



# Driving Collective Action on Pandemic Preparedness and Response: Lessons and Impact

2020 Report



# Table of Contents

---

Executive Summary.....	page 03
Introduction.....	page 05
Origins of Our Network Model.....	page 06
What It Takes to Stand Up a Network in Crisis — A Case Study.....	page 08
Catalyzing Collective Action — How It Works.....	page 11
Our Theory of Change	
Our Theory of Action	
Impact Summary	
Catalyzing Policy & Advocacy Actions .....	page 13
ACT-A .....	page 14
Global Health Security Architecture .....	page 16
Access to Vaccines, Therapeutics, Diagnostics, and PPE .....	page 19
Addressing Critical Communications Gaps & Catalyzing Behavior Change Communications.....	page 23
World Mask Week.....	page 24
Africa Mask Week.....	page 26
Lessons Learned in Collective Action.....	page 30
Appendix.....	page 33

## Executive Summary

---

COVID-19 shocked the world into awareness that we are not prepared for pandemics. The magnitude and complexity of global pandemics is now vividly clear to everyone. But history shows that awareness and political will fades fast — once the immediate challenges are less urgent, the world moves on.

Pandemic Action Network formed to end the current pandemic as quickly as possible and ensure that the world is prepared for the next one. As a Network, we work both publicly and behind the scenes to inform policy, mobilize public support and resources, and catalyze action in the short and long term.

We are 90 partners strong and counting. Our Network includes regional bodies like the African Union and Africa Centres for Disease Control, health experts like PATH and Resolve to Save Lives, campaigning organizations like Global Citizen and ONE, media organizations like iHeart Media, the global network of parliamentarians UNITE, and dozens of businesses, foundations, nonprofits, scientific organizations, and others around the globe. Together we have built political will, driven outstanding progress, and revealed important lessons for the work ahead.

One of the most important measures of progress is our influence on government policy. Pandemic Action Network has aggressively supported government funding for the Access to COVID-19 Tools Accelerator (ACT-A), the world's preeminent effort to ensure that vaccines and other lifesaving tools are shared equitably with all countries. We successfully advocated for the G7 to take up the issue of pandemic preparedness and for the EU and G20 to plan a Global Health Summit in 2021, reflecting on lessons learned from the COVID-19 response. We continue to collaborate closely with those and other government and global bodies, including the U.S. Centers for Disease Control (CDC), the G7, African Union, and the World Health Organization (WHO), and have produced numerous policy papers on subjects like vaccine hesitancy, the efficacy of masks, and global health security reforms.

While policy frames the approach that countries take now and will take in the future, it's only one factor in shaping public perception and behavior. So the Network has also led and supported multiple campaigns that directly engage citizens with creative and effective messaging.

World Mask Week is a prime example, a mask-awareness campaign on social and traditional media that was supported by figures ranging from WHO Director-General Dr. Tedros to Facebook executive Sheryl Sandberg. The campaign reached an estimated 3.5 billion people in 117 countries worldwide. Its success led to Africa Mask Week, a collaboration with the Africa CDC and other organizations focused on slowing the continent's second wave of COVID-19 cases.

Our Network exists in an even larger ecosystem of organizations doing invaluable work in pandemic preparedness and response. And the diversity of our partners, skills, and contacts makes us uniquely able to support those organizations when they need it. For example, we support the ACT-A with many activities in addition to government fundraising, including advocacy for their equity mission, sharing information, and brokering contacts with key decision makers. We worked with the Community Health Impact Coalition, Direct Relief, and others to form the COVID-19 Action Fund for Africa (CAF-Africa), which delivers personal protective equipment (PPE) to community health workers in 18 African countries.

Our work is often behind-the-scenes. We make a lot of calls and draft a lot of materials. We hold meetings and working groups and webinars. But make no mistake: That is the work that drives progress. Every meeting, call, and document leads to real and necessary action that makes the world better prepared than before.

---

## **We believe in the power of networks to get results.**

---

### **We made progress in 2020 by:**

#### **Unleashing the power of many.**

In a pandemic, teamwork is the only antidote. Teamwork must be global, to match the borderless vectors of the problem. By banding together and putting aside individual agendas and reputations for the sake of the cause, our partners multiply each other's potential and open doors that would otherwise be closed.

#### **Adapting in real time.**

In an always-changing environment, we're in constant contact, calling for help, drawing on Network resources and revising our plans to meet the evolving need.

#### **Keeping an eye on the future.**

Most people are motivated to face the threat in front of them. But it's the world's repeated failure to plan and invest — characterized as the deadly and costly cycle of panic and neglect — that we are determined to break.

We have achieved and learned so much in our first eight months, but we are just getting started. We are not done tackling the current pandemic — and even as we do so, we must seize the moment to prepare for the next one. We must not wait for the next crisis to act.

# Introduction

---

The Pandemic Action Network was founded with an urgent and singular mission: Drive collective action to bring an end to COVID-19 and to ensure the world is better prepared for emerging pandemic threats.

---

**Outbreaks are inevitable, but pandemics are not,  
if we are prepared.**

---

We believe that every effort we make in the fight against COVID-19 should leave a longer-term legacy that better prepares humanity to deal with outbreaks and help prevent another deadly and costly pandemic from happening again.

Based on our experience with previous outbreaks and now with COVID-19, we know the window to take action is limited. While there have been many global health security policy recommendations, few are implemented because there was no concerted effort by global health advocates to build political allies. World leaders too quickly forget the lessons illuminated by outbreaks and move on to other challenges, thus ensuring that we are destined to suffer from the same mistakes in the future. Our collective efforts are thus all the more urgent.

What follows is a report on the lessons learned, momentum, and accomplishments since launching the Network in April 2020, in the first year of the COVID-19 pandemic.

## **This report details:**

- The critical gap in pandemic response and preparedness policy and advocacy
- Lessons learned via collective action
- Key elements to advance swift pandemic response while seizing the political will to take action on long-term global pandemic preparedness

The challenge of pandemic preparedness and response demands collective global action. We must not wait for the next crisis to act.

## Origins of Our Network Model

---

The roots of the Pandemic Action Network were laid during the West Africa Ebola outbreak in 2014. The Network's co-founders worked on the outbreak response and resolved to help the world avoid repeating its mistakes when facing similar crises in the future.

They were not alone in finding the urgent need for improvement. Numerous international panels and commissions reviewed what went wrong with the response to the Ebola outbreak and made recommendations to address critical gaps. However, the global policy landscape remained fragmented and underfunded, and attention shifted elsewhere.

Largely this was due to a lack of political will and advocacy in primary seats of power. The experts focused on pandemic preparedness consisted mostly of mid-level government technocrats and academics. Their commentary on these issues generally existed in the pages of public health journals rather than in government decision-making bodies. Moreover, there were no advocates or organizations focused on ensuring preparedness remained a priority for global and national decision-makers and to drive the necessary policy changes and funding.

In spring of 2018, Gabrielle Fitzgerald and Carolyn Reynolds began convening a bi-monthly conference call under the name "Forging Collective Action for Outbreak Preparedness." The group was focused on creating a truly unified pandemic preparedness advocacy strategy. Participants included senior representatives of multilateral organizations, public health agencies, international businesses, foundations, and civil society.

Participants appreciated having a shared space for coordination, but none of them had the funding or support to make pandemic preparedness advocacy a real priority in their "day job." Without sustained resources, this all-volunteer group was primarily a platform for information sharing, not political action.

When COVID-19 spread and disrupted the world, the need for dedicated advocacy for outbreak response and pandemic preparedness became obvious. Now funders were willing to back a dedicated policy, advocacy, and communications effort on pandemic response and preparedness. Fitzgerald and Reynolds, joined by Eloise Todd and David Kyne, turned their regular conference call into what is now the Pandemic Action Network.



