

Global Health Security Agenda Sustainable Financing for Preparedness Action Package

Overview of Recent Recommendations for Sustainable Financing for Preparedness

PURPOSE

This overview seeks to “**support coordinated, catalytic approaches to financing for preparedness,**” an objective prioritized by the Global Health Security Agenda (GHSA) Sustainable Financing Preparedness Action Package Working Group (SFP AP WG). There are a diversity of global partners and sectors with interest and input on this issue, many recommendations emerging in light of COVID-19, and a need to identify priorities and move forward on a common way in the near future. This overview summarizes the recommendations related to sustainable financing for global health security that have been published in the past year or so by various entities across sectors and aims to inform ongoing discussions of paths forward for advancing global health security, combat emerging pandemic threats, and mitigate associated economic risks. The SFP AP WG will continue to update this summary over time, discuss the recommendations (e.g., priorities, issues to address), and develop additional elements and details as helpful.

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Mapping of Recommendations: A Snapshot of Shared Priorities¹

Entity	Publication	Financing specifically for country-level pandemic preparedness	Strengthening tools and institutions for long-term sustainability of preparedness financing	Risk-informed investments and engagement of the private sector	Global governance
WHO IPPPR	COVID-19: Make it the Last Pandemic				
WHO IOAC	A74/16 IOAC for the WHO Health Emergencies Programme				
GPMB	A World in Disorder: Global Preparedness Monitoring Board Annual Report				
Monti Commission	Rethinking Policy Priorities in the Light of Pandemics				
G20 HLP	A Global Deal for our Pandemic Age				
NTI, CGD, Georgetown University	Concept Note: Global Health Security Challenge Fund				
OECD	Strengthening health systems during a pandemic: The role of development finance				
Rockefeller Foundation	One for All: An Action Plan for Financing Global Vaccination and Sustainable Growth				
Center for Global Development	What COVID-19 Should Teach Us About Smart Health Spending in Developing Countries				
Center for Global Development	Forging an MDB System: The Missing Piece in the Governance Architecture				

¹ Note this does not include every individual recommendation, but highlights common recommendations. We welcome other additions and ideas.

AIDS Healthcare Foundation	UN Must Heed the Lessons of AIDS Pandemic to End COVID-19				
International Institute for Sustainable Development	Debt-to-health swaps: financing health system resilience beyond the COVID-19 pandemic				
International Institute for Sustainable Development	Sustainability-Linked Bonds: A new way to finance COVID-19 stimulus				
Global Policy Authored by Agnes Soucat & Ilona Kickbusch	Global Common Goods for Health: Towards a New Framework for Global Financing				
Pandemic Action Network	It's Time to Pandemic-Proof the World: A 2021 Agenda for Action				
McKinsey & Company	Not the last pandemic: Investing now to reimagine public-health systems				

Summary of Recommendations Organized by Thematic Area

FINANCING SPECIFICALLY FOR COUNTRY-LEVEL PANDEMIC PREPAREDNESS

<i>General Recommendation</i>	<i>Value-Add Potential</i>		
Adequately and consistently invest in building national health security capacities and bolstering pandemic preparedness as a global public good	<ul style="list-style-type: none"> Resilient global health security architecture and national health systems that are more prepared to mitigate the risk and damage of the next pandemic Availability of surge financing for pandemic response Mechanism to minimize the free-rider problem 		
PROPOSALS FOR A NEW MULTILATERAL FINANCING MECHANISM			
<i>Recommendation</i>	<i>Proposed by</i>	<i>Functions/Rationale</i>	<i>Implementation</i>
International Pandemic Financing Facility	WHO IPPPR <i>COVID-19: Make it the Last Pandemic</i>	<ul style="list-style-type: none"> Generate a reliable funding stream for pandemic preparedness and surge financing for response Fill funding gaps in the national, regional, and global provision of global public goods Supplement ODA budget 	<p><u>Capacity</u></p> <ul style="list-style-type: none"> Annual financing capacity of US\$ 5–10 for ongoing preparedness efforts using long-term (10–15 year) contributions Surge funding capacity of up to US\$ 50 – 100 billion by front-loading future commitments <p><u>Contribution scheme</u></p> <ul style="list-style-type: none"> Country contributions will be determined by an ability-to-pay formula <p><u>Use of funding</u></p> <ul style="list-style-type: none"> Preparedness funding can be allocated by function and institution Surge funding will follow response plans for the most-likely cases and be adaptable <p><u>Governance</u></p> <ul style="list-style-type: none"> The Global Health Threats Council will oversee fund allocation and usage Secretariat with a lean structure
Reliable and sustainable financing mechanism for global health security	GPMB <i>A World in Disorder: Global Preparedness Monitoring Board Annual Report</i>	<ul style="list-style-type: none"> Incentivizes investments and provides timely and adequate funds Ensure transparency regarding costs and benefits for all partners 	
Global Health Threats Fund	G20 HLIP <i>A Global Deal for our Pandemic Age</i>	<ul style="list-style-type: none"> Generate a reliable funding stream for pandemic PPR Complement grant financing of MDBs and others supporting country- and regional-level investments in global public goods Support public-private partnerships backing the MCM supply chain Allow for effective and rapid surge financing to 	<p><u>Capacity</u></p> <ul style="list-style-type: none"> Annual financing capacity of US\$10 billion for ongoing preparedness efforts <p><u>Structure</u></p> <ul style="list-style-type: none"> Structured as a Financial Intermediary Fund at the World Bank <p><u>Contribution scheme</u></p> <ul style="list-style-type: none"> Pre-agreed contributions with initial investment from G20 and governments <p><u>Governance</u></p> <ul style="list-style-type: none"> An Investment Board (e.g., committee of the Global Health Threats Board) will

