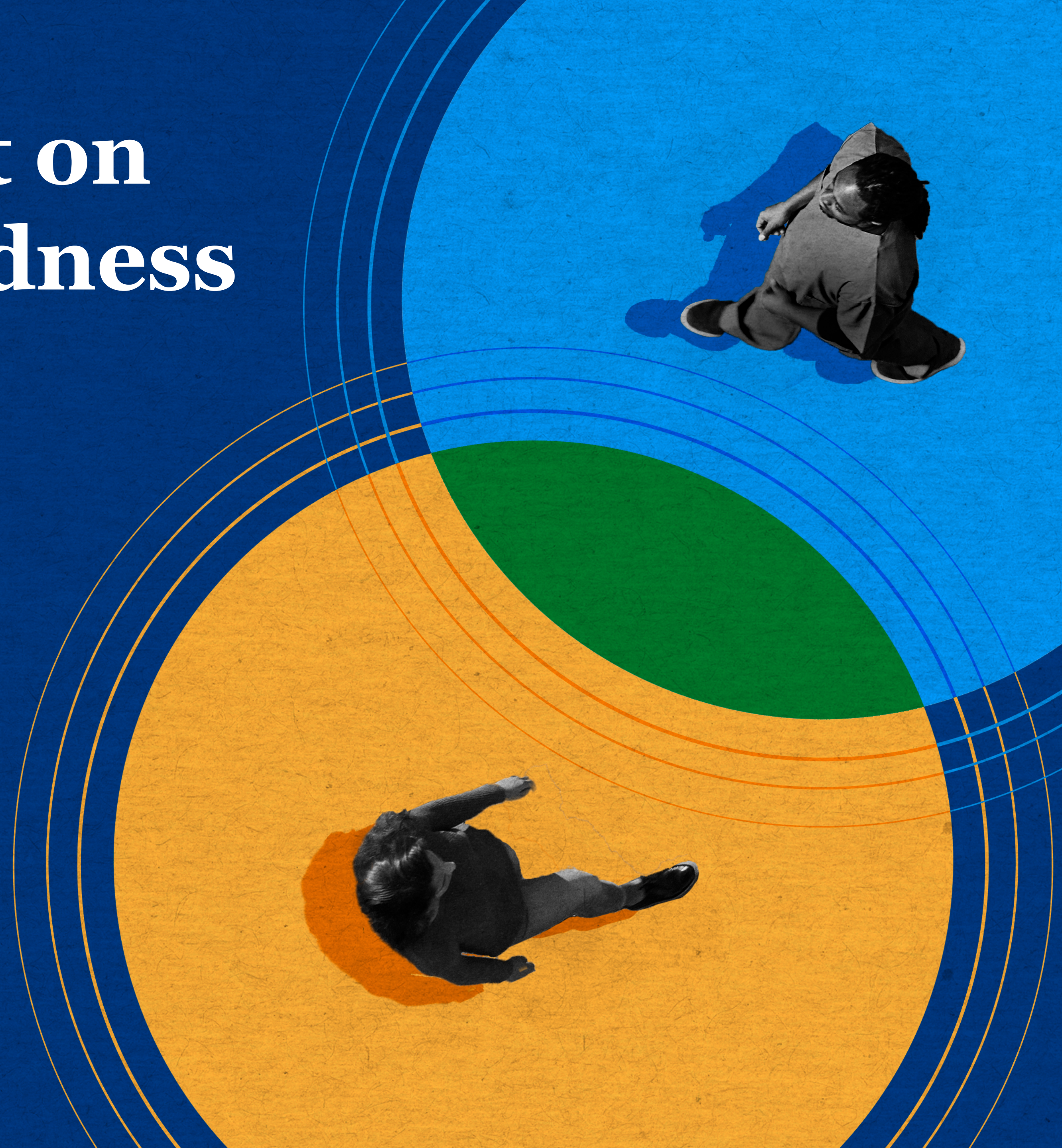


The Network Effect on Pandemic Preparedness & Response

Year Two Impact Report

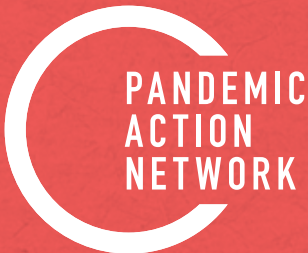
APRIL 2022



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The Network Effect

Pandemic Action Network was built on a core operating assumption: **Pandemics are too big, too numerous, and too complex for any one single stakeholder or sector to tackle alone.** This essential truth has been fundamental to our work since day one, but it has come into sharper focus during our second year — as pandemic fatigue set in and the challenges of creating political will for action on pandemic preparedness and response have grown.

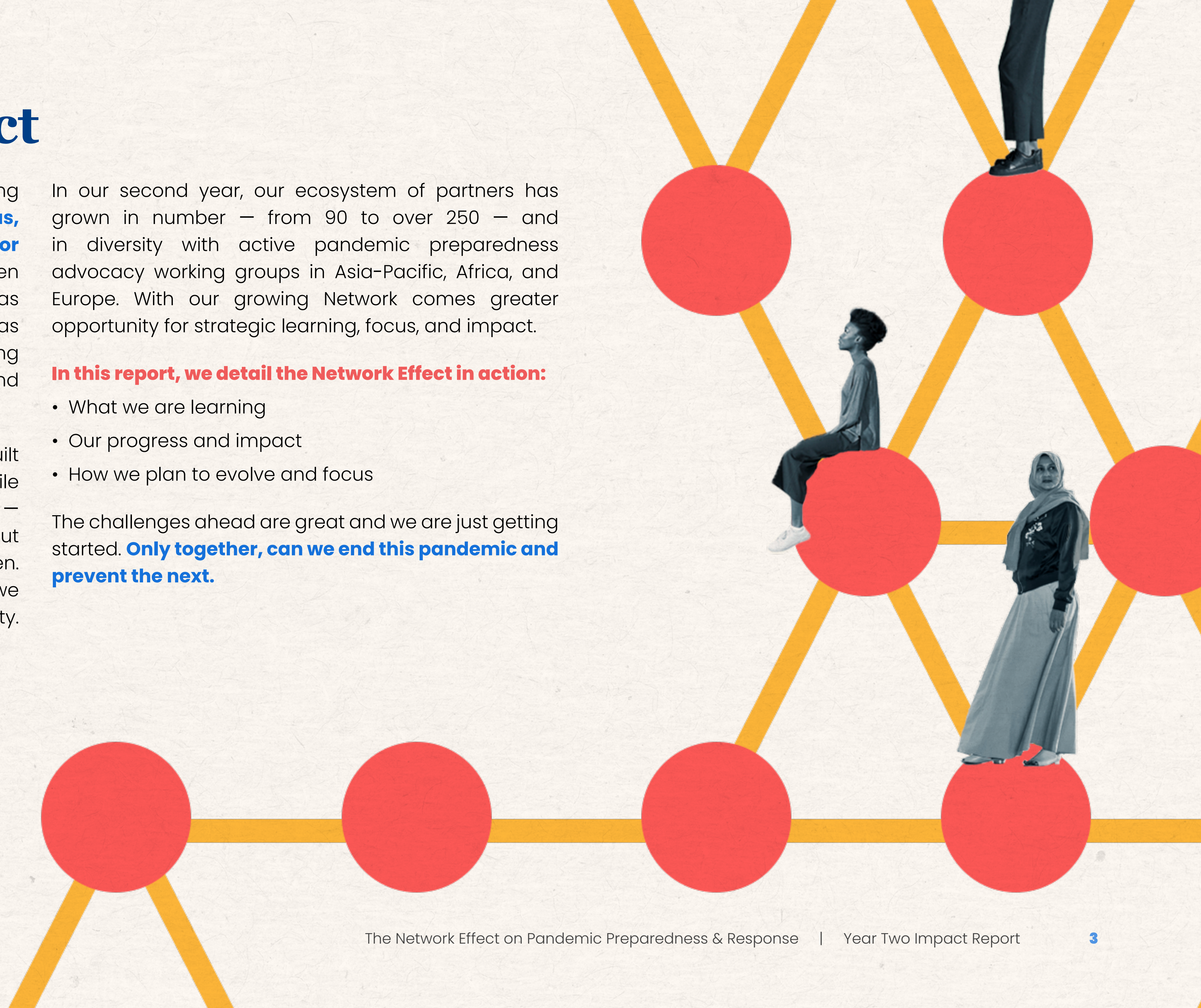
Over the past two years, we have intentionally built Pandemic Action Network to be a diverse and agile group of partners — a global advocacy platform — where we can drive consensus for action without being hampered by the need to be consensus-driven. We catalyze action where we observe gaps, but we also amplify efforts that simply need more visibility. **That is the power of the Network Effect.**