The Network's mission is to drive collective action to help bring an end to COVID-19 and to ensure the world is prepared for the next pandemic. Within that mission, we've focused on four objectives:

- **Ensure full funding** for the global and country-level COVID-19 response and future pandemic preparedness
- **Strengthen the global health security architecture** for more effective pandemic preparedness and response
- **Accelerate equitable access** to lifesaving supplies, tools, and innovations to combat COVID-19 and emerging pandemic threats
- **Promote evidence-based communications** and policies to address the global infodemic crisis on infectious disease threats



# What It Takes to Stand Up a Network in Crisis — A Case Study

---

Pandemic Action Network transformed from an informal gathering of concerned experts into a fully realized global initiative in only two months. In the process, we learned a lot about the strategies and tactics necessary to build an action-oriented advocacy network during a crisis.

**Below are steps we found challenging but essential to that process.**



## Establish an Identity

The first step was to establish critical building blocks of our identity, including our mission and values. We landed on an intentional “action” and “network” framing that communicates a preference for collective action, but is organized around agility with our partners as the primary actors. This means we often take public positions together. Partners also know that Network statements or positions do not necessarily imply the endorsement of individual Network partners.



## Engage Funders

The willingness of donors to support the effort with rapid and unrestricted funding was key to the Network’s ability to quickly begin work while being flexible to changing needs and emerging information. This was essential during a global crisis which disrupted traditional ways of working and advocating.



## Get Organized

Standing up a Network quickly, especially with a small global remote team, required first establishing internal processes for decision-making, then determining how we would operate with partners, both individually and as a collective. Early organization strategies led by our project manager included defining team roles and responsibilities, scheduling and coordinating agendas for internal and partner meetings, and establishing processes to carry out our work.



## Engage Network Partners

Global pandemic preparedness requires a sea change in awareness and commitment among a coalition of diverse stakeholders. Only by bringing together key partners — governments, public health leaders, businesses, donors, community-based civil society organizations, and influencers —



could we achieve our objectives. The informal “Forging Collective Action” conference call contained two dozen organizations; the Pandemic Action team, comprised of co-founders and a small global team, reached out to each organization, explained the Network concept, defined what it meant to be a member of the Network and asked if they would be willing to add their name and logo to the effort. By the time of our public announcement, 25 organizations had agreed to formally join, and several others agreed to be affiliate members due to organizational constraints on logo usage. Our announcement generated interest from additional organizations and as of January 2021, we now work with more than [90 organizations](#) across the Network.



### **Check Egos and Build a Leadership Team**

Pandemic Action Network was built on the political, policy, advocacy, and communications expertise of our co-founders, who collectively bring decades of expertise in issue advocacy, global health security, coalition-building and behavior change communications. While the expertise of Network leadership has been key to demonstrating swift value, it was essential that the core team be willing to put all ego aside to focus on how the Network could be utilized to meet our shared objectives. This operating principle applies to how we operate as a Network. It is not about us, it is about the issues. Today, we have a core team of six, plus four part-time colleagues around the world — including Seattle, Washington, D.C., Dublin, London, Brussels, Nairobi, Singapore, and Beijing.



### **Build an Advisory Committee**

To ensure effectiveness and credibility, it was critical for our work to be informed by regional business leaders and public health experts from around the world. To enlist them as advisors, we had to create terms of reference and make pitches to busy and high-profile individuals. In our first year, we built a diverse and influential committee of nine leaders from a diversity of perspectives and regions.



### **Create Basic Communications Materials**

We rapidly created a website, social media accounts, and basic collateral materials to support the Network’s launch on April 22, 2020. Beyond the launch, we evolved our communications platform (social media, website/blog, newsletter) to connect, amplify, and translate Network member insights and content while also contributing thought leadership to advance Network policy/advocacy and behavior change priorities.



## Launch the Network

The Network went “live” with the launch of our digital properties as well as the Network’s first behavior change campaign to encourage mask-wearing, #MaskingForAFriend. The announcement went out via press release and we conducted outreach to amplify this global Network model, securing more than 25 global media placements.



## Create the Infrastructure for Action

We swiftly created a set of partner engagement opportunities to coordinate activities. First, we adapted the pre-COVID “Forging Collective Action” conference call to become a bi-weekly “Coordination Meeting,” to which all Network members are invited. These meetings are highly participatory and feature thought leaders and topical updates on critical topics. In 2020, we hosted 17 coordination meetings, with an average of 40 participants per meeting.

Additionally, we created a set of working groups to allow Network members to dive deeper on specific topics. Standing up and activating the working groups has been a critical part of driving collective action amongst a diverse set of partners. In 2020, we hosted approximately 80 working group meetings. Current working groups include:

- **Funding and Access to COVID-19 Tools:**  
Focused on fully funding the Access to COVID-19 Tools Accelerator (ACT-A) and enabling equitable access to COVID-19 tools for low- and middle-income countries (LMICs).
- **Global Health Security Architecture:**  
Focused on influencing pandemic preparedness policy and funding solutions.
- **CSO COVID-19 Advocacy (EU):**  
Focused on ACT-A resource mobilization and equitable access policies with EU institutions and EU governments.
- **Behavior Change Communications:**  
Focused on connecting and sharing the latest research and insights on messaging that moves people to action, while coordinating on Network-led campaigns.
- **Scientific Membership Organizations:**  
Focused on organizations that act at the intersection of scientific insight and issue advocacy.

# Catalyzing Collective Action — How It Works

---

Pandemic Action Network was built on a core operating assumption: **No stakeholder or sector can tackle pandemic preparedness and response alone.** We were driven to create a global multi-sector network from the beginning, laying the groundwork to focus on the most pivotal parts of the fight as they evolve.

Throughout the pandemic, the collaborative power of the Network has been validated again and again, from reshaping the global health security architecture to promoting evidence-based interventions through behavior change communications.

## Our Theory of Change

If a diversity of stakeholders is activated, coordinated, and amplified, then world leaders will be compelled and equipped to respond effectively to COVID-19 while strengthening national and global preparedness.

## Our Theory of Action

When we build relationships across sectors and translate data into clear messaging and policy recommendations, we enable decision-makers to take actions that will drive more effective pandemic preparedness and response.

**In 2020, at a high level, the Network model enabled:**

- Vibrant coordination among more than 90 partners with one shared mission.
- Civil society efforts to not only mobilize resources for the ACT-A but also host multiple meetings and carry out advocacy for policies that will accelerate access to life-saving vaccines, therapeutics, and diagnostics for LMICs.
- Multiple policy papers that lay the groundwork for greater prioritization and investment in pandemic preparedness. Papers included [Break the Cycle of Panic and Neglect](#), which outlines critical steps for preventing pandemics; [the Pandemic Action Agenda Series](#), which identifies six areas requiring urgent global health security policy action; and [Now or Never: An Agenda for Global Action to Make America and the World Safer from Pandemic Threats](#), a set of policy recommendations for the Biden-Harris administration in the United States.

- Advisory support for the [National Security Directive on United States Global Leadership to Strengthen the International COVID-19 Response and to Advance Global Health Security and Biological Preparedness](#), a significant leap forward on pandemic preparedness at the U.S. national level and the global level. (Released January 21, 2021)
- Influence of key opinion leaders and policy recommendations through organizing key meetings and forums with national and global leadership and key policy stakeholders, including the U.S. government, the European Union, the G7, the G20, the African Union, the [Independent Panel for Pandemic Preparedness and Response](#) (the Independent Panel), and the [Global Preparedness Monitoring Board](#) (GPMB), among others.
- Efforts to boost supplies of personal protective equipment (PPE) and testing around the globe. Notably, the Network played a key role in the creation and launch of the [COVID-19 Action Fund for Africa](#) (CAF-Africa), a collaborative formed in mid-2020 that is dedicated to protecting community health workers (CHWs) on the frontlines of the COVID-19 response. To date, CAF-Africa has provided nearly 86 million pieces of PPE to nearly 500,000 CHWs and other community members in 18 countries. The Network is also a key advocacy partner of Africa CDC and the African Union to advance PPE access and the rollout of rapid-antigen testing across the African continent.
- Policy recommendations for addressing vaccine hesitancy, in the paper [The Missing Piece Of The Puzzle: Getting From Vaccine Hesitancy To Acceptance](#).
- Behavior change communications campaigns including [#MaskingForAFriend](#), [World Mask Week](#), [Africa Mask Week](#) and [Spread CHEER not COVID](#).



