
From: [REDACTED] <[\[REDACTED\]@mckinsey.com](mailto:[REDACTED]@mckinsey.com)> **On Behalf Of** [REDACTED]
Sent: Wednesday, September 16, 2020 10:18 AM
To: [REDACTED] (SANTE) <[\[REDACTED\]@ec.europa.eu](mailto:[REDACTED]@ec.europa.eu)>; [REDACTED] (CAB-KYRIAKIDES) <[\[REDACTED\]@ec.europa.eu](mailto:[REDACTED]@ec.europa.eu)>; [REDACTED] (SANTE) <[\[REDACTED\]@ec.europa.eu](mailto:[REDACTED]@ec.europa.eu)>
Cc: [REDACTED] <[\[REDACTED\]@mckinsey.com](mailto:[REDACTED]@mckinsey.com)>; [REDACTED] <[\[REDACTED\]@mckinsey.com](mailto:[REDACTED]@mckinsey.com)>
Subject: interview [REDACTED] (European Commission) with McKinsey - External strategic and performance analysis of ECDC response to COVID19

Dearl All,

We are looking forward to our discussion in less than an hour: Please find attached again the interview questions which will guide the discussion.

Let us know in case you are facing technical difficulties to join the meeting or have any other questions.

Kind regards,

[REDACTED]

[REDACTED] | McKinsey & Company

Direct: [REDACTED] | Mobile: [REDACTED]

+=====

====+

This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

+=====

====+

**External strategic and performance analysis of ECDC
response to COVID-19 - stakeholder consultation**

Interview questions

**In-depth interviews with representatives from
EU institutions and agencies**

September 16, 2020

Confidential and proprietary

Interview guide for in-depth discussion with representatives from EU institutions and agencies

Introduction

1. What is the nature of the interactions with ECDC and information received since the start of the COVID-19 outbreak?
2. Which of ECDC's activities have been most relevant for your organisation (e.g., scientific guidance, surveillance activities, planning activities, risk assessments, dissemination of information, facilitation of information exchange, etc.)?
3. How have you concretely used/implemented ECDC guidance and/or advice? What would need to happen to use/implement more of ECDC's guidance?
4. During the COVID-19 outbreak, how have ECDC's activities complemented/overlapped with (a) what has been done nationally, and (b) what other international institutions did?
5. What would you have wanted ECDC to do more, which they did not do sufficiently during the COVID-19 outbreak? (Follow-up: Have you asked ECDC for these activities?)
6. Which role would you want ECDC to take in public health emergencies going forward? I.e. which level of involvement and responsibility?
7. Reflecting on the COVID-19 crisis so far, what worked well and what should be improved? What are the changes that need to be introduced to improve the quality and relevance of ECDC's activities?
8. Do you feel that collaboration and coordination between ECDC and your organisation has been effective, and could you elaborate on why/why not?

ECDC's assets and capabilities

1. In your view, does ECDC have the proper resources to effectively support Member States during a crisis like COVID-19 (e.g., the right expertise, sufficient personnel, effective systems, etc.)?
2. According to your experience, what would be needed for ECDC in terms of capabilities and competencies to be more effective and relevant in their handling of public health emergencies like COVID-19?

ECDC's collaboration and coordination with stakeholders

1. Could you elaborate on how your organisation and ECDC collaborate/coordinate today?
2. Is there a good mechanism in place that gives you the possibility to give feedback to ECDC? If so, does ECDC act on it?
3. Does ECDC collaborate effectively with other EU institutions and agencies?
4. Within the EU system and in context of the COVID-19 crisis, has the division of responsibilities been clear between the involved institutions? If not, how could a clear division of responsibilities be ensured?

5. Where do you see does ECDC fit into the overarching landscape of global public health institutions? I.e. how does ECDC complement/work together with WHO, other CDCs etc.

Closing

Reflecting on the different topics discussed during the meeting, anything you want to add regarding

1. ECDC's most relevant activities for your organisation
2. activities missing that you would have wished to see
3. activities that would have been better handled by another institution?