COVID-19 RISK COMMUNICATIONS PROMISING PRACTICES PLAYBOOK

McCANN
GLOBAL HEALTH

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On the cover: A mother helps her daughter to put on a medical face mask (photo by Tang Ming Tung/ Digital Vision via Getty Images).

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EXECUTIVE SUMMARY

Clear, engaging, and actionable communication has proven critical in the face of coronavirus disease (COVID-19) crisis management and will remain essential during our recovery and re-entry to “normal” life. The past six months have proven that ideas that are communicated well can bring people together, inspire meaningful change, and ultimately, save lives.

We’re proud to present the following playbook, commissioned by the Asian Development Bank (ADB) upon request from communications leaders and stakeholders in ADB developing member countries. These communications leaders and stakeholders indicated a need for a global review of COVID-19 communications best practices, identified a number of specific communications challenges to focus on, and expressed a need to better reach vulnerable populations. This playbook explores communications approaches implemented at various stages of the COVID-19 pandemic to address specific risk communications challenges and reach vulnerable populations.

This playbook is intended to be reviewed by developing member country governments implementing COVID-19 risk communications, ADB health communications partners, and other communications leaders working across sectors. Through this effort, we seek to equip readers with guidance and case studies for delivering immediate COVID-19 communications and maintaining engagement following the launch of COVID-19 vaccines. In summarizing these approaches, we convey that there is no single intervention that can address the multitude of challenges presented by COVID-19. A comprehensive strategy is needed to support response efforts and ensure that even the most vulnerable populations are reached.

The approaches highlighted in this playbook have been chosen for their elements that follow behavior change models, address specific health challenges, and consider varying levels of health literacy. Because the COVID-19 pandemic started less than a year ago, many of these approaches have not undergone comprehensive, scientific evaluations; therefore, campaigns and communications practices throughout the playbook will be referred to as promising practices, until an in-depth analysis of each case is complete.

For your convenience, we've divided this playbook into five sections:

I. RISK COMMUNICATIONS AND COVID-19

This chapter introduces the role of risk communications in response to COVID-19 and defines key factors to better access and evaluate promising practices.

II. PROMISING PRACTICES FOR EACH STAGE OF COVID-19 COMMUNICATIONS

We've included informative case studies, segmented by stage of the COVID-19 outbreak. They aim to demonstrate promising practices that can be applied as countries transition through stages of the outbreak.

III. COMMUNICATIONS TO REACH VULNERABLE POPULATIONS

These additional case studies, segmented by vulnerable populations, will help to identify and prioritize markets to focus COVID-19 communications.

IV. CONCLUSION

V. APPENDIX

CHAPTER ONE

RISK COMMUNICATIONS AND COVID-19

THE ROLE OF RISK COMMUNICATIONS IN COVID-19 RESPONSE

COVID-19 risk communications should support efforts to mitigate societal risk of COVID-19 and its impacts. Communications should complement existing COVID-19 interventions, policies, and programs, such as lockdown measures and regulations for returning to daily life.

Each piece of COVID-19 risk communications – ranging from a press briefing to a creative campaign – should serve a specific purpose. For example, COVID-19 risk communications can be used to:

Establish **trust** in information, response efforts, and leaders

- » Establish public trust in government response, information, and support by building and maintaining credibility, integrity, and reliability of key decision makers and stakeholders

Build public **awareness and knowledge** of COVID-19 and response efforts

- » Increase awareness and understanding of:
 - Current risk of COVID-19 to citizens
 - Broader COVID-19 prevention measures
 - COVID-19 lockdown measures and guidance for citizens and businesses

Increase public **motivation** to participate in response efforts

- » Increase the perceived value of engagement in key prevention and lockdown measures
- » Increase consistent, proper engagement in key actions

Facilitate **coordination** across different institutions

- » Increase alignment and collaboration between and within public and private sector institutions to implement prevention measures

HOW PUBLIC, PRIVATE, AND NGO INSTITUTIONS ENGAGE IN COVID-19 RISK COMMUNICATIONS

Implementing effective COVID-19 communications takes coordination between government agencies, non-governmental organizations (NGOs), community-based organizations (CBOs), and private companies. Together, the communication becomes more powerful than any individual messaging effort. The first step toward a coordinated approach is establishing a diverse team consisting of community leaders and communications specialists from the different public and private partners involved. The team should align on a unified set of objectives that can be revisited and revised as the environment changes.

EXAMPLE ROLES AND APPROACHES FOR PARTNERS

NGOS AND CBOS

- » Leverage existing networks and channels to amplify public health protocols
- » Tailor communications to reach vulnerable populations

PRIVATE SECTOR ENTITIES

- » Build communications to stimulate economic participation
- » Update employees on new ways of working following public health guidelines
- » Monitor communications efficacy and report back to the lead coordinator

GOVERNMENT AGENCIES

- » Establish public health protocols, government policies, and temporary aid programs
- » Foster a sense of trust and motivate action
- » Monitor case numbers, infection rates, and other important statistics
- » Continuously update policies as the situation changes

STAGES OF COVID-19 RISK COMMUNICATIONS

COVID-19 communications must dynamically respond to the progression of the pandemic.

This playbook features case studies across four stages of COVID-19 outbreak response:

1) Emergency, 2) Education and Reopening, 3) Recovery and Maintenance, and 4) Vaccine Rollout.

These stages are not always linear, and communications must scale up or down to best address the current outbreak status.

STAGES OF COVID-19 COMMUNICATIONS

EMERGENCY

1

An outbreak occurs and full lockdown measures are required. Communications focus on crisis response.

EDUCATION & REOPENING

2

Incidence declines and lockdown begins to be lifted. Communications focus on education about continued risk, sustained behavior change, and reopening guidelines.

RECOVERY & MAINTENANCE

3

A variety of organizations, businesses, and activities reopen in a phased approach. Communications focus on revitalizing the economy and maintaining reopening.

VACCINE ROLLOUT

4

Vaccines are in development and nearing regulatory approval. Communications focus on vaccine education and demand generation.

SETTING SPECIFIC OBJECTIVES AT EACH STAGE OF COVID-19 RISK COMMUNICATIONS

As the COVID-19 pandemic evolves, so should the role of communications. The chart below features different communications objectives mapped to each stage of the pandemic.

EVOLVING COVID-19 COMMUNICATIONS OBJECTIVES

CORE ROLE OF COVID-19 COMMUNICATIONS	STAGE OF COVID-19 COMMUNICATIONS			
	EMERGENCY	EDUCATION & REOPENING	RECOVERY & MAINTENANCE	VACCINE ROLLOUT
	TRUST Reliability: Establish a consistent narrative and cadence Credibility: Highlight credible evidence in decision making and increase transparency of decision-making processes Integrity: Incorporate empathy into messaging			
	AWARENESS & KNOWLEDGE Increase awareness and understanding of: <ul style="list-style-type: none"> • Current COVID-19 risk • Proper lockdown measures 	Increase awareness and understanding of: <ul style="list-style-type: none"> • Current and potential future COVID-19 risk • Proper intervention measures 	Increase awareness and understanding of: <ul style="list-style-type: none"> • Current and potential future COVID-19 risk • Proper intervention measures • Ability to participate in certain activities and how to do so safely 	Increase awareness and understanding of: <ul style="list-style-type: none"> • Current and potential future COVID-19 risk • Vaccination
	MOTIVATION Increase perceived value of consistent, proper engagement in lockdown behaviors	Increase perceived value of consistent, proper engagement in prevention measures for continued safety during initial reopening	Increase perceived value of: <ul style="list-style-type: none"> • Consistent, proper engagement in prevention measures for sustained reopening • Economic participation 	Increase perceived value and acceptance of a safe, effective COVID-19 vaccine
	COORDINATION Coordinate emergency response efforts across different entities	Increase alignment and collaboration between and within public and private sector entities to establish plans to reopen	<ul style="list-style-type: none"> • Increase alignment and collaboration between and within public and private sector entities to review and revise reopening guidelines • Establish and ensure consistent communication of guidelines 	Increase alignment and collaboration between and within public and private sector entities to establish plans to increase access to and acceptance of vaccines

KEY IMPERATIVES FOR CREATING EFFECTIVE COVID-19 RISK COMMUNICATIONS

Consider the following imperatives when developing COVID-19 risk communications.^{1,2}

BEHAVIOR-FOCUSED

When developing communications, it is important to consider the question, “How will these tactics affect my audience’s behavior?” Four core behavioral determinants to consider when developing COVID-19 risk communications include **knowledge** of COVID-19 risks and prevention behaviors, **perception of COVID-19** severity, **perceptions of target behaviors**, and **perceived norms** (i.e., perceived peer engagement in target behaviors).^{1,2}

DIVERSE CHANNELS AND TACTICS

COVID-19 communications are most effective when diverse channels and tactics are used to reach audiences. Consider referencing audience-specific data where possible to build a channel plan that includes a mix of individual, interpersonal, organizational, and community and mass media channels.³ Tactics developed for sharing across channels should take into consideration the audiences’ stage of behavior change. When developing tactics, consider those that reach audiences at different stages, including awareness, consideration and education, and maintenance and advocacy.⁴

HEALTH LITERACY

Effective COVID-19 communications must be considerate of health literacy, which is defined as an audience’s ability to understand and act on medical or health information. Health literacy can vary across different communities. To reach audiences with varying health literacy levels, use pictures or graphics where appropriate to convey information clearly. Messages can further be tailored to convey only what is helpful and necessary to know.⁵

1. Ajzen, I. (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2), 179-211.

2. Rosenstock, I. M. (1990). *The health belief model: Explaining health behavior through expectancies*. In K. Glanz, F. M. Lewis, & B. K. Rimer (Eds.), *The Jossey-Bass health series. Health behavior and health education: Theory, research, and practice* (p. 39-62). Jossey-Bass/Wiley.

3. Sallis, J. F., Owen, N., & Fisher, E. B. (2008). Ecological models of health behavior. In K. Glanz, B. K. Rimer, & K. Viswanath (Eds.), *Health behavior and health education: Theory, research, and practice* (p. 465-485). Jossey-Bass.

4. I. Prochaska, J. O., & Velicer, W. F. (1997). The transtheoretical model of health behavior change. *American journal of health promotion*, 12(1), 38-48.

5. Nutbeam, D. (2008). The evolving concept of health literacy. *Social science & medicine*, 67(12), 2072-2078.

COVID-19 RISK COMMUNICATIONS ACTION PLAN

This COVID-19 risk communications action plan provides practical guidance for applying communications objectives and imperatives outlined on the previous pages. It can be used by member country governments, ADB health communications partners, and community leaders as a tool to guide development and implementation of COVID-19 risk communications.