		<p>address evolving priorities</p> <ul style="list-style-type: none"> Catalyze investments across all sectors (e.g., through matching grants and co-investments) 	<p>decide on priorities and gaps to be addressed</p> <ul style="list-style-type: none"> Independent of the World Bank
A GHS Challenge Fund	<p>NTI, CGD, Georgetown University</p> <p><i>Concept Note: Global Health Security Challenge Fund</i></p>	<p><u>Short-term</u></p> <ul style="list-style-type: none"> Address COVID-19 preparation and detection needs <p><u>Long-term</u></p> <ul style="list-style-type: none"> Address urgent health security gaps to scale up national capacity Establish incentives and benchmarks to measure progress 	<p><u>Capacity</u></p> <ul style="list-style-type: none"> Minimum initial investment of US\$1 billion through contributions of public and private sectors <p><u>Use of funding</u></p> <ul style="list-style-type: none"> Allocate funds for countries by need using a matching system Prioritize funding for countries that completed an evaluation of their preparedness gaps (e.g., JEE and SPAR)
Expansion of the mandate of the Global Fund to Fight AIDS, Tuberculosis, and Malaria	<p>AIDS Healthcare Foundation</p> <p><i>UN Must Heed the Lessons of AIDS Pandemic to End COVID-19</i></p>	<ul style="list-style-type: none"> Ensure transparency, accountability, multisectoral buy-in, trust of existing donors, and technical know-how Engage all relevant stakeholders (already included in the board) 	
Global tax for global common goods for health	<p>Agnes Soucat (WHO), Ilona Kickbusch (GPMB)</p> <p><i>Global Common Goods for Health: Towards a New Framework for Global Financing</i></p>	<ul style="list-style-type: none"> Generate a sustained revenue stream—rather than relying on limited compulsory and larger voluntary contributions Address market failures in the provision of global common goods 	<ul style="list-style-type: none"> Possible models: financial transactions and airlines (progressive), carbon tax
A catalytic, sustainable multilateral financing mechanism	<p>Pandemic Action Network</p> <p><i>It's Time to Pandemic-Proof the World: A 2021 Agenda for Action</i></p>	<ul style="list-style-type: none"> Support LMICs in development and implementation of national action plans for health security Align funding with critical country-level gaps and priorities for prevention and preparedness Promote a “race to the top” between countries for preparedness 	<p><u>Capacity</u></p> <ul style="list-style-type: none"> Initial capitalization of US\$20 billion through contributions from public, private, and philanthropic sectors

PROPOSALS FOR INCREASED INVESTMENTS IN PREPAREDNESS			
Recommendation	Proposed by	Functions/Rationale	Implementation
Reforms for strengthened and sustainable domestic financing for prevention and preparedness	G20 HLIP <i>A Global Deal for our Pandemic Age</i>	<ul style="list-style-type: none"> Scale up investments in core capacities needed to prevent and prepare for future pandemics—while allowing for a return to economic growth 	<ul style="list-style-type: none"> Estimated gap for LMIC: 1% of GDP increase to public spending on health over next 5 years IFIs should work with governments to develop a more resilient tax system Pandemic-related expenditures should be defined and monitored Finance and Health Ministries should collaborate to improve and implement National Action Plans for Health Security
More resilient financing for the WHO and support for the integrated One Health approach	G20 HLIP <i>A Global Deal for our Pandemic Age</i>	<ul style="list-style-type: none"> Equip WHO with sufficient, predictable, and sustainable funding that is not contingent on voluntary contributions Address gaps and evolving priorities in a timely manner Provide financial backing for One Health approach of WHO, OIE, FAO, and UNEP 	<p><u>Contribution scheme</u></p> <ul style="list-style-type: none"> Increase share of multilateral funding to two-thirds of the WHO base program budget via assessment-based contributions from Member States Replenish the remainder of the budget through an organized process (in agreement with IPPPR)
Investment in the five pillars of preparedness	McKinsey & Company <i>Not the last pandemic: Investing now to reimagine public-health systems</i>	<ul style="list-style-type: none"> Address gaps exposed by COVID-19 so that the risk and damage of the next pandemic can be mitigated 	<ul style="list-style-type: none"> Estimated total cost of US\$357 billion Five pillars: “Always on” response systems, disease surveillance, prevention agenda, healthcare capacity, R&D

STRENGTHENING TOOLS AND INSTITUTIONS FOR LONG-TERM SUSTAINABILITY OF PREPAREDNESS FINANCING

General Recommendation	Value-Add Potential		
Enhance impact of existing funds by ensuring the efficient allocation of scarce resources and leveraging the strengths of international institutions	<ul style="list-style-type: none"> Minimal inefficiencies and waste of scarce resources Coherence between international and domestic resource flows Integration of full capabilities of IFIs and the WHO in the global health security architecture 		
PROPOSALS FOR MAXIMIZING IMPACT WITH THE CURRENT BUDGETARY SPACE			
Recommendation	Proposed by	Functions/Rationale	Implementation
Complementarity between multilateral and bilateral funding	G20 HLIP <i>A Global Deal for our Pandemic Age</i>	<ul style="list-style-type: none"> Prevents gaps and duplicate efforts by delineating the role of each funding stream Drive greater outcomes in pandemic PPR without diverting 	

