



Building Tomorrow's Resilience, Today

IMPACT REPORT | YEAR 5

May 2025



Dear Partners:

Milestones allow us a time to reflect.

It's April 2020 and I'm alone at my laptop. "Right then," I say to myself, "better tap up those old EU contacts I have..." This crisis calls for all hands on deck.

By April 22, 2020, we launched "Pandemic Action Network" (PAN), a name born in the first conversation between me and one of my fellow Co-founders, Gabrielle Fitzgerald. My Co-founders and I had all worked on pandemics in different ways, including through the Ebola outbreak in 2014. The urgency of the COVID crisis paired with a focus on collective action drew many partners to PAN, enabling our growth from 25 partners at launch to over 90 in 2020 alone. We are now over 400 partners strong, and growing.

While the COVID pandemic made 2020 feel pretty apocalyptic at times, 2025 has been playing catch up – with the post-war consensus on security, international development, and trade all under question, and democracy increasingly under threat.

But despite the upheaval, there are reasons to be optimistic. In April, more than 190 countries agreed on 37 articles to bring the historic pandemic agreement into life – ready for adoption and then ratification at the World Health Assembly (WHA) and beyond. The agreement is a beacon of unified multilateral cooperation at a critical time, and took incredible tenacity and diplomacy from Member States and the World Health Organisation (WHO) – they all deserve our deep gratitude, as do the amazing partners who stuck with the journey.

Our mission in 2020 was to end the COVID crisis and to ensure the world is better prepared for emerging pandemic threats. In November 2023, we launched Resilience Action Network Africa (RANA) as a partner to enable a resilient and healthy Africa, safeguarded by African-led solutions, informed by African needs, and driven by African leadership.

“ From 2020 to 2025, much has changed, but our work together, as a network of advocates, is more important than ever, as we evolve to build the resilience of people, communities, and countries to tackle existing and future threats. ”



In 2025, we are focused on resilience, networked advocacy, and our values.

Focusing on resilience.

Resilience to shocks — be they from disease or economic threats — is essential at both individual and societal levels. That’s why our pivot to resilience, firstly with RANA, the evolution of our Africa team into a fully African-led, Africa-based entity is a keystone project for PAN and RANA. Advocacy without the benefit of lived experience and community perspectives will not achieve its stated aims. It’s time for the much-hailed power shift from North to South to include advocacy resources and funding. This evolution towards the interconnected issues of resilience is set to continue — reflecting our current work and future areas of growth.

Empowering community-driven networked advocacy.

PAN and RANA lead from behind, spotlighting organisations that have the expertise and solutions to pressing problems while providing platforms, access, and advocacy support to ensure civil society influence is consistently greater than the sum of its parts. Working across issues builds resilience against current and future global health threats, and building civil society power in these difficult times necessitates us to work differently, shed organisational labels — and yes, vanity — and simply assemble all the avengers needed to achieve particular change objectives. We intend to continue with this powerful model — which not only serves communities but also serves to *build* a community and a sense of shared purpose and connection.

Acting on our values.

Equity is often referenced as a priority, but when we look at equity in advocacy, partners in low- and middle-income countries need to be more visible, and need to be provided with at least the same level of support as those in the Global North. RANA was built in partnership with the aim of building a sustainable and fully independent African-led advocacy network to counter some of the structural inequities in our space, and to elevate African-led solutions.

PAN and RANA’s lifeblood is our partners and our people. I want to say thank you to each and every one of our partners. Whether it is Ahaki’s work to power networked advocacy in Uganda; Swasti’s catalytic approach to health advocacy; or the partnership of Four PAWS, Spark Street Advisors, the Independent Panel for Pandemic Preparedness and Response, the Panel for a Global Public Health Convention, the Elders, and the Global Preparedness Monitoring Board on the pandemic agreement negotiations, the combined relentless advocacy efforts of our partners and individuals in our orbit energises me every day. Over the past year, RANA partners are on the rise, we have brilliant biosecurity partners, and are proud to have helped establish the MFF Hub in Brussels — our Year Five Impact Report will expand on these vital partnerships. The potential we have when we come together and put our brands and egos at the door is truly mind blowing.

From 2020 to 2025, much has changed, but our work together, as a network of advocates, is more important than ever, as we evolve to build the resilience of people, communities, and countries to tackle existing and future threats.



Eloise Todd, Executive Director and Co-founder, PAN, at UNGA, Sept. 2023

I would like to take the opportunity to give a particular shout out to my nine colleagues that make up PAN’s core team. Aminata in Freetown, Aggrey in Nairobi, Zander, Verity, Charlotte and Thoko in the U.K., Courtney in New York, Autumn in Los Angeles, and Hanna in Seattle. We are supported on particular projects, at particular times by Ramadan in Istanbul, Rafael in Geneva, and Anamaria, Vale and Kasia in Brussels, along with our [Co-founders and advisors](#) around the world and the brilliant team at [Panorama Global](#). This family of street fighting advocates makes me proud to be PAN.

