



Communication Strategy

2021 update



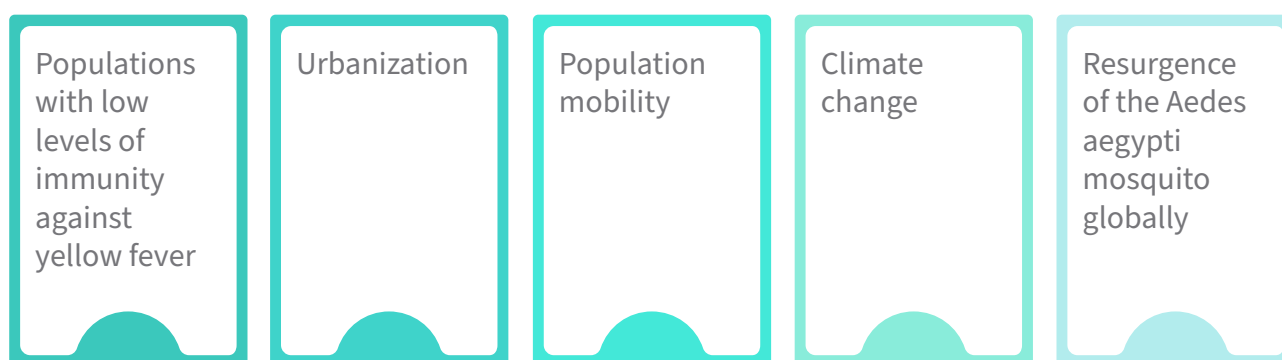
Contents

Overview	3
Background on Eliminate Yellow Fever Epidemics (EYE), and communication rationale.....	3
The Global EYE Strategy 2017 – 2026	3
The Role of the EYE Partnership.....	4
Communication strategy	6
Overview	6
Aims and objectives of the communication strategy	7
Key messaging	10
Key achievements of EYE to date	10
EYE key messages	11
Target audiences.....	12
Content and channels for target audiences	13
Communication channels	16
2021 content calendar.....	17
Branded materials	19
Social media calendar.....	19
Press.....	20
Key communication relationships	20
EYE governance structure	21
Communication contacts	22
Crisis communications’ planning.....	23
Monitoring and evaluation of communications	23
Resource plan for 2021	24
Appendix 1 Communications survey.....	25
Appendix 2 Useful links.....	29
Acknowledgements.....	30

Overview

Background on Eliminate Yellow Fever Epidemics (EYE) and communication rationale

The major yellow fever outbreaks in Angola and the Democratic Republic of Congo in 2016, and resulting public health crises, created the need for a comprehensive, updated and scaled-up strategy to eliminate yellow fever epidemics. The resurgence of the disease has been a result of a number of factors, including:



For any control strategy to succeed, it needs to be supported by a practical and holistic communication strategy. This communication strategy addresses both the information and advocacy needs of the EYE partnership, and public-facing communications, as expected with major public health strategies.

When working with a number of organizations towards a common goal, it is imperative there is a clear and unified voice. This document aims to address that important need.

Additional information on yellow fever can be accessed [here](#)

The Global EYE Strategy 2017 – 2026

The EYE strategy has three strategic objectives:



Overview

And five competencies of success:



The full EYE strategy can be read [here](#)

The Role of the EYE Partnership

The EYE Partnership exists to provide a global oversight, whilst effectively supporting and coordinating local efforts to detect and prevent yellow fever outbreaks.

To date, the Partnership has developed and led the EYE strategy by:

1. Establishing a governance structure for the participating organizations, regions, and countries ([see Governance Structure on page 21](#)).
2. Developing tools, protocols, and procedures for delivering the strategy, as well as for responding to emergencies.
3. Updating and communicating with all stakeholders about EYE's work and results.

The EYE communication strategy is a guide for internal and external communication activities that support the EYE Partnership's vision of eliminating yellow fever epidemics by 2026.

It is the role of the EYE Partnership to deliver both the EYE strategy and the communication strategy. Some of the key organizations comprising the EYE Partnership are the World Health Organization, Gavi, the Vaccine Alliance, UNICEF, US CDC and the Bill and Melinda Gates Foundation.

Overview

The communication strategy is intended for use by all EYE partners and respective communication teams, as well as regional and country colleagues who will need to communicate about the work of EYE. It will also be publicly available for others, such as non-governmental organizations (NGOs) and private sector organizations, who may wish to read or share content published about EYE.