		<p>resources from other development needs</p> <ul style="list-style-type: none"> • Improve coordination between relevant partners within country and regional platforms 	
Alignment of funds with preparedness gaps and successful practices	<p>OECD</p> <p><i>Strengthening health systems during a pandemic: The role of development finance</i></p>	<ul style="list-style-type: none"> • Inform resource allocation decisions with information on existing resource flows and successful practices 	<ul style="list-style-type: none"> • Improve preparedness resource tracking by including it separately under the OECD Creditor Reporting System • Use JEE to guide donor funding • Share technical expertise on “fixed-cost” items at country- and regional-level • Identify areas of overlap between COVID-19 response and existing development efforts
A menu of supplies and interventions sorted by their value-for-money	<p>Center for Global Development</p> <p><i>What COVID-19 Should Teach Us About Smart Health Spending in Developing Countries</i></p>	<ul style="list-style-type: none"> • Help countries prioritize gaps identified by JEE • Avoid costs of diverting resources • Develop stockpiles of supplies and interventions with the best value-for-money 	<ul style="list-style-type: none"> • Synthesize a menu of “best and worst buys” by collecting information on cost-effectiveness and budget impact
Function-based purchasing	<p>Global Policy</p> <p><i>Global Common Goods for Health: Towards a New Framework for Global Financing</i></p>	<ul style="list-style-type: none"> • Build national capacities for the provision of common goods for health 	<ul style="list-style-type: none"> • Allocate funds based on performance in meeting global health needs • Assign an institution the task of aligning global priorities and guiding investments (proposed candidate: WHO)
Pooling of funds for common goods for health	<p>Global Policy</p> <p><i>Global Common Goods for Health: Towards a New Framework for Global Financing</i></p>	<ul style="list-style-type: none"> • Unify global financing to avoid inefficient and fragmented efforts 	<ul style="list-style-type: none"> • Pooled funds should be managed by a single institution (e.g., WHO or World Bank) or under a single framework (e.g., through a trust fund under Global Monitoring Board)
Debt-to-health swaps	<p>International Institute for Sustainable Development</p> <p><i>Debt-to-health swaps: financing health system resilience beyond the COVID-19 pandemic</i></p>	<ul style="list-style-type: none"> • Promote resilience of healthcare systems and support debt relief for highly indebted developing countries 	<ul style="list-style-type: none"> • Cancel debt obligations through bilateral agreements and repurpose to initiatives in the health sector based on pre-determined objectives and performance criteria

PROPOSALS FOR ENGAGING INTERNATIONAL FINANCIAL INSTITUTIONS			
<i>Recommendation</i>	<i>Proposed by</i>	<i>Functions/Rationale</i>	<i>Implementation</i>
Establishment of financing of global public goods as a mandate for MDBs	G20 HLIP <i>A Global Deal for our Pandemic Age</i>		<ul style="list-style-type: none"> • World Bank should set lending and performance targets, create a dedicated window, and develop a strategy to assist in pandemic prevention and response • RDBs should develop strategy to support country-level efforts
Availability of fast-surged lending from the IFIs	G20 HLIP <i>A Global Deal for our Pandemic Age</i>	<ul style="list-style-type: none"> • Enable a rapid deployment of sufficient funds for response 	<ul style="list-style-type: none"> • IMF and MDBs should establish effective response windows and ease country borrowing limits for response
Insurance solutions for adverse compensation events	G20 HLIP <i>A Global Deal for our Pandemic Age</i>	<ul style="list-style-type: none"> • Pool risks globally for better pandemic risk management 	<ul style="list-style-type: none"> • MDBs should develop no-fault compensation schemes or an explicit compensation fund with pre-determined compensation awards
Utilization of Special Drawing Rights	Rockefeller Foundation <i>One for All: An Action Plan for Financing Global Vaccination and Sustainable Growth</i>	<ul style="list-style-type: none"> • Decrease funding gaps 	<ul style="list-style-type: none"> • An issuance of \$650 billion in SDRs by the IMF should be approved and distributed quickly • Countries should reallocate at least US\$100 billion of their unneeded SDRs to support developing countries
Revised capital adequacy ratios of MDBs	Rockefeller Foundation <i>One for All: An Action Plan for Financing Global Vaccination and Sustainable Growth</i>	<ul style="list-style-type: none"> • Increase the lending power of MDBs • Facilitate more efficient private capital mobilization by MDBs 	<ul style="list-style-type: none"> • Seek support from G7 and G20
PROPOSALS PRIORITIZING WHO FINANCING			
<i>Recommendation</i>	<i>Proposed by</i>	<i>Functions/Rationale</i>	<i>Implementation</i>
WHO's financial independence	WHO IPPPR <i>COVID-19: Make it the Last Pandemic</i>	<ul style="list-style-type: none"> • Support WHO's ability to execute its core functions—which is hampered by unreliable financing 	<ul style="list-style-type: none"> • Leave resources unearmarked • Increase Member States fees to two-thirds of the WHO base program budget • Replenish the remainder of the budget through an organized process
Predictable and flexible funding for WHE Programme as a collective investment in GHS	WHO IOAC <i>A74/16 IOAC for the WHO Health Emergencies Programme</i>		<ul style="list-style-type: none"> • Increase assessed contributions, multiyear voluntary contributions, and donor base • Increase proportion of WHO core flexible funds allocated to WHE Programme

RISK-INFORMED INVESTMENTS AND ENGAGEMENT OF THE PRIVATE SECTOR

<i>General Recommendation</i>	<i>Value-Add Potential</i>		
Scale up private sector participation in preparedness efforts and crowd in private capital	<ul style="list-style-type: none"> • Whole-of-society pandemic preparedness and resilience • Strengthened synergies in advancing global health security agenda • Adequate and sustainable investments in pandemic preparedness to end the cycle of panic and neglect • Reduction of potential economics losses due to the next pandemic 		
PROPOSALS FOR MARKET-BASED SOLUTIONS			
<i>Recommendation</i>	<i>Proposed by</i>	<i>Functions</i>	<i>Implementation</i>
Reformed global financial system	Monti Commission <i>Rethinking Policy Priorities in the Light of Pandemics</i>	<ul style="list-style-type: none"> • Account for One Health risks • Incentivizes investments • Accounts for externalities 	<ul style="list-style-type: none"> • One Health-related risks will be addressed in risk analysis and mitigation framework of IFIs, public authorities, and the financial sector • Incentivize investments by better differentiating consumption and investment in national and international accounting systems
Innovative investment vehicles	Rockefeller Foundation <i>One for All: An Action Plan for Financing Global Vaccination and Sustainable Growth</i>	<ul style="list-style-type: none"> • Incentivize private capital mobilization to close funding gaps • Take advantage of current low-interest rate environment and high interest of investors in ESG 	<ul style="list-style-type: none"> • Blended finance instruments and structures should be scalable and sustainable—as well as able to be brought to market by 2021 • MDBs, development finance institutions, and other public sector financing entities will facilitate private sector engagement
COVID-19 sustainability-linked bonds	International Institute for Sustainable Development <i>Sustainability-Linked Bonds: A new way to finance COVID-19 stimulus</i>	<ul style="list-style-type: none"> • Link financing costs with KPIs and thus incentivize issuers to commit to performance targets 	<ul style="list-style-type: none"> • Can be issued by any entity that has access to capital markets <p><u>Proposed KPIs</u></p> <ul style="list-style-type: none"> • Number of infections • Number of ICUs available • Number of preventative equipment or ventilators produced • Number of loans given to small and medium-sized enterprises • Number of people applying for unemployment
PROPOSALS FOR CROSS-SECTOR ENGAGEMENT			
<i>Recommendation</i>	<i>Proposed by</i>	<i>Functions</i>	<i>Implementation</i>
Higher standards of governance for public–private partnerships	Monti Commission <i>Rethinking Policy Priorities in the Light of Pandemics</i>	<ul style="list-style-type: none"> • Ensure transparency regarding costs and benefits for all partners 	
A sustainable, augmented, and tightly-networked ecosystem that	G20 HLIP	<p><u>Private sector</u></p> <ul style="list-style-type: none"> • Broaden the use of risk mitigation tools (e.g., blended finance) 	<ul style="list-style-type: none"> • The IFC and the private sector arms of other MDBs will attract private investment for MCMs

