



Focused on a Resilient Future

Impact Report Year 4
April 2024



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Lessons That Defined Our Fourth Year & The View Ahead

Dear Partners,

The past year was one of fragility. Conflict rages across the world, while climate change is burning the planet, exponentially increasing the risk of epidemic and pandemic disease outbreaks. These realities, compounded by the years-long COVID pandemic, have rendered our societies ever more fragile.

The counterweight to fragility is resilience. Ensuring the world can protect the most vulnerable through future crises, such as pandemics, requires a focus on resilience at the political, societal, community, and even individual levels.

As a Network, we are evolving to put resilience and a truly global view at the heart of our advocacy. The launch of our African networked advocacy partner, [Resilience Action Network Africa](#) (RANA), illustrates our dedication to this evolution. Aggrey Aluso, RANA's incoming Executive Director (who continues to serve as PAN's Africa Director and Global Policy Lead) put it aptly, "We must bring the African voice to global processes to help reset the imbalanced power dynamics that undermine resilience."

We are also putting into practice our commitment to work across silos. In the face of the [twin threats of climate change and pandemics](#), collaboration across issues is a must. We are mobilising partners, connecting policy dots, and creating win-win-win advocacy solutions across the health, climate, and finance agendas – stitching them together with the thread of gender-sensitivity and inclusion of the most vulnerable.

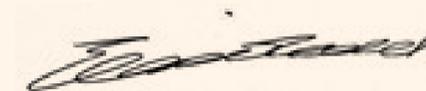
The past year and the year ahead present key opportunities to act on the brutal lessons of the COVID-19 pandemic. Just as peak COVID-19 was a crisis whose impact went beyond health, the solutions to build a world in which pandemics are prevented pre- and post-outbreak require cross-sector work, particularly in an evolving climate.

As we work increasingly on this interconnected agenda and seek partners from across disciplines, our teams will continue to demonstrate the power of networked advocacy, where the importance of achieving the mission allows colleagues from different organisations and sectors to rise up and collaborate just as they would with colleagues from their own teams.

Alongside this work, we are working closely with key partners to achieve an [equitable and legally-binding pandemic agreement](#) to unlock more resources for low- and middle-income countries to invest in [climate and pandemic priorities, including leveraging multilateral development bank reform](#). We will keep pushing vital policy innovations, such as [pandemic clauses](#) in lending and debt restructuring agreements.

We have always operated with an eye to [radical collaboration](#) – pandemics, climate change, health, gender, and economic inequality are too complex and too interconnected for any one stakeholder to tackle alone. Thank you to each of our partners and those who choose to join us in pursuit of a future that is more resilient to the crises of the present – and the crises around the corner.

In partnership and solidarity,



Eloise Todd
 Executive Director & Co-founder
 Pandemic Action Network

Executive Summary

Pandemic Action Network's (PAN) fourth year was set against a global backdrop of volatility with conflict raging, continued decline of freedom and injustice, climate change driving the hottest year on record, sluggish economic growth, and more than 35 countries suffering from debt distress. While the interconnectedness of issues such as health, development, climate, gender, and finance are increasingly recognized, practical work to connect activists, policy expertise, and campaigners must speed up. A world of converging crises demands connected solutions — PAN's advocacy can help achieve this.

PAN's advocacy defines clear missions, connects activists working on complementary issues, and harnesses the collective energy of a wide range of groups and sectors to drive change.

Our Year Four Impact Report details:

- How we **catalyze** action, **collaborate** with partners, and **connect** agendas to **influence** political, funding, and policy decisions.
- How we **grow** and **leverage** our networked advocacy model to **connect** low- and middle-income country (LMIC) priorities and voices to global processes.
- How we **counter** political fatigue by **connecting** the dots between pandemics, global finance reform, climate, and health to **unlock** finance and **advance** equity.

Impact Snapshot

CATALYZE

Seize networked advocacy opportunities to act on critical gaps and influence political, funding, and policy decisions.