In our second year, our ecosystem of partners has grown in number — from 90 to over 250 — and in diversity with active pandemic preparedness advocacy working groups in Asia-Pacific, Africa, and Europe. With our growing Network comes greater opportunity for strategic learning, focus, and impact.

In this report, we detail the Network Effect in action:

- What we are learning
- Our progress and impact
- How we plan to evolve and focus

The challenges ahead are great and we are just getting started. **Only together, can we end this pandemic and prevent the next.**



Defining Our Second Year

Promises & Hard Truths

The second year of the COVID-19 pandemic and Pandemic Action Network started with hope of a tipping point, but delivered hard truths.

In terms of promise, 2021 was defined by a political window of opportunity to both accelerate an end to the COVID crisis and advance efforts to build systems that will prepare the world to better respond to pandemic threats. The promise was reflected in the reality of new vaccine technology and treatments, rising demand for COVID-19 vaccines, the reopening of many economies and schools, the beginnings of global leadership to end the crisis phase of the COVID-19 pandemic, tangible action to build regional global health research and development (R&D) and manufacturing capacity, and elevation of pandemic preparedness as a key area for investment and action.

But the promise of progress has failed to translate into action. We've faced the hard truths of vaccine inequity and avoidable vaccine wastage, successive waves of

COVID around the world and the emergence of deadlier and more infectious variants in delta and omicron, evolving vaccine hesitancy, rising inflation and uneven global economic recovery, political instability, persistent misinformation, and a complacent, politicized and at times completely absent global response that leaned heavily on rhetoric rather than bold action.

By the end of the second year of the COVID-19 pandemic and as we look toward year three, fatigued world leaders and publics effectively threw up their hands, leaving the world with both a persistent health crisis and compounding social crises that lurk in the shadows promising to stretch systems in every area of human existence.

While the challenges are great, this context underlines why Pandemic Action Network's role is more necessary than ever. Amidst the balance of promise and hard truths, we've witnessed time and again that having the right solutions is not enough.

We must create reasons for leaders to take action and then hold them accountable to delivering on those promises. And as the current crisis persists, the window to build and leverage political will become more finite.

As many organizations and leaders start to put the COVID-19 pandemic in the rearview mirror and go back to their "day jobs," the Network becomes even more essential. What went wrong during this pandemic and how to prevent it from happening again is well documented. Now, we must keep learning with the evolution of this pandemic — a key strength of our Network — and translate ongoing recommendations into specific policy, reform, and funding decisions by political leaders. And we must be relentless and stay in the fight until we have translated the promises and commitments for pandemic preparedness, and COVID response, into meaningful change.

Pandemic Lessons Learned

Challenges

As we worked collectively over the past year to end the crisis phase of this pandemic and advance pandemic preparedness, the following broad challenges emerged:

Pandemic fatigue and competing crises are driving a rapid return to complacency. As COVID-19 shifts to endemic status and other global challenges have risen to the fore and dominate political and public attention, support will continue to wane for closing global equity gaps in the response and efforts to advance pandemic preparedness.

There has been a failure of bold, collective global leadership. The global response to COVID-19 has been consistently hampered by slow, piecemeal, and underfunded efforts. Omicron triggered a new surge in pandemic nationalism as countries focused on their domestic responses at the expense of a coordinated, global plan to end the pandemic. Global summits to date have not delivered the policies or funding

commensurate with the identified gaps in response or preparedness, and leaders have lacked urgency to act on the threat.

The fallout from COVID-19 means that the world is even less prepared for future pandemics. The severity and duration of this pandemic has stressed every system on the planet. Health infrastructure and the health workforce in many countries are at a breaking point. Debt and inflation have risen rapidly, supply chains are broken, vaccine hesitancy has metastasized globally, and mistrust in government and science has escalated. The pandemic has exacerbated geopolitical, national, and social divides, setting back years of progress on health and gender equity, education, poverty reduction, and social progress.

Pandemic preparedness and response is competing for scarce official development assistance (ODA) global health resources. The traffic jam of global health

resource mobilization moments ahead is paralyzing the need for bold action now, and forcing a situation in which pandemic preparedness funding and reform proposals are being positioned in direct competition with other global health and development priorities, largely along ODA lines. There has in turn been a scramble among global health agencies and advocates to define their issues and roles in the context of pandemic preparedness.

Pandemic preparedness and response is still being framed primarily as a health issue. We have witnessed first-hand how pandemics impact every aspect of society and economies. Yet the pandemic preparedness agenda remains largely the domain of health ministers and their budgets, effectively competing for scarce resources.

Pandemic Lessons Learned

“ [Pandemic preparedness and response] needs constant communication and coordination among advocates... there is such a multitude of issues and points to advocate on that the Pandemic Action Network has a key role to play in helping understand and then act on those that matter most.”

—Network partner



Pandemic Lessons Learned

Opportunities for Progress

The COVID-19 pandemic has also created broad opportunities for progress.

Pandemics are no longer abstract threats and there are more people who care. Before COVID-19, pandemic preparedness and response and supporting issues such as research and development (R&D), surveillance, testing, and health systems were mostly intangible and inaccessible for non-health experts. Political leaders and their citizenry now have personally experienced a devastating and deadly pandemic whose effects will be felt for years to come. The trick is to counter pandemic fatigue with a cadre of champions who care about pandemic preparedness and response.

Pandemic preparedness and response investments can strengthen primary health care, boost equity, and deliver ongoing health impact outside of health crises. By intentionally putting health equity at the forefront, pandemic preparedness and response investments and interventions can leave a broader legacy of improved health services. The next phase of the pandemic provides an opportunity to shift

from emergency, rapid response spending to more deliberate and intentional investments guided by country-level health priorities and gaps.