<p>optimally leverages the resources and strengths of the private and philanthropic sectors</p>	<p><i>A Global Deal for our Pandemic Age</i></p>	<p>instruments) to crowd in private financing</p> <ul style="list-style-type: none"> • Build adequate at-ready global capacity for manufacturing and scale up the end-to-end supply chains for MCMs <p><u>Philanthropic sector</u></p> <ul style="list-style-type: none"> • Finance investments with high-risk and/or low-commercial incentives (e.g. early-stage R&D for MCMs) 	<ul style="list-style-type: none"> • Countries will collaborate with the MDBs for private sector mobilization supporting the development of a MCM delivery system • Private sector estimated to contribute 15% of the cost of MCM research and 30% of the cost of building and maintaining manufacturing capacity • Solutions should complement ongoing initiatives of IPPPR, GPMB, and other international entities
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GLOBAL GOVERNANCE

General Recommendation	Value-Add Potential
<p>High-level political leadership to oversee and catalyze financing for pandemic preparedness</p>	<ul style="list-style-type: none"> • Sustained preparedness activities during peacetime • Maximum leveraging of strengths and resources of various actors • Coherence between preparedness efforts across borders and sectors (especially health and finance) • Accountability for all actors

PROPOSALS FOR A NEW GLOBAL GOVERNING BODY

Recommendation	Proposed by	Functions	Implementation
<p>Global Health Threats Council</p>	<p>WHO IPPPR</p> <p><i>COVID-19: Make it the Last Pandemic</i></p>	<ul style="list-style-type: none"> • Ensure strong and sustained political commitment to pandemic prevention and preparedness • Facilitate multilateral and multisectoral complementarity and cooperation • Track progress towards WHO goals and targets • Underscore preparedness gaps through routine reporting to the UNGA, the WHA, and the IMF board • Guide and monitor the allocation of resources by the International Pandemic Financing Facility • Promote accountability by releasing progress reports and using peer recognition/pressure 	<p><u>Establishment</u></p> <ul style="list-style-type: none"> • Political declaration of UNGA Special Session <p><u>Structure</u></p> <ul style="list-style-type: none"> • Lean, independent Secretariat <p><u>Membership</u></p> <ul style="list-style-type: none"> • 18 members including Heads of State or Government from various regions and representatives from the private sector and civil society • 3 co-chairs nominated by UNGA and G20
<p>Global Health Board</p>	<p>Monti Commission</p>	<p><u>Global Health Board</u></p> <ul style="list-style-type: none"> • Identify One Health threats 	<p><u>Establishment</u></p> <ul style="list-style-type: none"> • Created at G20 level

(to transition into Global Public Goods Board)	<i>Rethinking Policy Priorities in the Light of Pandemics</i>	<u>Global Public Goods Board</u> <ul style="list-style-type: none"> Identify failures in and garner support for the supply of global public goods 	<u>Model</u> <ul style="list-style-type: none"> Financial Stability Board launched in response to the global financial crisis <u>Membership</u> <ul style="list-style-type: none"> Health, economic, financial, and other policy experts
Global Health Threats Board	G20 HLIP <i>A Global Deal for our Pandemic Age</i>	<ul style="list-style-type: none"> Oversee preparedness financing so that gaps are addressed and resource mobilization strategies are supported Identify gaps and determine priorities of proposed Global Health Threats Fund Leverage strengths of stakeholders and facilitate coordination by delineating individual and joint roles Promote complementarity and maximize synergy between multilateral and bilateral funding Release progress reports—including resource allocation by the Global Health Threats Fund and investment outcomes—to G20 leaders and the UNGA Encourage post-crisis evaluation of responses and sharing of best practices Hold all actors accountable Support regional ownership 	<u>Establishment</u> <ul style="list-style-type: none"> Complementary to Global Health Threats Council proposed by the IPPPR <u>Model</u> <ul style="list-style-type: none"> Financial Stability Board launched in response to the global financial crisis <u>Structure</u> <ul style="list-style-type: none"> Permanent, independent Secretariat Key multilateral agencies (e.g., IFIs and WTO) to serve as permanent advisors, with WHO as designated lead <u>Membership</u> <ul style="list-style-type: none"> G20+ Health and Finance Ministers, heads of key regional organizations
A collective MDB governing body	Center for Global Development <i>Forging an MDB System: The Missing Piece in the Governance Architecture</i>	<ul style="list-style-type: none"> Develop a shared strategy—which addresses collective capital adequacy & efficiency, investment process harmonization, asset pooling, and risk sharing—for MDBs to create synergies and support the sufficient provision of GPGs Facilitate a timely combined crisis response and finance surge when necessary Hold all MDBs accountable 	<u>Option 1: Purpose-built group</u> <ul style="list-style-type: none"> Construct a new group including HICs, UMICs, LMICs, and LICs based on pre-determined criteria <u>Option 2: G20+ group</u> <ul style="list-style-type: none"> Add LMICs and LICs to existing G20 <u>Option 3: Constituency model</u> <ul style="list-style-type: none"> Determine if shareholders have their own board chairs or form constituency groups based on World Bank shareholding