In partnership, in solidarity, and in deep gratitude for five rollercoaster years.

Eloise Todd

Executive Director & Co-founder Pandemic Action Network
Brussels, May 2025



Building Tomorrow's Resilience, Today

Our Year Five Impact Report is a guide for networked advocacy in this new era — detailing how we can catalyse action, maximise collaboration, and connect agendas to influence political, financing, and policy decisions in the shifting politics of this moment.

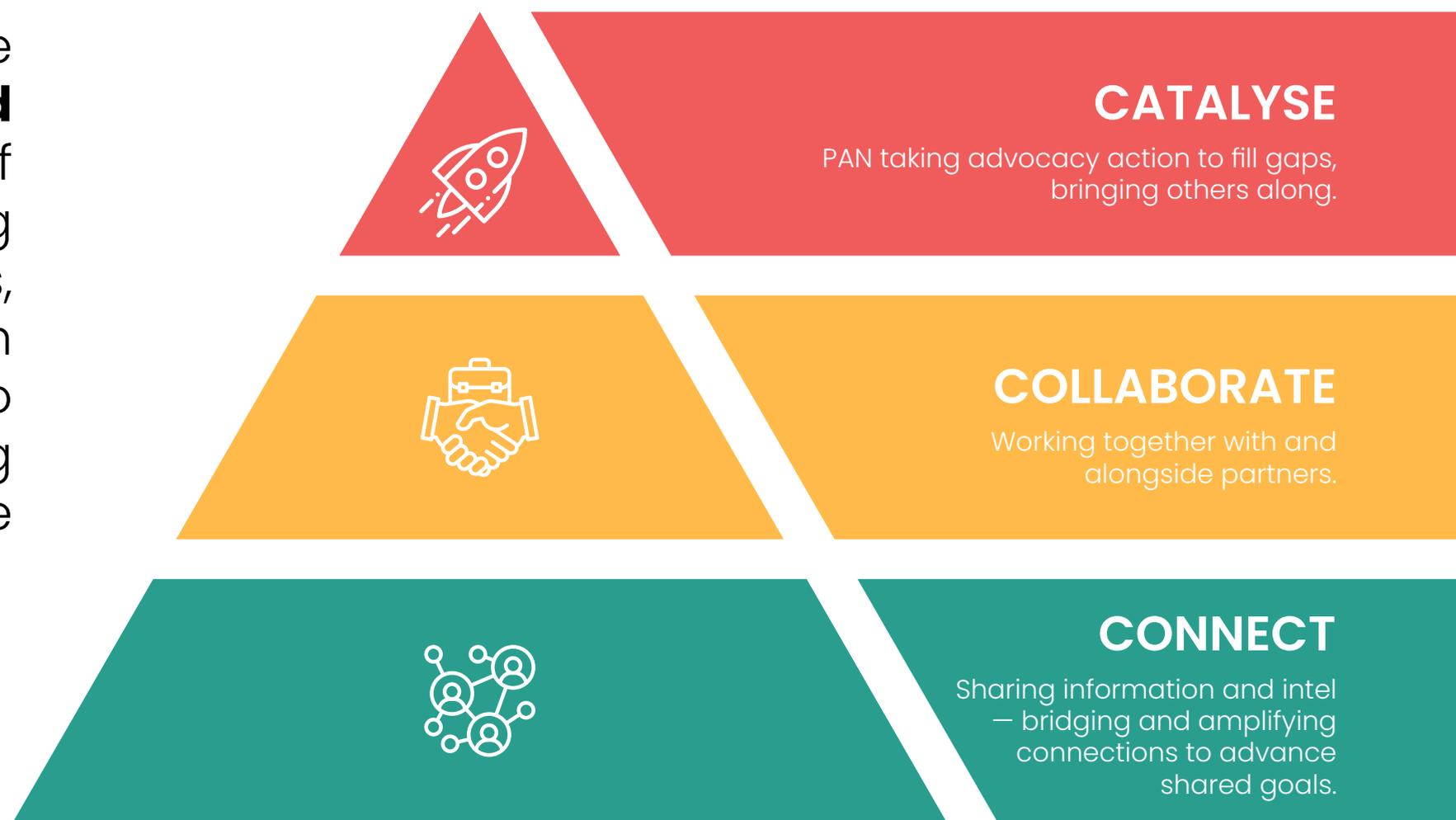
Our focus is advocacy for a resilient future and evolving together to build the resilience of people, communities, and countries to existing and future threats from health, economic, and political shocks.

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Impact Snapshot

PAN’s foundational principles are the “3 Cs” — **connect, collaborate, and catalyse** — three building blocks of our pyramid of action: connecting partners across countries, regions, and expertise, collaborating on the most urgent issues related to pandemic policy, and catalysing action in areas of need to make change happen.