On the next page, the COVID-19 risk communications action plan summarizes the following for each stage of the COVID-19 pandemic:

- » **COVID-19 communications context:** the stage of the outbreak and focus of communications
- » **Communications challenges:** key COVID-19 risk communications challenges identified by stakeholders
- » **Promising practices:** communications practices that have shown signs of success in COVID-19 risk communications. For more detail on how these promising practices come to life, review the case studies in the following section
- » **Action plan:** a checklist of steps that communications leaders can take to implement COVID-19 risk communications at each stage of the pandemic

COVID-19 RISK COMMUNICATIONS ACTION PLAN (CONT'D)

	EMERGENCY	EDUCATION & REOPENING	RECOVERY & MAINTENANCE	VACCINE ROLLOUT
COVID-19 COMMUNICATIONS CONTEXT	An outbreak occurs and full lockdown measures are required. Communications focus on crisis response.	Incidence declines and lockdown begins to be lifted. Communications focus on education about continued risk, sustained behavior change, and reopening guidelines.	A variety of organizations, businesses, and activities reopen in a phased approach. Communications focus on revitalizing the economy and maintaining reopening.	Vaccines are in development and nearing regulatory approval. Communications focus on vaccine education and demand generation.
COMMUNICATIONS CHALLENGE Key COVID-19 risk communications challenges identified by stakeholders.	<ul style="list-style-type: none"> • Generate awareness, understanding, and adherence to evolving COVID-19 lockdown measures • Manage panic and fear 	<ul style="list-style-type: none"> • Disseminate continued COVID-19 disease education • Promote access to public support and assistance • Promote public health safety measures: WASH/ hygiene, physical distancing, wearing a mask, test and trace • Address quarantine fatigue and mindset challenges such as stigmatization, discrimination, and mental health • Address misinformation 	<ul style="list-style-type: none"> • Inspire consumer confidence and revitalize tourism • Safely reopen education • Establish long-term health maintenance and routine immunization practices 	<ul style="list-style-type: none"> • Address COVID-19 vaccine hesitancy • Drive COVID-19 vaccine uptake and access
PROMISING PRACTICES Communications practices that have shown signs of success in COVID-19 risk communications. For more detail on how these promising practices come to life, review the case studies in the following section.	<ul style="list-style-type: none"> • Clarity, credibility, and consistency • Transparency • Unity • Long-term planning 	<ul style="list-style-type: none"> • Actionable information • Defined audience • Health literacy 	<ul style="list-style-type: none"> • Cross sector coordination • Audience empowerment • Pre-pandemic health priorities 	<ul style="list-style-type: none"> • Priority vaccine audience focus • Positive interpersonal discussions • Vaccine information accuracy
ACTION PLAN A checklist of steps that communications leaders can take to implement COVID-19 risk communications at each stage of the pandemic.	<ul style="list-style-type: none"> • Establish information delivery system, including spokesperson, channels, and consistent formats • Deliver accurate communications to inform broad audience about COVID-19 risk, key behaviors, and value of behaviors. Consider health literacy of audience • Establish system for coordinating across sectors and known public influencers • Establish monitoring and evaluation (M&E) to track communications reach and sentiment 	<ul style="list-style-type: none"> • Continue use of and build on established information delivery systems to sustain trust (consider reliability, credibility, integrity) • Identify and tailor communications to meet specific needs of priority populations (those most at risk of COVID-19, essential sectors of reopening, etc.). Consider health literacy of audience • Coordinate across government and essential sectors • Convey continued risk, value of sustained health behaviors, available supports/resources • Review M&E learnings and adapt approach as appropriate 	<ul style="list-style-type: none"> • Empower audiences to re-engage safely through continued risk communications and demonstrated value of sustained health behaviors. Instill hope that people can re-connect with the economy while remaining vigilant about health behaviors • Engage private sector to communicate directly to consumers and employees • Tailor efforts to high-risk populations (school students, etc.) and re-integrate focus on non-COVID-19 priorities (e.g., routine health) 	<ul style="list-style-type: none"> • Establish a coordinated, cross-sector plan for vaccine rollout communications • Set accurate expectations for timing and access • Build vaccine confidence and trust through accurate sharing of science and a social norms approach. Position public health officials to take politics out of the equation • Focus first on priority populations – their experience shapes future campaign • Monitor and mitigate misinformation sharing

CHAPTER TWO

PROMISING PRACTICES FOR EACH STAGE OF COVID-19 RISK COMMUNICATIONS

This playbook is a glimpse into the brilliant COVID-19 risk communications that has been done globally. A structured literature and online search for cases studies was conducted and cases were selected based on the criteria below.

CASE CONSIDERATION CRITERIA

Cases were considered for inclusion if they met the following:

COVID-19 CHALLENGE SPECIFIC

Campaign addresses one of the COVID-19 challenges defined by stakeholders.

BEHAVIOR FOCUSED

Campaign materials are focused on specific, actionable behaviors in their messaging.

STRONG HEALTH FLUENCY

Campaign materials adhere to health literacy promising practices.

CASE INCLUSION CRITERIA

Cases were selected from those that met the consideration criteria with the following considerations in mind:

DIVERSITY

Many countries have implemented similar campaigns and interventions. When possible, cases were selected to ensure a diverse range of contexts was covered.

INNOVATION

Campaigns that leveraged unique tactics or approaches that adhere to consideration criteria were prioritized for inclusion.

AVAILABILITY

Sufficient information was available via our search to assess campaign strategy.

RESULTS

When possible, campaigns with evidence of positive impact were prioritized for selection. However, we recognize that results are largely unavailable due to the rapid, evolving context of the pandemic and have also selected campaigns that apply unique and innovative approaches that have shown success in addressing other health challenges in the past in the absence of evidence.

CASES STUDIED BY GLOBAL REGION

“GLOBAL” CATEGORY – 8 CASES

[skaman306/Moment via Getty Images]

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

EMERGENCY

EMERGENCY

CONTEXT

An outbreak occurs and full lockdown measures are required. Communications focus on crisis response.

CORE COMMUNICATIONS CHALLENGES

1. Generate awareness, understanding, and adherence to evolving COVID-19 lockdown measures
2. Manage panic and fear

PROMISING PRACTICES

CLARITY, CREDIBILITY, AND, CONSISTENCY

Deliver direct, clear, and credible guidance. Be consistent across spokespeople and channels.

TRANSPARENCY

Be realistic about what information is known and unknown. Have public health and issue area experts provide information to build trust and mitigate potential for political assumptions.

UNITY

There is strength in numbers. Generate sense of community by assigning citizens a role to play in addressing the pandemic, and making this role the “norm.” Speak directly to those who could feel excluded and convey the need for collective effort.

LONG-TERM PLANNING

Implement monitoring and evaluation systems to track conversation and attitudinal shifts. Use data to prepare for future communications and re-entry milestones.

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

EMERGENCY

- I. Generate awareness, understanding,
and adherence to evolving
COVID-19 lockdown measures

EMERGENCY

Generate awareness, understanding, and adherence to evolving COVID-19 lockdown measures

PRIME MINISTER OF NEW ZEALAND USES SOCIAL MEDIA TO BUILD TRUST

CAMPAIGN

Using social media, including Facebook Live, to share lockdown updates and policies, Prime Minister Arden successfully communicated simple, clear, and unifying messages to the population. **Through this transparent and consistent channel platform, Prime Minister Arden answered questions from citizens, and sustained trust through a kind and empathetic response delivery.**

WHY THIS CASE IS PROMISING

Transparency

Unity

Long-Term
Planning

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Perceptions of COVID-19
STAGE OF BEHAVIOR CHANGE	Awareness
TYPE OF TACTICS	Community and Mass Media; Interpersonal

CASE OVERVIEW

COUNTRY

New Zealand

ORGANIZATION

Office of the Prime Minister, Jacinda Arden

AUDIENCE

New Zealand general population

OBJECTIVE

Build and sustain public confidence and response efforts; motivate continued participation and collaboration

RESULTS

New Zealand's and Prime Minister Arden's responses to the COVID-19 pandemic are hailed as some of the most successful across the globe. A study found:

- » 9 in 10 citizens in New Zealand know symptoms, protective behaviors, and about the asymptomatic transmission of COVID-19¹
- » 94% correctly identified false or misleading statements¹
- » Researchers who conducted the study stated, "we came together as a country, in part because we believed in our political and health experts... simple, clear health messages, communicated with kindness and empathy, resonate with people, even when they are demanding tough changes".

KEY TAKEAWAY

Establish a transparent and consistent channel platform to share messaging and build and sustain trust and adherence to public health messages among citizens

LEARN MORE >

1. Roy EA. New Zealand beat Covid-19 by trusting leaders and following advice – study. *The Guardian*. July 23, 2020.

EMERGENCY

Generate awareness, understanding, and adherence to evolving COVID-19 lockdown measures

A CALL TO PRAYER (AT HOME) IN AFGHANISTAN

CAMPAIGN

On April 5, religious leaders put a fatwa in place that asked mosques to amend the adhan (call to prayer) to include public health and lockdown information and ask followers to pray from home.¹ During the call to prayer broadcast five times a day on loudspeakers, Afghans now hear, “Offer your prayer at home,” to emphasize the need to stay at home during COVID-19, seamlessly integrating public health messaging into existing cultural practices.

WHY THIS CASE IS PROMISING

Clarity, credibility, and consistency

Unity

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge

STAGE OF BEHAVIOR CHANGE

Awareness

TYPE OF TACTICS

Community and Mass Media

CASE OVERVIEW

COUNTRY

Afghanistan

ORGANIZATION

Religious leaders (ulema, clerics & prayer leaders)

AUDIENCE

Observant Afghan Muslims

OBJECTIVE

Respect religious traditions and reach high-risk groups simultaneously

RESULTS

Congregates reported that the message was clear: “don’t come to the mosque because you now have a valid excuse,” which removed the barrier of the potential for perceived negative outcome of the behavior. Impact data on this intervention has not been made public, but continued safety measures are being planned in the country in preparation for Ramadan in 2021¹

KEY TAKEAWAY

Integrate public health messages into existing cultural and religious platforms to reach audiences through channels they trust

LEARN MORE >

1. Radio Free Afghanistan. In Afghanistan, Muslim Call To Prayer Now Carries Stay-At-Home Message. RFE/RL. April 8, 2020.

EMERGENCY

Generate awareness, understanding, and adherence to evolving COVID-19 lockdown measures

ONE MESSAGE, MANY LANGUAGES IN SWEDEN

CAMPAIGN

The COVID-19 Center on the City of Stockholm's website provides novel coronavirus information in over 10 languages as well as sign language.¹ The city also provides a multi-lingual telephone service for citizens with additional questions. **Sweden's translations ensure that information is not just made public but delivered in a way that allows its unique population to understand and ultimately act on it.**

CASE OVERVIEW

COUNTRY

Sweden

ORGANIZATION

City of Stockholm government

AUDIENCE

Stockholm general population

OBJECTIVE

Ensure that the greater Stockholm population can access and understand government guidance on COVID-19 and lockdown procedures

OUTPUT

Translated communications that give all citizens the ability to access and understand government coronavirus communications

WHY THIS CASE IS PROMISING

Unity

Long-Term
Planning

KEY TAKEAWAY

Share public health messages in the local language to broaden awareness among all populations

LEARN MORE >

IMPERATIVES

**BEHAVIORAL
DETERMINANT
ADDRESSED**

Knowledge

**STAGE OF BEHAVIOR
CHANGE**

Education and
Consideration

TYPE OF TACTICS

Community and Mass
Media

1. Covid-19: Information in other languages. Stockholms stad website. 2020.

EMERGENCY

Generate awareness, understanding, and adherence to evolving COVID-19 lockdown measures

PUSH MESSAGING IN SINGAPORE

CAMPAIGN

The government's digital channel pushes out daily updates on the COVID-19 situation in the four official languages. Then, with a multi-platform, multi-language and multi-format approach, the government disseminates those updates through its Telegram, Twitter, WhatsApp, Facebook, and Instagram channels.¹ Information is disseminated effectively and efficiently through familiar and frequently used channels that reach users where they are.

