The current model of high-income-country dominated systems must be transformed to a global, inclusive approach, because it is the morally right thing to do and because it is the only way to manage a global pandemic.

Critically, such a system needs to be able coordinate decision-making globally; maintain effective relationships with vaccine and other product manufacturers from both the public and the private sector and from all regions; strengthen global and local manufacturing capacity, including long-term and sustained investment in technology transfer; and incorporate a financing mechanism that invests early in the development cycle in order to support rapid and equitable development, manufacturing, and access.

## The Panel recommends

I. **Transform the current ACT-A into a truly global end-to-end platform for vaccines, diagnostics, therapeutics, and essential supplies**, shifting from a model where innovation is left to the market to a model aimed at delivering global public goods. Governance to include representatives of countries across income levels and regions, civil society and the private sector. R&D and all other relevant processes to be driven by a goal and strategy to achieve equitable and effective access.

II. Ensure **technology transfer and commitment to voluntary licensing are included in all agreements** where public funding is invested in research and development.

III. **Establish strong financing and regional capacities for manufacturing, regulation, and procurement of tools for equitable and effective access to vaccines, therapeutics, diagnostics and essential supplies, and for clinical trials:**

    a. **based on plans jointly developed by WHO, regional institutions, and the private sector;**

    b. **with commitments and processes for technology transfer, including to and among larger manufacturing hubs in each region; and**

    c. **supported financially by International Financial Institutions and Regional Development Banks and** other public and private financing organizations.