## Catalyzing Policy & Advocacy Actions — The Political Window of Opportunity is Finite

---

Government policy is absolutely fundamental to resolving the challenges of this pandemic and preparing for those of the next one. Since our founding, the Network has tirelessly advocated for new and better policies to accelerate the global response to the pandemic. But political priorities shift quickly, and pandemic preparedness — and even equitable response — is sure to slip down the list as soon as COVID-19 shows signs of receding, particularly in high-income countries.

Though the window of opportunity is closing, the world in 2021 is still ripe for change. A new administration is leading the U.S., the G20 is currently overseen by Italy, and the G7 is led by the U.K. — all countries hit extremely hard by the pandemic. The forthcoming report by the Independent Panel offers an additional opportunity to influence global and national agendas. 2021 presents a unique chance, perhaps our last, to secure significant new commitments around equitable pandemic response, long-term preparedness, and health system strengthening by global and national leaders.

In 2020, the Network made significant contributions to advance an evidence-based and equitable COVID-19 response and lay the groundwork for greater prioritization and investment in pandemic preparedness. These efforts are possible through collective action, i.e., our working groups, but also one-to-one and one-to-few leadership and advocacy efforts in collaboration with partners.

### **2020 NETWORK OBJECTIVE: ENSURE FULL FUNDING FOR THE GLOBAL AND COUNTRY-LEVEL COVID-19 RESPONSE AND FUTURE PANDEMIC PREPAREDNESS**

The Network is currently focused on ensuring that the ACT-A:

- Is fully funded (current estimates put that at US\$38 billion)
- Delivers on its promise to distribute COVID-19 vaccines and tools to all countries and reach the most vulnerable populations
- Serves as a template for a more equitable global response to future epidemics and pandemics

To do that, we will continue to call on world leaders and national policymakers to make commitments and take action ensuring that research, development, manufacturing, and distribution of COVID-19 diagnostics, therapeutics, and vaccines can reach all people who need them without delay.

Our urgency grows as we enter the vaccine era of this pandemic. Fair global distribution of COVID-19 vaccines will end the pandemic faster for everyone, saving lives and helping economies recover. While high-income countries are rolling out vaccines, [it could be years before even 20 percent of LMICs are vaccinated](#). We need a massive ramp up in manufacturing and delivery, which means funding the ACT-A as quickly as possible.

**It's difficult to convince leaders to invest in smoke alarms when they are trying to put out a raging fire.**

Overall, [recent estimates](#) point to a US\$5-10 billion annual funding gap over the next decade to make the world better prepared for pandemics — a small fraction of the trillions spent on COVID-19 stimulus packages, vaccines, and other response measures over the past 10 months. But it's difficult to convince leaders to invest in smoke alarms when they are trying to put out a raging fire. Efforts to look ahead are challenged by the political pressure of current competing crises and present-day pressures of response, e.g., limitations in healthcare worker protection and capacity, PPE, testing, vaccine access, and vaccine delivery systems.

---

**COVID-19 has shown the cost of being unprepared.**

---

### ***Spotlight on ACT-A Advocacy***

The Network launched just weeks before European Commission President Ursula von der Leyen, French President Emmanuel Macron, and others announced their plans to build the Access to COVID-19 Tools Accelerator (ACT-A). The ACT-A works with governments and businesses to ensure the most vulnerable communities in the world receive necessary interventions to curb the spread of COVID-19 in their regions. We recognized the importance of the ACT-A from the beginning and prioritized advocacy to accelerate the promise of the ACT-A. One of our first actions as a network was supporting the ACT-A's first fundraising push at the European Union Conference, on May 4, 2020. In late June of 2020, our team and key Network partners worked closely with Global Citizen to support the Accelerator's second fundraising push. Furthermore, we supported multiple launches of the ACT-A's investment cases — first in late June 2020 and then again in September 2020. As a collaborative partner to the ACT-A Hub, we have pushed for a transparent and representative governance structure, one which includes representatives from civil society and LMICs. As a part of that effort, the Pandemic Action team helped broker early meetings between civil society organizations (CSOs) and those working on the design of the ACT-A and have helped a wide range of partners feed their ideas into the ACT-A's framework. While the ACT-A remains a work in progress, civil society representatives from around the globe are integrated in all of the main pillars of work.



**Pandemic Action Network accomplishments on behalf of the ACT-A in 2020 include:**

- Provided strategic advice and support to the ACT-A Hub team to ensure successful ACT-A pledging moments in [May](#), [June](#), and [September](#).
- Helped develop the campaign and communications strategies around the ACT-A; through the resource mobilization working group, submitted [several papers](#) to the ACT-A Hub and Brunswick communications team.
- Aligned civil society asks on pledging across target donor markets.
- Coordinated civil society advocacy strategy around the ACT-A ask to the EU institutions and briefing which set out where the €1.6 billion ask could be found in the EU budget.
- Catalyzed meetings with senior EU officials on the ACT-A, including the President of the European Parliament's team, President Von der Leyen's team.
- Advocated consistently for ACT-A funds, which helped raise the initial US\$4 billion.
- Helped formulate and get community buy-in for the idea of a culminating pledging moment in 2021.
- Worked with U.S. advocacy partners to shape and build support for U.S. House and Senate appropriations for global COVID-19 response, including for ACT-A goals.
- Through thought leadership, pushed ACT-A partners to embrace policies on excess vaccines from high-income countries, leading to an announcement of ACT-A guiding principles for accepting excess doses on December 18, 2020.
- Hosted multiple meetings to serve as a connection between the ACT-A Hub and other partners, facilitating contact and inviting the hub to share information at Network meetings, including a meeting to discuss the ACT-A's proposed Financing Framework on December 10, 2020 ahead of their Facilitation Council meeting as well as an end-of-year meeting of CSO partners on December 17, 2020.

## 2020 NETWORK OBJECTIVE: STRENGTHEN THE GLOBAL HEALTH SECURITY ARCHITECTURE FOR MORE EFFECTIVE PANDEMIC PREPAREDNESS AND RESPONSE

While world leaders have an opportunity to leave a longer-term legacy that will better prepare humanity to address emerging pandemic threats and break the persistent cycle of panic and neglect once and for all, they are also facing competing domestic crises. Recognizing the small window of opportunity approaching in 2021, the Network focused our 2020 efforts on informing and defining the near-term and long-term pandemic preparedness agenda.

---

**Nationalist responses are pervasive,  
yet global action is required to end the pandemic.**

---

What can we learn from the current crisis? The Network's Global Health Security Architecture working group catalogued mistakes and setbacks that have marred the responses to COVID-19 and previous outbreaks. The group then identified six priorities for international action to ensure the world is better prepared for the next pandemic. Recommendations were summarized in [The Next Pandemic Won't Wait: An Agenda for Action to Strengthen Global Preparedness](#) and a subsequent [paper series](#) expanding on the six areas requiring urgent action, namely:



**Global Health R&D:** Bolstering the global research and development architecture for health security.



**Outbreak Detection:** Enhancing the availability and use of reliable data and early warning systems to drive more effective preparedness and response to outbreaks.



**Pandemic Financing:** Mobilizing sufficient funding for national pandemic preparedness and global response efforts.



**Country Capacity:** Enhancing countries' capacity to prevent and respond to outbreaks through technical assistance and improving health security infrastructure.



**Pandemic Supplies:** Solving supply chain bottlenecks and ramping up regional and local production and delivery to ensure health workers everywhere have access to sufficient quality personal protective equipment (PPE) and other frontline health supplies.



**Metrics and Evaluation:** Increasing accountability through more effective mechanisms to assess — and fill gaps in — country preparedness levels.