COVID-19 catalyzed strong regional cooperation, particularly among low- and middle-income countries (LMICs). From the African Union (AU) through the Africa CDC to the Pan American Health Organization (PAHO), the pandemic triggered the launch and reinvigoration of regional initiatives, policy frameworks, and networks that can be leveraged to improve pandemic preparedness and response. It has also exposed the glaring weaknesses in our global health security architecture. We see increasing appreciation of the need to invest in regional health security as the path to global health security.

An abundance of pandemic lessons are ready to be actioned. The world is once again awash with reports, analyses, data, and policy recommendations on what went wrong and how to prevent it from happening again. From the Independent Panel for Pandemic Preparedness and Response (the Independent

Panel), the G20 High Level Independent Panel (HLIP) on Financing the Global Commons for Pandemic Preparedness and Response, and the Global Preparedness Monitoring Board, to reports from our own Network and other experts, the lessons and recommendations are strikingly similar. The question is whether this time will be any different from previous health crises, when experts tabled dozens of recommendations but only implemented a few after failing to make a concerted effort to build the political will necessary for change to happen.

“Partnerships and collaboration work... no need for all to invent the wheel.”

—Network partner

Evolution of the Network

The Connection Point for a Diverse Community of Advocates

Over the past two decades there have been countless analyses and numerous global health security policy recommendations, but few ever translated into real systems change. Why? Because there has been no concerted effort to build a broad advocacy effort around the changes needed.

When the COVID-19 pandemic began, we saw the urgent need for a global advocacy platform that would connect and align stakeholders, drive collective action, and hold decision-makers accountable.

We knew that together, we could end this pandemic and help prevent the next — but it would take a big and diverse tent of partners to make it happen. We knew that every day we failed to act, we lost the opportunity for meaningful progress on other challenges to humanity.

In April 2020, we started to build that tent. In 2021, we grew the breadth and depth of those inside to include an expanded set of active partners.

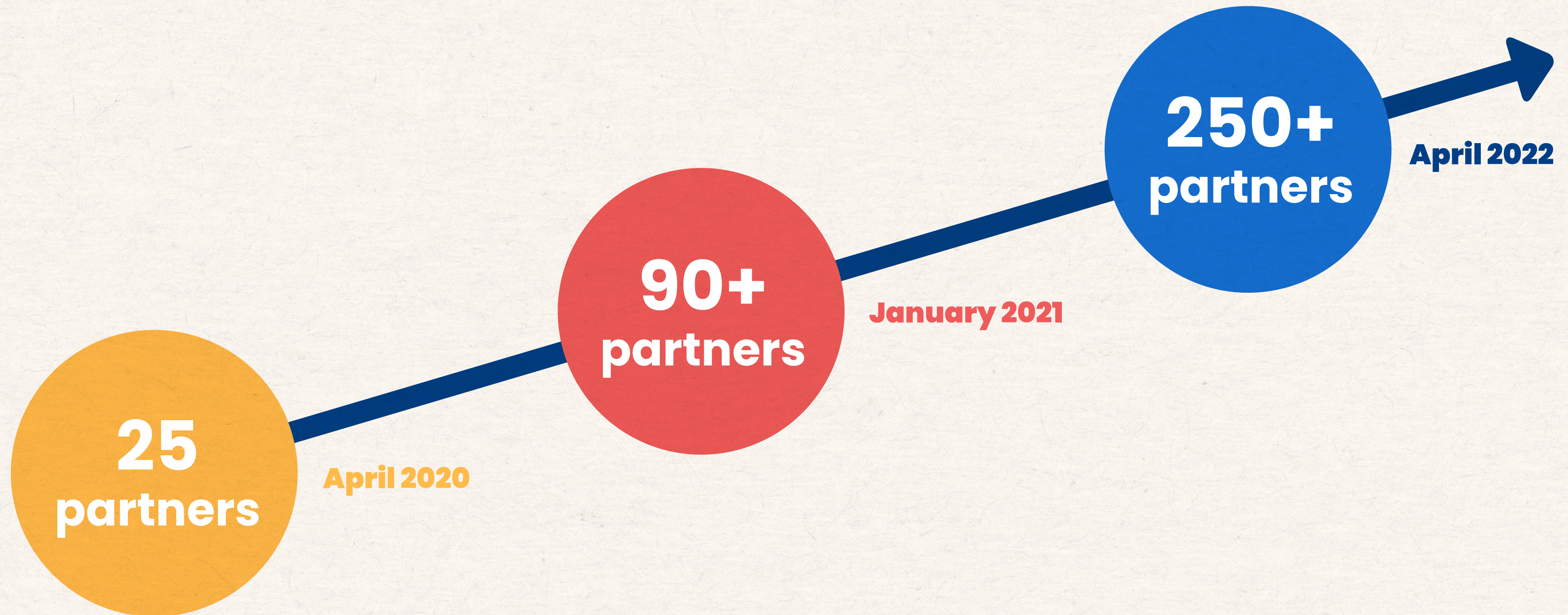
Today, Pandemic Action Network is:

- A diverse international network of more than 250 partner organizations (and growing) across sectors and around the world, with a small supporting international team
- The only organization we are aware of that is solely dedicated to global advocacy on pandemic preparedness and response
- The go-to, pandemic-related policy source for many prominent organizations and major global health organizations, and source of intelligence and strategic advice for development stakeholders
- A conduit to political leadership in several strategic geographies
- An agenda-setting Network driving action on a wide range of pandemic policy, financing, program, governance, and accountability initiatives

While the partners that comprise the Network share our bold and clear goals, pandemic preparedness and COVID-19 response is often one small part of their respective organizational missions. **The Network has proved itself as a connection point for strategic guidance, astute policy and political analysis, and resources to help make sense and take action in an ever-changing and complex landscape.**