- **Aligned 150+ organizations** around a UN High-Level Meeting (HLM) on Pandemic Prevention, Preparedness, and Response (PPR) joint agenda for action. **Partnered with The Elders and former members of The Independent Panel for Pandemic Preparedness and Response** (The Independent Panel) for our impactful UN General Assembly (UNGA) side event including the Right Honourable Helen Clark, Zeid Ra'ad Al Hussein, President Mary Robinson, President Juan Manuel Santos, and others.
- **Influenced the Pandemic Fund's** first year of operation, and **advocated for an effective and fully capitalized Fund** at every opportunity.
- **Launched RANA** with 40+ partners to support African-led solutions, informed by African needs, and driven by African leadership.
- **Shaped the 28th meeting of the Conference of the Parties (COP28) leaders' commitments** with a future-facing, fully costed climate-resilient, pandemic-resilient, and gender-sensitive health systems agenda for action.
- **Inspired Kenyan President William Ruto** to frame "health as the human face of climate change" through our health and climate work and narrative.
- **Authored a paper on climate change's impact on pandemic infrastructure** that was presented at UNGA to the World Economic Forum CEOs.
- **Influenced International Monetary Fund (IMF) Managing Director Kristalina Georgieva and U.S. Treasury Secretary Janet Yellen's commitments to scaling pandemic PPR** via the IMF's Resilience and Sustainability Trust (RST), through a working paper developed in partnership with E3G, Global Citizen, and ONE.
- **Advocated for the inclusion of pandemic debt suspension clauses in new country lending agreements and ratcheted up the political and multilateral development bank (MDB) agenda**, working in partnership with ONE, Global Citizen, E3G, and others.

Impact Snapshot

COLLABORATE

Work together and alongside our partners.

- **Unified 40+ former heads of state and global health leaders** around a [call for an effective and legally-binding pandemic agreement](#), amplified by [WHO's Dr. Tedros](#) and the [media](#).
- **Led 150+ African civil society organizations (CSOs)** to [call on African leaders to bring new urgency and political resolve to the next pandemic crisis](#) in an effort powered by PAN and RANA.
- **Engaged 100+ CSOs to advance the Pandemic Fund** in its first full year through regular Town Hall Meetings for the Pandemic Fund's Civil Society and Communities Constituency.
- **Endorsed the COP28 Guiding Principles for Financing Climate and Health Solutions** alongside 30+ organizations including Global Fund to Fight AIDS, Tuberculosis, and Malaria (Global Fund), The Rockefeller Foundation, and WHO.
- **Co-organized the Global Health Multi Stakeholder Dialogue: From Hiroshima to Puglia (GHMD)** with the Japan Center for International Exchange, The Bill & Melinda Gates Foundation, CEPI, and others. The event convened [global health experts to inform and supplement the G7 processes on global health](#). In December 2023, PAN highlighted [recommended actions for the 2024 G7 Italian presidency](#).
- **Partnered with the Tony Blair Institute (TBI), the Global Health Security Consortium, and others to advance the Always On Agenda for Pandemic PPR.** Co-hosted a private roundtable at the Clinton Global Initiative (CGI) and joined TBI at COP28 for a [panel discussion](#) into how big data gives governments an edge in pandemic response.
- **Convened Ugandan CSOs and government leaders** to [discuss collaboration, advocacy, and resource mobilization](#) to advance research and development (R&D) and local manufacturing.
- **Convened stakeholders in South and Southeast Asia and West and East Africa** to inform the [100 Days Mission Report](#).
- **Co-developed recommendations with E3G, Global Citizen, and ONE Campaign** to [fully leverage the IMF's RST for pandemic prevention](#).
- **Developed a policy one-pager with Women in Global Health** on [five key actions](#) to inform advocates, Intergovernmental Negotiating Body (INB) leadership, and Member States during the pandemic agreement negotiations.
- **Partnered with the Center for Global Development, Ginkgo Bioworks, and the Centre for Disaster Protection** to [map next steps for the pandemic financing agenda](#).
- **Contributed to the Health Security Partnership to Strengthen Disease Surveillance in Africa** with the Brown University's School of Public Health Pandemic Center and partners.