Impact Snapshot

CATALYSE | PAN taking advocacy action to fill gaps, bringing others to influence political, funding, and policy decisions.

- **Rallied 170+ partners** to call for [civil society access and official involvement in the pandemic agreement negotiations](#), earning improved access for the final year of negotiations
- **Catalysed early action on mpox**, issuing a [joint leaders statement](#), convening a civil society organisation (CSO) coordination meeting, delivering a [call to action to G20 leaders](#) in the first month of the public health emergency, and establishing a biweekly working group
- **Built and launched with partner the Multiannual Financial Framework (MFF) Hub** – a global advocacy platform of 70+ organisations built to push for more development action funding in the EU’s next MFF – together with Global Citizen, ONE, Aidsfonds
- **Convened 50+ community-based CSO leaders in Kenya to co-create actionable recommendations for development financing** to drive sustainable and inclusive pathways for Africa in the wake of current geopolitical and funding pressures
- **Influenced the IMF, the World Bank Group, and the WHO to step up cooperation on pandemic preparedness** and scaling of the Resilience and Sustainability Trust (RST).
- **Pushed for debt pause clauses to include pandemics** – ensuring the [World Bank’s Resilient Debt Clause](#) covers all natural disasters including pandemics
- **Supporting an ecosystem of partners to address synthetic nucleic acids synthesis screening** to enhance resilience against future health crises and national security threats in the EU
- **Mobilised 115+ organisations** to call on world leaders to [prioritise investments in the Pandemic Fund](#)
- **Convened the go-to side event at the UN General Assembly** in partnership with The Independent Panel for Pandemic Preparedness and Response (The Independent Panel) featuring members of the Elders including Her Excellency Ellen Johnson Sirleaf, the Right Honourable Helen Clark, Zeid Ra’ad Al Hussein, President Juan Manuel Santos, and other sector leaders from UNAIDS, Wellcome, WHO, CEPI, the International Rescue Committee, and the Ministry of Health Brazil
- **Issued recommendations on the H5N1 outbreak in the U.S.** defining five priority action areas in 2025
- **Released publicly for the first time a paper that was prepared for WEF CEOs on building future resilience**

Impact Snapshot



COLLABORATE | *Work together with and alongside our partners.*

- Helped [achieve the historic pandemic agreement](#), mobilising [joint action](#) to advance an [equitable pandemic agreement in 2025](#) through [statements](#), and calls for improved [modalities](#) and [governance](#) with the Elders, the Independent Panel, the Panel for a Global Public Health Convention (PGPHC), Spark Street Advisors, members of the Global Preparedness Monitoring Board, and others
- Filled the mpox data analysis gap with a regular [insights and actions tracker](#) and [issued priorities for mpox action](#) at the **100-day mark of the emergency**, partnering with RANA and integrating data from the WHO, Africa CDC, IPPS, Duke University, and Think Global Health
- Helped limit the damage to the [WHO](#) following the promised withdrawal of the U.S., encouraging governments to stay engaged
- Championed and built support for a well-resourced budget for development action in the EU via [joint letters](#), [statements](#), [analysis](#), [policy briefs](#) and [papers](#), [blogs](#), and [media](#)
- Called on shareholders and IDA decision makers to [take the lead for a historic IDA21 replenishment](#), joining RANA and 20+ CSOs
- [Elevated pandemic prevention, preparedness, and response \(PPR\) as an IDA21 replenishment essential priority](#), along with health and human capital
- Highlighted the importance of the EU addressing **synthetic nucleic acids synthesis screening to enhance resilience** against future health crises and national security threats in a [brief](#) and EU stakeholders meeting in Brussels, together with the International Biosecurity and Biosafety Initiative for Science (IBBIS), Pour Demain, and RAND Europe
- Convened leaders and experts on the sidelines of the **G20 Health Ministerial Meeting, G20 Joint Finance and Health Ministerial** to address priorities to mobilise investments in health workforce and health systems, in partnership with the G20 & G7 Health and Development Partnership, the Pandemic Fund, RANA. and Johnson & Johnson
- Assembled CSOs and key stakeholders to **optimise sustainable financing in the draft pandemic agreement**, in partnership with the Eastern Africa National Networks of AIDS and Health Service Organizations (EANNASO), StopAIDS, and WACI Health
- Co-hosted a workshop at the **European Parliament on strengthening EU's resilience** and ensuring security and competitiveness in biotech, in partnership with IBBIS, Pour Demain, and RAND Europe
- Supported RANA and Afya na Haki (Ahaki) to [launch the RANA Uganda Working Group](#) to advance networked advocacy for pandemic PPR priorities in Uganda
- **Elevated pandemic financing at the Global Health Security Conference** through a co-convened workshop, in partnership with the Brown University Pandemic Center and Georgetown University Center for Health Science and Security
- Convened a leadership workshop with **Purpose to identify key challenges in countering health-related disinformation**, including the need to establish best practices, build political will, and create compelling narratives



