

What to Learn from COVID – 19



Keynote Presentation

16 March 2021



Introduction

"Be fast, have no regrets...If you need to be right before you move, you will never win."

Dr. Mike Ryan, Executive Director Emergency Response WHO

WHO and the Pandemic Supply Chain

COVID19 Supply Chain System

- ✓ Pandemic changed or undermined all pre-pandemic assumptions with regards to engaging with partners and the private sector
- ✓ In most cases collaboration worked relatively well, inherent in all organizations' operating models is anti-collaboration which took tremendous effort to overcome
- ✓ Needs, requests, available funds and absorptive capacity were difficult to align and thus impacting the overall response efforts
- ✓ Clarity and data are critical to risk management for all stakeholders

Summary Assessment

COVID19 Supply Chain System

What is the COVID19 Supply Chain System?

- ✓ Launched in **April 2020**
- ✓ Over a dozen organizations participated
- ✓ Created information exchange and acquired over **\$1 billion USD** of PPE, Diagnostics, and Biomedical Equipment
- ✓ Coordinated buying to **decrease competition**, bring **stability** to the market, and provide **equitable access** to supplies to LMICs



Strategy and system to harness collective capabilities of the UN and global health system to procure/deliver large volumes of supplies

Obstacles

COVID19 Supply Chain System

Why the COVID19 Supply Chain System?

- ✓ Improved **consolidated demand**
- ✓ After breaking through initial hurdles, **coordinated procurement** improved
- ✓ Streamlined **delivery**

Market Collapse

- ✓ Scramble for products
- ✓ Unprecedented & uncertain surge of demand
- ✓ Actions of many undermined overall efforts

Successes

COVID19 Supply Chain System

What worked well?

- ✓ Early **signals to market** – DG sent letters to CEO manufacturers and Heads of State
- ✓ Rapid **deployment** of supplies and funding – Pushed supplies, bridge funding resulting in **>300 shipments to >100 countries by March**
- ✓ Early coordination and strategy – Task Force, Control Tower, Country Portal
- ✓ Suite of **planning tools** developed – Partner Platform, Supply Portal, Essential Supplies Forecast
- ✓ Successful **delivery** especially when travel bans were occurring in April – May
- ✓ Coordinated multi-lane approach to procurement **expanded access to market**

Necessary Improvements

COVID19 Supply Chain System

What needs to be done to improve?

With Governments and Partners

- ✓ Develop a **Playbook** on roles and systems to refine, develop and coordinate
- ✓ Engage regional and **local actors/manufacturers**
- ✓ Refine and build **data tools, analysis**, and dissemination
- ✓ Develop **market-tailored strategies to access** as determined by the dynamics of the specific product's markets
- ✓ Establish **diversified funding sources** and mechanisms

Roadmap

COVID19 Supply Chain System

Going forward?

- ✓ Market-tailored strategies and operations
- ✓ Build a **Pandemic Operational Playbook**
- ✓ Responded phases to manage initial **speed**, **surge**, and **sustainability**
- ✓ Maximize access