WHY THIS CASE IS PROMISING

Clarity, credibility, and consistency

Unity

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge; Perceptions of COVID-19

STAGE OF BEHAVIOR CHANGE

Awareness; Education and Consideration

TYPE OF TACTICS

Community and Mass Media

CASE OVERVIEW

COUNTRY

Singapore

ORGANIZATION

Government of Singapore

AUDIENCE

Singapore general population

OBJECTIVE

Deliver COVID-19 information to multi-lingual citizenry to help reduce the spread of the virus and improve knowledge and awareness of COVID-19 for greater population

RESULTS

The number of subscribers to the government channels grew from 7,000 to 900,000 in 10 weeks as the COVID-19 situation evolved¹

KEY TAKEAWAY

Leverage readily available and accessible digital communications channels for mass dissemination of public health messages

LEARN MORE >

1. Singapore launches two media platforms to update public on COVID-19. *BioSpectrum Asia*. April 3, 2020.

2. Singapore Government (@govsingapore). Twitter.

EMERGENCY

Generate awareness, understanding, and adherence to evolving COVID-19 lockdown measures

DIGITAL PUBLIC HEALTH NETWORK IN AFRICAN COUNTRIES

CAMPAIGN

The UNECA launched the Africa Communication and Information Platform (ACIP) in order to distribute public health messages regarding COVID-19 across Africa. The free-to-use service consists of a mixture of text and voice-operated menus available with four major mobile network operators across the continent.¹ **The platform enables hard-to-reach populations to access up-to-date public health alerts and information easily and without cost.**

WHY THIS CASE IS PROMISING

Clarity, Credibility, and Consistency

Unity

Long-Term Planning

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Knowledge
STAGE OF BEHAVIOR CHANGE	Awareness; Education and Consideration
TYPE OF TACTICS	Individual; Community and Mass Media

CASE OVERVIEW

COUNTRY

Various African countries, including Uganda, Zambia, Senegal, Namibia, South Africa, Tunisia, and others

ORGANIZATION

United Nations Economic Commission for Africa (UNECA)

AUDIENCE

General population of participating African countries

OBJECTIVE

Ensure every person on the continent knows where to go for public health information and has the most up-to-date knowledge and science

RESULTS

Launched on June 23, 2020, the digital platform reaches 600–800 million users with useful and recent public health guidance²

» Since that date, at least 36 of the 55 African countries have joined the initiative¹

KEY TAKEAWAY

Leverage broad-reaching mobile network operators to deliver up-to-date alerts to general and hard-to-reach populations across countries or regions

LEARN MORE >

1. Pandey K. UN rolls out COVID-19 communication tool in Africa. *Down To Earth*. June 25, 2020.

2. Virtual launch of the Africa Communication and Information Platform (ACIP) for Health and Economic Action. United Nations Economic Commission for Africa (UNECA) website. June 23, 2020.

EMERGENCY

Generate awareness, understanding, and adherence to evolving COVID-19 lockdown measures

LOCKDOWN COMMUNICATIONS LESSONS FROM THE REPUBLIC OF KOREA AND TAIPEI, CHINA

USING TECHNOLOGY TO THEIR ADVANTAGE

A study from the Journal of Medical Internet Research concluded that “the public is highly responsive to governmental risk communication during epidemics.”¹ Lockdown communications efforts in the Republic of Korea and Taipei, China highlight the key role that government plays in a country-wide risk communication response.¹ Because government officials understood they had to fill the information void with credible information, health misinformation is much less of a problem as soon as possible with credible information, health misinformation is much less of a problem in the Republic of Korea and Taipei, China compared to the global norm.

KEY APPROACHES FROM TAIPEI, CHINA AND THE REPUBLIC OF KOREA

- » Use technology to understand what information their citizens need to prevent the spread of misinformation
- » A distinct focus on “providing consistent reliable information around COVID-19 via as many channels as possible”

FIVE IMPORTANT LESSONS TO LEARN FROM THESE RESPONSES

1. Institutionalize strategic communications responses prior to occurrence of “risk”
2. Communicate transparently to diffuse anxiety and panic
3. Leverage all possible communications channels to ensure equitable access to information across geographies and socio-economic status
4. Provide guidance and open access for online resources
5. Spotlight public health officials and their expertise

LEARN MORE >

1. The Brookings Institution website. October 6, 2020.

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

EMERGENCY

2. Manage Fear and Panic

PRESS BRIEFINGS IN OHIO, US

CAMPAIGN

The US State of Ohio positioned Dr. Amy Acton, Director of the Ohio Department of Health, as the state's lead voice in addressing COVID-19.¹ Dr. Acton communicated vulnerably and honestly, focusing on collective empowerment and social connection in her daily press briefings. For example, Dr. Acton was insistent that a lockdown would be necessary and that life would not be going back to "normal" any time soon, preparing her constituency for the reality of the days ahead. **This approach conveys clear information, unifies the community under a collective understanding, inspires behavior shifts, and demonstrates near- and long-term impacts.**

WHY THIS CASE IS PROMISING

Clarity, Credibility,
and Consistency

Transparency

Unity

Long-Term
Planning

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge; Perceptions
of COVID-19

STAGE OF BEHAVIOR CHANGE

Awareness; Education and
Consideration

TYPE OF TACTICS

Community and Mass
Media

CASE OVERVIEW

COUNTRY

Ohio, United States

ORGANIZATION

Ohio Department of Health, Dr. Amy Acton

AUDIENCE

Ohioans

OBJECTIVE

Deliver clear local and state level communications

OUTPUT

A public that is widely aware and unafraid of COVID-19 lockdown measures, and understands the value of personal action in supporting public health outcomes¹

KEY TAKEAWAY

Establish a consistent, clear, and transparent voice to deliver public health communications and sustain confidence, even when news is not always positive

LEARN MORE >

1. Dosani S, Westbrook A. The Leader We Wish We All Had [Video]. *The New York Times*. May 5, 2020.

REMOTE LOCKDOWN ASSISTANCE IN AZERBAIJAN

CAMPAIGN

In coordination with the UN Development Program, a sector of the Azerbaijan government built an online hub that combined essential public health updates with content and resources that helped maintain lockdown adherence and give people a sense of normalcy, including access to distance education, stores, online movies, and the like.¹

WHY THIS CASE IS PROMISING

Unity

Long-term Planning

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Perceptions of Target Behavior

STAGE OF BEHAVIOR CHANGE

Awareness; Education and Consideration

TYPE OF TACTICS

Community and Mass Media

CASE OVERVIEW

COUNTRY

Azerbaijan

ORGANIZATION

Azerbaijan Ministry of Transport, Communications and High Technologies; UN Development Program

AUDIENCE

Population of Azerbaijan

OBJECTIVE

Provide centralized resource for accessing food, fun, medicine, and other resources for practical guidance to sustain daily living during COVID-19 lockdown

OUTPUT

An online hub that provides support resources in tandem with public health information to demonstrate to citizens that it is possible to continue life safely while abiding by public health requirements

KEY TAKEAWAY

Develop centralized resources in which citizens can access key public health information, as well as necessities like food and medications, to relieve uncertainties during times of emergency

LEARN MORE >

1. Evd Qal website. 2020.

BUILDING AN ONLINE COMMUNITY IN ESTONIA

CAMPAIGN

The Järva Vald Municipality app is an online digital community that features a public discussion forum, RSS feed, and calendar with community events. Users received “infocards” with the most updated COVID-19 information and legislation in their community. **The app established consistent contact between residents and the municipality, creating a reliable channel for COVID-19 communications.¹**

WHY THIS CASE IS PROMISING

Unity

Long-term
Planning

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Knowledge; Perceptions of COVID-19
STAGE OF BEHAVIOR CHANGE	Awareness; Education and Consideration
TYPE OF TACTICS	Interpersonal; Community and Mass Media

CASE OVERVIEW

COUNTRY

Estonia

ORGANIZATION

Järva Vald Municipality

AUDIENCE

Järva Vald citizens

OBJECTIVE

Create an online forum that provides citizens with community amenities

OUTPUT

Online community that enables citizens to stay connected while providing access to important information, COVID-19 related and otherwise¹

KEY TAKEAWAY

Launch communications applications that promote direct dialogue between residents and municipal officials to meet local demands and sustain sense of community

LEARN MORE >

1. Järva Vald [Software]. Version 2.8.3. Future Dialog Oy. 2020.

[recep-bg/E+ via Getty Images]

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

EDUCATION AND REOPENING

EDUCATION AND REOPENING

CONTEXT

Incidence declines and lockdown begins to be lifted. Communications shift to focus on continued risk education and reopening guidelines.

CORE COMMUNICATIONS GOALS

1. Disseminate continued COVID-19 disease education
2. Promote access to public support and assistance
3. Promote public health safety measures: WASH/hygiene, physical distancing, wearing a mask, test and trace
4. Address quarantine fatigue* and mindset challenges such as stigmatization, discrimination, and mental health
5. Address misinformation

PROMISING PRACTICES

ACTIONABLE INFORMATION

Communications should inspire simple actions that – taken together – can have an impact.

DEFINED AUDIENCE

Create targeted communications based on the needs of specific groups. Leverage audience-specific channels, keeping in mind that different groups will need to be met across a variety of avenues.

HEALTH LITERACY

Consider the literacy level of target audiences when designing communications. Materials that cannot be understood cannot be used.

*Quarantine fatigue is exhaustion associated with the new restrictive lifestyle that's been adopted to slow the spread of COVID-19

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

EDUCATION AND REOPENING

I. Disseminate continued
COVID-19 disease education

EDUCATION AND REOPENING

Disseminate continued COVID-19 disease education

COVID-19 DASHBOARD IN BANGALORE

CAMPAIGN

Bangalore created an interactive epidemiological dashboard that displays the total number of cases, deaths, hospital bed availability, and other critical information. The data is a clear, up-to-date information resource for the Bangalore community that allows citizens to stay informed about the risk their community faces.¹

The information aims to satisfy the public's need for information and keep them from turning to less trustworthy sources. Additionally, the variety of formats and visualizations cater to different styles of learning and keeps visitors engaged.