Impact Snapshot

CONNECT

Sharing information and intel – bridging and amplifying connections to advance shared goals

- **Grew the Network to 400+ partners** engaged in weekly global working groups and monthly regional meetings across Africa, Asia, and the EU
- **Joined RANA and Ahaki in supporting a [briefing on the mpox outbreak](#)** for the Ugandan Ministry of Health and media to advocate for increased urgency and equity in the response to mpox
- **Convened an [information session on the Pandemic Agreement](#)** within two days of political agreement being reached, attracting 127 partners from at least four continents
- **Signed on to a [call to African leaders to deliver an ambitious IDA replenishment for Africa’s development](#)**, during the IDA for Africa Heads of State Summit in Nairobi
- **Urged [G20 Finance Ministers to take action for people and planet](#)** – including a successful IDA replenishment, financing for pandemic preparedness, leveraging SDRs, MDB reform, debt crisis, and taxation through a joint call with Global Citizen and 26 partners
- **Joined the Medicines Patent Pool fora to advance improving access to essential health products and technologies**, especially in low- and middle-income countries (LMICs)
- **Contributed to the [i-MCM-Net landscape report](#)** on defining access to countermeasures
- **Partnered with RANA to support 10 CSO advocates from Uganda, South Africa, Sierra Leone, Kenya, and Malawi** (from Ahaki, HEPS-Uganda, Engendering Gender International Uganda / The Environment Governance Institute, Africa Climate and Health Alliance, SAHTAC, WACI Health, Rural Outreach Program, Peoples Health Movement Kenya, and Women’s Forum for Human Rights and Democracy) to participate in the 2025 Skoll World Forum
- **Hosted [It’s the End of the World As We Know It, and I Feel Fine](#)** – in partnership with RANA, Marta Foresti, LAGO Collective and ODI, David McNair, ONE – on the sidelines of the Skoll World Forum on how we can work differently to make change happen
- **Joined Global Citizen [calling on the G7](#)** to urgently tackle extreme poverty and goal hunger
- **Convened U.S. advocates to share insights and connect strategies** in the wake of the U.S. elections and new administration actions
- **Joined the Doherty Institute to [elevate therapeutics](#)** as essential to pandemic response
- **Backed the Global Citizen [Protect the Amazon campaign](#)** to mobilise historic climate action in advance of COP30, culminating with the [Global Citizen Festival in Amazonia](#)

PAN by the Numbers

4,000

Reached more than 4,000 subscribers, including advocates and key opinion leaders, every week with network advocacy priorities and updates through the [Pandemic Action Playbook](#) (average open rate of over 40%).

420

PAN's network has grown from 25 to 420+ partners spanning sectors and geographies.

80%

Our partners rated the Network's value at 80% for access to advocacy intelligence and insights.

63%

While our partners represent a variety of sectors, CSOs comprise the majority of our network at 63%, working toward the mission to build resilience of countries, societies, and communities to future threats, including pandemics, with a focus on protecting the most vulnerable, particularly in LMICs.

30%

African CSOs represent 30% of our global network of PAN and RANA. 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.

50+

Mobilised more than 50 networked advocacy actions across priorities including development financing reform to address health resilience, investment in pandemic PPR, mpox response, the EU aid budget, and equitable pandemic agreement.

36

PAN leaders and priorities featured in 36 media pieces in prominent outlets including [The Financial Times](#), [The Guardian](#), [Health Policy Watch](#), [The Lancet](#), [The BMJ](#), [Science Business](#), [Scientific American](#), [Le Monde](#), [Euractiv](#), [El Pais](#), [The Nation \(Kenya\)](#), [Business Day \(Kenya\)](#), and the [Journal of Public Health in Africa](#), [Devex](#), and others.

Actions & Impact

SPOTLIGHT CASE STUDY

Local to Global – Building Resilience in Africa

Africa remains most vulnerable to resilience threats, including pandemics, compounded by the burden of health and development funding gaps along with unsustainable debt. PAN is proud to support [RANA](#), our partner network that provides a space for African organisations and networks from across different sectors and issues to work together towards the shared mission of creating a resilient future for everyone in Africa.

Scaling Country-Level Advocacy – Starting in Uganda

RANA’s partner network has [doubled in a year](#), driving joint advocacy through a monthly regional working

group and access to high-level leaders across AU agencies. RANA connects partners from the community level to capital cities, ensuring local voices and priorities get heard in regional and global corridors of power from the [pandemic agreement negotiations](#) to discussions on the [future of development finance](#) and [medical countermeasures equity](#).