Build upon existing platform and mechanisms

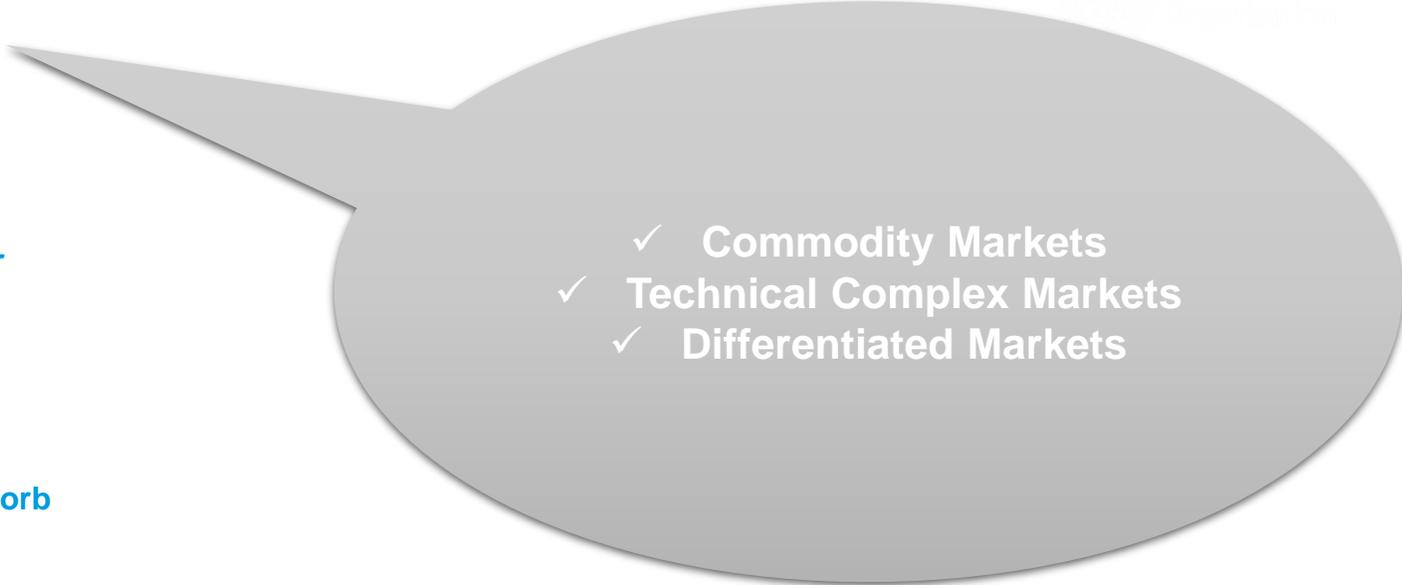
- ✓ Adapted to various phases of the epidemiological phases, market dynamics
- ✓ Strengthen engagement with UN, Governments, and Funding Organizations

Roadmap – Market strategies

COVID19 Supply Chain System

Specific products typologies and dynamics?

- ✓ Commodity Markets – PPE
 - Strategic inventories – **local, regional, global or vendor**
 - Consolidation of **buying to increase efficiency**
 - Standardized **specifications** and **QA** essential
- ✓ Technical Complex Markets – Biomedical Equipment
 - Difficult to **surge** at pace and difficult for countries to **absorb**
 - Build out medical **oxygen infrastructure**
 - Increase **local and regional** expertise
- ✓ Differentiated Markets – Diagnostics
 - Novel and with **few suppliers**
 - Suppliers **set the price** and decide where to sell
 - Volume **guarantees** and **allocation principles** critical

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- ✓ Commodity Markets
 - ✓ Technical Complex Markets
 - ✓ Differentiated Markets

Roadmap – Pandemic Operational Playbook

COVID19 Supply Chain System

What is the Pandemic Operational Playbook?

- ✓ Rapid Response – **2 to 3 months**
 - Develop strategic, **globalized inventory**
 - Market access to account for **demand**
 - Establish **rapid delivery** systems
- ✓ Scale access – **3 to 9 months**
 - Reflect **market typologies** and epidemiological demands
- ✓ Define **strategies** for i) demand clarity, ii) product access, iii) purchasing, iv) allocation, v) delivery, vi) coordination, vii) communications, and viii) oversight
- ✓ Data and **information sharing, analysis, dissemination**
- ✓ Diversify **funding base**
 - Volume guarantees
 - Pooled funding and/or bridge funding

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- ✓ Objectives and preparations based on various phases
 - ✓ Collaborative efforts across sectors
 - ✓ Market-facing and supply chain development

Roadmap – Rapid Response and Maximize Access

COVID19 Supply Chain System

How?

- ✓ Country needs
 - ✓ Supply needs, allocation, funding, roles of stakeholders, assessments
- ✓ Coordinated Supply Chains
 - ✓ Visibility and coordination of stakeholders
 - ✓ Data requirements extensive
 - ✓ Align product sources and shipping
 - ✓ In-country logistics
- ✓ Pandemic global markets
 - ✓ Clarity on demand, globally
 - ✓ Market risks and mitigation
 - ✓ Real-time intelligence and monitoring



Leadership by global health leaders to leverage expertise, partners, data and access to markets