WHY THIS CASE IS PROMISING

Actionable
Information

Health
Literacy

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Knowledge; Perceptions of COVID-19
STAGE OF BEHAVIOR CHANGE	Awareness; Education and Consideration
TYPE OF TACTICS	Community and Mass Media

CASE OVERVIEW

COUNTRY

India

ORGANIZATION

Bruhat Bengaluru Mahanagara Palike

AUDIENCE

Residents of Bangalore

OUTPUT

Empower citizens to track community transmission and understand infection hotspots to best protect themselves and their community

OUTPUT

- » Daily publication of epidemiological dashboard, COVID-19 analysis reports, COVID-19 bed status, newsletter bulletin, FAQs, and advisories¹
- » Dashboard also features data on case counts of containment zones, status of containment zones, and positive cases by source of transmission¹

KEY TAKEAWAY

Publish centralized, up-to-date, and concise health data to allow citizens to track disease progression and minimize confusion and misinformation

LEARN MORE >

1. BBMP WarRoom.

COVID-19 CHATBOT IN BAHRAIN

CAMPAIGN

One of the first countries to offer COVID-19 test results by WhatsApp and Facebook Messenger,¹ Bahrain's Ministry of Health also launched a chatbot on WhatsApp to provide coronavirus updates. The chatbot provides users test results as well as the latest COVID-19 news and a summary of cases, volunteer opportunities, and other government resources. **Providing information on a platform that users are familiar with increases user engagement, not only with accessing updates but also engaging in two-way conversations with official sources.**

WHY THIS CASE IS PROMISING

Actionable
Information

Defined audience

Health
Literacy

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge; Perceptions
of COVID-19

STAGE OF BEHAVIOR CHANGE

Awareness; Education and
Consideration

TYPE OF TACTICS

Individual

CASE OVERVIEW

COUNTRY

Bahrain

ORGANIZATION

Bahrain Ministry of Health

AUDIENCE

Bahrain general population

OBJECTIVE

Reach wide audience and share health information without further straining HCPs and other resources

OUTPUT

- » A chatbot that delivers the latest COVID-19 developments in Arabic and English over WhatsApp
- » For more advanced queries, users are directed to online resources²

KEY TAKEAWAY

Use SMS or direct messaging apps to deliver COVID-19 test results and answer questions about local resources

LEARN MORE >

1. Apen-Sadler D. Bahrain launches coronavirus chatbot on WhatsApp. *Time Out Bahrain*. May 7, 2020.

2. Bahrain to offer Covid-19 testing results on WhatsApp, Facebook Messenger. *Arabian Business Global*. May 14, 2020.

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

EDUCATION AND REOPENING

2. Promote access to public
support and assistance

EDUCATION AND REOPENING

Promote access to public support and assistance

BEHIND THE DOOR CAMPAIGN IN CROATIA

CAMPAIGN

The “Behind the Door” campaign aims to normalize confronting the realities of domestic abuse and reporting local cases to authorities. The campaign personifies every victim of domestic abuse as “Mia,” a common local name for girls, and raises awareness to support victims of domestic abuse.¹ **Campaign content, including videos, images, and audio, is promoted on a wide range of channels, including all national and local TV and radio stations, to raise widespread awareness and motivate action.²**

WHY THIS CASE IS PROMISING

Actionable
Information

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Perceived Norms
STAGE OF BEHAVIOR CHANGE	Awareness; Maintenance and Advocacy
TYPE OF TACTICS	Community and Mass Media

CASE OVERVIEW

COUNTRY

Croatia

ORGANIZATION

Croatian Ministry of the Interior

AUDIENCE

Victims of domestic violence

OBJECTIVE

Increase awareness of domestic abuse and normalize reporting of suspected cases of domestic violence

RESULTS

Campaign content shared across national and local TV, radio, and online to raise public awareness of the effects of the current health situation and restrictions on vulnerable groups, such as children at risk of abuse¹

KEY TAKEAWAY

Launch and disseminate creative campaigns to raise awareness for public assistance programs available during lockdown, including for key issues beyond COVID-19

LEARN MORE >

1. Poliklinika za zaštitu djece i mladih Grada Zagreba. Kampanja “Iza Vrata”: Prepoznaj Miju u svom ulazu i nazovi 192 (10.4.2020.) [Video]. April 10, 2020.

2. Behind the door. European Crime Prevention Network (EUCPN) website. 2020

EDUCATION AND REOPENING

Promote access to public support and assistance

PHILIPPINES' PRIVATE FOUNDATION PROVIDING PUBLIC ASSISTANCE

CAMPAIGN

The goal of the Philippine Disaster Resilience Foundation (PDRF) is to create a Philippine economy that is more resilient to natural disasters. In response to COVID-19, the PDRF launched the Synergizing Recovery Initiatives, Knowledge and Adaptation Practices (SIKAP) platform.^{1,2} **Building on existing partnerships, the platform provides small and medium-sized businesses across the country access to business advice, programs, and loans to help their businesses recover and come back stronger.**³

WHY THIS CASE IS PROMISING

Actionable
Information

Defined
Audience

IMPERATIVES

BEHAVIOR-FOCUSED	Knowledge
STAGE OF BEHAVIOR CHANGE	Consideration and Education
DIVERSE TACTICS	Organizational

CASE OVERVIEW

COUNTRY

Philippines

ORGANIZATION

PDRF and SIKAP

AUDIENCE

Micro, small, and medium enterprises (MSMEs)

OBJECTIVE

Provide MSMEs with resources to respond to the economic impacts of the COVID-19 pandemic

OUTPUT

A platform that provides a wide range of resources to MSMEs, such as loans and webinars^{1,2}

KEY TAKEAWAY

Promote assistance platforms to deliver actionable recommendations, resources, and support to small businesses

LEARN MORE >

1. PDRF, UNDP, OCHA launch information hub SIKAP to help MSMEs bounce forward to next normal. Connecting Business Initiative website. May 22, 2020.
2. Cruz J. Sikap.com.ph. October 26, 2017.
3. MSME Resilience. PDRF COVID19 Resource Hub. 2020.

WE ARE THE NHS IN UK

CAMPAIGN

The National Health Service is calling on young adults to join the healthcare profession by capitalizing on the long-term impact the virus is likely to have on the livelihoods of the “COVID Generation.” “We Are the NHS” is a direct call from England’s chief nurse to students to join the profession by applying to nursing programs. In addition to emphasizing the positivity of public service, the government is providing grants up to £8,000 for those pursuing nursing degrees.¹

WHY THIS CASE IS PROMISING

Actionable
Information

Defined
Audience

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Perceived Norms; Perceptions of Target Behavior
STAGE OF BEHAVIOR CHANGE	Education and Consideration
TYPE OF TACTICS	Organizational

CASE OVERVIEW

COUNTRY
UK

ORGANIZATION
National Health Service (NHS)

AUDIENCE
The “COVID Generation” and students currently applying to university programs

OBJECTIVE
Rally the younger generation to join the health and nursing professions in the UK

RESULTS

- » Direct emails were sent to 50,000 qualifying applicants, and ads were placed on Facebook, Instagram, Twitter, and Snapchat, appealing to those entering the clearing system to apply for nursing degrees²
- » Figures from the Universities and Colleges Admissions Service (UCAS) show a surge in applications for nursing degrees among all ages across the UK, with year-on-year numbers up by 16%²

KEY TAKEAWAY

Conduct targeted outreach to promote public assistance programs and opportunities

LEARN MORE >

1. NHS Careers : Our NHS. UK Department of Health and Social Care website.
2. Top nurse tells COVID generation: “your NHS needs you.” NHS England website. August 12, 2020.

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

EDUCATION AND REOPENING

3. Promote public health safety measures:
WASH/hygiene, physical
distancing, wearing a mask, test and trace

EDUCATION AND REOPENING

Promote public health safety measures: WASH/hygiene, physical distancing, wearing a mask, test and trace

MASK WEARING AS A SOCIAL NORM

INTEGRATING SAFETY PRACTICES INTO EVERYDAY LIFE

- » Face coverings, while medically effective at preventing COVID-19, are now a social and cultural practice that differs in meaning depending on setting.¹
- » Extensive research shows that perceived social norms greatly affect individuals' behaviors even if their perceptions are incorrect.
 - Therefore, even if a person does not think wearing a mask will prevent them from contracting COVID-19, if mask-wearing is perceived as normal social behavior, they will likely participate and wear a mask regardless.
- » The author of a BMJ article notes that because “social practices are deeply held and passionately defended, we hypothesize that uptake of face coverings is likely advanced by downplaying the medical narrative” and focusing on sociocultural norms instead.¹
- » To inculcate mask wearing as a social norm, consider the following evidence-based research on influencing perceived behavior norms:
 - Provide cheap, readily available and accessible masks and face coverings widely
 - Communicate consistently about mask-wearing and consequences of non-compliance
 - Emphasize national trends toward universal mask-wearing instead of messages that focus on lack of compliance
 - Pass laws and enforce citations and other legal ramifications regarding infractions
 - Monitor populations to ensure compliance

LEARN MORE >

1. Westhuizen H-MVD, Kotze K, Tonkin-Crine S, Gobat N, Greenhalgh T. Face coverings for covid-19: from medical intervention to social practice. *BMJ*. 2020;m3021. doi:10.1136/bmj.m3021

EDUCATION AND REOPENING

Promote public health safety measures: **WASH/hygiene, physical distancing, wearing a mask, test and trace**

THE THREE C'S IN JAPAN

CAMPAIGN

Japanese health experts developed the “three Cs” guide for avoiding high-risk situations and to help citizens avoid potential super-spreader events. **The three Cs refer to situations that can breed super-spreader events: closed places, crowded spaces, and close-contact settings, especially those that include loud talking.¹ The three Cs have been extensively promoted through national public-awareness campaigns to reduce super-spreader instances.**

WHY THIS CASE IS PROMISING

Actionable
Information

Health
Literacy

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Knowledge; Perceived Norms; Perceptions of Target Behavior
STAGE OF BEHAVIOR CHANGE	Education and Consideration
TYPE OF TACTICS	Community and Mass Media

CASE OVERVIEW

COUNTRY

Japan

ORGANIZATION

Prime Minister's Office of Japan and Ministry of Health, Labour, and Welfare

AUDIENCE

General population

OBJECTIVE

Minimize the spread of the virus while allowing life to continue with limits

RESULTS

The three Cs have become common knowledge among citizens, including children

- » More than 100 industrial sectors – including the supermarket, restaurant, and entertainment industries – have established guidelines for conducting business while avoiding the three Cs¹
- » During the first state of emergency, voluntary business closures and other restrictions succeeded in reducing in-person contact by as much as 80% and were lifted after less than two months¹

KEY TAKEAWAY

Launch awareness campaigns to promote important, memorable messages and guidelines for reopening

LEARN MORE >

1. Nishimura Y. Opinion | How Japan Beat Coronavirus Without Lockdowns. *The Wall Street Journal*. July 7, 2020.

EDUCATION AND REOPENING

Promote public health safety measures: WASH/hygiene, physical distancing, wearing a mask, test and trace

DIGITAL TEST AND TRACE EXEMPLAR IN THE REPUBLIC OF KOREA

CAMPAIGN

The Republic of Korea's Digital Test and Trace campaign hinged on easy-to-access testing centers and aggressive contact tracing.¹ Risk communications bolstered contact tracing efforts across the nation by issuing alerts to contacts of positive cases that were cross-checked with GPS and credit card data as well as surveillance footage to determine which citizens were potentially infected.²

This rapid digital communication was used to empower citizens to assist the health system with contact tracing, proving that policies can be good on paper, but support from well-thought-out communications campaigns is what makes them great.