In the [past year](#), RANA has launched its [first country-level working group in Uganda](#), driving advocacy action on resilience priorities and contributing to regional advocacy through RANA’s Africa working group. The Uganda Working Group, led by Afya na Haki (Ahaki), recently participated in a [Ugandan Ministry of Health meeting and media briefing](#) to advocate for increased



Aminata Wurie, Sr. Program Officer, PAN & RANA, at RANA Uganda Working Group, Kampala, Feb. 2025

urgency and equity in the response to mpox. In the year ahead, RANA will deepen community-driven advocacy with additional country-level extensions of the network.


 At a time when civil society space is diminishing in many countries, building stronger national and regional movements serves a practical purpose: helping build political strength in numbers. RANA helps build advocacy power at the national, regional, and global levels.

Aggrey Aluso

RANA’s Executive Director & PAN’s Africa Director

Actions & Impact

SPOTLIGHT CASE STUDY

Helping Deliver the Pandemic Agreement

After three years of negotiations, a [pandemic agreement](#) was reached in the early hours of April 16, 2025. The pandemic agreement gives countries the possibility of working together on R&D, supply chains, the health workforce, and Pathogen Access and Benefits Sharing (PABS). It is also the first global health agreement grounded in One Health that explicitly acknowledges the interconnectedness of human, animal, and environmental health.

Over the past year, we have remained [steadfast in advocating for leadership commitments and compromise](#) throughout the pandemic agreement negotiation process, bringing together diverse partners, including key stakeholders, coordinating

efforts, amplifying the brilliant [expertise, analysis, and advocacy](#) of our partners, while providing advocacy steer, advice, action, and communicating hard messages to negotiators and through the [media](#).

We have worked on briefings to ensure negotiators, key stakeholders, and advocates understand [what a pandemic agreement entails and why it is essential](#), urging partners to join our [calls for action](#), including our relentless advocacy for official [civil society participation in the negotiating process](#) and improved [modalities](#) and [governance](#).

As we look toward the 2025 WHA milestone and beyond, we remain tireless in our efforts to ensure leaders advance a historic deal. It is crucial that the



View from the desk of Rafael Garcia, representing PAN and partners at the pandemic agreement negotiations, Geneva, Sept. 2024

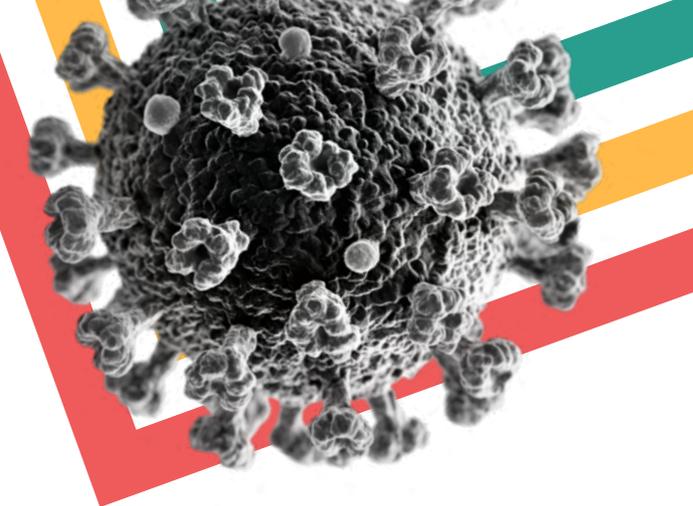
consensus reached during negotiations is solidified and results in actions that prioritise equity, promote accountability, and show the world the promise of multilateralism.


The pandemic agreement is a beacon of unified multilateral cooperation at a critical time, and we salute the Member States for their tenacity and commitment in getting to this point.

PAN & Partners

including Helen Clark, Co-Chair of the Independent Panel; Eloise Todd, PAN; Aggrey Aluso, RANA; HE Kolinda Grabar-Kitarović and Joy Phumaphi, Co-Chairs, and Palitha Abeykoon, Ibrahim Abubakar, Palitha Abeykoon, Bente Angell-Hansen, Victor J. Dzau, Chris Elias, Maha El Rabbat, Jayati Ghosh, Naoko Ishii, Ilona Kickbusch, Mark Lowcock, Matthew Stone, Members of the GPMB; the GPHC; Spark Street Advisors

Actions & Impact



SPOTLIGHT CASE STUDY

Activating on Emerging and Future Threats

We've seen that infectious disease threats — from [Ebola in Uganda](#), Marburg outbreaks in [Tanzania](#) and [Rwanda](#), a [record-breaking year for the spread of Dengue](#) to H5N1 in the U.S. — are continuously emerging, demanding ready and resilient response systems, as well as coordinated and connected solutions. Report after report has found that [human activities have created a planetary polycrisis](#) that includes pandemic threats, demanding that action to address emerging and future threats.