OTHER PROPOSALS SUPPORTING GLOBAL GOVERNANCE			
<i>Recommendation</i>	<i>Proposed by</i>	<i>Functions</i>	<i>Implementation</i>
UN Summit on Global Health Security	GPMB <i>A World in Disorder: Global Preparedness Monitoring Board Annual Report</i>	Come to a consensus on an international framework for preparedness and response—including mechanisms for sustainable financing	Secretary-General of the UN, Director-General of the WHO, and heads of IFIs to convene
An independent, high-level advisory board	Global Policy <i>Global Common Goods for Health: Towards a New Framework for Global Financing</i>		<u>Establishment</u> <ul style="list-style-type: none"> Appointed by UN General Secretary

Overview of Recommendations Organized by Entity

1. COVID-19: Make it the Last Pandemic

WHO IPPPR. May 2, 2021. Access full publication [here](#).

Objective 1: High-level political leadership to strengthen multisectoral coordination on pandemic preparedness and ensure accountability

Establish a **Global Health Threats Council**

- Main actor: UNGA
- Recommended timeline: Q4 2021
- Led at Head of State and Government level
- Membership: state and relevant non-state actors
- Will guide resource allocation and hold actors accountable

Objective 2: Strengthened independence and financing of WHO

Establish **WHO's financial independence**

- Main actor: WHA decision
- Recommended timeline: May 2022
- Unearmarked resources
- Increase Member States fees to two-thirds of the WHO base program budget and replenish the remainder of the budget through an organized process

Objective 3: Increase in international financing for global public goods of pandemic preparedness and response

Establish an **International Pandemic Financing Facility** to raise consistent financing for preparedness and for rapid funding for response

- Main actor: G20 and member states
- Recommended timeline: before end of 2021
- Able to mobilize long-term (10-15 year) contributions of approximately US\$5-10 billion per year as preparedness funding
- Based on an **ability-to-pay formula**
- Funds will be allocated by the **Global Health Threats Council** according to function and institution
- Utilize a lean organizational structure to maintain focus on working with existing organizations

2. A74/16 Independent Oversight and Advisory Committee for the WHO Health Emergencies Programme

WHO IOAC. May 5, 2021. Access full publication [here](#).

Objective: Predictable and flexible funding for WHE Programme

Improve predictability and sustainability of **funding for WHE Programme**

- Increase in assessed contributions, non-specified multiyear funding via core voluntary contributions, and donor base

Increase proportion of WHO core flexible funds allocated to WHE Programme

- Also need to increase WHO core flexible funds

Collectively invest in global preparedness and health security

Redesign CFE replenishment mechanism, disbursement criteria, and operating processes	<ul style="list-style-type: none"> Department of Coordinated Resource Mobilization to create a new strategy to improve sustainability and transparency of CFE
Protect humanitarian and development funding for GHS and UHC	<ul style="list-style-type: none"> WHO Secretariat to support vulnerable countries in continued delivery of essential health services
Further discuss how to ensure achievement of GPW 13 target and alignment between Member States' expectations and WHO's financial capacities to address emergencies	<ul style="list-style-type: none"> GPW 13 target: "One billion more people better protected from health emergencies"

3. A World in Disorder: Global Preparedness Monitoring Board Annual Report

Global Preparedness Monitoring Board. September 9, 2020. Access full publication [here](#).

Objective 1: Sustained investment in prevention and preparedness proportional to the scale of a pandemic threat	
Ensure availability of adequate funds now to lessen economic and socioeconomic consequences of pandemic	<ul style="list-style-type: none"> <u>Main actor</u>: G20 leaders
Sustain financing of national capacities for health emergency preparedness and response developed for COVID-19	<ul style="list-style-type: none"> <u>Main actor</u>: heads of government
Develop a new mechanism for sustainable financing of GHS	<ul style="list-style-type: none"> <u>Main actors</u>: United Nations, World Health Organization, International Financing Institutions Able to mobilize an adequate amount of resources at a sufficient speed Does not depend on development assistance Recognizes preparedness as a global public good Does not fluctuate with political and economic cycles
Make R&D investments eligible for IFI financing and develop financing mechanisms for global R&D for health emergencies	<ul style="list-style-type: none"> <u>Main actors</u>: World Bank (WB) and other International Financial Institutions (IFI)
Objective 2: Strong global governance	
Hold a UN Summit on Global Health Security	<ul style="list-style-type: none"> Secretary-General of UN, Director-General of WHO, and heads of IFIs to agree on an international framework for preparedness (including mechanisms for sustainable financing and mutual accountability)

4. Rethinking Policy Priorities in the Light of Pandemics: A Call to Action

Pan-European Commission on Health and Sustainable Development. March 2021. Access full publication [here](#).

Objective 1: Reformed global financial system	
Account for risks related to One Health	<ul style="list-style-type: none"> • Incorporate in systems of risk analysis and risk mitigation used by IFIs, public authorities and the financial sector • Stronger role for the Eurasian Economic Council, IMF, and other IFIs
Incentivize investment by improving national and international accounting systems	
Encourage credit rating agencies to account for health preparedness in their assessments	

Objective 2: Provision of global public goods for sustainable improvements in global health	
Establish a Global Health Board which can evolve into a Global Public Goods Board	<ul style="list-style-type: none"> • <u>Main actor</u>: G20 • Will be modelled on the Financial Stability Board established after the global financial crisis • GHB role: identify vulnerability through a One Health lens • GPGB role: identify failures in the provision of global public goods and garner support from the international community to remedy gaps

Objective 3: Support for innovation in health systems	
Increase the transparency of public-private partnerships and their potential to deliver effective and equitable health care	

5. A Global Deal for our Pandemic Age

G20 High Level Independent Panel. June 2021. Access full publication [here](#).

