

Acknowledgements

The Independent Panel for Pandemic Preparedness and Response would like to thank the following for their contributions to its work and to this final report:

WHO

The Independent Panel would especially like to thank WHO and its staff at all levels of the Organization for their continued support and important contributions throughout the process. We extend our deep appreciation to WHO's leadership team: Tedros Adhanom Ghebreyesus, Zsuzsanna Jakab, Ahmed Al Mandhari, Carissa Etienne, Takeshi Kasai, Hans Kluge, Matshidiso Moeti, Poonam Singh, Mike Ryan, Soumya Swaminathan, Jaouad Al-Mahjour, Socé Fall, Mariangela Simão, Catharina Boehme, Jane Ellison, Peter Ben Embarek, Maria van Kerkhove, Scott Pendergast, Bernhard Schwartländer, Tim Armstrong, Ian Smith, Raul Thomas, Gauden Galea, Imre Hollo, Gabriella Stern.

In addition, our special thanks go to the WHO staff members supporting the Panel directly through the WHO COVID19-Repository, the IHR Secretariat, the IHR Review Committee, the Independent Oversight and Advisory Committee for the WHO Health Emergencies Programme (IOAC), STAG-IH, GOARN among others.

National Governments

The Panel would also like to extend its warm gratitude to all national governments supporting the work by participating in the Panel's activities and by contributing important information to the Panel's work. The Panel is also very grateful for the continued and essential support by the Ministries of Health, the diplomatic missions in Geneva and New York, as well as a number of Member State groups at the global and regional level such as the African Union, Asia-Pacific Group, CARICOM, Commonwealth, ECOWAS, European Commission, GRULAC, G7, G20, G77 and the United Nations.

International and regional organizations and partnerships

The Panel would like to extend its gratitude to the following organizations: Africa CDC, African Development Bank, Asian Development Bank, Center for Global Development, Chatham House, CIVICUS, Club de Madrid, Economic Commission for Africa, European Commission, European Council, Exemplars in Global Health, Foreign Ministries Science & Technology Advice Network, Gavi, Global Fund to Fight AIDS, Tuberculosis and Malaria, Global Health Law Consortium, Global Preparedness Monitoring Board, Graduate Institute of International and Development Studies, Helsinki Policy Forum, Human Rights Council, International Monetary Fund, Islamic Development Bank, Organisation for Economic Co-operation and Development, Overseas Development Institute, Pan-European Commission on Health & Sustainable Development, The Elders, UNAIDS, UNDP, UN Foundation, UNFPA, UNICEF, University of Essex, University of San Francisco, World Bank and the World Trade Organization.