This body of work has catalyzed conversations and recommendation to key opinion leaders, policymakers, decision-making bodies, and global policy forums including the U.S. government, the Biden-Harris Transition team, the EU, G20, G7, the African Union, and the Independent Panel.

### ***Spotlight on U.S. Advocacy for Strengthening Global Health Security***

U.S. leadership in the first year of the pandemic was disengaged and antagonistic to a global response. This is most notably evidenced by the U.S. withdrawal from the WHO in June 2020. Amidst this climate, the Network spoke out forcefully on why the United States should remain in the WHO, including publishing an opinion piece later adapted for CQ Researcher, and providing strategic guidance to the UN Foundation and other Network partners and Congressional champions. With the election of President Joe Biden, the Network swiftly collaborated to inform pandemic preparedness and response policy recommendations to the Biden-Harris administration, including contributing to [Now or Never: An Agenda for Global Action to Make America and the World Safer from Pandemic Threats](#), which in part informed the 2021 [National Security Directive on United States Global Leadership to Strengthen the International COVID-19 Response and to Advance Global Health Security and Biological Preparedness](#), a significant leap forward on pandemic preparedness at the U.S. national level and the global level.

### **Pandemic Action Network 2020 accomplishments to advance global health security include:**

#### **Policy Papers & Recommendations**

- Collaborated with partners to develop and publish two policy papers on global preparedness, including [Break the Cycle of Panic and Neglect](#) and [The Next Pandemic Won't Wait: An Agenda for Action to Strengthen Global Preparedness](#). The latter was followed by a [series of short papers](#) on six areas for pandemic preparedness action.
- Co-developed and promoted U.S. government and international support for a proposal to create a [Global Health Security Challenge Fund](#).
- Shaped and advanced several legislative initiatives in the U.S. Congress, including House passage of the [Global Health Security Act of 2020](#), which calls for the United States to implement the Global Health Security Agenda, and the Senate introduction of the [Global Health Security and Diplomacy Act](#).

- Spoke out forcefully on why the United States should remain in the WHO, including publishing an [opinion piece](#) later adapted for CQ Researcher and providing strategic guidance to the UN Foundation and other Network partners and Congressional champions.
  - Collaborated to inform pandemic preparedness and response policy recommendations to the Biden-Harris administration in the United States including contributing to [Now or Never: An Agenda for Global Action to Make America and the World Safer from Pandemic Threats](#), which in part informed the 2021 [National Security Directive on United States Global Leadership to Strengthen the International COVID-19 Response and to Advance Global Health Security and Biological Preparedness](#).
- 

### **Stakeholder Engagement & Advocacy**

- Informed, amplified, and championed the recommendations in the GPMB's [2020 annual report](#), including the Board's call for the UN Secretary-General to convene a summit with world leaders to forge a new international framework for preparedness. This summit should take place before the end of 2021 and should be informed by the findings of the Independent Panel and the International Health Regulations (IHR) Review Committee.
- Successfully advocated for the EU and Italian G20 Presidency to host a Global Health Summit in 2021 focusing on lessons learned from COVID-19.
- Engaged the Independent Panel to help [shape](#) their early deliberations and offer strategic [advice](#) and support for their outreach efforts; the Panel Secretariat sought support from the Network to host partner convenings and strategic guidance to ensure its recommendations are taken up by policymakers. In December 2020, the Network hosted a special consultation for the panel on bolstering the global research and development architecture for health security.
- Served as an ongoing advocacy partner with Italian G20 Presidency, EU Commission President, and African Union on how to put pandemic preparedness and prevention at the heart of their work to combat COVID-19.
- Engaged with partners in climate, biodiversity, land use, and environment to work on zoonotic spillover and prevention of pandemics at the source, including through convening meetings and advocating for this agenda to be a key part of the UK G7 Presidency, the Independent Panel's conclusions, and the Conference of the Parties (COP) meetings and conclusions in 2021.

**2020 NETWORK OBJECTIVE:**  
**ACCELERATE EQUITABLE ACCESS TO LIFESAVING SUPPLIES, TOOLS, AND INNOVATIONS TO COMBAT COVID-19 AND EMERGING PANDEMIC THREATS**

The COVID-19 pandemic has exposed and exacerbated economic, health, and social inequities across high-, middle- and low-income countries. These inequalities not only hamper response, but risk long-term impact as the pandemic is reversing years, if not decades, of social and health progress.

---

**The pandemic has exposed and amplified our inequities.**

---

In our effort to ensure an equitable response to COVID-19, the Network is filling strategic gaps and driving equity conversations that are often overlooked — from ensuring LMICs are considered in the process to develop and deliver vaccines, therapeutics, and diagnostics to addressing the critical short supply of PPE for community health workers in the world's poorest countries.

***Spotlight on Global Access to Vaccines & Vaccine Education***

Through the Network's Funding and Access to COVID-19 Tools working group, we convened a wide range of partners — from those working on the technical aspects of vaccine development to CSOs, the private sector, and ACT-A partners — to ensure equitable access to vaccines, therapeutics, and diagnostics for people in LMICs and vulnerable groups. We delivered a [letter to the COVAX pillar](#) detailing key questions and equity issues. In addition, we developed a briefing paper, [Considerations During Vaccine Development Impacting Global Access](#). As a result of our advocacy efforts, the Network helped persuade the ACT-A to create a much-needed policy on accepting and redistributing excess vaccine supply in the first half of 2021.

Further, the Network has taken on the growing challenge of vaccine hesitancy. We wrote a policy paper defining the drivers of vaccine hesitancy and shaping policy recommendations to address the critical challenge of building vaccine confidence: [The Missing Piece of the Puzzle: Getting from Vaccine Hesitancy to Acceptance](#). The success of the ACT-A, COVAX, and similar efforts are at risk if we don't act now to drive vaccine education and build vaccine confidence, particularly among vulnerable populations. As such, the Network developed a robust vaccine education concept note to guide a global collective effort to address the challenge.

### *Spotlight on the COVID-19 Action Fund for Africa*

Across 24 countries in sub-Saharan Africa, 400 million people rely on 1 million community health workers (CHWs) for essential health services. This includes people in some of the most vulnerable communities on Earth. The vast majority of PPE in Africa goes to staff in clinics and hospitals, leaving CHWs unprotected and at risk of catching and spreading the virus. To address this, the Network played a key role in creating and launching the COVID-19 Action Fund for Africa (CAF-Africa). CAF-Africa is a radically collaborative effort to acquire and deliver PPE directly to African community health workers. To date, CAF-Africa has provided nearly 86 million pieces of PPE to nearly 500,000 CHWs and other community members in 18 countries. As the pandemic persists, and countries get ready to deliver vaccines, the need for PPE continues and grows. CAF-Africa is continuing its work to ensure these critical workers have what they need to safely do their work.





## **Pandemic Action Network 2020 accomplishments to advance equitable access to lifesaving tools and innovations include:**

### **Vaccines**

- Via our multi-sectoral working group advocated for equitable vaccine access for people in low- and middle-income countries (LMICs) and vulnerable groups — including through partnership with the ACT-A. We delivered a [letter to the COVAX pillar](#) detailing key questions and equity issues. In addition, we developed a briefing paper, [Considerations During Vaccine Development Impacting Global Access](#).
- Defined drivers of vaccine hesitancy and shaped policy recommendations to address the critical challenge of building vaccine confidence in [The Missing Piece of the Puzzle: Getting from Vaccine Hesitancy to Acceptance](#).

### **Diagnostics**

- Joined Africa CDC, Last Mile Health, and other partners to assess bottlenecks and develop advocacy strategies to secure the support of decision-makers and funders to scale up rapid antigen testing across Africa.

### **PPE**

- Put together, along with more than 30 organizations, a “radically collaborative” initiative to ensure PPE supply for community health workers. So far, the [COVID-19 Action Fund for Africa \(CAF-Africa\)](#) has provided nearly 86 million pieces of PPE in 18 countries.
- Arranged a donation of 16 million masks to CAF-Africa by BYD.
- Convened an array of international experts and stakeholders to develop a policy paper with analysis and recommendations for world leaders on strengthening PPE supply chains in LMICs.