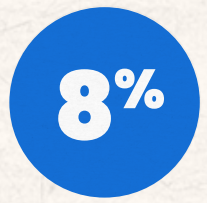
Our Growing Network



Anatomy of the Network



Academic/Research Institution



International/Multilateral Organization



Private Sector Business



Consultancy/Creative Agency



Philanthropy

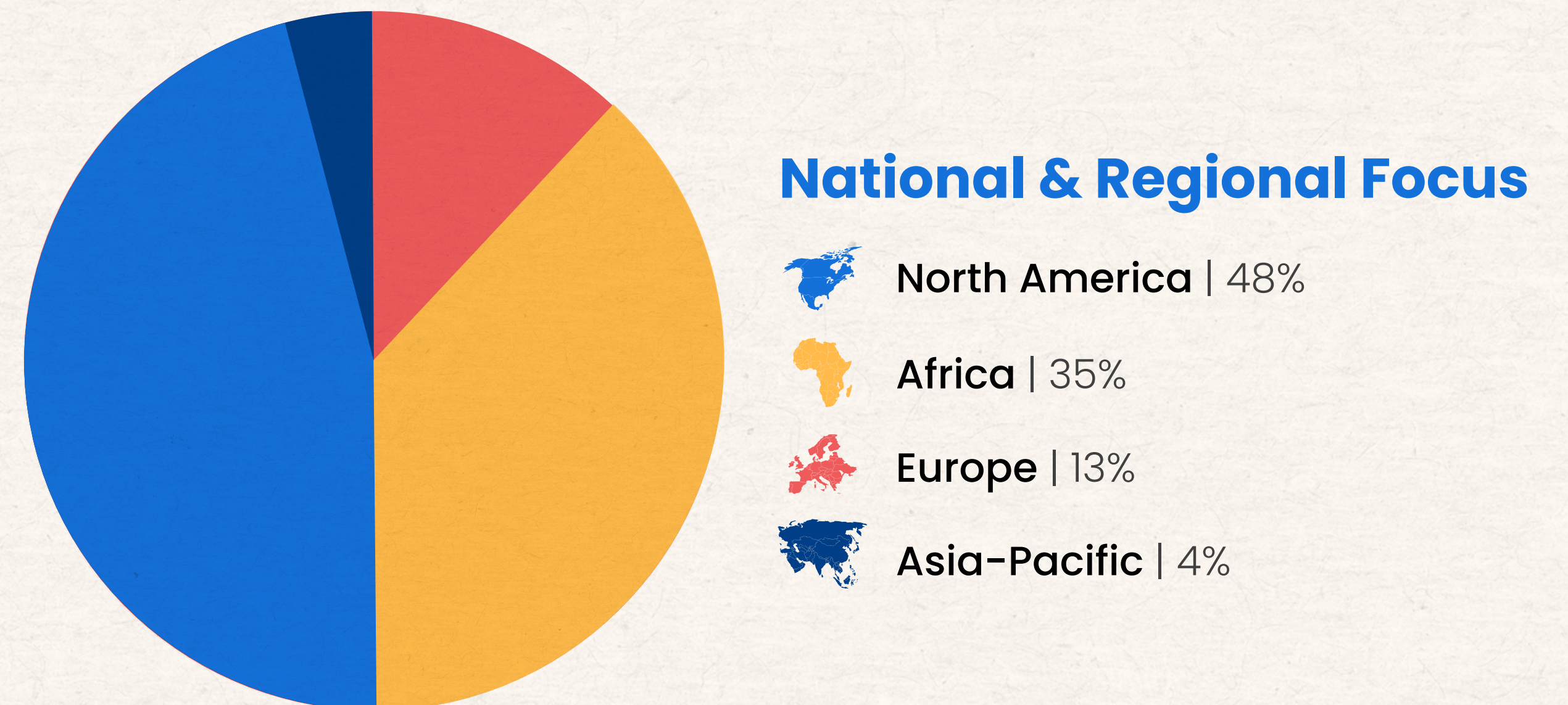
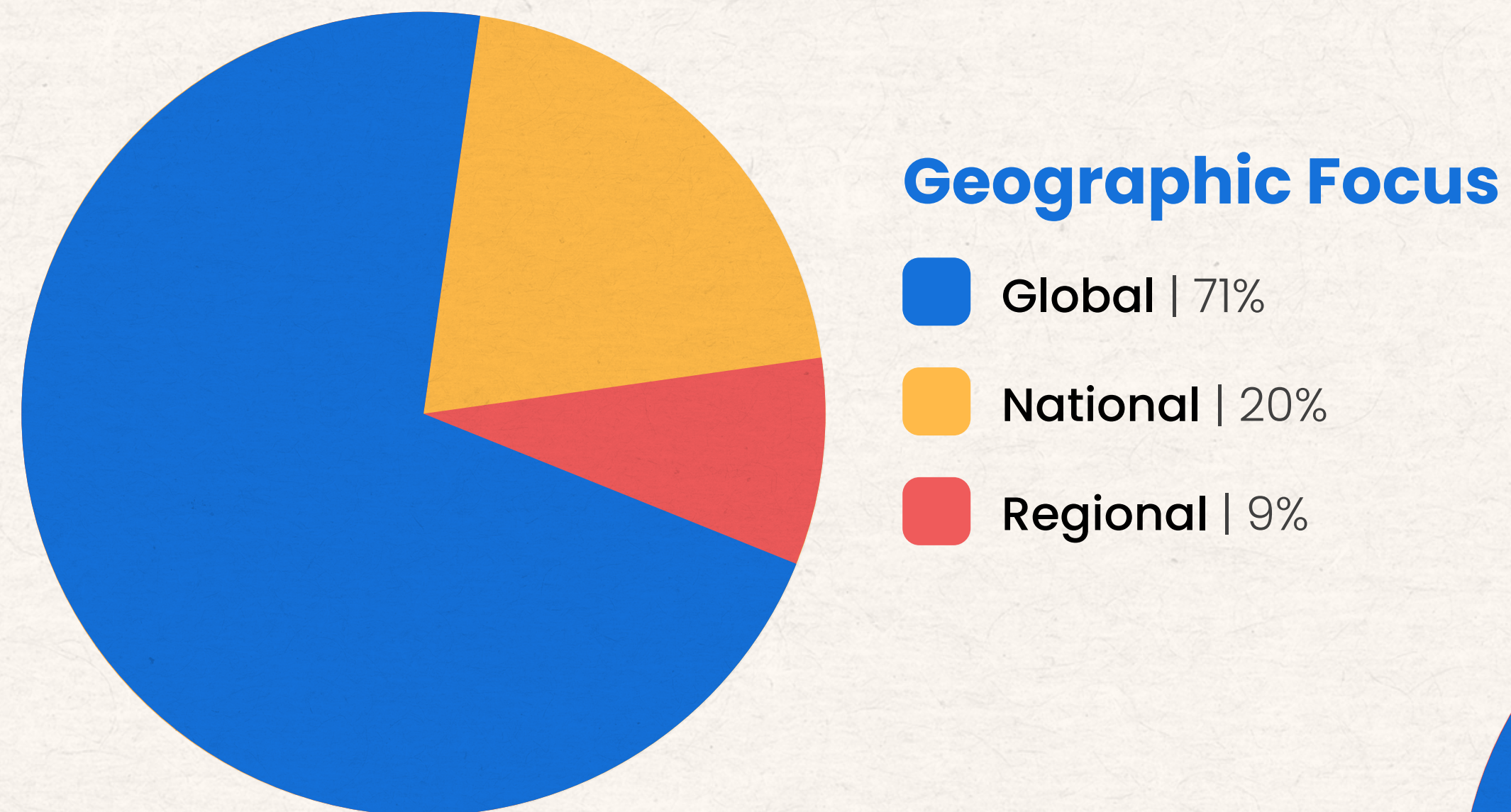
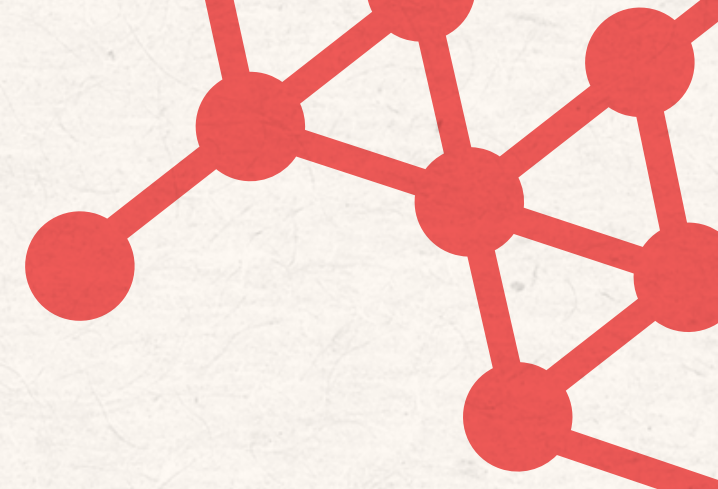


