

**From:** Director <Director@ecdc.europa.eu>  
**Sent:** jeudi 3 septembre 2020 16:26  
**To:** RYAN John-F (SANTE)  
**Cc:** [REDACTED] (SANTE); [REDACTED]@mckinsey.com'; [REDACTED]  
**Subject:** External strategic and performance analysis of ECDC response to COVID19 - request for interview

Dear John,

During the last Management Board meeting in June, I informed that the Centre is contracting external support to perform a strategic and performance analysis of the ECDC response to COVID-19. This contract has been awarded to McKinsey.

The purpose of this analysis is to understand how well ECDC occupied the space provided to it to respond to the COVID-19 pandemic so far, and whether there are any areas ECDC didn't cover. Furthermore this study examines how ECDC fits in the European and global landscape of organisations contributing to the COVID-19 response, and what kind of strategic and operational changes are needed to enhance the relevance of ECDC advice and the role of the Centre. A second goal is to assess ECDC overall performance in response to the COVID-19 including the scientific advice provided and its uptake by the Member States, the collaboration with key stakeholders, and the internal operations for delivering COVID-19 work.

This strategic analysis will be based on the conclusions of stakeholder consultation and a desk research performed by the contractor. The aim is to obtain a good evidence base in order to propose practical recommendations related to:

- i) ECDC positioning in the response to the COVID-19 pandemic or any future large scale outbreak, and including the strategic relations, collaboration and coordination with key partners (such as other EU decentralised Agencies, WHO, and other CDCs;
- ii) Support to the Member States and the European Commission (different DGs) during the pandemic;
- iii) The internal organisation of the COVID-19 and to Public Health Emergency work of the Centre.

Our aim is to present the conclusions of this strategic analysis during the Management Board meeting in November and swiftly implement some of the recommendations to improve our internal operations and the outputs.

In this context, I would like to inform you that McKinsey will contact you in the coming days to reserve a slot for an interview, and will send the interview questions in advance.

Many thanks in advance for your participation.

With my best regards,

[REDACTED]



**European Centre for Disease Prevention and Control (ECDC)**

Gustav III:s boulevard 40, 169 73 Solna, Sweden

Phone +46 (0)8 58 60 10 00 / Fax +46 (0)8 58 60 10 01

[www.ecdc.europa.eu](http://www.ecdc.europa.eu)

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