



# COVID-19 Vaccine Delivery

**KPMG IMPACT**

KPMG International

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## About KPMG IMPACT

KPMG IMPACT is a platform to support and empower KPMG professionals to assist clients in fulfilling their purpose and helping deliver on the UN Sustainable Development Goals.

With the sustainable development goals (SDGs) as our organizing framework, KPMG IMPACT's economic and social development pillar enables societies to grow in a more equitable way by empowering communities and allowing economies to prosper. Under this pillar, we strengthen implementation and partnerships (SDG 17) and work across institutional structures, including governments, multilateral institutions, private companies, foundations and other organizations.

## Navigating the new reality

COVID-19 has changed the global agenda and firmly established social well-being and health and their interaction with the economy as vital matters for governments and corporates. The emergence of vaccines has offered hope in the midst of the pandemic, but healthcare systems around the world now face the complex task of securing and distributing supplies to their populations and administering the vaccine. Acquiring sufficient quantities of vaccine is just the start; as individual countries face a complex range of barriers in their journey towards a post-COVID era.

The unequal recovery of countries from the pandemic has put progress on a number of SDGs at risk, threatening to deepen the already prevalent health and wealth gap between developed and developing countries.



Navigating these complexities can be a challenging task, as governments struggle to balance priorities between the Reaction, Resilience and Recovery phases of the pandemic. KPMG has a range of advisory services available to governments in their journey towards a new reality.





# The complexities of vaccine distribution

As governments across the world continue to procure the vaccine, there is an urgent need to elevate resilience of existing systems and their ability to effectively manage the scale and speed of successfully delivering the vaccine doses. Administering a vaccine with unique and complex requirements has made the development of an integrated approach for vaccine delivery a key policy priority for governments worldwide.

High-income countries (HICs) and lower-middle-income countries (LMICs) have specific challenges and require a tailored approach to ensure both equity and effectiveness in their responses.

Early on in the pandemic, there was disproportionate impact of COVID-19 on disadvantaged communities domestically in HICs — with higher rates of incidence, hospitalization, and mortality — compounded by existing social inequities. HICs still struggle to provide vaccines to these vulnerable communities with traditional barriers of access and mistrust preventing better distribution and uptake.

In LMICs, where wealth, healthcare investment, and infrastructure are less available — a new health gap has emerged. While vaccines are more broadly distributed to populations in HICs, frontline workers and vulnerable populations in LMICs continue to risk exposure and do not benefit from the potential life-saving vaccines. Issues with supply-chain logistics, limited human capital and scarce access to digital technology in rural areas amplify the already high barriers to access and distribution.

“None of us is safe, until all of us are safe.”

UN Secretary-General,  
**Antonio Guterres**





# What KPMG offers

KPMG firms have been working with their government advisory, data analytics, supply chain, international development assistance services, healthcare and life sciences teams, along with key industry players, to envision potential solutions to support this critical program across the world. Our experienced service teams are able to leverage our global multidisciplinary expertise, to ensure responses are appropriately tailored to the specific contextual needs of our clients and their constituents.

On the Healthcare side we've supported over 150 COVID-19 projects around the world including vaccination programs in over 20 jurisdictions.

KPMG has been on the front line in supporting the response to COVID-19:

- Co-designing vaccine programs through the engagement of frontline providers and members of underserved communities.
- Delivering swift and effective training of additional healthcare resources, particularly in the last mile.
- Leveraging and improving existing health infrastructure, to deliver coordinated services across regions.
- Leading PMOs in support of government COVID-19 testing and vaccine programs.
- Building digital 'Command Centres' for the procurement, distribution and monitoring for PPE, vaccines, and other critical supplies.
- Supporting the end-to-end supply chain strategy for vaccines, including market introduction, logistics, and last-mile delivery.
- Conducting epidemiological analyses to monitor COVID-19 real-time status and vaccine program effectiveness.
- Advising on societal and economic reopening plans, including developing a comprehensive approach to vaccine administration and ongoing testing alongside existing vaccination programs and other health initiatives.



Our support to countries with their vaccination efforts have included country roadmaps; ICT solutions for vaccine roll-out, design of go to market models and distribution and planning and logistics across the globe.

Our services span all three phases of the COVID-19 response lifecycle: Reaction, Resilience and Recovery. Solutions are built through a modular approach that allows our clients to select the components that are most relevant for their specific context.

# Services include:



Ongoing communication

## Communication

Public intake and compliance with the second dose are critical to a successful vaccine program. A portion of the public remains skeptical given the extremely rapid development and approvals of vaccines and the massive impact of COVID-induced behavioural changes. Transparency leads to trust, and trust leads to uptake.



## Program management unit

Managing a vaccine program with multiple stakeholders delivering the vaccine to an entire population is complex and resource-intensive and requires significant coordination. Program management through a 'command center' ensures effective program execution, timely issue management and progress reporting.



## Post-vaccination support

Helping to mitigate the adverse events following immunization (AEFI) and helping to ensure continued public support for the COVID-19 vaccination will require adequate post-vaccination support.

Some of the complexities include follow-up for second dose and potential 'boosters' in the future.

## Modeling

Vaccine rollouts can be unpredictable and are continually subject to changing contextual factors. Economic modeling services assist governments in understanding the various scenarios which could inhibit their rollout procedures and plan for the subsequent effects on the economy and society.

Ongoing communication

## Monitoring and analysis

The coordination and monitoring of the vaccination drive would be a multi-level mechanism involving multiple stakeholders.

Monitoring is critical to assess program efficacy and respond to global guidance on vaccines and responses to variants.



## Supply chain management and technology

COVID-19 vaccine delivery is the largest vaccination drive for most countries and territories. Logistics, including cold chain are critical to the success of the COVID-19 vaccination.



Ongoing communication



## Vaccine delivery at the last mile

Getting vaccines to providers and vaccinators requires significant planning, effort, and communication to help ensure that supply meets demand, wastage through mishandling is minimized, and that the security and integrity of the shipments is maintained. It is essential that the beneficiaries are aware of the date, time and venue for vaccination and show up for the same.



Our solutions have a proven track record of success and have been implemented in various countries, including India, Russia, Singapore, Australia and the United Kingdom, United States, Canada and the Netherlands. To learn more about what KPMG's services can offer you, please contact us.

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