Impact Snapshot

CONNECT

Amplify our partners' work across issues, sectors, expertise, and geographies.

- **Grew the Network to 400+ partners** engaged in weekly global working groups and monthly regional meetings across Africa, Asia, and the Middle East and North Africa.
- **Reached more than 3,000 subscribers every week** with Network advocacy priorities and updates through the [Pandemic Action Playbook](#).
- **Connected climate, health, finance, and gender agendas** through a co-hosted Gender in Pandemic Preparedness and Response Working Group that brought together 100+ advocates.
- **Joined The Elders in an open call to world leaders** to show "[long-view leadership](#)" and address existential threats.
- **Connected partners around a joint call to finance leaders** at the World Bank and IMF Meetings to fast-track MDB reforms and unlock climate and pandemic financing.
- **Secured PAN leaders and priorities in prominent media outlets**, including POLITICO, [Health Policy Watch](#), [Le Monde](#), [The Nation \(Kenya\)](#), [Project Syndicate](#), [The Star \(Kenya\)](#), [The BMJ](#), [Devex](#), and others.
- **Partnered with Global Citizen to back the [Power Our Planet: Live in Paris](#) concert and Global Citizen Festival** to highlight the connection between health and climate.

Network Snapshot

PAN is driven by the guiding principle that together, we achieve more. This year, we **deepened partner relationships, expanded the breadth of sector and geographic representation, and elevated the voices and perspectives of the Network's regional partners with a focus on Africa.**

This partner-centric approach continues to work. Partners say that participation in PAN initiatives is accessible and valuable, enabling them to take action on priority issues. Our partners rated the Network's 2023 value a 4.08 out of 5.