Yellow fever vaccination campaign, Rio de Janeiro, Brazil, 2018

Communication strategy

Overview

This communication strategy has been written following a communication survey in 2020 to determine the information needs of the EYE stakeholder community, and will serve as a template for future years. It will be updated annually to reflect the emergence and availability of new communication tools, methods and forums, as well as the changing global landscape of macro and micro geopolitical factors, amongst others.

Full details on the communication survey can be found in [Appendix 1](#).

The EYE strategy runs until 2026. On the right is a high-level timeline for the communication activities through 2021.

2020

- Review of all communication activities, including annual partner meeting,
- Development and dissemination of communication survey,
- Development of communication strategy.

2021

- Feedback on and finalization of communication strategy,
- Dissemination of communication strategy,
- 6-month content strategy – completed in December 2020,
- Identifying dedicated social media resource from within EYE partner network,
- Building communication network.

2022– 2026

To be confirmed

Aims and objectives of the communication strategy

The EYE communication strategy has four main aims:

Aim 1: Increase awareness of the EYE strategy 2017 – 2026

Objective(s):

- For each year of the strategy, develop a 12-month content calendar with multimedia deliverables to include video, webinar and podcast, as well as written content, such as newsletters and reports ([see content calendar on page 17](#))
- Specific activities that will be conducted in 2021, and may serve as a basis to plan for activities in future years:
 - Select video production suppliers via formal procurement process in Democratic Republic of Congo and Nigeria for the creation of vaccination campaign videos. Selection process to be concluded in Quarter 2 (Q2)
 - Produce 3-to-5-minute video to explain the role of EYE and its strategy (Q2)
 - Produce 3-minute animated video to explain the role of the EYE.ops team in the EYE strategy (Q3)
- For each year of the strategy, develop a 12-month social media calendar including key dates for public health awareness campaigns, in conjunction with partner communication teams ([see social media calendar on page 19](#)):
 - For 2021, identify social media resource in Q3, to help increase number of postings, following and reach, and to help define goals and metrics for the rest of the year. This may need to be repeated in subsequent years of the EYE Strategy
- Produce monthly newsletter (public communication) to include updates on vaccination campaigns, outbreak information and response, international health regulations and public health advice. To be circulated mid-month via email marketing software and social media
- Update and share the EYE social media toolkit six monthly basis with the EYE community to increase sharing of posts and content
- Schedule a minimum of 3 posts per week on Twitter, Facebook and LinkedIn to increase following and sharing of EYE content
- Monitor partner social media accounts for relevant content and updates on a weekly basis

Aims and objectives of the communication strategy

Aim 2: Monitor and evaluate communication activities

Objective(s):

- Every quarter, review analytics vs goals set for social media accounts, email marketing software and EYE web pages
- Specific activities that will be conducted in 2021, and may serve as basis to plan for activities in future years:
 - Define analytics goals in Q1 for the rest of 2021
 - Use feedback from the 2020 communication survey to refine content calendar and messaging, to improve open and engagement rates for email communications
 - Review and cleanse distribution lists in Q1 to ensure the right publications are being sent to the correct target audience, to increase open and engagement rates
 - Develop standard operating procedures (SOPs) by the end of Q1, for production of monthly communications, design and video assets, and all other EYE information products

Aim 3: Increase commitment of time and resources from key stakeholders through communication and advocacy activities

Objective(s):

- Produce monthly leadership reports (internal communication) to include newsletter updates (as above), as well as monitoring and evaluation of data, and progress updates against the EYE strategy deliverables – in conjunction with Data Visualization Consultant. To be circulated mid month
- The EYE Secretariat's communication focal person to attend working groups (WGs), project management group (PMG), technical forum and leadership meetings, where appropriate, to maintain contact with key stakeholders; understand specific information needs and assist with the creation of relevant content and messaging
- The EYE Secretariat's communication focal person to oversee development of a suite of communication channels and products to engage with key stakeholders, and to disseminate information about the value and successes of EYE. This will be done through webinars, roundtable discussions, podcasts, as well as newsletters and reports

Aims and objectives of the communication strategy

Aim 4: Enhance the EYE brand and design identity

Objective(s):

- Specific activities that will be conducted in 2021, and may serve as basis to plan for activities in future years:
 - Oversee design of new templates for the monthly newsletter, monthly leadership report and annual highlights by the end of February; implement across all publications in Q1
 - Oversee redesign of social media assets, including banners for Facebook, Twitter and LinkedIn; implement across all publications in Q1
 - Review of key messages ([see page 10](#)) by end of Q3; refine existing messages, and create new messages, if needed
 - Develop logo usage guidance



Yellow fever vaccination campaign, Kinshasha, Democratic Republic of Congo, 2016

Key messaging

In this section, we demonstrate the key achievements of EYE to date, and the relevant messaging to be used in communications going forward. The messaging will be reviewed on a quarterly basis to ensure it is accurate and relevant, and any relevant documents and web pages will be updated to reflect any changes.

