisis and how you prepare for life after the crisis is over.

To find out how we at PwC are responding to the COVID-19 outbreak, please visit: <https://www.pwc.com/covid-19> and take our diagnostic test to assess the potential impact to your business and gauge your readiness to respond.

Six key issues Business leaders will need to think about as they plan to “re-open” for business after the lockdown

Workforce Safety

How to protect and ensure the safety, wellbeing and productivity of staff at work while social distancing; address strains in the existing IT infrastructure and communication systems experienced during the lockdown, build on lessons learnt, and support staff work more remotely while staying connected and productive

Operations and Supply Chain

Holistically model & manage consequences of operational and supply chain disruption & recovery measures, build more resilience in the supply chains, with the right balance between just in time and backups & safety plans

Finance and liquidity

Re-thinking the business model, developing robust contingency plans and 'what if' scenarios to respond to the market post the lockdown, e.g cash needs, changes in consumer demand, restrictions on payments, counterparty liquidity, forex risks, etc. and prioritise resources.

Crisis management and response

Establish a crisis command center to manage logistical and strategic challenges as well as provide up-to-date and fact-based information, be more agile in decision making, greater automation and “smart working”.

Strategy and brand

Build on the “good” lessons learnt and “new efficiencies” identified during the lockdown, consider re-organisation and restructuring of business operations and processes while at the same being mindful of the immediate and long-term impact of these changes on the business' strategy, tax, legal, accounting, reputation and brand

Tax, trade and regulation

Assess the impact the lockdown will have on regulatory compliance and reporting, tax payment and filings obligations, and pro-actively engage authorities and regulators, and wherever possible seek for a postponement or deferment.

Get in touch

Francis Kamulegeya
Country Senior Partner
256 77 2 749 982
francis.kamulegeya@pwc.com

Pamela N Bahumwire
Partner, Tax and Legal
256 77 9 659 488
pamela.natamba@pwc.com

Cedric Mpobusingye
Partner, Assurance
256 77 2 743 063
cedric.mpobusingye@pwc.com

Uthman Mayanja
Partner, Assurance
256 77 2 700 355
uthman.mayanja@pwc.com

Dowson Kalemba
Partner, Government and Public Sector
256 77 2 701 698
dowson.kalemba@pwc.com