Network Growth



400+

Partners

April 2024

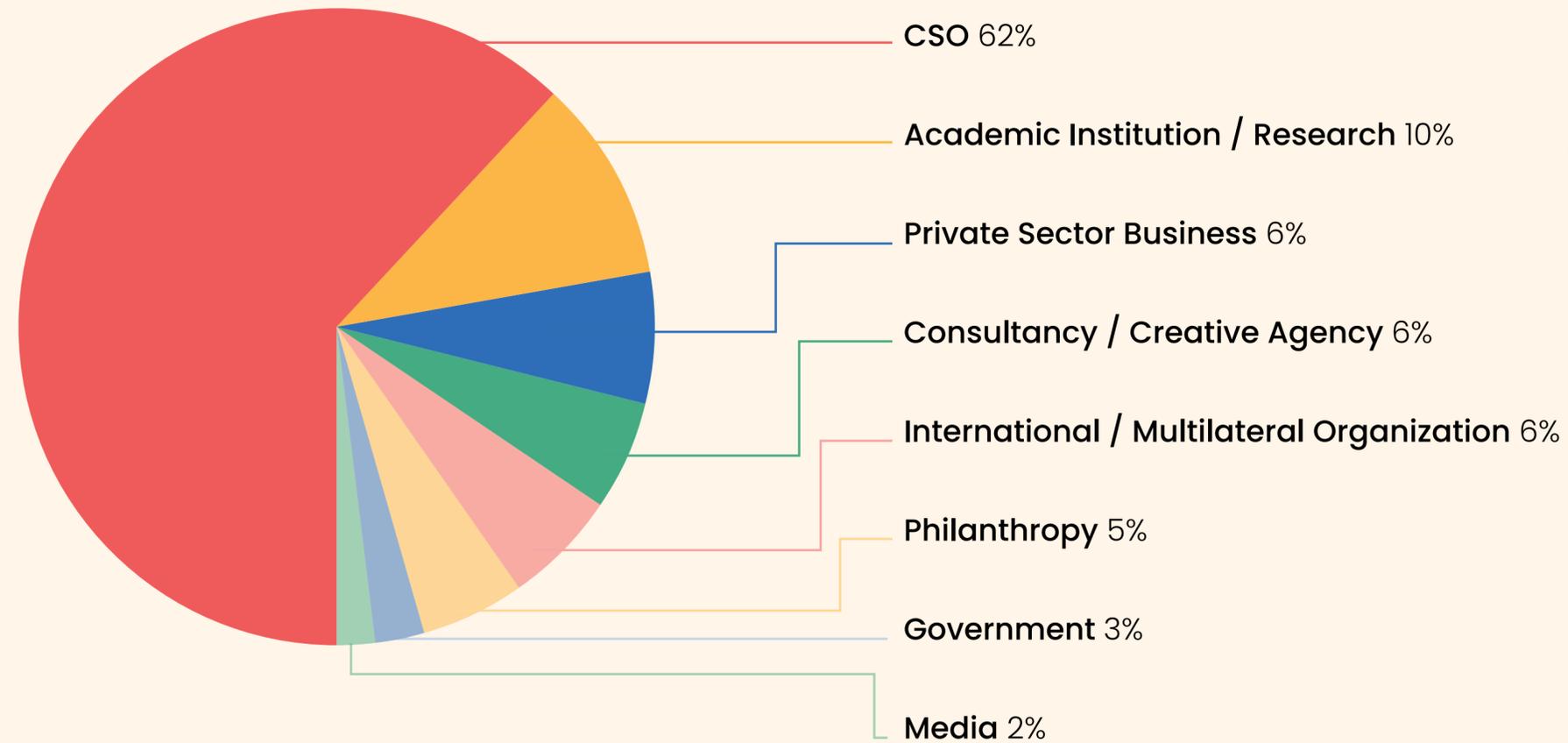
“

PAN works tirelessly behind the scenes to support vulnerable populations and carry out advocacy conversations with stakeholders. ”

