

Cerandum National Supply Chain Resilience Strategy (2025–2030)

Issued by: Office of the Prime Minister and the Ministry of Trade & Industry
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Executive Summary

Ceranium's prosperity relies on stable access to critical supplies—food, medicines, energy, water treatment inputs, ICT, transport services, and industrial materials. Recent global shocks—pandemics, wars, climate extremes, cyber incidents, and logistics bottlenecks—exposed vulnerabilities. This Strategy sets a framework to anticipate, withstand, adapt to, and recover from disruptions while keeping markets open and competitive.

Core goal: Ensure that Ceranium can secure, sustain, and afford critical supplies under stress without compromising long-term competitiveness or sustainability.

Headline targets by 2030

- Reduce single-source dependencies: no item on the critical list sourced >50% from any single geography or firm, unless risk-accepted.
- Digital traceability for at least 80% of critical items, enabling visibility to Tier-2 suppliers.
- Reduce time-to-recover for priority sectors by 40% from the 2025 baseline.
- Establish strategic inventories to cover time-to-survive for the top 50 critical items.

1) Why a National Supply Chain Resilience Strategy?

- Economic continuity: avoid inflation spikes, production losses, service outages.
- Security and sovereignty: reduce exposure to single chokepoints and coercion.
- Systemic risk and climate stress: prepare for shocks propagating faster than expected.
- Competitive advantage: resilient firms capture market share during crises.

2) Objectives

- Continuity: Uninterrupted availability of critical goods and services.
- Agility: Rapid reconfiguration when conditions change.
- Affordability: Risk-based, market-friendly measures instead of costly autarky.
- Sustainability: Align with climate and resource efficiency goals.
- Partnership: Build trusted networks domestically and internationally.

3) Scope & Definitions

Critical supplies include health/pharma, food/fertilisers, energy/fuels, water treatment chemicals, ICT/electronics, transport/logistics, critical minerals, and specialty chemicals.

National Critical List (NCL): updated annually based on concentration, substitutability, volatility, and strategic value.

4) Governance & Operating Model

- National Supply Chain Resilience Council (NSCRC) chaired by the Prime Minister.
- Resilience Programme Office (RPO) to manage data, stress-tests, grants.
- Quadrennial review plus annual reporting.
- Advisory forums with industry, labour, academia, and civil society.

5) Policy Pillars & Near-Term Actions (2025–2027)

Pillar A: Diversification & Open Trade – dual sourcing, friend-shoring, SME support.

Pillar B: Strategic Inventories – stockpiles calibrated to time-to-survive.

Pillar C: Critical Manufacturing – capacity in APIs, grid equipment, ICT packaging.

Pillar D: Minerals & Recycling – offtake agreements, recycling programmes, stockpiles.

Pillar E: Infrastructure & Cyber Resilience – port capacity, alternate routes, OT security.

Pillar F: Data & Stress-Testing – Supply Chain Data Hub, traceability, exercises.

Pillar G: Emergency Powers – legal supply instrument, competition-safe coordination.

Pillar H: Skills & Finance – training, innovation challenges, resilience finance.

6) International Partnerships

- Join resilience compacts for minerals and medicines.
- Mutual recognition of standards to speed qualification.
- Early-warning networks and regional pre-positioning hubs.

7) Measurement & Accountability

Key metrics: supplier concentration, lead-time volatility, inventory coverage, TTR, share of dual-sourced spend, traceability, cyber maturity.

Annual Resilience Scorecard published.

8) Implementation Roadmap

First 100 Days: establish NSCRC, provisional NCL, Data Hub design, emergency bill.

Year 1: pilot stockpiles, stress-tests, SME supplier support, int'l MOUs.

Years 2–3: expand traceability, commission surge capacity projects, green lanes.

Years 4–5: achieve targets, quadrennial review.

9) Roles & Responsibilities

NSCRC: strategy, crisis activation.

RPO: analytics, Data Hub, grants, stress-tests.

Line ministries: sectoral plans.
Competition Authority: guardrails.
Finance & Central Bank: resilience finance tools.
Private sector: data, continuity, dual-sourcing.
Academia: research, standards.

10) Principles for Decision-Making

1. Risk-based and evidence-led.
2. Market-friendly and time-bound.
3. Transparency by default, confidentiality by design.
4. International cooperation first.
5. Sustainability and resilience as complements.

Annex A: Initial National Critical List

Health: medicines, APIs, vaccines, PPE.

Water: chlorine, membranes.

Energy: transformers, inverters.

Food: fertilisers, seeds.

ICT: routers, gases.

Transport: containers, MRO spares.

Minerals: lithium, cobalt, platinum group metals.

Annex B: Glossary

- TTR: Time-to-Recover.
- TTS: Time-to-Survive.
- HHI: Herfindahl-Hirschman Index, a concentration metric.
- Digital Product Passport: Provenance and compliance record.

Illustrative Metrics

Metric	Target by 2030
Single-source dependency	< 50% per item
Traceability coverage	≥ 80% of critical items
Time-to-recover (TTR)	40% reduction
Strategic stockpiles	Coverage for top 50 items