Key achievements of EYE to date

Through the strength of the partner organizations coming together with a robust strategy, as well as consistent and continued investment in communication and advocacy, there have been some notable achievements in the goal to eliminate yellow fever epidemics.

- Close to 200 million people have been protected against yellow fever in Africa since EYE's inception.
- In 2020, 48 million people were protected against yellow fever in Africa in 2020, despite COVID-19, through preventive, reactive, and catch-up campaigns (Ghana, Ethiopia, Nigeria, South Sudan, Sudan and Uganda).
- Stronger laboratory capacity in Africa, with faster confirmation.
- Increasing engagement with the EYE strategy at three levels (country, regional and global) and in three regions (Africa (AFRO), Americas (PAHO), North Africa, Middle East (EMRO)).
- Development of innovations and tools for streamlined, transparent, and risk-informed decisions (e.g., national risk analysis tool, vaccine allocation prioritization).
- Increase in yellow fever vaccine supply, and confidence in production. 135 million doses (Md) available globally in 2019 (of which 85 Md for Africa), 150 Md in 2020.
- Better ways of detecting, quantifying, and managing YF outbreaks:
 - Improved coordination between levels to support countries to detect and manage outbreaks
 - Advances in sample transport via EYE.ops
 - Improved reagent availability and timely replenishment
 - Updated ICG (International Coordinating Group on Vaccine Provision) requests to better assess risk and define interventions
- Advocating for sustained and improved routine immunization coverage to prevent yellow fever re-emergence, such as in West Africa.
- Despite the global challenges of COVID-19, the EYE Partnership was able to adapt in effective and innovative ways, maintaining delivery of the EYE strategy throughout 2020.

Key messaging

EYE key messages

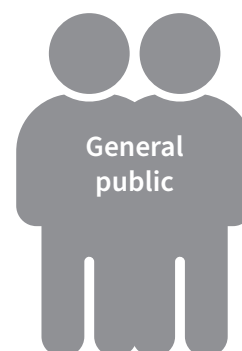
Existing key messages, as of 2021:

- We aim to eliminate yellow fever epidemics by 2026.
- We aim to protect almost 1 billion people from yellow fever in Africa and the Americas by 2026.
- We have protected nearly 200 million people from yellow fever since the inception of EYE in 2017.
- In 2020, we protected 48 million people in Africa from yellow fever.
- The COVID-19 vaccine roll-out is crucial for equitable protection and halting the pandemic, however we need to ensure continuity of YF vaccination to prevent outbreaks.
- Yellow fever cannot be eradicated, but we can eliminate yellow fever epidemics.
- EYE has three strategic objectives: to protect at-risk populations from yellow fever; prevent international spread, and contain outbreaks rapidly.
- EYE offers a continuum from prevention to outbreaks, which has helped to prevent and respond to yellow fever emergencies over the last three years.
- The EYE strategy supports 40 countries and involves more than 50 partners.
- Without the work of EYE and its partners, yellow fever has the potential to become an epidemic with international spread.
- Preventive mass campaigns, combined with routine immunizations and catch-up activities, are effective ways to prevent yellow fever outbreaks.
- Countries lead the efforts to prevent yellow fever outbreaks. EYE supports this by enhancing their surveillance, laboratory and vector control capacity.
- We aim to identify and protect at-risk workers from yellow fever, by engaging with the private sector to protect unimmunized employees with sylvatic exposure.
- We aim to prevent international spread by protecting at-risk workers, applying International Health Regulations (IHR) and building resilient urban centres.