-Network Partner

Network Snapshot

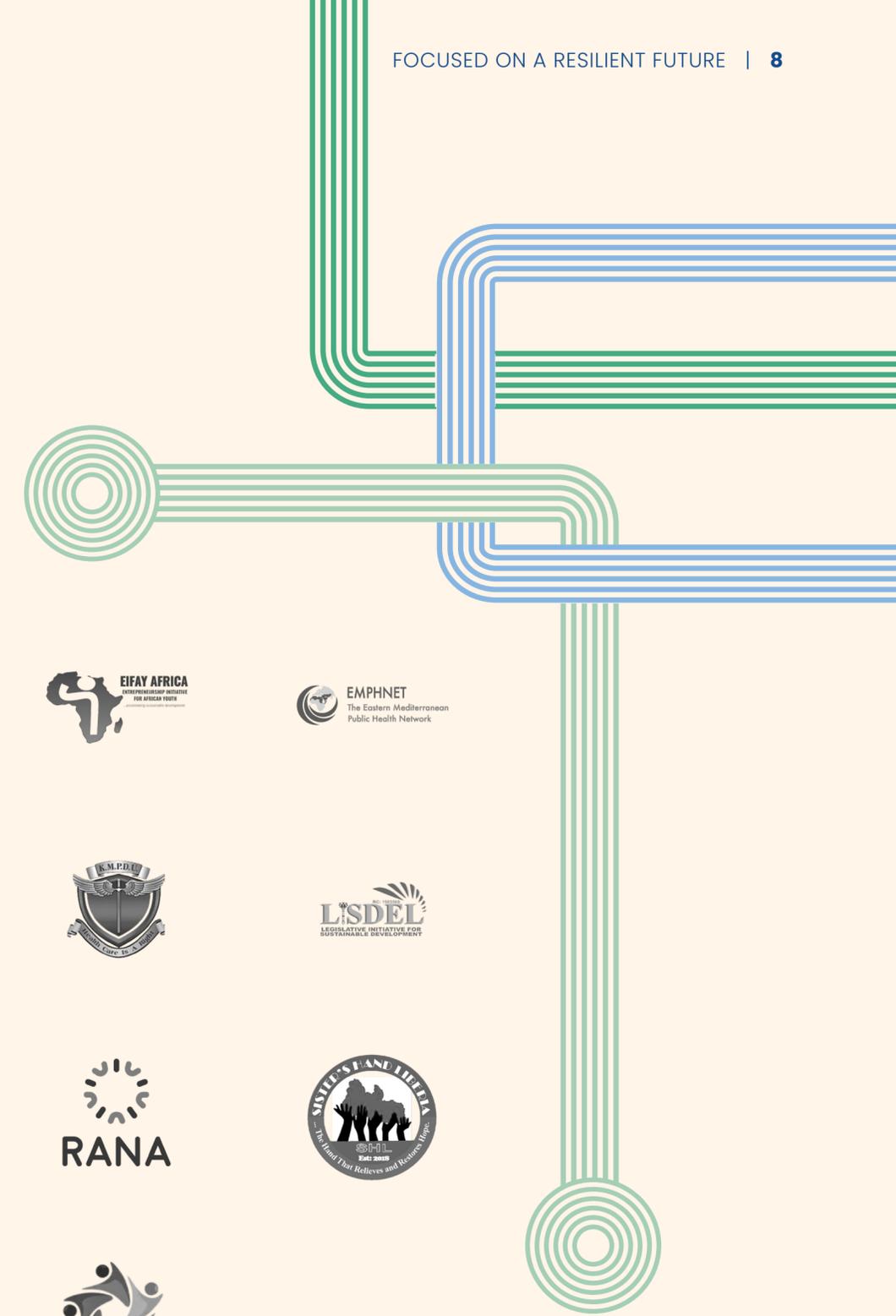
The Network Across Sectors



Network Snapshot

While our partners represent a variety of sectors, PAN is a not-for-profit CSO working towards its mission to better prepare countries, societies, and communities for future pandemic threats and protect the most vulnerable, particularly in LMICs.

This year 35 CSOs joined our Network.



Network Priorities Ahead

In the coming year, PAN is focused on four priority policy areas to build pandemic resilience: equitable access — sustainable financing — the climate and health nexus — and network advocacy for resilience.

Equitable Access

- Advocate for a new system where LMICs can create, manufacture, and buy countermeasures when needed, and access the tools, technology, and finances to enable this to happen.
- Ensure that the pandemic agreement negotiations deliver an agreement with equity at its heart, and advocate for binding language to ensure equity.
- Work within the pandemic agreement and beyond to establish R&D hubs working with new technologies without intellectual property (IP) restraints; ensure access and benefit sharing; expand distributed manufacturing capacity; remove trade-related barriers including IP; create technology transfer hubs; ensure affordable pricing; include equitable access conditionalities for all public R&D funding; and support transparent licensing agreements.



Sustainable Finance

- Grow and diversify the global constituency in support of a robust World Bank International Development Association (IDA) replenishment, the largest source of concessional finance for the world’s poorest countries.
- Mobilize support for a successful Pandemic Fund resource mobilization campaign that secures additional long-term financing to strengthen country and regional pandemic PPR capacity.
- Ensure the Africa Epidemic Fund is operationalized and socialized among African partner countries and stakeholders.
- Expand sustainable pandemic PPR financing sources beyond Official Development Assistance (ODA), and leverage international financial institution reform efforts.
- Build political support for adopting the Global Public Investment model for financing pandemic PPR and other global public goods, in which all countries contribute and benefit.

Network Priorities Ahead

Climate & Health Nexus

- Elevate political understanding and prioritization of the strong links between climate, health, and pandemic risks, and mobilize Networked partners for joint advocacy and action.
- Galvanize support for an independent expert commission on climate- and pandemic-resilient health systems to guide future policy and investment priorities.
- Advance global finance and MDB reforms that will unlock new sources of financing for joint action on climate change and pandemic PPR, including the World Bank’s Evolution Roadmap, a RST expansion, debt pause clauses to epidemics and pandemics extension, Special Drawing Rights (SDRs), and more.