## Masking

- Wrote and published a policy paper summarizing the global evidence on [Why Masks Matter](#), calling on governments, business, and citizens to take action to encourage and enforce pro-mask behaviors (as part of our World Mask Week campaign below).
- Catalyzed collective campaigns on masking and other harm-reduction practices to stop the spread of COVID-19, including [World Mask Week](#), [Africa Mask Week](#), and [SpreadCHEER not COVID](#).
- Advocated for U.S. action on masking, resulting in U.S. Senators Patrick Toomey (R-PA) and Michael Bennet (D-CO) introducing a bipartisan Senate resolution, and Congressman Adam Schiff (D-CA) leading a World Mask Week House resolution urging Americans to wear a mask when they are out in public. Multiple members of Congress were also enlisted as #WearAMask champions.



# Addressing Critical Communications Gaps & Catalyzing Behavior Change Communications

---

Every citizen plays a role in pandemic response. So the Network knew from the beginning that policy change must be matched with public participation in the activities proven to slow the spread of infection. To that end, we launched and supported numerous communications campaigns to inspire healthy behaviors and trust in the facts behind them.

## 2020 NETWORK OBJECTIVE:

### PROMOTE EVIDENCE-BASED COMMUNICATIONS AND POLICIES TO ADDRESS THE GLOBAL INFODEMIC CRISIS ON INFECTIOUS DISEASE THREATS

At the beginning of the COVID-19 pandemic, before any promise of a vaccine, we were early catalysts for the most effective intervention at hand: mask-wearing.

## #MaskingForAFriend

Our first campaign was designed to increase the share of people in the United States who wore cloth face coverings in public. Content also encouraged other protective measures, such as social distancing and handwashing.

The campaign worked with an initial set of American influencers, including actors Annie Potts and Sophia Bush and former office holders Hillary Rodham Clinton and Arnold Schwarzenegger. They helped create a groundswell of citizen support and pave the way for additional influencers to join. As momentum continued, we strategically engaged other trusted individuals to reach specific target audiences (i.e., Black and conservative communities).

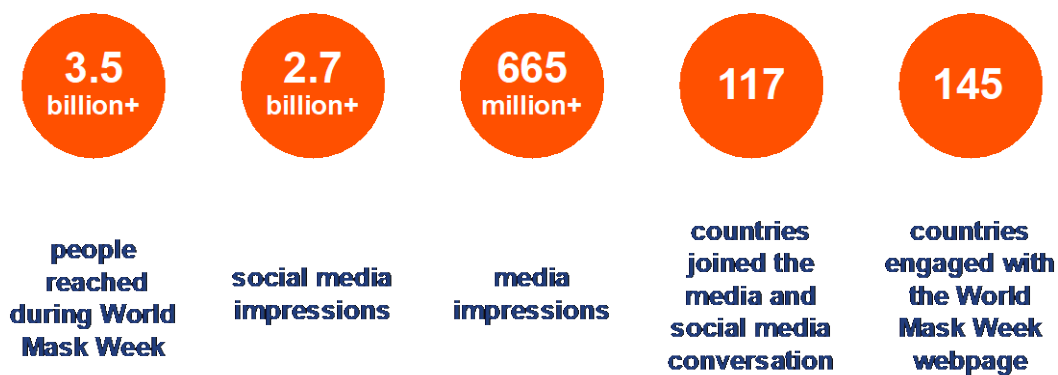
#MaskingForAFriend joined other mask-wearing campaigns in [increasing in mask-wearing from 55% of the U.S. population in mid-April to 89% in late June](#), according to publicly available surveys. By itself, the #MaskingForAFriend initiative resulted in:



## World Mask Week

By mid-summer, compliance with mask-wearing recommendations was still mixed across populations. #MaskingForAFriend and similar campaigns were effective but under-resourced and limited in scope.

With limited budget available, we developed a strategy to rally all the disparate efforts to encourage masking around a single point in time: World Mask Week (August 7-14). The week became a rallying point that gave a range of leaders and organizations alike the reason to declare the value of masking both on the policy and behavior level. The campaign delivered beyond expectations:

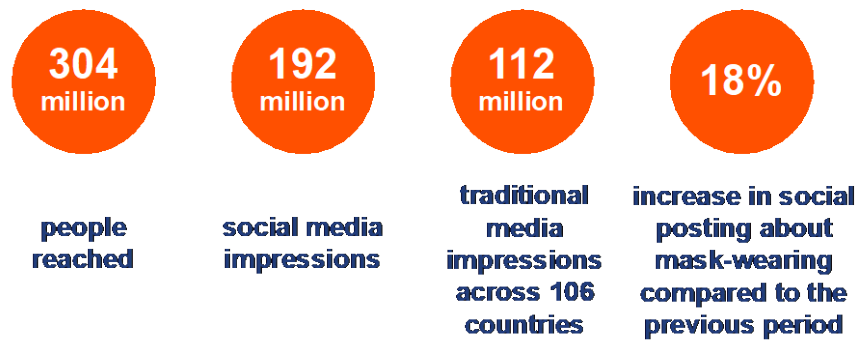


### Highlights included:

- WHO Director-General Dr. Tedros kicking off the campaign with a call-to-action, the #WearAMask challenge (850K views, 4.8K shares, 8.1K likes).
- New partners amplified the movement, including Facebook, the U.S. Centers for Disease Control and Prevention (CDC), Amazon, Fox Entertainment, Google, Starbucks, the European CDC, the World Economic Forum, and Play A Part Together, a consortium of 70 gaming industry members.
- Global leaders joined the conversation, including Sadiq Khan, Mayor of London; Paul Kagame, President of Rwanda; Carl Bildt, former Prime Minister of Sweden; and Dagmawit Moges, Minister of Transport, Ethiopia. The most popular tweet during the campaign came from the official Twitter channel for the Ministry of Health of Malaysia (9.1K retweets).
- Leaders in the United States participated, including Judy Monroe, President of the CDC Foundation; Dr. Jerome Adams, U.S. Surgeon General; Dr. Robert Redfield, U.S. CDC Director; Senator Joe Manchin (D-WV); Congressman David B. McKinley (R-WV); and Senator Tim Scott (R-SC). Celebrities Kristin Chenoweth, Billie Jean King, Mayim Bialik, Iris Apfel and many more engaged in the campaign.
- U.S. Senators Patrick Toomey (R-PA) and Michael Bennet (D-CO) introduced a bipartisan Senate resolution, and Congressman Adam Schiff (D-CA) led a World Mask Week House resolution urging Americans to wear a mask when they are out in public. Multiple Congress Members were also enlisted as #WearAMask champions.

## Africa Mask Week

Our collective success with World Mask Week inspired a region-specific campaign in late autumn. From November 23-30, 2020, #AfricaMaskWeek included messaging in English, French, Arabic, Swahili, and Portuguese encouraging people and leaders across the African continent to continue to wear masks and stem the spread of COVID-19. The Pandemic Action Network collaborated with Africa CDC, the African Union Office of the Youth Envoy, the African Youth Front on Coronavirus, and Resolve to Save Lives to organize the campaign. Africa Mask Week came at a critical time, when data showed COVID-19 cases rising but adherence to masking and other mitigating behaviors waning, due to pandemic and prevention fatigue. The campaign leveraged influential community, political, celebrity, and cultural voices, reaching 50 out of 54 African countries.