Key messaging

Target audiences

This communication strategy will focus on the following target audiences:



Each identified audience has varying information and communication needs. Therefore, individual messages and communication materials will be required to address specific interests. [See page 13.](#)

Key messaging

Content and channels for target audiences

Target audience	Types of content / information / messaging	Best channels
Governance entities – Gavi, UNICEF, WHO	<ul style="list-style-type: none"> ● Monitoring and evaluation ● Progress vs. strategic goals to date ● Annual workplan progress ● Return on investment – both time and resources ● Impact of programmes ● Programme risks ● Campaigns ● Cross-disease linkages ● Information/tools on how EYE can support all partners to further all aspects of the strategy ● Country case studies ● Process and timeline data ● IHR ● Clinical management ● Working group updates 	<p>Monthly leadership report (formerly monthly update) with newsletter combined</p> <p>Roundtables</p> <p>Webinars</p> <p>LinkedIn</p> <p>Annual meeting</p> <p>Website</p> <p>Social media</p>
Current financial partners	<ul style="list-style-type: none"> ● Monitoring and evaluation ● Progress vs. strategy to date ● Annual workplan progress ● Return on investment – both time and resources ● Impact of programmes ● Programme risks ● Campaigns ● Cross-disease linkages ● Country case studies ● Process and timeline data ● IHR ● Clinical management ● Working group updates 	<p>Monthly leadership report with newsletter combined</p> <p>Roundtables</p> <p>Webinars</p> <p>LinkedIn</p> <p>Annual meeting</p> <p>Website</p>

Key messaging

Target audience	Types of content / information / messaging	Best channels
Potential financial partners	<ul style="list-style-type: none"> ● Impact of programme deliverables ● Campaigns ● Country case studies 	Newsletter High-level monthly progress updates on EYE Strategy and work plans Webinars Website Social media Press / radio Podcast
Wider partner community	<ul style="list-style-type: none"> ● Monitoring, evaluation and impact ● Progress vs. strategy to date ● Annual workplan progress ● Return on investment – both time and resources ● Impact of programmes ● Programme risks ● Campaigns ● Cross-disease linkages ● Information / tools on how EYE can support all partners to further the strategy ● Country case studies ● Process and timeline data ● IHR ● Clinical management ● Working group updates 	Monthly leadership report with newsletter combined Roundtables Webinars LinkedIn Annual meeting Website Social media Press / radio
<i>Technical experts:</i> Epidemiologists, entomologists, One Health experts, IHR community, urban health community, immunization community	<ul style="list-style-type: none"> ● No specific programme of communications ● Consider their topics of interest 	Newsletter Roundtables Webinars LinkedIn Annual meeting Website Social media Press / radio

Key messaging

Target audience	Types of content / information / messaging	Best channels
Regional / country level	<ul style="list-style-type: none"> ● Monitoring, evaluation and impact ● Progress vs. strategy to date ● Annual workplan progress ● Return on investment – both time and resources ● Impact of programmes ● Programme risks ● Campaigns ● Cross-disease linkages ● Information / tools on how EYE can support all partners to further the strategy ● Relevant technical information to help assess and respond to needs ● Process and timeline data to facilitate knowledge sharing ● IHR ● Clinical management ● Working group updates 	<ul style="list-style-type: none"> Newsletter High level monthly progress updates on EYE Strategy and work plans Roundtables Webinars LinkedIn Annual meeting Website Social media Press / radio Podcast
General public and media	<ul style="list-style-type: none"> ● Campaigns ● Digital content (photo galleries, video and photo stories) ● Country case studies ● Yellow fever facts / information ● Public health safety ● Travel information ● Data visualisation 	<ul style="list-style-type: none"> Newsletter Press releases Website Social media Press conferences, interviews and other events open to the media Press / radio Podcast

Communication channels

Below are the existing and planned communication channels for EYE:

Existing channels:



Future channels:



Communication channels

2021 Content calendar

This is a high-level content plan based on the consulting resource available until the end of the year.

More detailed information on specific content, i.e., project timelines for video production, can be obtained from the EYE communication consultant ([see page 22](#)).

This content plan takes into account the outputs of the communication survey, feedback from discussions with partners and communication colleagues, and seeks to meet the aims listed on [pages 7 to 9](#) of this strategy.