WHY THIS CASE IS PROMISING

Actionable
Information

Defined
Audience

Health
Literacy

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge; Perceived
Norms; Perceptions of
Target Behavior

STAGE OF BEHAVIOR CHANGE

Awareness

TYPE OF TACTICS

Community and Mass
Media

CASE OVERVIEW

COUNTRY

Republic of Korea

ORGANIZATION

Republic of Korea government, Republic of Korea Disease
Control and Prevention Agency

AUDIENCE

General population

OBJECTIVE

Empower the Republic of Korea population with public
issue alerts on patient trajectories to enable citizens to
track their own movements against those of suspected
cases

OUTPUT

An alert system that supported government contact
tracing and public communications efforts²

- » Positive cases were asked to describe their recent
movements, aided by GPS phone tracking, surveillance
camera records, and credit card transactions
- » Case data enabled the Republic of Korea Disease
Control and Prevention Agency to issue real-time alerts
about locations where cases had been confirmed

KEY TAKEAWAY

Build citizen awareness and motivate participation in key
public health efforts, such as test and trace, through cross-
channel communications

LEARN MORE >

1. Flattening the Curve on COVID-19. UNDP Seoul Policy Centre for Knowledge Exchange through SDG Partnerships website. April 16, 2020.

2. Kim SR, Abdelmalek M, Kung T. Trust, testing and tracing: How the Republic of Korea succeeded where the US stumbled in coronavirus response. ABC News. 2020.

EDUCATION AND REOPENING

Promote public health safety measures: WASH/hygiene, physical distancing, wearing a mask, test and trace

GRAFFITI STREET ART IN SENEGAL

CAMPAIGN

To reach those with low literacy levels, graffiti artists were engaged to communicate public health messages visually.¹ Using human-centered design methods, the artists used illustrations to target desired behaviors, address misinformation, and raise widespread awareness of COVID-19 prevention behaviors.²

WHY THIS CASE IS PROMISING

Actionable Information

Defined Audience

Health Literacy

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Perceptions of Target Behavior
STAGE OF BEHAVIOR CHANGE	Education and Consideration; Maintenance and Advocacy
TYPE OF TACTICS	Community and Mass Media

CASE OVERVIEW

COUNTRY

Senegal

ORGANIZATION

RBS CREW, a collective of graffiti artists

AUDIENCE

General population

OBJECTIVE

Illustrate public health prevention behaviors and correct misinformation with visuals that draw attention to public health evidence¹

OUTPUT

Murals and visual assets to convey messages to reach vulnerable populations

KEY TAKEAWAY

Promote disease prevention behaviors and health education through tactics that consider health literacy, such as community-based art campaigns

LEARN MORE >

1. Brandon EM. Social distancing in public spaces: Simple ideas for cities. *City Monitor*. October 6, 2020.

2. Senegal's graffiti artists join fight against coronavirus. *Reuters*. March 27, 2020.

EDUCATION AND REOPENING

Promote public health safety measures: WASH/hygiene, physical distancing, wearing a mask, test and trace

LOCKDOWN DRONES IN RWANDA

CAMPAIGN

The Rwanda National Police repurposed existing drone infrastructure – typically used for distributing medicine and other resources – to deliver COVID-19 health messages to hard-to-reach areas. Equipped with cameras and speakers, the drones broadcast messaging that encouraged social distancing.¹ The drones also recorded high-definition images that enabled the police to quickly identify and monitor areas with low compliance, ending physical police enforcements in communities with difficulty following lockdown policies.

WHY THIS CASE IS PROMISING

Actionable
Information

Health
Literacy

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge

STAGE OF BEHAVIOR CHANGE

Awareness

TYPE OF TACTICS

Community and Mass
Media

CASE OVERVIEW

COUNTRY

Rwanda

ORGANIZATION

Rwanda National Police (RNP)

AUDIENCE

Members of high-density communities in Rwanda such as Kigali, Kimisagara, Nyamirambo, and Kanombe

OBJECTIVE

Deploy drones to broadcast preventive measures directly to residents by air and to closely monitor areas for the need to intervene or evacuate

OUTPUT

- » Drones shared preventive behavior messages in common areas that are hard to reach due to difficult terrain or lack of capacity¹
- » Equipped with cameras, drones allowed law enforcement officers and local authorities to closely monitor and deploy support to areas in need of any intervention or evacuation¹

KEY TAKEAWAY

Leverage existing resources to ensure delivery of and compliance with public health messages

LEARN MORE >

1. COVID-19 response in Rwanda: Use of Drones in Community awareness. World Health Organization Africa website. July 20, 2020.

EDUCATION AND REOPENING

Promote public health safety measures: WASH/hygiene, physical distancing, wearing a mask, test and trace

UBER'S MASK-RECOGNITION TECHNOLOGY GOES GLOBAL

CAMPAIGN

To ensure that riders and drivers engage in proper public health preventive behaviors, Uber created and rolled out mask-recognition software on its applications. With this software, drivers and riders could not access the Uber app beyond the landing page without a recognized mask. Additionally, Uber announced a \$50 million fund for drivers to purchase cleaning supplies for their vehicles.¹

WHY THIS CASE IS PROMISING

Actionable
Information

Health
Literacy

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Perceptions of Target Behavior; Perceived Norms

STAGE OF BEHAVIOR CHANGE

Maintenance and Advocacy

TYPE OF TACTICS

Individual

CASE OVERVIEW

COUNTRY

Global

ORGANIZATION

Uber

AUDIENCE

Uber drivers and Uber riders

OBJECTIVE

Create an extension to their existing app that monitors mask-wearing by riders and drivers

RESULTS

Since the rollout of the mask-recognition software, Uber has logged more than 100 million mask verifications from 3.5 million drivers, indicating adherence to prevention behavior¹

KEY TAKEAWAY

Integrate public health messaging into commonly used applications and transportation platforms to remind commuters to follow prevention measures and keep fellow travelers safe

LEARN MORE >

1. Kansal S. Protecting One Another. Uber Newsroom. September 1, 2020.

EDUCATION AND REOPENING

Promote public health safety measures: WASH/hygiene, physical distancing, wearing a mask, test and trace

BREAK THE CHAIN CAMPAIGN IN KERALA

CAMPAIGN

The Kerala Department of Health and Family Welfare launched the “Break the Chain” campaign, which was successful in “promoting the importance of hand hygiene, physical distancing and cough etiquette.”¹ The department leveraged key high-traffic locations (e.g. entry/exit points of railway stations) and installed hand-washing stations to encourage behavior change and serve as physical reminders.² This campaign along with other key efforts led to Kerala’s success in keeping infection rates low.

WHY THIS CASE IS PROMISING

Actionable Information

Health Literacy

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Perceptions of Target Behavior; Perceived Norms
STAGE OF BEHAVIOR CHANGE	Awareness; Maintenance and Advocacy
TYPE OF TACTICS	Community and Mass Media

CASE OVERVIEW

COUNTRY

India

ORGANIZATION

The Kerala Department of Health and Family Welfare

AUDIENCE

Citizens of Kerala

OBJECTIVE

Get citizens to practice good hand hygiene, physical distancing, and cough etiquette to prevent the spread of COVID-19

OUTPUT

- » Important public health messaging was prominently placed in high-traffic areas
- » The campaign has been praised by the World Health Organization as a success story for promotion of hand hygiene, physical distancing, and cough etiquette¹

KEY TAKEAWAY

Promote creative campaigns that reinforce public health prevention measures in populated areas, such as train stations, to encourage adherence to behaviors in settings where people could be most at risk

LEARN MORE >

1. Responding to COVID-19 - Learnings from Kerala. World Health Organization website. July 2, 2020.

2. Covid-19: Kerala launches ‘break the chain’ mass campaign. *The Hindu BusinessLine*. March 16, 2020.

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

EDUCATION AND REOPENING

**4. Address quarantine fatigue
and mindset challenges**

EDUCATION AND REOPENING

Address quarantine fatigue and mindset challenges such as stigmatization, discrimination, and mental health

SOCIAL STIGMA IN THE TIME OF CORONAVIRUS

STIGMA

- » Lockdowns and unknown futures have led to widespread stigma in communities around the world.
- » Stigma has public health consequences since stigmatization concerns can lead to delays in symptomatic patients seeking healthcare as well as a lack of disease detection.¹
- » Stigma and discrimination can be targeted at any group of people across racial, ethnic, gender, or occupational lines. In the context of COVID-19, stigma is related to a group's role in the pandemic and whether people perceive this group as being a danger to their health.
- » “Education, clear and honest communication and the use of non-discriminatory language have the potential to significantly improve the knowledge, attitudes, and behaviors related to COVID-19 and reduce social stigma.” – Giovanni Sotgiu, Claudia C. Dobler, *European Respiratory Journal*.¹
- » A guidance document from the WHO, UNICEF, and International Federation of the Red Cross (IFRC) provides the infrastructure for governments and other audience targets to create mindful anti-stigmatization and mental health COVID-19 campaigns. The document provides specific recommendations about phrasing to use and avoid, how to address emerging social stigma, and helping other groups to expand this message.²

For example, when communicating about COVID-19:

- » Say “people who have COVID-19” not “COVID-19 suspects”
- » Be sure to portray different ethnic groups to demonstrate collective efforts in addressing COVID-19 and limit ability for audiences to make assumptions about specific groups
- » Focus on mitigating misconceptions and rumors that could contribute to stigma

LEARN MORE >

1. Sotgiu G, Dobler CC. Social Stigma in the Time of Coronavirus. *European Respiratory Journal*. 2020;56(7).
2. Social Stigma associated with COVID-19. World Health Organization website. February 24, 2020.

EDUCATION AND REOPENING

Address quarantine fatigue and mindset challenges such as stigmatization, discrimination, and mental health

QUARANTINE FATIGUE

FACILITATING CONTINUOUS, SAFE SOCIAL INTERACTION

- » In the most general terms, quarantine fatigue is defined as “exhaustion associated with the new restrictive lifestyle that’s been adopted to slow the spread of COVID-19.”¹
- » With no clear end to the pandemic in sight, people become more willing to venture out of their homes and break previously strict adherence to social distancing rules.² While understandable, these predilections have the potential to undo months of progress in fighting COVID-19. Understanding this phenomenon is the first step to stopping it.
- » To discourage people from giving in to their fatigue, governments should:¹
 - Understand why people are leaving their homes
 - Adapt policies to allow citizens to perform these behaviors safely

For example, experts have suggested reopening larger parks, closing streets for restaurant dining, and extending financial aid measures for those who have lost their jobs.