### Highlights included:

- Engagement of more than 75 global, regional, national, and community partners including CORE Group, the COVID-19 Action Fund for Africa (CAF-Africa), Facebook, Gavi, Global Health Corps, Global Health Strategies, the Global Health Technologies Coalition, GOAL, Goodbye Malaria, HEA Sports, Jhpiego, Last Mile Health, MSH, ONE, PATH, the Risk Communication and Community Engagement Collective Service, the Rockefeller Foundation, Southern Africa Youth Forum, Sport Connect Africa, UNICEF, UNITE, USAID, VillageReach, WHO African Region, Weber Shandwick, the World Bank, and the World Economic Forum.
- “Community” was the most popular term in social posts, while #AfricaYouthLead was a popular tag alongside #AfricaMaskWeek.
- Social posts from political and public health leaders such as Dr. Moeti, WHO Regional Director for Africa; Hon. Deus Gumba, Malawi Parliamentary Chair on HIV and AIDS and Nutrition; Hon. Esther M. Passaris, Member of the National Assembly in Kenya; Akua Dansua, a Former MP in Ghana; and Aya Chebbi, AU Youth Envoy.
- High engagement with celebrity posts on Facebook and Instagram, including posts by South African rugby team captain and his wife, Siya and Rachel Kolisi, South African footballer Thembi Kgatlane, Nigerian band The Isomers, and Kenyan actor Edi Gathegi. The top post came from social media influencer Ihssane Benalluch, promoting mask-wearing in English and Arabic.

### #MaskingForAFriend South Africa

In South Africa, the Network partnered with the Kolisi Foundation, the charitable group founded by captain of the World Cup-winning South African rugby team, Siya Kolisi. #MaskingForAFriend South Africa was a behavior change campaign promoting masking, countering misinformation, and addressing local food insecurity.

The initial public campaign effort was followed by a six-month pilot effort (July – December) that engaged communities as active responders in the COVID-19 response. Implementation included:

- Distribution of digital food vouchers to meet immediate identified needs around food security
- Targeted community engagement through informal food traders
- Strategic research to co-generate data to amplify community voices

Data analysis continues into early 2021, but preliminary results includes:



## Spread CHEER not COVID

Cold weather, pandemic fatigue and winter holidays combined to make a dangerous recipe in the Northern Hemisphere at the end of 2020. In response, the Pandemic Action Network created a mini-campaign to package COVID-19 prevention behaviors in a festive and shareable way. Our [#SpreadCHEER tips](#), developed with behavioral scientists convened by the Federation of American Scientists, gave families scientifically sound ways to make the holidays both merry and safe. Tips were shared with the help of the Network's media partners and celebrity influencers. The campaign also encouraged people to show how they #SpreadCHEER not COVID through social media messages, gaming content, and iHeart radio PSAs.



### Highlights included:

- Influencers including Olivia Newton-John, Matt McGorry, Noemi L. Dado, and Dr. Rajiv Shah supported the campaign across platforms.
- Campaign reach in 56 countries with the United States, the United Kingdom, Canada, and France representing top markets.
- [iHeart Media](#) U.S. media partnership that included leadership interviews and a series of public service announcements.



**broadcasts**



**markets**



**impressions**



## Lessons Learned in Collective Action

---

Pandemic Action Network insists that a robust, coordinated global response is the only way to end the pandemic and ensure that COVID-19 leaves a legacy of long-term pandemic preparedness. Our gains have been hard won and accompanied by hard lessons. We keep these in mind as we take our work into another critical year. And we hope everyone involved in this effort can learn from them too.

### Fill the action gap.

Our co-founders and early partners saw what was coming with COVID-19 before most of the world. So we also saw how policy, supply chain, and other vital areas were starting the response from a deficit. Very early, we learned that the global response would be full of gaps, and someone needed to leap into action to fill them. We cannot afford to stand by and assume that other groups or stakeholders will play that role.

### Unlock the Network to maximize impact.

We knew that the challenges were too big and too many for any one single stakeholder or sector, but our experience during the first year of the pandemic proved that hypothesis time and again. From catalyzing a movement to reach 3.5 billion+ people during World Mask Week to procuring an unprecedented donation of 16 million masks for African countries, we are demonstrating what is possible when you unlock the power of our global network.



## **Amplify, don't compete.**

In less than one year, we've built a robust global multi-sector network of more than 90 partners (and counting) to be the neutral platform required to address a crisis of this magnitude. While individual members may not be able to take certain stands or advance certain actions, together we've witnessed the Network's ability to hold global leadership accountable and drive change, as we have done with our call to COVAX to ensure the equitable distribution of vaccines to LMICs.

## **Messaging matters.**

Storytelling moves people to action. The pandemic has shown the power of consistent and clear communication and the influence of misinformation. While focusing on policies that would accelerate an end to the pandemic, we also prioritized the role that communication plays in shaping individual choices and collective policies. Whether creating #AfricaMaskWeek to rally the continent — and particularly youth — around the importance of ongoing masking, or tailoring behavior change communications campaigns to target audiences in the United States and in South Africa, we know that messaging is critical to stopping the spread of COVID-19.

## **Be trusted advisors.**

Amidst ambiguity and new information emerging on a daily basis, we saw that leaders — across governments and every sector — needed advice. By leveraging the decades of expertise across our small, global team and our influential [Advisory Committee](#), we have established ourselves as a reputable source for policy ideas and advocacy leadership. Our team's leaders work behind the scenes to influence and inform key decision-makers seeking their counsel. For example, President of the European Commission Ursula von der Leyen incorporated in her September [state of the union address](#) suggestions from one of our co-founders, including a push for a European Union-led Global Health Summit in 2021. These efforts, along with the building of a multisector expert network, all address the pervasive gap of advocates focused on building and sustaining political will to ensure pandemic preparedness. In only eight months during a crisis, the Network scaled to fill that gap and be a go-to resource across sectors.

## **Learn and adapt in real time.**

Just as epidemiologists must learn quickly and integrate new data into their strategies, our team has learned to be nimble and adapt our strategies based on new information and developments in real time. With the support of unrestricted operational funding, we scaled our efforts to truly meet the moment while being flexible. In the spirit of continuous learning, we have swiftly managed advocacy strategy around U.S. House and Senate bills and EU opportunities, and pivoted our masking communications strategy due to shifting public behaviors and public health guidance. The rapidity with which we have scaled and advanced our work hinges on the Network's ability to be agile based on both qualitative and data-driven learnings.



## **Seize every opportunity to put pandemic prevention and preparedness on the agenda.**

As we operate in the midst of a pandemic and observe fatigue on a personal and political level, our work is even more urgent. We must stop the cycle of panic and neglect. We have the opportunity to codify lessons and stop recreating the pandemic response playbook every time there is an outbreak. COVID-19 has clarified the threat to humanity and we remain committed to our simple and urgent idea: Preparedness is everything when facing the growing threat of deadly pandemics. We must not wait for the next crisis to act.

## **Long-term commitment is essential.**

We are making progress in our collective effort to end this pandemic and prevent the next, but we know that this is just the beginning of a long-term effort to ensure a global and equitable response to this pandemic while ensuring that preparedness is always a priority, not only a priority when we are in crisis.





# Appendix

---

Appendix A: Policy & Advocacy Supporting Documents.....	page 34
Appendix B: Media Coverage.....	page 36
Appendix C: Advisory Committee.....	page 39
Appendix D: Pandemic Action Team.....	page 41

## Appendix A: Policy & Advocacy Supporting Documents

In addition to the documents shared below, we have also published 24 blogs on the [Pandemic Action Network website](#), which we used to advance our ongoing policy and advocacy work.