Ringling the Alarm — H5N1

Avian influenza A (H5N1) — or highly pathogenic avian influenza (HPAI) — emerged as a growing concern in 2024 as H5N1 has spread, particularly in the U.S. PAN began monitoring the situation through weekly tracking in early 2024 — [documenting](#) how H5N1 spread

first from birds to other species — notably, dairy cows — and then to humans. Taking stock of our reporting and the expertise in our network, we [published a report](#) underscoring lack of action and communication and clear priorities for urgent action — particularly for the new U.S. administration. We continue to track the evolving H5N1 outbreak, regularly highlighting priorities for action.

Mobilising Rapid Response — mpox

In response to the escalating mpox outbreak in 2024, we acted fast, issuing a [joint statement](#) with partners, coordinating action with African and global partners and media to communicate response needs, and building a biweekly working group, producing a [call to action directed at G20 leaders](#), priorities at the [100-day milestone](#) of the emergency, and supporting

a [ministerial level briefing of officials in Uganda](#). To inform priority recommendations for African and global leadership, PAN [shared regular analysis of mpox trackers](#) and [produced a report](#) analysing the trends in response over the past year, identifying priorities and recommendations.

Getting the World Ready for Biosecurity Risks

It's essential that we get in front of future threats with practical policy solutions. In Europe, PAN is advocating for appropriate safeguards around synthetic biology innovations to mitigate the risks of biosecurity breaches that could lead to human-made pandemics, particularly around nucleic acid synthesis. We are collaborating with our close partners IBBIS, Pour Demain, and RAND Europe to [brief key stakeholders on the key issues](#).

“Governments must act with urgency, and we know what to do. This includes making national, regional and global investments in systems and structures urgently needed to prevent, detect and respond to new and existing pandemic threats.”

Eloise Todd

Executive Director and Co-founder, PAN, in the [Financial Times](#)

Actions & Impact

SPOTLIGHT CASE STUDY

Unlocking Solutions to the Financing Challenge

IDA21 Working For Africa

Catalysed by the IDA Africa Heads of State Summit, PAN and RANA coordinated development partners including CSOs, funders, and think tanks to push for an IDA21 replenishment that delivered for Africa. Together with the ONE Campaign, ACET, and others, PAN and RANA developed a [memo which was sent to leaders](#). In partnership, RANA also led the development and socialisation of a [letter](#) calling on IDA shareholders and decision-makers to advance a historic and ambitious replenishment. We [furthered the message](#), pushing for an IDA that works for Africa at the World Bank Group-IMF Annual Meetings. Our efforts earned inclusion of [pandemic PPR as an IDA package indicator](#).

Building a Hub for EU Aid Advocacy

Over the past year, PAN turned its networked advocacy model toward advancing the largest source of aid via the next long-term EU budget. Together with Global Citizen, ONE, and Aidsfonds, PAN built and launched the [Multiannual Financial Framework \(MFF\) Hub](#) – a global advocacy platform of 85+ organisations across EU capitals, African partners, and beyond to push for

more development action funding in the EU’s next MFF. The Hub has served as a [clearing house](#) for regular advocacy briefings, intelligence, and [opportunities to take action](#). Together with partners, we are pushing for a long-term EU budget that delivers on our most urgent challenges just as aid is under threat.

Bolstering the Pandemic Fund

The Pandemic Fund’s October 2024 investment round mobilised just over US\$7 in additional resources for every US\$1 invested – a sign that the Fund’s investments are valued by partner countries and catalytic to drive increased financing to prevent outbreaks anywhere from becoming pandemics. Having worked to establish the Pandemic Fund, [we persist with our advocacy to bring in new and robust contributors](#) to the Fund, retain the ambition of current donors, push for strong civil society engagement and leadership, and [to spotlight the Fund’s unmatched role](#) with the rest of the world.

Persistence on Pause Clauses

Since 2023, we have pushed for [debt pause clauses to include pandemics](#). In Nov. 2024, the World Bank



Aggrey Aluso, RANA’s Executive Director & PAN’s Africa Director, with partners, at the IDA Africa Heads of State Summit, Nairobi, April 2024

announced that the [Resilient Debt Clause](#) will cover all natural disasters including droughts, floods, and health emergencies like pandemics. We remain steadfast in our advocacy to ensure pandemic and epidemic debt suspension clauses be included in new country lending agreements.

Year Five Action Timeline

Driving Pandemic Action at Key Moments



Aggrey Aluso, PAN & RANA, INB9 pandemic agreement negotiations, Geneva

April 2024

- Rallied support for a [robust IDA replenishment](#) and elevated pandemic PPR at the World Bank-IMF Spring Meetings
- [Pushed for action](#) on the pandemic agreement and amendments to the International Health Regulations
- Called on shareholders and IDA decision makers to take the lead for a [historic IDA21 replenishment](#) at the IDA for Africa Heads of State Summit in Nairobi

June 2024

- Detailed [priorities](#) to reach an equitable pandemic agreement.
- Elevated pandemic financing at the Global Health Security Conference:
- Linked advancing health resilience, pandemic preparedness, and finance as essential to global health security, at the Paris Peace Forum Spring Meeting in Morocco.