LEARN MORE >

1. Shaver K. ‘Quarantine fatigue’: Researchers find more Americans venturing out against coronavirus stay-at-home orders. *The Washington Post*. April 25, 2020.
2. Overcoming Quarantine Fatigue. Massachusetts General Hospital website. June 2, 2020.

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

EDUCATION AND REOPENING

5. Address misinformation

EDUCATION AND REOPENING

Address misinformation

BREAK THE FAKE IN CANADA

CAMPAIGN

“Break the Fake” is an anti-misinformation campaign with the goal of educating citizens about how to spot untrustworthy sources online. **The website delineates four easy ways to fact-check information: use fact-checking tools, find the source and make sure you are linked to the original story, verify the source, and check other sources.**¹ The website also provides interactive quizzes and games to help users practice these skills.

WHY THIS CASE IS PROMISING

Actionable
Information

Defined
Audience

Health
Literacy

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Knowledge
STAGE OF BEHAVIOR CHANGE	Education and Consideration; Maintenance and Advocacy
TYPE OF TACTICS	Community and Mass Media

CASE OVERVIEW

COUNTRY

Canada

ORGANIZATION

Canada's Centre for Digital and Media Literacy

AUDIENCE

General population

OBJECTIVE

Communicate simple and effective steps citizens can use to spot misinformation online and gut-check facts

OUTPUT

An online resource to teach citizens how to handle misinformation and differentiate fact from fiction¹

KEY TAKEAWAY

Create campaign and materials to promote easy tips for spotting and dispelling misinformation

LEARN MORE >

1. Break the Fake. MediaSmarts website. June 16, 2020.

EDUCATION AND REOPENING

Address misinformation

TRUSTED CHANNELS IN PAKISTAN

CAMPAIGN

As part of UNICEF's Pakistan Polio Program, community workers developed WhatsApp contacts and channels to reach and stay in touch with people. These existing networks have been repurposed to distribute factual information on COVID-19 prevention and care to communities across the country.¹

Repurposing current networks saves the time it takes to develop new channels to quickly disseminate messaging through trusted sources.

WHY THIS CASE IS PROMISING

Actionable
Information

Defined
Audience

Health
Literacy

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Knowledge; Perceptions of COVID-19
STAGE OF BEHAVIOR CHANGE	Education and Consideration
TYPE OF TACTICS	Interpersonal

CASE OVERVIEW

COUNTRY

Pakistan

ORGANIZATION

Pakistan Polio Program, UNICEF

AUDIENCE

At-risk individuals, influencers, religious leaders, and journalists

OBJECTIVE

Develop a trusted source for COVID-19 information and distribute it to those most in need or who can reach others

RESULTS

With this strategy, the program has reached over 200,000 people at risk, 4,000 religious leaders, 3,000 influencers, and more than 80 journalists with awareness materials and guidelines for ethical reporting¹

KEY TAKEAWAY

Repurpose existing, trusted communications channels to share facts about COVID-19 and dispel misinformation

LEARN MORE >

1. Delivering lifesaving messages in Pakistan: Messaging apps transform how polio programme workers support families during COVID-19 - Pakistan. ReliefWeb. July 20, 2020.

EDUCATION AND REOPENING

Address misinformation

UNESCO LEVERAGES INFLUENCERS IN IRAQ

CAMPAIGN

The United Nations Educational, Scientific, and Cultural Organization (UNESCO) Iraq office brought together 93 young media leaders from across the country to fight misinformation. The influencers went through a training course developed by UNESCO, which taught them how to identify misinformation and prevent the spread across various media outlets.¹ After the training, one influencer noted that they plan to share everything they've learned with their 60,000-person audience on Facebook.¹

CASE OVERVIEW

COUNTRY

Iraq

ORGANIZATION

UNESCO Iraq

AUDIENCE

Journalists/media employees

OBJECTIVE

Provide the wider community with the information and skills they need to detect misinformation online

RESULTS

Engaged 93 influencers in a training to build awareness and prevent sharing of misinformation

WHY THIS CASE IS PROMISING

Actionable
Information

Defined
Audience

Health
Literacy

KEY TAKEAWAY

Engage and train influencers to correctly identify and avoid sharing of misinformation

[LEARN MORE >](#)

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge

STAGE OF BEHAVIOR CHANGE

Education and
Consideration;
Maintenance and Advocacy

TYPE OF TACTICS

Organizational;
Community and Mass
Media

1. UNESCO experts led young media influencers to promote COVID-19 awareness campaign for community safety and fighting Disinfodemic. UNESCO website. June 25, 2020.

[chee gin tan/E+ via Getty Images]

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

RECOVERY AND MAINTENANCE

RECOVERY AND MAINTENANCE

CONTEXT

A variety of organizations, businesses, and activities reopen in a phased approach.

CORE COMMUNICATIONS GOALS

1. Inspire consumer confidence and revitalize tourism
2. Safely reopen education
3. Establish long-term health maintenance and routine immunization practices

PROMISING PRACTICES

CROSS SECTOR COORDINATION

Ensure that messages about the rules for reopening are aligned.

AUDIENCE EMPOWERMENT

Using qualitative or quantitative methods, represent how safe situations or places are to empower the public to make decisions about their safety.

PRE-PANDEMIC HEALTH PRIORITIES

To determine what issues need to be addressed in addition to COVID-19 (and those that have been worsened by COVID-19), review and reassess pre-pandemic priorities.

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

RECOVERY AND MAINTENANCE

**I. Inspire consumer confidence
and revitalize tourism**

RECOVERY AND MAINTENANCE

Inspire consumer confidence and revitalize tourism

RETURNING TO WORK SAFELY DURING THE COVID-19 PANDEMIC

LESSONS FROM ASIA

- » As the workforce returns to in-person operations, it is necessary to consider the impact of the COVID-19 pandemic on everyday office and factory functions
- » Gartner, a global information services firm, collected seven key insights from organizations in Asia that had returned to at least partial in-office activity:¹

FOCUS ON EMPLOYEES' HEALTH AND SAFETY DOOR TO DOOR:

Anticipate and proactively address health risks, both in and out of the office

1. Ensure in-office social distancing
2. Distance assembly-line workers
3. Provide transportation alternatives
4. Conduct health and safety checks at entry

LEVERAGE EMPLOYEE DATA TO PLAN THE REOPENING OF FACILITIES:

Articulate what data is being collected and how it will be used

1. Measure and monitor

STAGGER WORKFORCE'S RETURN:

Bring back essential employees first and learn lessons from worker preferences

1. Make employees comfortable

MAINTAIN FREQUENT TWO-WAY COMMUNICATION:

Communicate proactively about return-to-workplace plans and listen for feedback and commentary

1. Solicit employee feedback
2. Be open to various communication channels

ABSORB LOCKDOWN SUCCESS INTO YOUR BEST PRACTICES:

1. Update best practices
2. Take stock of productivity benefits
3. Increase use of proven virtual tools

GIVE AUTONOMY TO LOCAL HR TEAMS:

Each office and location will be facing different environmental factors. Enable local teams to make decisions that take these into account

PLAN FOR PROTRACTED PERIOD OF DISRUPTION:

Be prepared to respond and update protocols as the environment and status of COVID-19 changes in each location

1. Evaluate long-term plans for remote work
2. Provide and update technology

LEARN MORE >

1. Wiles J. 7 Early Return-to-Workplace Lessons from Asia. Smarter With Gartner. April 26, 2020.

RECOVERY AND MAINTENANCE

Inspire consumer confidence and revitalize tourism

SG CLEAN IN SINGAPORE

CAMPAIGN

To both encourage safety compliance and assure travelers, Singapore has launched an auditing initiative called SG Clean to inspect hotels and other public spaces to ensure their health and cleaning standards meet a certain criteria. **When an auditor determines that a location has passed inspection, the location will receive a widely visible “SG Clean” stamp or sticker, demonstrating to all that the location is a safe, viable travel option.¹**

WHY THIS CASE IS PROMISING

Cross-Sector
Coordination

Audience
Empowerment

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Perceptions of Target Behavior; Perceived Norms
STAGE OF BEHAVIOR CHANGE	Maintenance and Advocacy
TYPE OF TACTICS	Community and Mass Media

CASE OVERVIEW

COUNTRY

Singapore

ORGANIZATION

National Environment Agency and the Singapore Tourism Board

AUDIENCE

Singaporeans and international travelers

OBJECTIVE

Responsibly restart the tourism industry by increasing consumer confidence in hotels and other public gathering places

OUTPUT

An established mark for certified clean hotels, attractions, and other tourism establishments designed to instill consumer confidence and restart the tourism economy, while keeping consumers safe and COVID-19 case counts low²

KEY TAKEAWAY

Create and promote national inspection criteria to establish cross-sector community safety standards and re-build consumer confidence

LEARN MORE >

1. SG Clean website. 2020.

2. Hamdi R. Singapore is launching a new audit system to certify that its hotels are clean and safe to ease post-coronavirus travel fears. *Business Insider*. April 14, 2020.

RECOVERY AND MAINTENANCE

Inspire consumer confidence and revitalize tourism

DELTA LEVERAGES LYSOL'S CLEAN GUARANTEE GLOBALLY

CAMPAIGN

Delta partnered with Lysol to bolster consumer confidence in the new Delta Care Standard, which involves using Lysol products to clean their airplanes. **The effort leverages Lysol's brand equity to give the public a reason to trust these new measures to keep them safe.** The companies will also work together to gather consumer insights on travel experiences to help inform the development of new products and to address current germ-related travel concerns.¹

WHY THIS CASE IS PROMISING

Cross-Sector
Coordination

Audience
Empowerment

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge

STAGE OF BEHAVIOR CHANGE

Education and
Consideration

TYPE OF TACTICS

Individual

CASE OVERVIEW

COUNTRY

Multiple

ORGANIZATION

Delta and Lysol

AUDIENCE

Previous Delta customers and current airline passengers

OBJECTIVE

Utilizing Lysol's brand equity, build consumer confidence that Delta planes are clean and safe to fly on²

OUTPUT

A unique brand partnership designed to instill confidence and make Delta passengers feel safer

KEY TAKEAWAY

Leverage reputable brand equity alongside targeted campaigns to quickly build consumer confidence

LEARN MORE >

1. Delta launches unique Global Cleanliness Division to drive long-term commitment to clean. Delta News Hub. June 10, 2020.
2. Turner M. Delta Partners With RB, Makers of Lysol, for Disinfection Protocols. *Travel Agent Central*. July 28, 2020.