Month	Content
January	<ul style="list-style-type: none"> December newsletter + annual report December update Start to identify local production resources for in-country content
February	<ul style="list-style-type: none"> January newsletter January update Start storyboarding of 'What is EYE? Overview of EYE Strategy' video
March	<ul style="list-style-type: none"> February newsletter February update
April	<ul style="list-style-type: none"> March newsletter March update Start podcast planning – finalize speakers and topics: migration; climate change; urban risk; reemergence of other diseases; vaccination / positive use of vaccines; identify podcast production company Identify podcast production resource
May	<ul style="list-style-type: none"> April newsletter April update Start podcast production - 10 episodes
June	<ul style="list-style-type: none"> DRC campaign shoot May newsletter May update Webinar – EYE.ops

Communication channels

Month	Content
July	<ul style="list-style-type: none"> ● June newsletter ● June update ● Podcast series to begin
August	<ul style="list-style-type: none"> ● July newsletter ● July update ● WER annual update ● Start production of EYE.ops video ● Nigeria campaign shoot
September	<ul style="list-style-type: none"> ● August newsletter ● August update
October	<ul style="list-style-type: none"> ● September newsletter ● September update ● Start production of 'What is EYE? Overview of EYE Strategy' video ● Annual meeting
November	<ul style="list-style-type: none"> ● October newsletter ● October update
December	<ul style="list-style-type: none"> ● November newsletter ● November update ● Holiday message

Branded materials

Currently, there is a suite of branded materials, which includes notebooks, mugs, tote bags, pens, lanyards, baseball caps, USB storage sticks and face masks. There is no plan to produce anything further in 2021.

Social media calendar

The EYE social media channels were created in September 2020, and therefore, engagement is currently minimal. These are the key objectives to increase the following, and ensure the broadest possible reach of EYE communications:

- Create new social media design assets i.e., banners, digital content (photo galleries and short videos), social media tiles (in progress at the time of writing this document)
- Develop a social media calendar in conjunction with partner communications and social media team (in progress)
- Identify resource to help write social media posts, boost metrics and provide regular analytics reports (in progress)

*To be completed in conjunction with communications colleagues across the partnership.

2021 Key Events

<p>January</p> <p>World (Neglected Tropical Disease) NTD Day (30th)</p> <p>01</p>	<p>February</p> <p>International Day of Women and Girls in Science</p> <p>02</p>	<p>April</p> <p>World Health Day (7th) World Health Worker Week (7th to 11th) World Malaria Day (25th) World ImmunizationWeek (24th to 30th)</p> <p>04</p>
<p>May</p> <p>World Health Assembly (24th May to 1st June)</p> <p>05</p>	<p>August</p> <p>World Mosquito Day (20th) – US CDC led</p> <p>08</p>	<p>October</p> <p>EYE annual partners' meeting (TBC)</p> <p>10</p>

Press

- The communication focal point maintains fortnightly contact with the WHO / WHE communications focal point, Marie Bracquemont, who is supporting the EYE Secretariat with the co-ordination of press releases from country and regional WHO communication contacts.
- The communication focal point is now part of the partnership communication calls, which are bi-weekly and involve a number of agencies and organizations to co-ordinate communication strategy and activities. Hosted by Global Health Strategies.
- Develop a list of relevant press and journal contacts, by working with partner communication peers.
- Press kit to be developed once communication strategy is approved, in conjunction with partner communication peers.