Government



Media

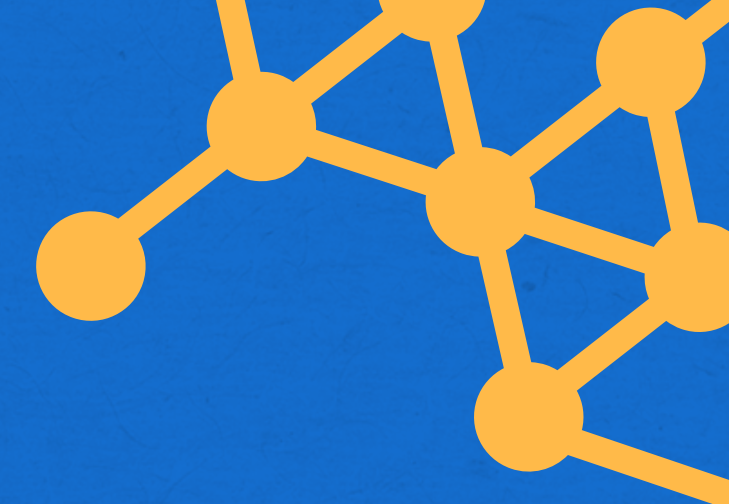
Geographic Focus of Network Partners





“My favorite part of being in Pandemic Action Network is knowing that we are not alone... There is a community of like-minded professionals engaged in the fight... [with] access to information via experts, other advocates, and people from around the world.”

—Network partner



Our Network Effect in Action

Our partners create a Network Effect by taking tangible advocacy actions ranging from intelligence sharing to crafting and amplifying calls-to-action. **Based on our 2021 partner survey, the average Network member had taken 2.89 actions as a result of their partnership.** Of those actions, partners reported that they had engaged at the following levels:



“We are grateful for our partnership and appreciate the ability to elevate our advocacy priorities into broader pandemic prevention and response policy discussions.”
—Network partner

As our Network grows, but also as others go back to business as usual, our aim is to leverage our collective action model to increase our opportunity for impact.

Network Advocacy Principles

The following principles anchor our approach to stewarding and evolving the Network. While these tenants are central to Pandemic Action Network, they can translate to other issue advocacy networks. We share these principles so that Network partners can collectively own them and hold ourselves accountable:

Be partner-centric. The Network is first and foremost a platform to create opportunities to connect, collaborate, and catalyze action among our partners and allies for our shared goals. The Network provides safe and collaborative spaces for intelligence sharing, helps partners make meaning of a complex and changing landscape, connects the dots, and drives alignment across partners, issues, countries, and functions.

Impact comes before ego. While our seasoned leadership has been key to demonstrate our value, we committed early on to put our egos aside. This has translated to a core Network philosophy: it's not about us, it's about the change we want to see. While we do often play a visible leadership role, just as often our team works behind-the-scenes to share intelligence, strategic guidance, campaign ideas, and messaging with partners, whose work we inform and amplify on a regular basis.

A bias for action by design. The global COVID-19 response has been full of gaps, and we have designed the Network to leap into action to fill them. We drive consensus among partners without being consensus-driven – this allows us to be bold, opportunistic, and avoid lowest common denominator outcomes.

Remain steadfast, but agile. The Network was built to focus on ending the COVID-19 crisis while simultaneously mobilizing the world to be better prepared for pandemic threats. Within that context, our small expert team and network of partners are agile to respond and adapt to the political movements of the moment and the dynamics of an evolving virus.

Build a space of continuing value. We sit at the intersection of — and are helping inform and steer — most of the major conversations and processes happening around the current response and the future architecture. Our team has been deeply engaged both visibly and behind the scenes to shape policy decisions and investments. We have demonstrated our ability to provide astute and timely analysis, engage in all sides of the agenda, and help partners advance their interests in a politically dynamic space.

“As the current pandemic subsides, Pandemic Action Network will be key to keep people engaged on the next topic, such as global health security or the public health system.”

—Network partner

Network Actions & Impact

Our second year of networked advocacy was a critical inflection point as we worked to secure and maintain political will and financing for both near-term response measures and longer-term pandemic preparedness systems change. **Our work centered on two interconnected primary goals with supporting objectives.**

Response: End the acute phase of the COVID-19 pandemic for everyone around the world

- Secure sufficient funding and help build political leadership for action on the global COVID-19 response with a focus on costing and end-to-end support for LMICs
- Accelerate equitable access to lifesaving tools such as vaccines, testing, therapeutics, and personal protective equipment (PPE)
- Improve vaccine access and accelerated vaccination delivery through targeted education, advocacy, and communications

Preparedness: Strengthen the global health security architecture to prevent emerging infectious disease outbreaks from becoming deadly and costly pandemics

- Shape global political consensus on priority actions needed to strengthen global pandemic preparedness, including advocacy for priority conclusions from the Independent Panel and the HLIP on Financing the Global Commons for Pandemic Preparedness and Response
- Establish an enduring multilateral financing mechanism with enduring political leadership for pandemic preparedness supporting LMICs
- Assess and advocate for the systems and resources required, including CEPI, to ensure continuous global research & development coordination for epidemic-risk diseases as well as swift activation when an outbreak occurs
- Use discussions around a potential pandemic treaty to secure decisions that can deliver an equitable global response to future pandemics
- Elevate vaccine education as a key element of pandemic preparedness

As we look back and ahead, we don't have rose-colored glasses when it comes to impact and the context of our pandemic preparedness and response advocacy efforts.

We have not checked all the boxes, but our Network Effect is advancing these priorities amidst competing crises and waning political attention.

We've advanced our Agenda for Action through a drumbeat of key political moments focused on strategic elements, including vaccine equity, sustainable financing, and pandemic R&D.

Setting and Acting on a Collective COVID Response and Pandemic Preparedness Agenda

We started the second year of the COVID-19 pandemic with an abundance of priorities and recommendations from leading experts and panels. The Network seized the opportunity to analyze and prioritize recommendations, and align partners around an integrated agenda.

Based on our analysis of recommendations and active inputs from partners in our working group meetings, we developed the Pandemic Action Network **Agenda for Action** to pandemic-proof the planet.