RECOVERY AND MAINTENANCE

Inspire consumer confidence and revitalize tourism

JAPAN'S DOMESTIC TRAVEL PUSH

CAMPAIGN

The Japanese government launched the “Go To” travel campaign to restore local tourism and help the hospitality industry recover after lockdown.¹ The campaign offers subsidies for up to 50% of domestic travel costs for Japanese residents to travel within the country.² The discounts are being offered through the official Go To travel website and through Booking.com in a variety of languages to reach as many potential domestic travelers as possible.²

WHY THIS CASE IS PROMISING

Cross-Sector Coordination

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Perceptions of Target Behaviors; Perceived Norms
STAGE OF BEHAVIOR CHANGE	Education and Consideration; Maintenance and Advocacy
TYPE OF TACTICS	Community and Mass Media

CASE OVERVIEW

COUNTRY

Japan

ORGANIZATION

Japanese government

AUDIENCE

Japanese citizens or those currently residing in Japan full-time

OBJECTIVE

By offering coupons and reimbursements on travel expenses, encourage Japanese citizens to “re-discover” Japan

OUTPUT

A campaign to restore local tourism and help the hospitality industry re-open after forced lockdowns²

KEY TAKEAWAY

Explore creative ways to jumpstart the tourism economy, while abiding by international travel guidelines and keeping people safe, such as incentivizing domestic travel

LEARN MORE >

1. 旅行者向け Go To トラベル事業公式サイト. 2020.

2. Nagase Y, Furutani K. How to explore Japan for less with the Go to Travel campaign. *Time Out Tokyo*. 2020.

RECOVERY AND MAINTENANCE

Inspire consumer confidence and revitalize tourism

VISA SHOPS SMALL IN SINGAPORE

CAMPAIGN

VISA Singapore's #WhereYouShopMatters campaign aims to revitalize its economy by supporting small and medium enterprises (SMEs) on both the business and consumer ends. On the consumer end, the campaign inspires shoppers to buy local to support their communities.¹ **For SMEs, Visa is helping business owners transition to digital and cashless payments online and in-store to meet current consumer, safety, and social distancing demands. The campaign landing page highlights SMEs that have already benefited from the program.¹**

WHY THIS CASE IS PROMISING

Cross-Sector Coordination

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Perceptions of Target Behaviors; Perceived Norms
STAGE OF BEHAVIOR CHANGE	Education and Consideration; Maintenance and Advocacy
TYPE OF TACTICS	Organizational

CASE OVERVIEW

COUNTRY

Singapore

ORGANIZATION

VISA Singapore

AUDIENCE

Small businesses in Singapore (and across Asia and the Pacific) and Singaporean consumers

OBJECTIVE

The objective of this campaign is two-fold:

- 1) provide support for small businesses to pivot to online sales
- 2) raise consumer awareness of their power to support their community

RESULTS

The campaign helped SME partners build business and establish online payments during the pandemic. One SME partner stated, "in terms of overall sales, we grew by 43%," while another shared, "we literally had four days to ramp up our website... this pandemic has shown us that if you're not online you may be gone the next day"

KEY TAKEAWAY

Engage private-sector partners to use their resources to support efforts to revitalize the economy, generating shared value

LEARN MORE >

1. Visa commits to support 10 million small businesses across Asia Pacific. *Business Today*. June 23, 2020.
2. Find Small Businesses | #WhereYouShopMatters. Visa website. 2020.

RECOVERY AND MAINTENANCE

Inspire consumer confidence and revitalize tourism

BUY-LOCAL CAMPAIGN REVIVED IN MALAYSIA

CAMPAIGN

A rebranding of the 1998 Buy Malaysian product campaign, the current Buy Malaysia campaign seeks to fortify the Malaysian economy in the wake of the pandemic. **The campaign encourages consumers to buy products made in Malaysia by raising public awareness of the high quality of Malaysian goods.**¹ Further, the government will select certain shopping streets to feature “Buy Malaysia” campaign materials.²

WHY THIS CASE IS PROMISING

Cross-Sector Coordination

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Perceptions of Target Behaviors; Perceived Norms
STAGE OF BEHAVIOR CHANGE	Education and Consideration; Maintenance and Advocacy
TYPE OF TACTICS	Community and Mass Media

CASE OVERVIEW

COUNTRY

Malaysia

ORGANIZATION

Malaysia Ministry of Domestic Trade and Consumer Affairs

AUDIENCE

Malaysian consumers

OBJECTIVE

Increase desirability of Malaysian-made goods and services, stimulate domestic economic growth and demonstrate that Malaysian products are on par with global standards

RESULTS

The Trade Minister announced that the campaign succeeded in boosting the local economy, with a 475% increase in sales under the Buy Malaysia Product Campaign in November 2020³

KEY TAKEAWAY

Tap into innate interest to support local communities and businesses through a campaign that revitalizes national pride in local goods, culture, and services to stimulate economic growth and tourism

LEARN MORE >

1. Buy Malaysian Products campaign to revive economy. *The Straits Times*. July 20, 2020.

2. Buy Malaysia Campaign. Official Portal KPDNHEP. 2020.

3. Online sales under Buy Malaysian Product Campaign increase by 485%, says Trade Minister, *The Star*. November, 2020.

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

RECOVERY AND MAINTENANCE

2. Safely reopen education

RECOVERY AND MAINTENANCE

Safely reopen education

OPEN COMMUNICATION TO REOPEN SCHOOLS IN DENMARK

CAMPAIGN

Denmark has been able to safely reopen schools while keeping infection rates low. This was accomplished by communication and collaboration between all entities involved in deciding when and how to bring children back to school.¹ To support local schools, which were responsible for executing policies, the Ministry set up a COVID-19 hotline to answer questions on how to enforce country-level protocols. Denmark's Board of Health also issued a guide for schools, teachers, and educators. This collaboration ensured that the country's policies were understood and complied with across the board.²

WHY THIS CASE IS PROMISING

Cross-Sector Coordination

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Knowledge
STAGE OF BEHAVIOR CHANGE	Education and Consideration
TYPE OF TACTICS	Organizational

CASE OVERVIEW

COUNTRY

Denmark

ORGANIZATION

Denmark Teacher's Union, the Ministry of Education and local schools

AUDIENCE

Teachers and parents of schoolchildren

OBJECTIVE

Create a comprehensive back-to-school plan that accounts for teacher, parent, and child concerns

RESULTS

A strong internal communication system that supported schools in the effort to safely reopen while keeping the Danish infection rate (R^0) under 1.0¹

KEY TAKEAWAY

Engage in consistent, ongoing communications with teachers, parents, educators, and government to develop and sustain a back-to-school plan that considers concerns and produces a phased approach to reopening

LEARN MORE >

1. Moffitt M. Here's how Denmark safely reopened schools in a pandemic without requiring masks. SFGATE. August 18, 2020.

2. Folkenflik D, Lange D. How Denmark Is Thinking About Reopening Schools Safely. NPR. August 1, 2020.

RECOVERY AND MAINTENANCE

Safely reopen education

HELPFUL HEADWEAR IN PEOPLE'S REPUBLIC OF CHINA (PRC)

CAMPAIGN

Teachers helped students understand the concept of social distancing by giving them headwear similar to that worn by ancient Chinese officials to reinforce the proper social distance they should maintain from other students. **Early childhood specialists note that tactile reminders like this help students understand abstract concepts such as social distance.** Ian Lam Chun-bun, associate head of the department of early childhood education at The Education University of Hong Kong, applauded the tactic for its consideration of children's understanding.¹

WHY THIS CASE IS PROMISING

Audience Empowerment

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Perceptions of Target Behavior
STAGE OF BEHAVIOR CHANGE	Education and Consideration
TYPE OF TACTICS	Individual

CASE OVERVIEW

COUNTRY

PRC

ORGANIZATION

Hangzhou primary schools

AUDIENCE

Hangzhou primary school students

OBJECTIVE

Use creative, tangible methods to help young students internalize the concept of social distancing

OUTPUT

A helpful piece of headwear that reminded students to keep a physical distance

KEY TAKEAWAY

Create tactile reminders for children to practice physical distancing and other prevention behaviors, while resuming school

LEARN MORE >

1. Chik H. Chinese school gives pupils a hat tip to teach them to keep their distance. April 28, 2020.

RECOVERY AND MAINTENANCE

Safely reopen education

CAMPUS ACCOUNTABILITY DASHBOARD IN THE US

CAMPAIGN

The Cornell COVID-19 Dashboard publicly displays information on the current number of positive student tests, the number of students being tested daily and the capacity of the isolation dorms and local medical facilities.¹ It also has a color-coded level system with explanations to help viewers understand how the campus is handling the virus. The university is also requiring all undergraduate students to be tested twice weekly and staff to be tested based on their level of student interaction. **The transparency of testing rates, case numbers, and university procedures has succeeded in raising awareness of risk and increasing accountability for behavior.**²

WHY THIS CASE IS PROMISING

Cross-Sector
Coordination

Audience
Empowerment

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge

STAGE OF BEHAVIOR CHANGE

Education and
Consideration

TYPE OF TACTICS

Organizational

CASE OVERVIEW

COUNTRY

United States

ORGANIZATION

Cornell University

AUDIENCE

Cornell students, faculty, and wider community

OBJECTIVE

Publicize all testing, COVID-19 information, and protocols to demonstrate the rigor of the school's policies and keep all parties responsible for their behavior

OUTPUT

A widely used dashboard to support the university's efforts to keep case counts low and students in in-person classes, whereas other US universities have suffered from major outbreaks³

KEY TAKEAWAY

Publicize university protocols, testing facilities, and requirements to raise awareness of risks and empower students with information to protect themselves

LEARN MORE >

1. Cornell University gives exclusive look at how it has contained COVID-19 [Video]. ABC News. 2020.

2. Shapiro N. Cornell University Has Gotten Its Covid-19 Protocols Right. Other Schools Have Not. Forbes. September 23, 2020.

3. COVID-19 Tracking Dashboard. Cornell University website. 2020.

RECOVERY AND MAINTENANCE

Safely reopen education

DISTANCE LEARNING IN CAMBODIA

CAMPAIGN

Together, UNESCO's Capacity Development for Education (CapED) Programme and the Cambodian Ministry of Education, Youth, and Sport (MoEYS) worked together to develop a digital and distance learning strategy for over 323,000 early grade students.¹ The focus of the program has been to develop 60 video lessons on subjects from math to Khmer literacy. The videos are also accessible through ASL to students with auditory challenges. Parents and teachers have commented on the success and ease of the program in continuing education during these difficult times.