Networked Advocacy for Resilience

- Advocate for a strong pandemic agreement that reflects Network priorities to ensure equitable access to medical countermeasures (MCM), sustainable financing, accountability, One Health, and gender equity.
- Promote Networked advocacy and LMIC priorities in key political processes, including the INB pandemic agreement process, the G20, MDB reform, and others.
- Support RANA as the organization works with African leaders to mobilize, organize, and amplify African voices.
- Continue to grow and diversify our networked advocacy model by connecting, collaborating, and catalyzing action on pandemic PPR priorities — focusing on nurturing champions and deepening Networked engagement.

Networked advocacy is fundamental to achieving this ambitious agenda.

Actions & Impact

Spotlight

Prioritizing Resilience

We [launched RANA](#), our partner network, in November 2023 to support African-led solutions that are informed by African needs and driven by African leadership.

RANA partners quickly got to work issuing a [call to action to African leaders](#). Turbocharging the partnership with RANA is our first priority for the year ahead as we help drive Africa CDC’s [New Public Health Order](#) forward — a “new deal” for resilience.

Connecting the Twin Threats: Climate Change and Pandemics.

In May 2023, PAN gathered 15+ leaders representing civil society, government, funders, and technical experts for a three-day convening to forge a strategic consensus linking health and climate financing for pandemic resilience. The convening produced a collaborative policy agenda, key messaging, and a roadmap to launch collective advocacy, including the [need to unlock financing for pandemic emergencies in the usual climate narrative](#).

The convening also developed Terms of Reference for an expert commission to set out the cost to build pandemic- and climate-resilient health systems. Spotlighted through [key media](#) and [calls-to-action](#) around COP28, the call for an expert commission is gaining traction.



“

We must create resilient, interconnected systems that reflect the realities and needs of communities across the African continent.

”

Aggrey Aluso
 RANA’s Incoming Executive Director

Actions & Impact

Spotlight

Demanding Political Action and Accountability on Pandemics

The Persistent Gap Between Promise and Reality
 — The UN HLM on Pandemic PPR.

PAN has consistently called for a world leader summit to stop the cycle of pandemic PPR panic and neglect. The September 2023 [UN HLM for Pandemic PPR](#) was supposed to be that catalytic moment. We mobilized [150+ organizations](#) around HLM priorities and created hundreds of engagement points with UN Member State representatives.

The [final political declaration text](#), however, was disappointing and reflected lowest common denominator agreements. Undeterred in our mission, we brought together 100+ partners to challenge world leaders with a [2024 call to action](#).



A Once-in-a-generation Opportunity — The Pandemic Agreement.

We turned our attention toward Geneva and are pushing for an [ambitious pandemic agreement](#) by the May 2024 deadline. Our [priorities](#) include expanding equitable access to MCM for all countries, mobilizing additional pandemic financing, strengthening One Health efforts, preventing zoonotic spillover, and ensuring independent monitoring and accountability through a “COP for pandemics.” We brought together a diverse range of partners to provide briefings on the process, strategize, and [join our collective call for action](#). We continue to be relentless in our efforts to ensure [leaders advance a historic deal that centers equity and advances accountability](#).

Actions & Impact

Spotlight

Focus On Equity

From Johannesburg to Geneva – Advocating For an Equitable MCM Platform.

Several [studies](#) show that an equitable countermeasures rollout would have allowed us to get past COVID-19 more quickly, saved more lives, and limited socio-economic harm. Yet, the global response was far from equal. On the heels of the “Johannesburg process,” PAN published [From Charity to Solidarity: Building an Equitable Countermeasures Platform for the Pandemic Age](#), led on scoping and landscaping research, and advocated for an equitable and sustainable countermeasures platform.