The six-point agenda anchored collective action for our Network over the course of the second year of the COVID-19 pandemic:

Accelerate global access and delivery of COVID-19 vaccines needed to achieve at least 70% coverage in all countries and enable an equitable global response and recovery

Establish a **catalytic, sustainable multilateral financing mechanism** that is dedicated to promoting pandemic preparedness and prevention

Bolster financing and at-the-ready global R&D capacity and coordination to combat emerging infectious diseases and pandemic threats without undermining important funding for existing epidemics research and innovation, including poverty-related and neglected diseases

Strengthen global and national **surveillance capacities and outbreak analytics**

Bolster global capacities, institutions, and systems for pandemics, health security and resilient health systems, including through reforming WHO and strengthening international frameworks for pandemic preparedness and response

Promote equity-focused initiatives and human rights protections in all aspects of pandemic preparedness, response, and recovery, including specific attention to address the intersectional and gendered effects of outbreaks

Catalyzing Political Will Around Key Moments

We've advanced our Agenda for Action through a drumbeat of key political moments focused on strategic elements, including vaccine equity, sustainable financing, and pandemic R&D.

Jan 2021

Biden-Harris Transition: Issued early recommendations for the incoming U.S Administration, which were reflected in key pandemic response and preparedness policy commitments within President Biden's first 100 days in office

Feb 2021

G7 Vaccine Summit and Munich Security Conference: Informed leaders in advance, elevating vaccine dose donation as a priority issue and influencing outcomes

May 2021

G20 Global Health Summit: Informed the Rome Declaration via the G20 Global Health Summit — one of two civil society organization (CSO) representatives; our call-to-action was cited by country reps and reflected in the outcome document

Independent Panel on Pandemic Preparedness and Response Report: Hosted successive consultations featuring speakers from over 20 countries to inform the Panel's report and hosted an analysis briefing to action the Independent Panel Report's recommendations

June 2021

G7 Leaders' Summit: Defined the Global Vaccine Roadmap, supported by more than 20 partners, drove the rallying call-to-actions around the G7 Leaders' Summit, and reacted to underwhelming results

July 2021

IMF advocacy: Created and drove an advocacy opportunity with the IMF to "do whatever it takes" and prioritize innovative solutions to end the COVID crisis and address pandemic preparedness

Sept 2021

Global COVID-19 Summit: Drove rallying call-to-action (signed by 60 partners and 20 individuals) in advance of the Global COVID-19 Summit and UN General Assembly to shape agenda, actively contribute to the summit, and inform outcomes

Oct 2021

G20: Organized Network partners to call on G20 countries to deliver concrete actions on key COVID-19 targets, including process established to advance a pandemic fund

Global Health Summit: Provided strategic messaging and guidance to senior officials and partners on urgent pandemic preparedness and response actions

Nov 2021

Foreign Ministerial: Via open letter signed by nearly 40 partners, pushed U.S. Secretary of State Blinken and foreign ministers to accelerate progress toward global COVID-19 targets and pandemic preparedness goals

Jan 2022

Looking toward the second Global COVID Summit: In partnership with ONE, organized a global COVID-19 response strategy & planning session

March 2022

Global Call to Action: Issued a Global Call to Action, supported by over 30 partners and co-convened a global meeting to highlight urgent actions required at upcoming global summits and moments

April 2022

G7 and G20 Finance Ministers and Central Bank Governors Meetings: Supported by 40 partners, called on G7 and G20 Finance Ministers to act on global response to COVID-19 and pandemic preparedness priorities

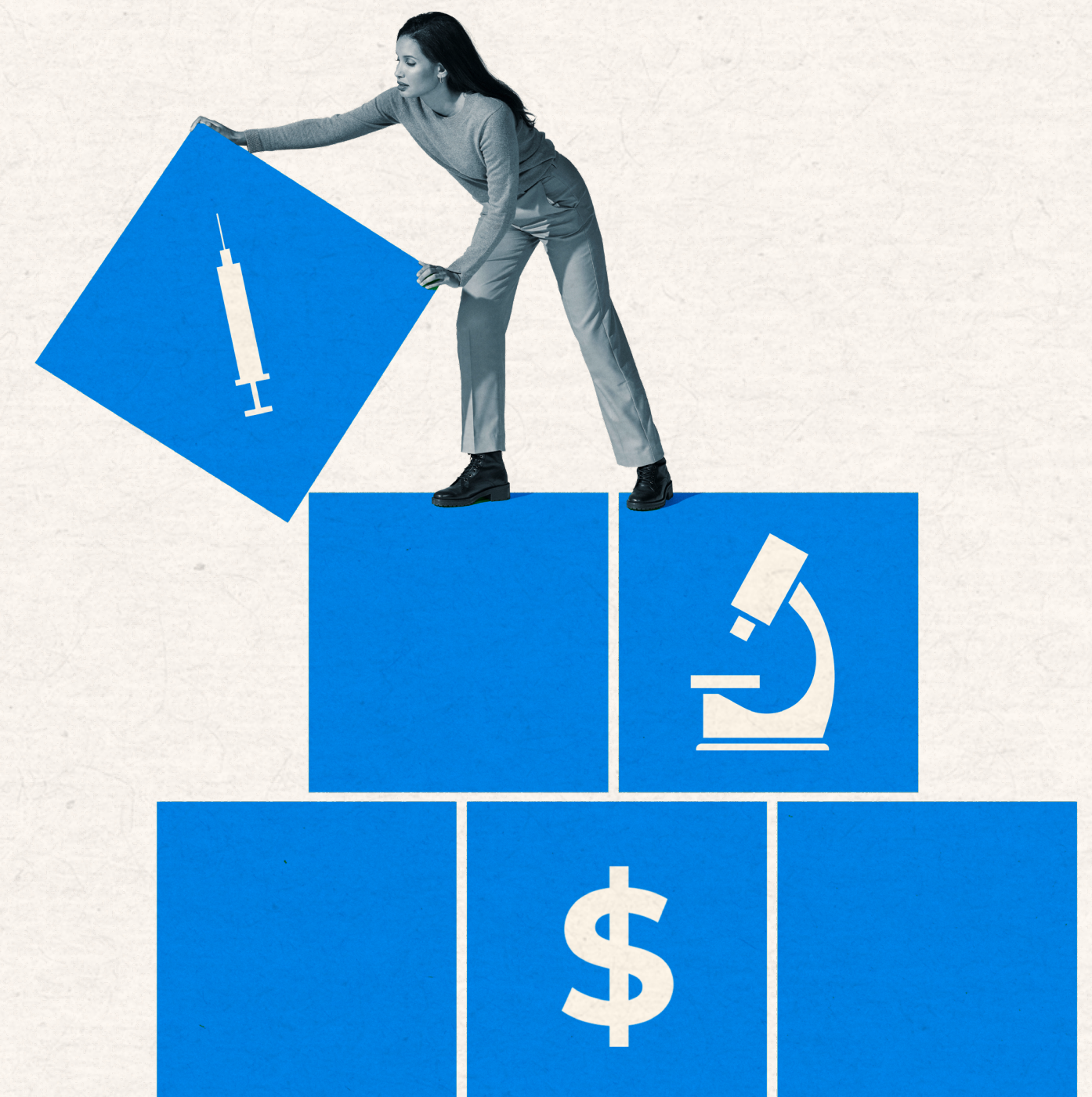
In early 2022, it was clear, we are not where we need to be and we could not wait for promised meetings and summits.