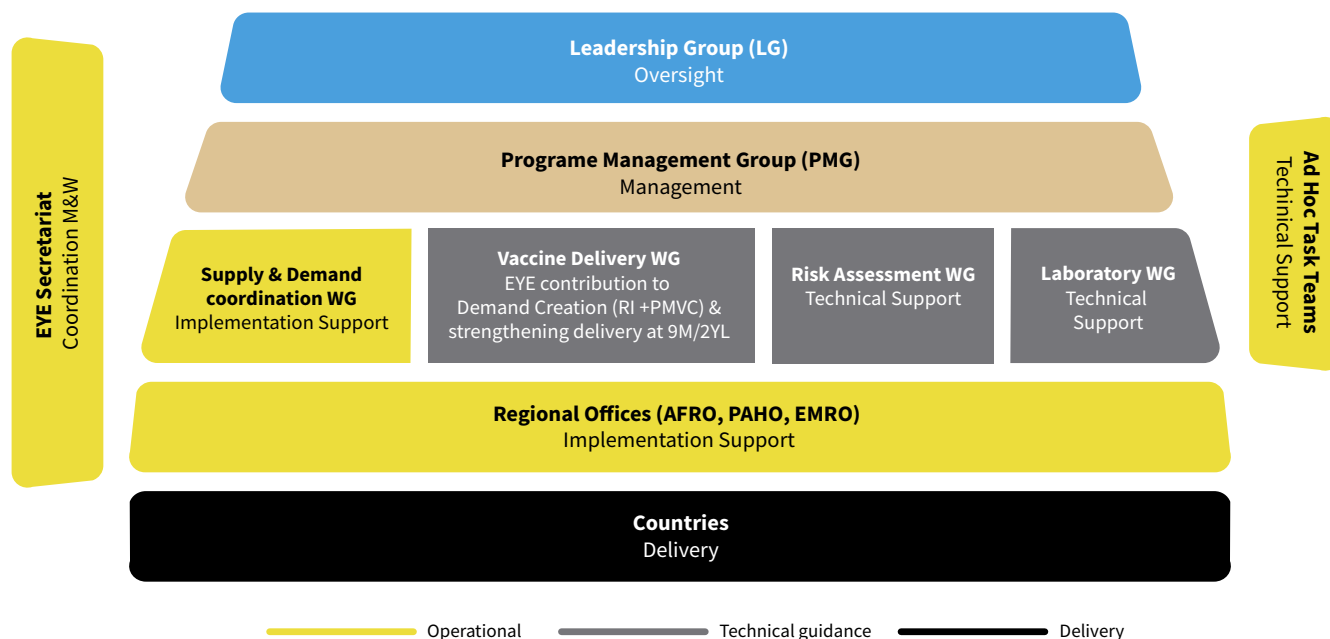
Key communication relationships




This section highlights the key EYE stakeholders with whom to maintain relationships. It also provides information on EYE's sources of information and content.



Nigeria Centre for Disease Control (NCDC) YF diagnostic training workshop supported by EYE, 2021

EYE governance structure



Partner	Type of information
	Information on Gavi application deadlines, procedures and eligibility
	Updates from UNICEF Supply Division on vaccine supplies
 WHO Communications Departments (DCO)	WHO Social Media accounts for sharing EYE content Documentation clearance Website update Portal development Country press releases and content Emergencies press releases and content

Communication contacts

Below is a list of the communication relationships to be maintained as part of the communications focal point's role. Network will be broadened to include wider partners with communication contacts, to help amplify EYE messaging and collaborate on marketing and communication campaigns and activities.

Name	Organisation	Contact
Rakhee Verma	EYE Partnership	vermar@who.int
Marie Bracquemont	WHO (WHE)	bracquemontm@who.int
Priyanka Khanna (Measles / Rubella)	UNICEF	pkhanna@unicef.org
Miraj Pradhan, <i>Polio Communications</i>	UNICEF	mpradhan@unicef.org
Margaret Silver <i>(Arboviral diseases)</i>	US CDC	uvt8@cdc.gov
Oka Sakuya	AFRO	okas@who.int
Charity Warigon	WHO Nigeria	warigonc@who.int
Inas Hamam	EMRO	hamami@who.int

Crisis communications' planning

A group of key stakeholders representing a cross section of the EYE community will be convened in 2021 to do the following for crisis communications:



Monitoring and evaluation of communications

One of the key objectives of this communication strategy is to devise and implement robust ways and metrics for monitoring the effectiveness of EYE communications. By using built-in analysis tools for the software and social media platforms we utilize, and eliciting external support where possible and necessary.

Targets will be set in Q3 for email marketing software, social media and web analytics.

The social media accounts are new and therefore, do not currently show sufficient meaningful data to include in this strategy. Once a social media resource is found, we will add a social media section to this communication strategy.

Monitoring and evaluation of communications

Resource plan for 2021

To be reviewed on an annual basis

Core Team	Time commitment	Status
Communications consultant	4 days per week / 12 months	Filled
Social media executive	2 days per week / 6 months minimum	Vacant
Communications support (WHO / WHE)	2 days per week	Filled
Ad hoc support		
Video editing	All video projects for 2021 have been confirmed	Resource identified
Graphic design	Several projects confirmed for first 6 months of 2021	Resource identified
Podcast producer		Resource identified



Refugees vaccinated as part of yellow fever vaccination campaign, Sudan, 2021

Appendix 1 Communications survey

In 2020, a communication survey was conducted to ascertain information needs from the EYE community. There were 118 responses, obtained from a mixture of online surveys and face-to-face interviews with key stakeholders. The survey was sent to the entire EYE network, including core partners, which amounted to approximately 800 contacts at the time.