Objective 1: Stronger global governance to promote accountability and tight coordination between of health and finance	
Establish a Global Health Threats Board	<ul style="list-style-type: none"> • <u>Main actor</u>: G20 • <u>Recommended timeline</u>: Q4 2021 • Engage an inclusive and credible leadership and membership (i.e., Health and Finance Ministers from G20+ countries and heads of key regional organizations) • Complementary to the Global Health Threats Council recommended by IPPPR • Role: oversee global financing for PPR and effective use of funds, coordinate international entities and non-state actors, determine initial priorities for Global Health Threats Fund

Objective 2: Enhanced and predictable global and country-level financing for pandemic preparedness and response	
Establish a Global Health Threats Fund	<ul style="list-style-type: none"> • <u>Main actor</u>: G20 • <u>Recommended timeline</u>: Q4 2021 • Structured as a Financial Intermediary Fund at the World Bank • Pre-agreed contributions with initial investment from G20 and other governments • Annual mobilization of US\$10 billion for “building a transformed global network for surveillance, providing stronger grant financing, ensuring enhanced and reliable funding to enable public-private partnerships, supporting research and breakthrough innovations”
Implement reforms to expand domestic resource mobilization	<ul style="list-style-type: none"> • <u>Main actors</u>: National governments with support from WHO, IFIs, and OECD • Mobilize and sustain additional domestic investment in core capacities <ul style="list-style-type: none"> ◦ Estimated gap for LMIC: 1% of GDP increase to public spending on health over next 5 years • Agenda of national governments should include (1) improving resilience of tax revenue streams, (2) defining and tracking budgetary expenditures for PPR, (3) creating and executing costed national action plans for health security, and (4) ensuring alignment between external financing assistance and domestic financing
More resilient financing for the WHO and support for the integrated One Health approach	<ul style="list-style-type: none"> • <u>Main actors</u>: WHO Sustainable Financing Working Group, World Health Assembly • <u>Recommended timeline</u>: Q2 2022 • Increase share of multilateral funding to two-thirds of the WHO base program budget via assessment-based contributions from Member States and replenish the remainder of the budget through an organized process (in agreement with IPPPR) • Provide financial backing for One Health approach of WHO, OIE, FAO, and UNEP
Align multilateral efforts with targeted bilateral funding	<ul style="list-style-type: none"> • <u>Main actors</u>: National governments, multilateral and bilateral development partners, private sector, and philanthropies • Improve coordination within country and regional platforms to avoid gaps and overlaps in financing efforts • Ensure that funds are not reallocated from other critical development priorities
Objective 3: Greater leverage of MDB capabilities	
Incorporate financing of global public goods as a core mandate of the World Bank and other MDBs	<ul style="list-style-type: none"> • <u>Main actors</u>: World Bank and other MDBs • <u>Recommended timeline</u>: 2022 • World Bank to “set IBRD lending and performance targets for pandemics prevention and preparedness, establish a dedicated pandemics prevention and preparedness window in an expanded IDA, and develop a strategy for its lending and technical assistance to increase the grant element and concessionality in financing linked to pandemic prevention and preparedness” • RDBs to develop strategy to support country-level preparedness and risk reduction efforts (e.g., establishment of dedicated lending windows or targets)
Set up fast-tracked surge lending from the IFIs for responses to future pandemics	<ul style="list-style-type: none"> • <u>Main actors</u>: IMF, World Bank and other MDBs • <u>Recommended timeline</u>: 12 months

	<ul style="list-style-type: none"> IMF and MDBs should “institute pandemic response windows that are automatically triggered to provide swift, scaled-up access to funds” and “streamline operational requirements and relax country borrowing limits during a pandemic”
Introduce insurance solutions as protection from the liability of adverse compensation events	<ul style="list-style-type: none"> <u>Main actors</u>: MDBs <u>Recommended timeline</u>: next 6 months Especially adverse effects related to medical countermeasures MDBs should develop no-fault compensation schemes or an explicit compensation fund with pre-determined compensation awards Pooling of risks between countries for better pandemic risk management via risk diversification, risk reduction, and cost efficiencies

Objective 4: Increased engagement of private and philanthropic sectors

Build sufficient capacity to support end-to-end global supply chain for medical countermeasures and other critical supplies via public-private partnerships	<ul style="list-style-type: none"> <u>Main actor</u>: Global Health Threats Board, ACT-A coalition of partners Designate roles of different organizations and establish a new governance structure
Incentivize mobilization of private finance for capacity of medical supplies	<ul style="list-style-type: none"> <u>Main actor</u>: MDBs
Expand involvement of philanthropic foundations via partnerships	<ul style="list-style-type: none"> <u>Main actor</u>: National governments and international organizations Engage in expanded research agenda to reduce risk of high-risk investments (e.g., early-stage R&D) and consequently attract private capital

6. Concept Note: Global Health Security Challenge Fund

NTI, CGD, Georgetown University. March 2020. Access full publication [here](#).

Objective 1: Political support for GHS Challenge Fund through a G7 and/or G20 deliverable package

Establish a GHS Challenge Fund	<ul style="list-style-type: none"> <u>Recommended timeline</u>: immediate Short-term: address COVID-19 preparation and detection needs Long-term: address pandemic preparedness gaps
Fund global COVID-19 response	<ul style="list-style-type: none"> Use existing emergency financing mechanisms through the WHO, UN, and the WB
Support CEPI and Gavi	<ul style="list-style-type: none"> Development, purchase, and equitable delivery of countermeasures for COVID-19 and future pandemic threats
Empower the Global Preparedness Monitoring Board	<ul style="list-style-type: none"> Stronger mandate Ability to monitor progress and ensure accountability