In January, together with ONE, the Network hosted a closed door, off-the-record discussion to align and mobilize key international stakeholders on the actions necessary to accelerate progress toward the Global COVID-19 response and build back better targets (set at the Global COVID-19 Summit), and advance a coordinated global plan to end the crisis phase of this pandemic. The meeting was designed to challenge inertia and fragmentation, and advance an action-oriented platform.

In March 2022, in absence of a date for a second Global COVID-19 Summit, the Network co-convened a **Global Call to Action event** to collectively highlight urgent actions needed at the Global COVID-19 Leaders' Summit and other upcoming summits and events.

The event was co-convened with the COVID Global Accountability Platform (COVID GAP), led by Duke University and COVID Collaborative, together with Africa CDC, African Population and Health Research Center, Amref Health Africa, Andean Health Organization, Center for Indonesia's Strategic Development Initiatives, College of Medicine at the University of Ibadan, the ONE Campaign, the School of Public Health at Cayetano Heredia University, and WACI Health with support from the Bill & Melinda Gates Foundation and The Rockefeller Foundation. The convening — informed by a diversity of speakers and over 400 participants from around the world — collectively identified priorities to meet global needs at this stage of the pandemic and build stronger, more resilient, and equitable systems for the future.

The convening was accompanied by a **Global Call to Action, supported by over 30 partners** to drive ongoing advocacy.



Advancing Sustainable Pandemic Preparedness Financing

Health experts from around the world have warned for years that countries, regional bodies, and global institutions must invest more in critical capacities to **prevent, detect, and respond to infectious disease threats**. COVID-19 is the latest — and most devastating — proof point of our failure to invest in global health security. In the first year of the pandemic, our team and Network developed sustainable financing recommendations, including for a new fund for global health security and pandemic preparedness.

In our second year, we worked to inform and build political support for the fund, as championed by the Independent Panel, the G20 HLIP on Financing the Global Commons, the Biden Administration and members of the U.S. Congress. Team members worked closely with the HLIP Secretariat, senior officials in the U.S. Administration and Congress, the Government of Norway, the World Bank, and other champions to advance next steps to stand-up a new financing mechanism and secure seed funding.

Key Actions to Advance a Dedicated Pandemic Preparedness Fund

Jan 2021

Convened **Independent Panel consultation** on sustainable pandemic preparedness financing

April 2021

Participated in the UN Dialogue on Pandemic Preparedness and Response and shared **five principles for financing future preparedness**

May 2021

Analyzed and amplified the findings of the Independent Panel report

June 2021

Worked with U.S. Congress to draft and advance legislation authorizing U.S. participation in and financing to **support a new fund for pandemic preparedness**

July 2021

Informed and amplified the findings of the G20 HLIP on Financing the Global Commons report

August 2021

Issued policy brief laying out the case for a new multilateral financing mechanism, or fund, for pandemic preparedness

September 2021

Embedded the case for a dedicated global health security and pandemic preparedness fund on the political agenda for the Global COVID-19 Summit and **championed the fund at the Summit** as an active Summit participant

Sept./Oct. 2021

Participated in multi-stakeholder Action Team and contributed to development of a non-paper laying out a **100-day roadmap** for action to design and launch the fund

October 2021

Pressed G20 leaders to **take meaningful steps to stand up a new fund**, and welcomed a new Joint Health and Finance Task Force to carry forward the proposal
Co-convened a high-level briefing with the Paris Peace Forum to engage current and former senior officials to discuss the political pathway to launch a fund

Key Actions to Advance a Dedicated Pandemic Preparedness Fund

November 2021

Launched policy brief on **Governing Pandemics: Bolstering Leadership, Coordination, and Accountability for Pandemic Preparedness and Response**, connecting the dots between a new pandemic treaty, other governance reforms and new global financing

Called for the **U.S. Congress to act on global health security policy and pandemic preparedness funding**

Feb/March/April 2022

Hosted briefing sessions on sustainable financing for pandemic preparedness and response, including the proposed fund, with representatives of the **Government of Norway**, the **World Bank**, **CEPI**, and **the Global Fund**

March 2022

Issued a **Global Call to Action**, supported by over 30 partners, and co-convened a global meeting to highlight urgent actions including the call for a pandemic preparedness fund

April 2022

Called on G7 and G20 Finance Ministers to deliver new sources of financing for the global COVID-19 response and pandemic preparedness, earning welcome consensus from the Indonesia G20 Presidency to establish a new financial mechanism dedicated to addressing the financing gap for pandemic preparedness and prevention

Co-convened with NTI a closed door roundtable with leading champions of the fund to take stock of key priorities and parameters

Advocacy for a new pandemic preparedness fund has been a drumbeat throughout all of our major advocacy moments and in our Pandemic Preparedness Working Group meetings with regular information sessions and political updates, dialogues to address questions, development of resources to equip the Network to advocate for the fund, and situating of preparedness financing as part of a broader governance and financing policy dialogue. Moving forward, our team will work closely with key officials in a range of other countries and across key institutions to stand up a new fund and ensure intentions and recommendations translate into significant, sustainable, and new financing for pandemic preparedness that is additional to existing global health spending.

Sharpening Network Engagement & Communications

When we launched Pandemic Action Network in April 2020, it was with the knowledge that the challenges of pandemic preparedness and response are too big and too many for any one single stakeholder or sector, but together we can make an impact. In our second year, we doubled down on communication and engagement tools to ensure that a diversity of advocates remain in the fight to see an end to the crisis phase of COVID and ensure that we pandemic-proof our future.



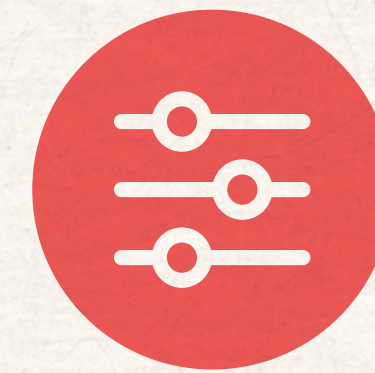
We listened.

We conducted our first partner survey with over 60 respondents including representatives from civil society, private sector businesses, multilateral organizations, consultancies, and creative agencies around the world.



We learned.

Our partners are busy, their focus is fragmented, and their time on pandemic preparedness and response may be limited. That said, the Network is inspiring action and partnership. Overall, people continue to show up and find value in the intelligence-sharing and collective efforts.



We adapted.

Based on feedback, we doubled down on partner-centric engagement strategies.

- We turned our Pandemic Action Playbook into a weekly (formerly biweekly) product to make meaning of the dynamic policy and advocacy space and activate the Network.
- We collapsed working group audiences to be more inclusive: cross-pollinating our pandemic preparedness and response working groups and integrating our behavior change communications and vaccination education working groups.
- We evolved our coordination meeting into a thought leadership space — a Virtual Stage
- We focused on regional and communications depth through dedicated working groups in Asia, Africa, and Europe, as well as a new working group to connect communications leads across our growing Network.
- We built a new news-centric website as a resource hub on all things pandemic preparedness and response policy and advocacy for our growing network.

Impact Snapshots

Advised and supported ACT-A

Provided ongoing counsel and convened partners to inform the **strategic ACT-A review process**, advanced development of the new investment case, and actively supported resource mobilization efforts.