Survey respondents

- The largest segment of respondents were EYE core partners, followed by government officials.
- There was a smaller number of responses from communication professionals across the partnership and NGOs, which are both communities that we aim to grow over the course of the next year for the EYE strategy to achieve its vision by 2026.
- Most respondents work in a public health function, including vaccination technical experts.
- By far the largest number of respondents were based in Nigeria, followed by Switzerland and the US, and with good representation from Brazil.

Key points of feedback

- There are additional information needs for certain stakeholder groups, particularly, financial and other partners looking for more detailed performance metrics and data.
- Frequency, length and content of newsletters received positive feedback.
- The virtual annual meeting was well received, but there are opportunities to reduce the number of topics and increase discussion time for future meetings.
- There is an interest in seeing information communicated in ways other than in the written form, and outside the annual meeting, most notably a webinar programme.

Respondents were asked to prioritize the following list of topics of interest. These need to be taken into consideration when creating content. They were ranked in the following order:

1. Surveillance and laboratory updates
2. Acute events and outbreak response
3. Immunization activity implementation updates
4. Strategic, programmatic and epidemiological risks
5. Gavi applications by countries
6. Training resources
7. Upcoming meetings and events

Appendix 1 Communications survey

Detailed feedback

Area of feedback / feedback points	Key respondent group	Action
<i>General communications</i>		
Email is over-used as a form of communication.	Core EYE partner	Review and create protocol for use of EYE strategy email account.
More focus needed on external PR – newsworthy stories; human focused case studies.	Core EYE partner	<p>Work more closely with partner communication team, especially WHE for press opportunities and outreach (see page 27).</p> <p>Develop relationships with video production companies in certain countries for grassroots content.</p>
Webinars and roundtable discussions were preferred additional methods of communication. Webinars being the overwhelming winner.	All	Include in the content strategy for 2021.
People have seen a steady improvement in communication, between the start of EYE in 2017 and now.	Core EYE partner	
A few respondents made comparisons to communications for other diseases, and EYE's were considered better.	Core EYE partner	
Multiple responses received saying respondents are not receiving communication updates, or they have made requests to receive certain other information products / publications. EYE needs a plan to enable people to request subscriptions to different publications stating their reasons.	All	<ul style="list-style-type: none"> ● Revisit distribution lists for all information products / publications. ● Send mailer with subscribe links to each information product / publication, with clear descriptions and which audience it is for; these can then be vetted by core team for suitability.

Appendix 1 Communications survey

Area of feedback / feedback points	Key respondent group	Action
<i>Newsletter / update</i>		
EYE is largely sending the right amount of communication from a newsletter / update perspective.	All	
Content in the newsletter is deemed succinct, and easy to read for busy people.	Core EYE partner	
Many people can't distinguish between the newsletter and monthly update (will become the Monthly Leadership Report in 2021), and feel the information is repeated.	Core EYE partner	Monthly leadership report will combine the newsletter in 2021.
<i>Information needs</i>		
Milestone status / progress updates against the EYE global strategy is a major point of feedback from the respondents. Each partner / stakeholder group's needs must be understood and met from a communications' standpoint.	Financial partner	
<i>Information needs</i>		
Understanding what hard data / metrics our partners need, and on what frequency. The outputs from the data visualization work will help.	Financial partner	
More collaboration across other diseases; linkages between diseases; information about other diseases in relation to YF prevention.	Core EYE partner	Build a communication peer network.

Appendix 1 Communications survey

Area of feedback / feedback points	Key respondent group	Action
<i>Content</i>		
A number of requests asking for vaccine updates as content.	Programme managers; laboratory experts	Add this as a regular point of content in the newsletter / update, for example, vaccine allocations, impact on vaccine production / pipeline.
The vast majority of respondents work for partners and governments at country level.		Review current content, and ensure relevant information is provided to this audience.

Appendix 2 Useful links

WHO Strategic Communications Framework for effective communications:

https://www.who.int/docs/default-source/documents/communicating-for-health/communication-framework.pdf?sfvrsn=93aa6138_0

GAVI, the Vaccine Alliance social media toolkit:

https://www.gavi.org/sites/default/files/programmes-impact/our-impact/apr/Gavi-2019-APR-Social-Media-Toolkit_2.pdf

EYE social media toolkit:

<https://worldhealthorg.sharepoint.com/:b:/r/sites/EYESecretariat/Shared%20Documents/General/Communications/Social%20Media%20Kits/EYE%20Social%20Media%20Toolkit%202020%20%26%202021.pdf?csf=1&web=1&e=oU8TeW>

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