Looking ahead, PAN will continue to advocate for people-centered approaches, meaningful stakeholder participation, and an equitable process through the interim coordination mechanism for MCM and the [current network-of-networks approach](#) (i-MCM-Net).



Advocating for an Equitable and Inclusive INB Process.

The [INB](#) process to develop a pandemic agreement has been characterized by limited transparency and piecemeal CSO engagement. PAN mobilized network partners and has been a leader behind many [calls-to-action](#) and [strategic partnerships](#) with The Elders, Spark Streets Advisors, Global Preparedness Monitoring Board, The Independent Panel, and others. We’ve engaged WHO Member States, connected with U.S., EU, African, and Asian policy makers, and hosted various public meetings and opportunities to connect CSOs and Member States.

As we approach the critical stretch of the pandemic agreement negotiations, PAN is [doubling down with urgency](#) to coordinate with our partners and mobilize with agility as the process evolves. As the details get defined, we are laser-focused with targeted approaches – calling for pathogen and benefit sharing (PABS) systems to ensure clear and obligatory language in access to PABS in equal measure, [calling for an agreement that ensures accountability and compliance](#), and ensuring equity is enforceable and binding throughout the agreement. We continue to press for transparent and meaningful civil society engagement in the remaining and future agreement processes and opportunities, call on Member States to deliver the agreement by the deadline, and ensure that it is a win for equity.

Actions & Impact

Spotlight

Seizing the Moment to Unlock Pandemic Financing

Advancing Global Financial Reform.

Inspired by the [Bridgetown Agenda](#) and Barbados Prime Minister Mia Mottley’s leadership, PAN teamed up with partners across the climate, health, and development spectrum to press for [new investments](#) and ensure pandemics were included in [MDB financing](#) at the Paris Summit for a New Global Financial Pact, Africa Climate Summit in Nairobi, World Bank and IMF Annual Meetings in Marrakech, and COP28 in Dubai. We helped shape [leaders’ commitments](#) and published policy proposals to include [pandemic debt-suspension clauses](#) in future lending agreements and leverage the IMF’s [RST](#). In 2024, we are championing the call for a [record IDA-21 replenishment](#).



Galvanizing support for climate- and pandemic-resilient health systems.

There is an increasing awareness that the climate crisis is a health crisis, but the costs of interventions that can make the most impact for both mitigation and adaptation are less well documented. To unlock resources and inform a more robust policy and advocacy agenda around the climate-health nexus, PAN is focused on catalyzing a commission to define what it will take to deliver pandemic-resilient and climate-resilient health systems and the return on investment that future-proofed systems will deliver.

Actions & Impact

Spotlight

Seizing the Moment to Unlock Pandemic Financing



Building Momentum for the Pandemic Fund.

PAN played an active role in shaping the trajectory of the Pandemic Fund in its first year, both as an unwavering advocate for full and sustainable financing, as well as a civil society observer to the Governing Board. We held a series of briefings with the Fund Secretariat to promote understanding and transparency, and facilitate broader stakeholder engagement. We also seized every opportunity to advocate **for an effective and fully capitalized Fund**, including direct engagement with governments and multilateral stakeholders.

The next year is critical. We must mobilize significant additional resources — just US\$2 billion has been pledged out of the US\$10.5 billion annual funding needed so far. Demand from LMICs for the first round of Pandemic Fund grants far exceeded the modest US\$338 million envelope. The Pandemic Fund is expected to hold a pledging moment in late 2024 alongside the G20 meetings in Brazil. As a leading and consistent advocate for pandemic financing, PAN will continue work towards fully resourcing the Pandemic Fund.