Consistently informed EU and U.S. 2022/2023 budgets

Marshaled the advocacy power of our Network to **drive budget recommendations** to better respond, prepare, and mitigate the pandemic's effects.

Helped advance Special Drawing Rights (SDRs) to support COVID response and recovery in LMICs

Integrated SDRs advocacy into our overall agenda and **seized opportunities with the International Monetary Fund, G20, and G7 leaders** to advance critical calls-to-action. In July, the IMF approved \$650 billion in SDRs.

Fostered regional collaboration and resource mobilization in Asia

Launched our Asia-Pacific regional working group — including partners from Japan, Korea, Australia, Singapore, and Indonesia — to link financing and policy advocacy between APAC countries and with the Network's global efforts. The working group has played a pivotal role in mobilizing resources for global or regional pandemic preparedness and response priorities, including COVAX and CEPI.

Elevated pandemic R&D as a critical area for investment and action

Produced a **paper** and **policy brief** looking at global health R&D market failures, with particular analysis of CEPI's unique role in bolstering preparedness against emerging pandemic threats. Crafted a pandemic R&D four-point agenda for action to close the critical R&D, manufacturing, and delivery gaps. Developed a **short explainer** on CEPI's unique impact opportunity to make the case for **CEPI's critical replenishment**.

Advanced global health security legislation and appropriations in U.S. Congress

Influenced the design and drafting of legislation to bolster U.S. support for global pandemic preparedness — **Global Health Security Act** in the House of Representatives and **International Pandemic Preparedness and COVID-19 Response Act** in the U.S. Senate — and worked to advance bipartisan negotiations for full Congressional approval.

Made vaccine delivery and vaccine education a priority

Positioned as an early voice to call for a focus on end-to-end vaccination delivery, incorporating vaccine delivery and risk communications into key advocacy asks to G7 and G20 leaders and mobilizing our African civil society working group around **calls for quality vaccine dose donations to enable vaccine delivery and minimize wastage** in African countries. To support this effort, we repositioned our Behavior Change Communications working group to address vaccine education insights in LMICs and developed a supporting **vaccine education resource hub** including a policy brief on **Why Smooth Vaccine Rollout and Social Proof are Key to COVID-19 Acceptance**.

Impact Snapshots

Engaged mass audiences around the world

Reignited World Mask Week in the summer of 2021 to drive **a global mask behavior campaign with engagement in 171 countries**. We accompanied the public engagement campaign with a **“Why Masking Still Matters”** policy brief.

Helped equip community health workers with PPE

Together with four key partners (Community Health Impact Coalition, Community Health Acceleration Partnership, Direct Relief, and VillageReach), advanced a radically collaborative emergency response effort to supply community health workers (CHWs) with PPE. COVID-19 Action Fund for Africa (CAF-Africa) enabled LMICs to be competitive in a global marketplace. Between June 2020 and March 2022, CAF-Africa:

- Partnered with Ministries of Health in 18 countries
- Delivered 121.3 million+ pieces of PPE
- Provided equipment for 479,508 CHWs

The PPE challenge remains. Early in 2022, the Network issued **a brief that takes stock of the challenge, progress made, and areas for action**.

Surfaced and amplified frontline health worker insights

Pandemic Action Network partners conducted a study with doctors and nurses in the United States to learn what they need to feel more prepared for this pandemic and the next. Research findings highlight that nearly two years into the pandemic, frontline health workers still don't have the tools they need to treat patients effectively and save lives while keeping themselves safe. The research also points

the way toward better preparedness and response for a future pandemic. The Network distilled findings into a “From the Frontline” **fact sheet** and **media content** to support partners as they advocate for the health workforce and the findings were further amplified through a strategic partnership with Participant Media and their release of the documentary film, **The First Wave**.

Highlighted critical manufacturing priorities in Africa

Together with PATH, we built a community of engaged advocates focused on strengthening Africa's biomedical products manufacturing ecosystem among other regional pandemic preparedness and response priorities. Early in 2022, we organized an advocacy workshop focused on key barriers, potential solutions, and areas that require financial, technical, and political support. The workshop resulted in participatory **identification of opportunities for collaboration** that will define multi-sectoral collaboration in advancing the manufacturing agenda for biomedical products in the Africa continent.

Detailed and analyzed the pandemic preparedness and governance ecosystem

On the eve of the the November 2021 Special Session of the World Health Assembly focused on advancing one of the major recommendations to bolster global governance and coordination, the Network released a new paper: **Governing Pandemics: Bolstering Leadership, Coordination, and Accountability for Pandemic Preparedness and Response** to advance a stronger, better governed, better coordinated, and more accountable global ecosystem for pandemic preparedness and response.

Impact Snapshots

Made pandemic preparedness and response a priority at the 2022 EU–AU Summit

Ahead of the EU–AU Summit, Pandemic Action Network, together with nearly 40 African, European, and other civil society organizations, called on EU and AU member states to take **six bold actions**. Following the Summit, we **processed outcomes** and co-convened a follow-on discussion together with the Paris Peace Forum and the French Presidency of the EU.

Crowded in advocates and key stakeholders on pandemic preparedness and response priorities in Africa

Launched the Africa Pandemic Resilience Initiative with **a convening** of more than 200 advocates and key stakeholders in partnership with Future Africa Forum. The Initiative aims to engage governments and policy decision-makers to preemptively set up systems that will ensure Africa is more prepared to respond to pandemic threats. Published the **State of Play: Pandemic Preparedness and Response in Africa Report** and **related policy brief** detailing practical and actionable recommendations aimed at enhancing pandemic preparedness and response capacities for African policymakers at both regional and national levels.

Network Priorities Ahead

Like the pandemic, Pandemic Action Network is also at an inflection point as it enters its third year. Now is the time to evolve our strategy to:

➔ **Integrate the pandemic preparedness and response agenda** to link our advocacy efforts across preparedness, response, global health, health, and gender equity issues as mutually reinforcing agendas.

➔ **Deepen our policy and advocacy support for our partners** to help generate solutions, build political consensus, and drive policy actions to strengthen capacity-building, institutions, financing, governance, and systems necessary to accelerate the end of the COVID-19 pandemic and better prepare communities, countries, and the world for the next pandemic threat.

➔ **Expand our impact regionally and nationally** to engage and influence policymakers and advocates on pandemic preparedness and response at regional and national levels and to help ensure that global efforts reflect community perspectives and needs.

Network Priorities Ahead

To meet the moment, the Pandemic Action Team and Network will focus on four **strategic priority areas** to strengthen pandemic preparedness and response — ecosystem, financing, governance, and network.

Our agenda ahead is ambitious to match the complexity of pandemics. The Network and our global team underlie everything we do and position us to navigate the challenges of advancing pandemic preparedness and response. As we look ahead, our goal is to grow the diversity of partners who care and are taking an active interest in pandemic preparedness and response, particularly at the regional level, because we know that while pandemics are felt locally, they must be acted on globally and regionally. Fueled by our Pandemic Action Team, the power of the Network Effect is in harnessing the capacity, expertise, and influence of our diverse and growing group of partners across sectors and geographies and turning it into meaningful change.

While we've laid the foundation for sustainable pandemic preparedness and response systems change, we are just getting started, together.