Objective 2: Operationalization of GHS Challenge Fund

Resource fund with initial investment of \$1 billion USD at minimum	<ul style="list-style-type: none"> Comprised of public and private international financing Accelerate sustainable domestic financing of preparedness Catalyze investments by WB (e.g., IDA funds), private sector contributions, and donations from governments & philanthropies Goal: match resources against national funding and work toward measurable preparedness benchmarks in each country
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Prioritize funding for countries by need and completion of a preparedness gaps evaluation	<ul style="list-style-type: none"> Funding decisions informed by data gathered from the WHO's Monitoring and Evaluation Framework (e.g., JEE and SPAR), combined with external measures (e.g., GHSI indicators)
Provide targeted resources and technical assistance for each country to prioritize and fill gaps	<ul style="list-style-type: none"> Currently supported by IDA funds inadequate
Create a matching system to allocate funds depending on country's need	<ul style="list-style-type: none"> Possibilities: <ol style="list-style-type: none"> A 2-to-1 funding model for fragile states and 1-to-1 funding for non-fragile states A 3-tiered system that classifies countries by need, with the bottom (most in-need) tier provided a 2-to-1 match and middle tier provided a 1-to-1 match. Top tier countries would self-fund for preparedness gaps. Debt buydowns and other financing instruments can also be used to incentivize domestic investments in preparedness
Establish incentives and benchmarks for progress	<ul style="list-style-type: none"> Monitor and reward progress against preparedness benchmarks Test incentives and inform scale-up using a few countries
Spur country demand by linking to World Bank IDA funds for preparedness	<ul style="list-style-type: none"> WBG's March 3 announcement: make up to US\$1.3 billion available in new IDA financing for response and preparedness activities Further incentivize countries to prioritize use of their IDA and domestic resources for strengthening preparedness

7. Strengthening health systems during a pandemic: The role of development finance

OECD. June 25, 2020. Access full publication [here](#).

Objective: Investment in "first line of defense" (preparedness)	
Better monitor and address preparedness gaps	<ul style="list-style-type: none"> Improve tracking of financing for preparedness by including it as a separate item under the Creditor Reporting System of OECD Use JEE to guide donor funding
Use and share technical expertise on "fixed-cost" items at country and region-levels of intervention	<ul style="list-style-type: none"> Use existing emergency financing mechanisms through the WHO, UN, and the WB
Promote best practices in financing policy and financial responses to crisis	<ul style="list-style-type: none"> Identify and discuss sectors of intervention with synergies between COVID-19 response and existing development efforts (e.g., urban infrastructure designed for social distancing, WASH facilities, contactless payments)
Use all available channels	<ul style="list-style-type: none"> Bilateral donors can rely on foundations, civil society, community groups, and research centers to share best practices Development finance institutions should invest responsibly and adopt best practices in companies they invest in

8. One for All: An Action Plan for Financing Global Vaccination and Sustainable Growth

Rockefeller Foundation. June 25, 2020. Access full publication [here](#).

Objective 1: Decreased funding gaps with Special Drawing Rights	
Ensure that an issuance of \$650 billion in SDRs by the IMF is approved and distributed quickly	<ul style="list-style-type: none"> • Proposal for new SDR issuance to be presented to the IMF Board in June • Provide countries with the fiscal space needed to support pandemic response spending and an injection of balance sheet liquidity • Must be distributed according to IMF members' quotas under current system
Encourage countries to reallocate at least \$100 billion of their unneeded SDRs to support developing countries	<ul style="list-style-type: none"> • Can be leveraged for vaccine procurement
Objective 2: More efficient investment and private capital mobilization by MDBs for an equitable and green recovery	
Garner support within G7/G20 for reforms to unleash the lending power of MDBs	<ul style="list-style-type: none"> • Review and revise capital adequacy ratios of the WB and other MDBs to raise more capital without adding a burden to donor countries
Objective 3: Increased engagement of private capital through innovative financing that is scalable and sustainable	
Develop and scale investment vehicles to mobilize private capital and collaborate with MDBs	<ul style="list-style-type: none"> • Take advantage of low interest rates and investors' interest in ESG

9. What COVID-19 Should Teach Us About Smart Health Spending in Developing Countries

Center for Global Development. March 5, 2020. Access full publication [here](#).

Objective: Cost-benefit approach for prioritizing health spending	
Synthesize a menu of “best and worst buys”	<ul style="list-style-type: none"> • Include information on cost-effectiveness and budget impact to inform allocation of scarce healthcare resources • Help countries prioritize gaps identified by JEE • Simultaneously promote management of endemic threats and prevent emerging threats • Distinction between global and local best buys can guide interventions that should be supported by global financing of global public goods vs. domestic investment
Avoid costs of diverting resources	<ul style="list-style-type: none"> • Conduct cost-benefit analysis of various approaches to shift resources strategically and minimize disruptions of routine health care services (e.g., maternal and neonatal care)
Develop stockpiles	<ul style="list-style-type: none"> • Value-for-money of various supplies and interventions (e.g., medical countermeasures, diagnostics, and equipment) • Provide market incentives by building a foreseeable market for manufacturers and signaling prices for purchase by governments and aid organizations

10. Forging an MDB System: The Missing Piece in the Governance Architecture

Center for Global Development. April 20, 2021. Access full publication [here](#).

Objective: Financing of global public goods by a collective multilateral development bank governing body	
Create a long-term strategy for MDB performance on a system-wide level	<ul style="list-style-type: none"> • Focus on how collective actions can achieve development goals more rapidly than individual actions • Possible areas of focus (example given for climate change): <ol style="list-style-type: none"> 1. Assess collective MDB capital adequacy, capital efficiency, and finance capacity for climate-related finance. 2. Set and oversee achievement of aggregate MDB targets for climate finance, including the path to net zero emissions and Paris Agreement alignment at the portfolio level. 3. Promote harmonization of MDB climate investment processes and shared transaction costs to scale the pipeline of investible projects and the size of the investments possible. 4. Drive the pooling of MDB climate-related assets to attract large-scale institutional investors. 5. Mandate risk-sharing across MDBs and shared access to concessional finance for boosting operations in difficult environments.
Oversee deployment of long-term and short-term strategies for crisis response and ensure accountability for collective performance	<ul style="list-style-type: none"> • Possible structures for governing body: <ol style="list-style-type: none"> 1. Purpose-built group: mix of HICs, UMICs, and LICs + LMICs 2. G20 plus group: addition of LICs + LMICs to G20 3. Constituency model: main shareholders have own board chairs & others create constituency groups represented by rotating chairs

11. UN Must Heed the Lessons of AIDS Pandemic to End COVID-19

AIDS Healthcare Foundation. June 9, 2021. Access press release [here](#).