Action Timeline — Driving Pandemic Action at Key Moments

May 2023

- Led [45+ partners](#) in calling [G20 and G7 leaders to action](#) for global finance reforms
- United [150+ partners](#) around priorities for the UN HLM political declaration on Pandemic PPR and delivered a [statement](#) on behalf of partners



- Spearheaded a [campaign](#) to include pandemic debt suspension clauses in future lending agreements ahead of the Paris Summit for a New Global Financial Pact
- Rallied [partners and decision-makers](#) at the 76th World Health Assembly to advance action on equitable access, political leadership, and financing

June 2023

- Prompted President Biden's [G7 announcement](#) of a new US\$250 million pledge for the Pandemic Fund
- Recommended an agenda for pandemic agreement negotiations with a [statement](#) on the draft text
- Secured leader support for climate and pandemic action at the [Summit for a New Global Financial Pact](#) and [Power our Planet](#) concert



July 2023

- Led a joint call to action, urging [G20 Finance Ministers](#) on climate and pandemic financing priorities

August 2023

- Contributed to forging a [Common Position](#) of African Health Ministers and advocates on climate and health for the Africa Climate Summit in Nairobi
- Championed pandemic PPR at the [BRICS Summit](#) in South Africa

September 2023

- Secured endorsements from [100+ organizations](#) for our 2024 Agenda for Action
- Partnered with the TBI to announce a [commitment to the Always On Agenda](#) at the CGI
- Hosted a UNGA side event on [What Leaders Must Do to Prevent the Next Pandemic Crisis](#)

Action Timeline — Driving Pandemic Action at Key Moments

- Represented Network partners and issued a [statement](#) at the UN HLM on Pandemic PPR detailing priorities for action



- Spoke on a keynote ministerial panel at the German government's [Pandemic Preparedness: No Time for Neglect](#) conference

October 2023

- Coalesced partners around a joint call to [finance leaders](#) at the World Bank and IMF Meetings to fast-track MDB reforms and unlock climate and pandemic financing

- Led a [joint call](#) to tap the IMF's RST for pandemic preparedness
- Marshaled a [joint appeal](#) from global leaders and experts to call on WHO Member States to advance pandemic agreement negotiations and amendments to the International Health Regulations
- Joined leaders at the World Health Summit to prioritize policy reforms and advance equitable MCM access

November 2023

- Elevated pandemic and climate finance priorities at the [Paris Peace Forum](#)
- Mobilized 50+ African CSOs around a [joint action agenda](#) for African leaders to prevent the next pandemic crisis

- Launched partner network, [RANA](#), at the Conference on Public Health in Africa in Zambia



- Set out leadership's [Blueprint for Action](#) at COP28 to build a pandemic- and climate-resilient world

December 2023

- Galvanized political support around the COP28 Health Day in Dubai and endorsed [climate and health finance principles](#)
- Co-convened G7 Hiroshima GHMD conference in Tokyo and shaped priority [G7 recommendations](#) for 2024

Action Timeline — Driving Pandemic Action at Key Moments

January 2024

- Took the [stage](#) with global health leaders at the International Pandemic Preparedness Secretariat’s [100 Days Mission Report](#) launch
- Rallied 40+ former heads of state and global health leaders to [call for an effective, legally-binding pandemic agreement](#)

February 2024

- Led [80+ organizations](#) in a call on Member States to reach a meaningful, ambitious, equitable, and accountable pandemic agreement



- Organized a [civil society public forum](#) to reach INB co-chairs and Member States during official INB8 negotiations
- Teamed up with global partners to urge [G20 Finance Ministers](#) to deliver a win-win-win financing plan for people, nature, and planet
- Advocated on the AU Leaders’ Summit sidelines for sustainable vaccine manufacturing and cultivated relationships with key strategic leaders

March 2024

- Joined advocates at INB9 to call for a [meaningful and equitable pandemic agreement](#) and brought Member State negotiators and civil society partners together to discuss equity provisions
- Presented strategies to strengthen biosecurity and health security within targeted African countries at the [Health Security Partnership to Strengthen Disease Surveillance in Africa](#) convening in Addis Ababa hosted by Africa CDC, WHO, Robert Koch Institut, and the Global Partnerships

Our Vision

A Resilient Future.

A world in which climate- and pandemic-resilient health systems are created to stop infectious disease outbreaks from becoming deadly and costly pandemics.