Gabriella Stern, WHO; Dr. Mariam Jashi, Former MP, Georgia from UNITE; Vivianne Ihekweazu, Nigeria Health Watch; Dr. Benjamin Djoudalbaye, Africa CDC; Eloise Todd, PAN — speaking at PAN event at WHA, May 2024

May 2024

- Rallied [partners and decision-makers](#) at the 77th WHA to [advance action](#) on the pandemic agreement, financing for resilient health systems, and health communications in an era of disinformation

July 2024

- [Called on G20 Finance Ministers to take action](#) on a successful IDA replenishment, leveraging SDRs, MDB reform, debt crisis, and taxation
- Mobilised 170+ partners to call for [civil society access and official involvement in the pandemic agreement negotiations](#)
- Stood with experts and thought leaders at the [Global Pandemic Preparedness Summit](#)

Year Five Action Timeline

August 2024

- Catalysed early action on mpox, issuing a [joint leaders statement](#), convening a CSO coordination meeting, and delivering a [call to action to G20 leaders](#)

October 2024

- Rallied action for mpox response through regular working group meetings and briefings
- [Led 10+ partners](#) in advance of the World Bank-IMF Annual Meetings to urge African ministers and IDA shareholders to push for a robust IDA21 replenishment to address African countries' needs.
- Joined leaders at the World Health Summit to prioritise policy reforms and advance equitable vaccine development and [policy actions on resilient health systems](#)
- Called for [new and robust pledges to the Pandemic Fund](#) at the G20 pledging moment



September 2024

- Rallied action for mpox response through regular working group meetings and briefings
- Elevated imperatives to the [INBII pandemic agreement negotiations](#)
- Hosted a UNGA high-level side event on [Preventing Future Shocks](#)

Eloise Todd moderating a conversation at UNGA 2024 with members of The Elders H.E. Ellen Johnson Sirleaf, Rt. Hon. Helen Clark, Zeid Ra'ad Al Hussein, President Juan Manuel Santos; together with David Miliband, President and CEO, IRC

Year Five Action Timeline



Rafael Garcia, representing PAN, INB13, Geneva

November 2024

- Issued a [statement](#), supported by 20 organisations calling for consensus-building and action for equity in the pandemic agreement negotiations
- Mobilised advocates in the wake of the U.S. elections
- Elevated the [linked challenges and solutions of AMR and pandemic PPR](#) at the [Global High-level Ministerial Conference On Antimicrobial Resistance](#)
- Called out the [disconnect between recognition of global challenges and actual investment](#) in reaction to the G20 Leaders' Summit
- Marked 100 days since the mpox outbreak was declared a public health emergency, issuing [priorities for action](#)

January 2025

- Issued a [statement in support of WHO](#) in response to the U.S. announcement of withdrawal
- Published [Building Future Resilience](#), a report in advance of the Davos World Economic Forum
- [Amplified](#) the findings of the International Pandemic Preparedness Secretariat's [100 Days Mission Implementation Report](#) in Cape Town.
- Rallied 40+ former heads of state and global health leaders to [call for an effective, legally-binding pandemic agreement](#)

December 2024

- Drove a [joint statement](#) urging WHO Member States to continue to work together to expeditiously advance an effective pandemic agreement
- Issued a [statement](#) to drive momentum on development finance from IDA21 to 2025
- [Called for increased mpox response urgency and equity](#) at a Ugandan Ministry of Health meeting and media briefing

February 2025

- [Elevated Global South and EU biosecurity priorities](#) on the sidelines of the Munich Security Conference
- Advocated for [scaled up investment in development in EU budget](#) debates
- Championed [global health security partnerships](#) and amplified a survey on the [impact of the U.S. aid freeze](#), in response to U.S. cuts
- Pushed for Member States to [commit to getting a pandemic agreement done at INB13](#)
- Called for a [decisive leadership](#) from G20 leaders

Year Five Action Timeline



Eloise Todd, PAN; Rt Hon Helen Clark, IPPPR & The Elders; Priya Basu, The Pandemic Fund; Dr. Dennis A. Ostwald, WifOR Institute, at WHS Regional Meeting in a session on reframing health investments as assets vs. costs, Delhi, April 2025

March 2025

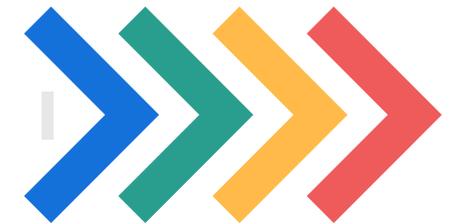
- Participated in a ministerial level roundtable on Emergency Preparedness and Response at AHAIC 2025, highlighting priorities for financing self reliance and equitable access to medical resources
- Participated in the [G20 Health Working Group, Sherpa Track](#)
- Hosted a Roundtable on Strengthening EU's Resilience – Ensuring Security and Competitiveness in Biotech at the European Parliament