Objective: Sustained funding for pandemic preparedness and response using GFATM model	
Expand the mandate of the Global Fund to Fight AIDS, Tuberculosis, and Malaria to include other infectious diseases	<ul style="list-style-type: none"> • Advantages: transparency, accountability, multisectoral buy-in, trust of existing donors, technical know-how • Alternative to creating a new financing facility as proposed by IPPPR • Board already includes all relevant stakeholders

12. Debt-to-health swaps: financing health system resilience beyond the COVID-19 pandemic

International Institute for Sustainable Development. June 12, 2020. Access article [here](#).

Objective: Resilience of healthcare systems and debt relief for highly indebted developing countries	
Employ debt-to-health swaps	<ul style="list-style-type: none"> • Cancel debt obligations through bilateral agreements between creditor and debtor governments • Establish public trust funds or endowment funds to implement allocation • Repurpose to projects and initiatives in the health sector based on pre-determined objectives and performance criteria • Example: Debt2Health program of the Global Fund

13. Sustainability-Linked Bonds: A new way to finance COVID-19 stimulus

International Institute for Sustainable Development. July 22, 2020. Access article [here](#).

Objective: New sustainable debt instrument to allocate capital towards pandemic recovery

Create **COVID-19 sustainability-linked bonds** (also known as key performance indicator linked bonds) to create a financial incentive to achieve performance targets

- Can be issued by any entity that has access to capital markets
- Example KPIs: amount of preventative equipment produced

14. Global Common Goods for Health: Towards a New Framework for Global Financing

Global Policy. November 22, 2020. Access full publication [here](#).

Objective 1: sustained source of revenue for global common goods for health (CGH) through taxation

Increase compulsory contributions to UN and prioritize to global common goods for health

- Can channel more funds to WHO
- Limited political will

Impose a global tax or a carbon tax

- Examples: financial transactions, airlines

Impose regional taxes

- Proposal discussed by some countries in the European Union and the Africa Union

Objective 2: management of pooled funds for CGH under a coherent mechanism

Assign the responsibility of fund management to a single UN institution

- Proposed candidates: WHO, World Bank

Unify multiple institutions under a single accountability and regulatory framework

- Example: create a trust fund for CGH under Global Monitoring Board

Objective 3: function-based purchasing (i.e., allocation of funds based on performance in meeting global health needs)

Build national capacities for the provision of CGH

Assign an institution the task of aligning global priorities and providing guidance on investments

- Proposed candidate: WHO

Objective 4: global governance

Designate an independent, high-level advisory board

- Main actor: UN General Secretary
- Role: put forward a new concept of sovereignty and recommendations for its implementation through financing, regulation, and governance of CGH

15. It's Time to Pandemic-Proof the World: A 2021 Agenda for Action

Pandemic Action Network. April 6, 2021. Access full publication [here](#).

Objective 1: a sustainable multilateral financing mechanism for pandemic preparedness and prevention	
Commit to contributing to target of \$20 billion initial capitalization	<ul style="list-style-type: none"> Investments from public, private, and philanthropic sectors Purpose: support LMICs in development and execution of national action plans for health security and preparedness, remedy their health security gaps, and encourage a global “race to the top” for preparedness
Target funding towards country-specific priorities for pandemic preparedness, prevention, and containment	<ul style="list-style-type: none"> Support compliance with IHRs, outbreak detection, laboratory and manufacturing capacity, workforce development, supply chain strengthening, and One Health initiatives

16. Not the last pandemic: Investing now to reimagine public-health systems

McKinsey & Company. May 21, 2021. Access full publication [here](#).

Five pillars of preparedness: estimated \$357 billion

- “Always on” systems and partnerships that can scale rapidly during epidemics
 - Pre-established collaboration channels between public and private sectors
 - Two-year investment of \$15-25 billion
 - Annual investments of \$3-6 billion (for a ten-year total of \$45-70 billion)

Upfront Investments	Estimated Cost, \$ billion
Communication & messaging	4
Border health	14
Supply-chain preparation (global stockpile)	23
Emergency operations	15
Regular simulations & other cross-sector exercises	<1
Total	56

- Strengthened global, national, and local mechanisms to detect infectious diseases
 - Investments in LMICs to build up disease-surveillance systems as investments in own country’s safety
 - Two-year investment of \$25-40 billion
 - Annual investments of \$6-10 billion (for a ten-year total of \$75-1115 billion)

Upfront Investments	Estimated Cost, \$ billion
US National Public Health Institutes	3
Pathogen surveillance/sequencing	48
Specialized surveillance programs	4
Notifiable-disease and IDSR-like surveillance	19
Population-representative surveillance foundation	19
Data integration	4
Total	96

- An integrated epidemic prevention agenda
 - Two-year investment of \$14-21 billion
 - Annual investments of \$7-11 billion (for a ten-year total of \$70-105 billion)

Upfront Investments	Estimated Cost, \$ billion
Global immunization	15
Limited human-wildlife interactions	34
Mapped global virome	2
Contained antimicrobial resistance	37
Total	88

- 4) Healthcare systems ready to handle surges while maintaining the provision of essential services
- Initial three-year investment of \$24-38 billion
 - Annual investments of \$2-4 billion (for a ten-year total of \$45-65 billion)

Upfront Investments	Estimated Cost, \$ billion
Assessed gaps in healthcare systems	1
Closed pandemic-specific gaps	54
Total	55

- 5) Accelerated R&D for diagnostics, therapeutics, and vaccines
- Initial two-year investment of \$16-24 billion
 - Annual investments of \$4-6 billion (for a ten-year total of \$50-75 billion)

Upfront Investments	Estimated Cost, \$ billion
New antiviral, antibody, and vaccine platforms	6
Scaled vaccine-manufacturing capacity	42
Closed known vaccine/therapeutic gaps	14
Total	62