### Policy Papers

- August 10, 2020: [Why Masks Matter](#)
- October 2, 2020: [The Next Pandemic Won't Wait: An Agenda for Action to Strengthen Global Preparedness](#)
  - [Global Health R&D](#)
  - [Outbreak Detection](#)
  - [Pandemic Financing](#)
  - [Country Capacity](#)
  - [Pandemic Supplies](#)
- December 15, 2020: [The Missing Piece Of The Puzzle: Getting From Vaccine Hesitancy To Acceptance](#)
- December 15, 2020: contributed to [Recommendations for the Biden-Harris Administration – Now or Never: An Agenda for Global Action to Make America and the World Safer from Pandemic Threats](#)

### Advocacy Statements and Letters

- May 27, 2020: [Opinion: Leaders — build on successful pledging effort and go bolder](#)
- June 1, 2020: [Break the Cycle of Panic and Neglect: Preventing the Next Pandemic](#)
- July 2020: Letter to G20 Finance Ministers urging them to fill the ACT-A funding gap.
- August 13, 2020: [Advocates hail bipartisan Senate push to urge Americans to wear masks in public to slow spread of COVID-19](#)
- October 2020: Letter to CEPI and GAVI, leaders of the ACT-A's COVAX Pillar, with key issues to consider in planning for the equitable distribution of vaccines.
- November 13, 2020: [Statement on President-elect Biden's Announcement of Ron Klain as Next White House Chief of Staff](#)
- November 16, 2020: [Guaranteeing Equitable Access: Considerations During Vaccine Development Impacting Global Access](#)
- December 22, 2020: [Statement on FY21 Omnibus and Emergency COVID-19 Spending Bill](#)

## Thought Leadership

- Co-hosted “Preventing Pandemics at the Source,” with Rainforest Alliance and Dalberg Catalyst, attended by 30 people from 22 organizations from across the health, environment, and science communities.
- Hosted “Ask the Expert: Vaccine Manufacturing,” featuring deputy director of Vaccine Development & Surveillance at the Bill & Melinda Gates Foundation, David Robinson, and which was attended by about 50 participants.
- Provided expert testimony on priorities for U.S. global engagement on preparedness to the U.S. National Academy of Sciences workshop on Science, Technology and Health Capabilities with the Department of State and USAID at an Inflection Point, which aimed to inform an Academy report addressed to the Biden Administration.
- Participated on a panel during a virtual event hosted by Blue Knight, a collaboration between Johnson & Johnson and BARDA to stimulate innovation and incubation of technologies that improve health security and response.
- Co-hosted with the Global Health Technologies Coalition a consultation on Global Health R&D as a contribution to the Program of Work of the Independent Panel for Pandemic Preparedness and Response, attended by 45 global health experts and professionals, including members of the Independent Panel and Panel Secretariat.
- Co-hosted a webinar on equitable vaccine access with PATH, which featured speakers from Duke University, IAVI, and PATH Kenya, and had approximately 90 people in attendance.
- Co-hosted with Global Health Council a conversation with the Biden-Harris transition team to discuss concrete recommendations to strengthen the United States’ pandemic preparedness and response agenda.
- Presented at the ACT Accelerator’s year-end CSO Meeting, which brought together dozens of civil society partners to assess the ACT-A’s progress in 2020 and align on a 2021 advocacy strategy.

## Appendix B: Media Coverage

Media coverage of the Pandemic Action Network in order by date with the most recent first.

[Radio Interview with Dr. Erin Sauber-Schatz](#)  
iHeart Radio, December 20, 2020

[Radio Interview with Dr. Ali Nouri](#)  
iHeartRadio, November 30, 2020

[Radio Interview with Gabrielle Fitzgerald](#)  
iHeartRadio, November 25, 2020

[#AfricaMaskWeek Urges Vigilance Against Virus](#)  
Africa Defense Forum, December 8, 2020

[Interview with Carolyn Reynolds](#)  
Sky News, November 9, 2020

[Radio Interview with Dr. Judy Monroe](#)  
iHeartRadio, October 26, 2020

[Radio Interview with Carolyn Reynolds](#)  
iHeartRadio, October 4, 2020

[Can Face Masks Really Help You Gain Immunity To Covid-19 Coronavirus?](#)  
Forbes, September 28, 2020

[Pandemic Preparedness](#)  
CQ Researcher, September 4, 2020

[Masks Evolve to Fashion's Latest Trend](#)  
Good Morning America, August 16, 2020

[These pretty floral face masks come with a filter—and they're on sale](#)  
Yahoo News, August 12

[Does Your Coronavirus Mask Work? New study separates the worthy from the worthless](#)  
San Francisco Chronicle, August 11, 2020

[Radio Interview with Kang-Xing Jin](#)  
iHeartRadio, August 11, 2020

[Radio Interview with Linda Venczel](#)  
iHeartRadio, August 9, 2020

[It's World Mask Week, Here Are 10 Misconceptions About Face Coverings](#)  
Forbes, August 9, 2020

[World Mask Week movement launches to encourage use of face coverings to slow COVID-19 spread](#)  
USA Today, August 7, 2020

[Covid-19 Coronavirus Won't Be Last Or Worst Pandemic, How to Stop Panic-Neglect Cycle](#)  
Forbes, July 4, 2020

[Radio Interview with Dr. Michael Bell](#)  
iHeartRadio, July 4, 2020

[Radio Interview with Gabrielle Fitzgerald](#)  
iHeartRadio, August 29, 2020

[Radio Interview with Dr. William Schaffner](#)  
iHeartRadio, June 28, 2020

[10 Stylish Face Masks You Can Buy for Work](#)  
The Healthy, June 28, 2020

[10 Best Face Masks You Can Buy for Exercise](#)  
The Healthy, June 20, 2020

[What Masks Can and Can't Do, and Why You Should Wear One](#)  
BioSpace, May 27, 2020

[How to build a global health security movement](#)  
Devex, May 22, 2020

[Governments strike a deal on COVID-19 review, equal treatment access](#)  
Devex, May 20, 2020

[Tired Of Wearing A Face Mask In Public? New Research Underscores Why You Still Need To](#)  
Forbes, May 14, 2020

[Tech billionaires are already mounting a pressure campaign to prevent the next pandemic](#)  
Vox, May 7, 2020

[Stars Without Makeup: See Stars Going Make-up Free and Loving It!](#)  
US Weekly, May 6, 2020

[Face Masks as a Fashion Accessory? Why We Should Encourage This Trend](#)  
Healthline, May 5, 2020

[Olivia Newton-John, Living with Stage 4 Breast Cancer, Is 'Masking For a Friend' to Stay Safe and Support Pandemic Action Network](#)  
Survivor Net, May 5, 2020

[J&J backs 'Masking For A Friend' campaign starring Hillary Clinton, TikTok influencers and more](#)  
FiercePharma, May 4, 2020

[Hillary Clinton shares a make-up free photo wearing a 'Vote' face mask that she calls 'the must-have accessory for spring' after endorsing Joe Biden for president](#)  
Daily Mail, May 3, 2020

[Hillary Clinton shares make-up free photo wearing 'Vote' face mask, 'the must-have accessory for spring'](#)  
Yahoo! Entertainment, May 2, 2020

[Hillary Clinton shows off cloth mask: 'VOTE'](#)  
The Hill, May 2, 2020

Rugby: Bok captain Kolisi goes back to his roots to feed destitute  
Reuters, May 1, 2020

***Picked up by:*** Reuters TV, New York Times, Japan Today, The Irish Times, Yahoo News (with video), Le Figaro (in French), L'Equipe (in French), WIN 98.5 (Battle Creek, MI), Gulf Times, Yahoo Sport France (in French), Le Rugby Nistere (in French), The Sun Daily, Yahoo News Canada, and Reuters TV

To End the "Cycle of Panic and Neglect," Funders Back a New Global Pandemic Network  
Inside Philanthropy, April 29, 2020

NeNe Leakes Shares Precious Advice for Her Fans Regarding the Global Crisis  
Celebrity Insider, April 28, 2020

Rapper/TV Host Eve is #MaskingForAFriend To Help Stop The Spread of COVID-19  
The Jasmine Brand, April 27, 2020

'No one is safe until everyone is safe': Global alliance formed to take on Covid-19  
The Irish Times, April 23, 2020