Charting a Pathway for Sustainable Financing of Africa's Resilience convening, hosted by PAN, RANA, and AHF, Nairobi, April 2025

April 2025

- Mobilised a [final push](#) for Member States to [achieve a pandemic agreement](#); gathered [127 advocates and key stakeholders](#) to assess next steps upon finalisation of the text
- Convened leading advocates from Africa to [critically examine financing challenges and explore pathways to resilience](#) with RANA on the sidelines of the Skoll World Forum
- Called out [dangerous cuts](#) to U.S. and global health security
- [Reframed health investments as assets vs. costs in partnership with the ADB](#) – elevating health ROI at the World Health Summit Regional Meeting in Delhi
- Convened [50+ community groups in Kenya](#) with RANA and AHF to co-create actionable recommendations for development financing for Africa's resilience



Agenda for Action — Objectives & Key Results

Our Agenda for Action will drive PAN and, we hope, our network of advocates as we look toward the next five years and set our sights farther on bolstering resilience and preparing for future threats.

Objective 1: Scale the depth and breadth of partnerships, such as RANA — RANA drives advocacy change at the national level informed by community priorities in at least two countries.

- **RANA evolution:** Support RANA’s operational independence to drive country-level impact.
- **Prioritisation:** RANA strategy sets out priority countries, pilot projects with monitoring and evaluation structures, and collaboration with other networks.
- **Partnerships:** PAN and RANA identify core partners in at least 2 priority countries to scale the RANA model, nationally in Africa.

Objective 2: Financing — PAN helps defend the most important ODA priorities and works with strategic partners to unlock new sources of financing for resilience priorities.

- **Development finance:** PAN and RANA contribute to major multilateral development bank (MDB) moments including the African Development Fund replenishment.
- **Security and defence:** PAN bolsters the economic and national security case for increasing investments in pandemic prevention through defense spending.
- **EU aid budget:** PAN works with MFF Hub partners (Aidsfonds, ONE, Global Citizen) to establish the effort as a go-to model of networked advocacy on the EU’s long-term budget.
- **Health return on investment:** PAN reframes health investments as assets vs. costs.

Objective 3: Emerging and future threats — PAN works to create change at the EU level on biosecurity, and internationally on pandemic PPR and other areas of strategic focus.

- **Biosecurity and synthetic nucleic acids:** PAN identifies, engages, and earns buy-in from EU political champions, private sector, and partners for action on the biosecurity implications of synthetic nucleic acids.
- **Pandemic agreement:** PAN catalyses, collaborates, and connects with partners to help achieve an equitable pandemic agreement.
- **Emerging threats:** PAN and RANA develop advocacy materials as relevant on pandemic threat emergencies, e.g., mpox, Ebola, H5N1.

Objective 4: PAN — Sustainability and evolution.

- **Evolution:** PAN and RANA continue to evolve to ensure we are offering the best possible support in critical fights on health, finance, and pandemic PPR.
- **Regional and strategic partnerships:** PAN develops and reignites strategic partnerships to deliver PAN-like networks regionally.
- **Great place to work:** Continue to evolve to improve impact and work-life balance so staff have the tools, resources, information, and energy they need to do their jobs at the highest level.

Agenda for Action

We are excited about what is to come. In the coming months, you'll find PAN, together with RANA and partners:

- **Elevating African community voices** with RANA on critical resilience priorities underpinning health and livelihoods resilience.
- **Mobilising advocacy for EU aid for development** in the next EU long-term budget via the MFF Hub, powered together with partners
- **Breaking new ground on biosecurity threats** through our work on synthetic nucleic acids screening in the EU with our partners IBBIS, Pour Demain, RAND Europe, and Considerati.
- **Advancing practical health resilience policy solutions** — We are working to get our dream of a Global Commission on Resilient Health Systems off the ground to determine the capabilities, investments, financing, and governance models required to ensure today's health systems are fit-for-purpose against future threats.
- **Getting the world ready for future threats by leveraging defence and security** vehicles to ensure health security continues to be a fundamental national and global priority.
- **Reframing health investments as assets vs. costs — elevating the return on investment** together with partners at the Asian Development Bank and the World Health Summit.



NETWORKED ADVOCACY — connecting partners across countries, regions, and expertise, collaborating on the most urgent issues related to pandemic policy, and catalysing action in areas of need — is fundamental to achieving this ambitious Agenda for Action.

Our Vision

FROM 2020...

Drive collective action to bring an end to COVID-19 and to ensure the world is better prepared for emerging pandemic threats.



To 2025...

A Resilient Future.

Evolving to build the resilience of people, communities and countries to existing and future threats from health, economic, and political shocks.



Thank You for Five Years of Partnership!

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