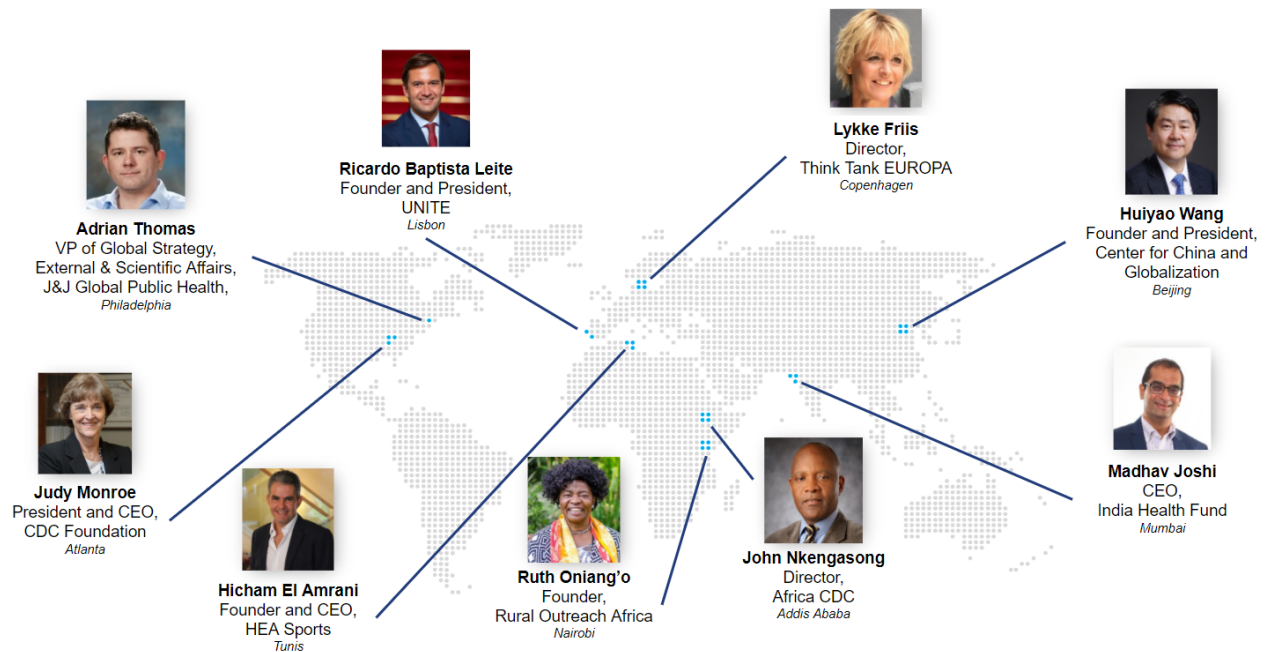
Evoke Kyne Co-Founds Global Pandemic Advocacy Group  
PProvoke, April 22, 2020

New Grant Commitments for Covid-19 Relief (April 22)  
The Chronicle of Philanthropy, April 22, 2020

Global Advocacy and Communications Effort Launched to Drive Action Against COVID-19 and Stop Future Pandemics  
PR Newswire, April 22, 2020



## Appendix C: Advisory Committee



**Hicham el Amrani** is the founder and managing director of HEA Sports, a firm working with world class experts to deliver solutions in sports and event management, communication, and sports advocacy. El Amrani was previously the Secretary-General of the Confederation of African Football in Cairo.

**Dr. Ricardo Baptista Leite** is the founder and president of UNITE, a global platform of current and former policy makers committed to ending infectious disease threats by 2030 in accordance with the UN SDGs. Dr. Baptista Leite is a member of the Portuguese National Parliament, Vice-President of the Social Democratic Party Parliamentary Board and National Spokesperson for Health of the Social Democratic Party.

**Dr. Lykke Friis** is the director of Think Tank EUROPA and was previously Denmark's Minister of Climate, Energy, and Gender Equality. Dr. Friis also serves on several nonprofit and university boards, including as the Co-Chair of the European Council on Foreign Relations, Chairman of the Board of Representatives at University of Southern Denmark, and President of the Danish Cancer Society.

**Madhav Joshi** is Chief Executive Officer of India Health Fund, an impact investment fund set up by Tata Trusts and the Global Fund to Fight AIDS, Tuberculosis and Malaria. Previously, Joshi led the Internal Medicine business at Pfizer India, and has additional experience in sales, marketing, and business management roles in India, Switzerland, Africa, and Asia.

**Dr. Judy Monroe** is president and Chief Executive Officer of the CDC Foundation. Previously, Dr. Monroe was a senior leader at the Centers for Disease Control and Prevention (CDC) overseeing key activities and technical assistance supporting health departments and the nation's public health system.

**Dr. John Nkengasong** is Director of the Africa Centres for Disease Control and Prevention (Africa CDC). Dr. Nkengasong previously served as the acting deputy principal director of the Center for Global Health at the United States Centers for Disease Control and Prevention (U.S. CDC), and Chief of the International Laboratory Branch, Division of Global HIV and TB at the U.S. CDC.

**Dr. Ruth Oniang'o** is the founder Rural Outreach Africa, where she works with communities on issues that affect them directly: poverty, hunger, food nutrition insecurity, child malnutrition, gender inequities and health related challenges, and now COVID-19. Dr. Oniang'o served in the Kenyan Parliament from 2003-2008 and was the Shadow Minister for Education, Science and Technology. She won the prestigious Africa Food Prize in 2017 for her pioneering work in nutrition.

## Appendix D: Pandemic Action Team



### Gabrielle Fitzgerald, Co-founder

Gabrielle is the founder and CEO of Panorama, and previously directed the \$100 million Ebola Program at the Paul G. Allen Family Foundation and led the Global Program Advocacy team at the Bill & Melinda Gates Foundation.

### Carolyn Reynolds, Co-founder

Carolyn has been driving change in global health and development and US foreign policy for three decades, including as Vice President for Policy and Advocacy at PATH, and as a senior adviser to international organizations including the Global Financing Facility for Women, Children and Adolescents, World Bank Group, World Health Organization and the Global Preparedness Monitoring Board.

### Eloise Todd, Co-founder

Eloise is an advocacy, policy, campaigns and strategy specialist with 20 years' experience working to change policies, legislation and budgets, including with the ONE campaign and Best for Britain.

### David Kyne, Co-founder

David is the CEO of Evoke KYNE and has more than 20 years of communications experience leading large agency practices, working across the healthcare landscape from biopharmaceutical to non-profit organizations. The Evoke KYNE team provides the behavior change and communications support across Pandemic Action Network initiatives.

**Nahashon Aluoka, Regional Advisor for South and East Africa**

Nahashon is an advocacy, campaigns and policy specialist with over ten years of experience in East and Southern Africa, including as the Regional Advocacy and Campaigns Director with Save the Children International, East and Southern Africa, as the Regional Advocacy and Campaign Coordinator with World Vision International, East Africa Office.

**Isabelle de Lichtervelde, Senior Program Officer**

Isabelle is a policy, research and advocacy expert with ten years of experience working with governments, international organizations and civil society, including with the ONE Campaign and Best for Britain.

**Ming Geng, Regional Advisor, East Asia**

Ming Geng is a doctoral candidate in the field of Public Health at Johns Hopkins University and has more than 25 years of professional experience in global health, global development, government affairs and philanthropy.

**Naomi Komuro, Senior Project Manager**

Naomi is a senior project manager at Panorama with a background in nonprofit fundraising, and currently leads the coordination of the Network's broader convening and collaborative functions, serving as point person for Network meetings and communications.

**Autumn Lerner, Director of Communications**

Autumn is an accomplished global communications leader with nearly 20 years of experience at the intersection of social impact program leadership, cross-cultural management, integrated campaigns and community engagement, and previously worked as a Social Impact practice lead for global PR agency Weber Shandwick.

**Patrick Silborn, Regional Advisor, Asia\***

Patrick is an expert in global health and development, partnerships, resource mobilization, and grants with close to 20 years of experience across Latin America, Africa, and Asia.

**Valentina Barbagallo, G20 Advocacy Advisor\***

Valentina is a European Union public affairs consultant with more than a decade of experience in global health advocacy, including as a policy and advocacy manager of the European Union with the ONE Campaign.

*\*Joined the team in 2021*