WHY THIS CASE IS PROMISING

Cross-Sector Coordination

IMPERATIVES

BEHAVIOR-FOCUSED	Knowledge
STAGE OF BEHAVIOR CHANGE	Maintenance and Advocacy
DIVERSE TACTICS	Organizational

CASE OVERVIEW

COUNTRY

Cambodia

ORGANIZATION

Cambodia Ministry of Education, Youth, and Sport (MoEYS) & UNESCO's Capacity Development For Education (CapED) Programme

AUDIENCE

Young school-age students (grades 1–3)

OBJECTIVE

Increase access to education by creating online resources and videos and making it available to all communities, particularly considering the needs of marginalized communities

OUTPUT

200 video lessons to be available on the MoEYS official online learning platform, the MoEYS Facebook page, and the Techo TV channel.^{2,3} Expansion of the basic education equivalency program online to ensure the equitable distribution of educational materials¹

KEY TAKEAWAY

Develop educational resources in video and audio formats to scale access to online learning for all students, including hard-to-reach families

LEARN MORE >

1. UNESCO Strengthens Distance-learning in Cambodian Education System during COVID-19. UNESCO website. June 15, 2020.
2. E-learning MoEYS Cambodia website.
3. MoEYS Cambodia. Facebook.

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

RECOVERY AND MAINTENANCE

3. Establish long-term health maintenance and
routine immunization practices

RECOVERY AND MAINTENANCE

Establish long-term health maintenance and routine immunization practices

CONTINUING HIV/AIDS CARE GLOBALLY

CAMPAIGN

Through the “What People Living with HIV Need to Know about HIV & COVID-19” guide and an associated infographic, people with HIV/AIDS have the information they need to continue their care regimens.¹

Specifically, it addresses concerns about visiting doctors’ offices and how to ensure their treatment continues uninterrupted.

WHY THIS CASE IS PROMISING

Audience
Empowerment

Pre-Pandemic
Health Priorities

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Perceptions of Target Behavior

STAGE OF BEHAVIOR CHANGE

Individual; Community and Mass Media

TYPE OF TACTICS

Individual; Community and Mass Media

CASE OVERVIEW

COUNTRY

Global

ORGANIZATION

UNAIDS

AUDIENCE

People living with HIV/AIDS

OBJECTIVE

Provide people with HIV/AIDS with the information they need to stay safe and healthy during the COVID-19 pandemic

OUTPUT

A COVID-19 guide and infographic that are easy to use and navigate, so that information is usable and accessible¹

KEY TAKEAWAY

Provide targeted, easy-to-use health information to individuals living with chronic diseases, such as HIV/AIDS

[LEARN MORE >](#)

1. What people living with HIV need to know about HIV and COVID-19. UNAIDS website. March 18, 2020.

RECOVERY AND MAINTENANCE

Establish long-term health maintenance and routine immunization practices

A DANGEROUS DECLINE IN GLOBAL ROUTINE IMMUNIZATIONS

GLOBAL DISRUPTIONS

- » The WHO, UNICEF, and Gavi have put out public warnings of extreme declines in “the number of children receiving life-saving vaccines around the world.”¹
- » The three organizations have noted that COVID-19-related disruptions in immunization campaigns have left many children across the globe at risk of vaccine-curable diseases
- » Additionally, Gavi has stated that lockdown has exacerbated existing inequities, with the worst-affected areas including slums and squatter settlements, which has led them to become hotspots for measles and polio.²
- » Organizations, such as the Bill and Melinda Gates Foundation, have expressed hope that publishing these findings will help inform the development of policies and programs that mitigate these future disasters.³

LEARN MORE >

1. WHO and UNICEF warn of a decline in vaccinations during COVID-19. World Health Organization website. July 15, 2020.

2. How the COVID-19 lockdown is affecting routine immunisation. Gavi website. July 3, 2020.

3. Robertson, T., Carter, E. D., Chou, V. B., Stegmüller, A. R., Jackson, B. D., Tam, Y., Sawadogo-Lewis, T., & Walker, N. (2020). Early estimates of the indirect effects of the COVID-19 pandemic on maternal and child mortality in low-income and middle-income countries: a modelling study. *The Lancet. Global health*, 8(7), e901–e908. [https://doi.org/10.1016/S2214-109X\(20\)30229-1](https://doi.org/10.1016/S2214-109X(20)30229-1)

RECOVERY AND MAINTENANCE

Establish long-term health maintenance and routine immunization practices

TELEHEALTH TAKES OFF IN ASIA-PACIFIC

PROOF OF CONCEPT

- » Between December 2019 to January 2020, the usage of telehealth platforms exploded in the PRC. In that one-month time span, Ping An Good Doctors, a Chinese healthcare services platform, grew its user base by 500%.¹ Other Chinese telehealth platforms also experienced dramatic growth.
- » COVID-19 forced extreme behavioral changes in a very short period of time, leading to industry and government buy-in that did not exist prior to the pandemic.
- » While some Asia-Pacific markets like the PRC were quick to pivot to telehealth, others, such as Japan and Indonesia, are slowly following suit.²

LEARN MORE >

1. How COVID-19 is Accelerating Telemedicine Adoption in Asia Pacific. Health Advances Blog. May 8, 2020.

2. Kapur V, Boulton A. Covid-19 Accelerates the Adoption of Telemedicine in Asia-Pacific Countries. Bain & Company. April 27, 2020.

[Kmatta/Moment via Getty Images]

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

VACCINE ROLLOUT

VACCINE ROLLOUT

CONTEXT

Vaccines are in development and nearing regulatory approval. Communications focus on vaccine education and demand generation.

CORE COMMUNICATIONS GOALS

1. Address COVID-19 vaccine hesitancy
2. Drive COVID-19 vaccine uptake and access

PROMISING PRACTICES

PRIORITY VACCINE AUDIENCE FOCUS

Communications strategies should be tailored to the audiences that will receive the vaccine first. The experiences of these audiences can heavily shape broader confidence in the vaccine.

POSITIVE INTERPERSONAL DISCUSSIONS

Interpersonal discussions with healthcare practitioners (HCPs) and key community influencers about vaccines are highly influential. Building HCPs' and influencers' ability to have conversations conducive to vaccine uptake can have a substantial impact on coverage rates.

VACCINE INFORMATION ACCURACY

Misinformation will arise, so having a plan in place to manage misinformation can mitigate coverage gaps.

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

VACCINE ROLLOUT

I. Address COVID-19
vaccine hesitancy

VACCINE HESITANCY TASKFORCE IN THE US

CAMPAIGN

The National Medical Association (NMA), an organization of Black physicians led by Black physicians, has created a Vaccine Hesitancy Task Force focused on addressing the concerns of Black and other communities of color.¹ **The task force will give its own recommendation regarding the safety of a COVID-19 vaccine. Suggestions from trusted individuals in communities of color could contribute to increased vaccine uptake in traditionally vaccine-hesitant groups.¹**

WHY THIS CASE IS PROMISING

Priority Vaccine
Audience Focus

Positive Interpersonal
Discussions

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Knowledge; Perceived Norms; Perceptions of Target Behavior
STAGE OF BEHAVIOR CHANGE	Education and Consideration; Maintenance and Advocacy
TYPE OF TACTICS	Organizational; Community and Mass Media

CASE OVERVIEW

COUNTRY

United States

ORGANIZATION

The National Medical Association

AUDIENCE

Marginalized and vaccine-hesitant populations

OBJECTIVE

Provide vaccine-hesitant groups with the information they need to trust a COVID-19 vaccine and get inoculated once a vaccine is ready

OUTPUT

A coalition working to build trust among a vaccine-hesitant audience²

KEY TAKEAWAY

Build trust among historically vaccine-hesitant groups by engaging credible voices in the community to share accurate information

LEARN MORE >

1. National Medical Association (NMA) website.

2. Boodman E. Black doctors' group creates panel to vet Covid-19 vaccines. *STAT*. September 21, 2020.

**PROMISING PRACTICES FOR EACH STAGE
OF COVID-19 RISK COMMUNICATIONS**

VACCINE ROLLOUT

**2. Drive COVID-19 vaccine
uptake and access**

THE EUROPEAN COMMISSION'S COVID-19 VACCINE PREPAREDNESS AND DEPLOYMENT STRATEGY

ALIGNMENT ACROSS THE EUROPEAN UNION

- » While globally there has been varied success using behavioral interventions to stop the spread of COVID-19, it is widely recognized that to address this pandemic, scientific interventions, such as a vaccine, are necessary.¹
- » Therefore, the existence of a vaccine distribution plan prior to governmental approval is necessary to smoothly roll out these products and ultimately save lives. As stated by the European Commission, “it is imperative that the Member States follow a common vaccination strategy for vaccine deployment and apply evidence-based and proportionate non-pharmaceutical measures to stem infection rates.”¹
- » In a report to the European Parliament and Council, the Commission lays out a step-by-step plan for vaccination strategies and deployment. The plan includes considerations such as:¹
 - Ensuring all member states have a sizeable, trained healthcare workforce to administer vaccines
 - Preparing materials and strategies to tackle misinformation and disinformation about a possible COVID-19 vaccine. This could include messaging to counter COVID-19 myths, engaging influencers and trusted sources to share information, and implementing robust monitoring and evaluation
 - Coordination between member states and public health authorities from the European Centre for Disease Prevention and Control to collect and monitor vaccine administration data (i.e., who has and has not been vaccinated)

LEARN MORE >

1. Communications from the Commission to the European Parliament and the Council: Preparedness for COVID-19 Vaccination Strategies and Vaccine Development. Brussels, Belgium: European Commission; 2020:1-16.

CHAPTER THREE

COMMUNICATIONS
TO REACH
VULNERABLE
POPULATIONS

REACHING VULNERABLE POPULATIONS

CONTEXT

Certain populations are particularly vulnerable to COVID-19 and its impacts.

CORE COMMUNICATIONS GOAL

I. Reach vulnerable populations with specific, relevant COVID-19 risk communications

PROMISING PRACTICES

Promising practices defined at each stage of COVID-19 risk communications should be taken into consideration when looking to reach vulnerable populations.

POPULATIONS OF FOCUS

Populations of focus for this playbook were selected based on input from stakeholders, and refined based on available information

[Alex Liew/E+ via Getty Images]

**COMMUNICATIONS TO REACH
VULNERABLE POPULATIONS**

MIGRANTS

VULNERABLE POPULATIONS

Migrants

THE WHO'S FOCUS ON HEALTH LITERACY

CAMPAIGN

To ensure that migrants in Serbia have protection and access to health services equal to those provided to Serbian citizens, health education materials were translated into seven different languages and distributed to all migrant centers and migrant-focused NGOs.¹ Additionally, personal protective equipment (PPE), disinfectants, and other personal hygiene products were disseminated to these centers to further protect this population.¹ Not only do these provisions help keep migrants safe and healthy, they also contribute to providing broader public health and community protection from COVID-19 spread.

WHY THIS CASE IS PROMISING

Health
Literacy

Defined
Audience

Unity

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge

STAGE OF BEHAVIOR CHANGE

Awareness

TYPE OF TACTICS

Individual

CASE OVERVIEW

COUNTRY

Serbia

ORGANIZATION

WHO, UN Refugee Agency, and the Government of Serbia

AUDIENCE

Serbian migrants

OBJECTIVE

Afford equal protections from COVID-19 to all migrants in Serbia by producing public health information that is accessible for all Serbian migrants

OUTPUT

- » Translated communications materials have supported UN and WHO efforts to raise awareness of COVID-19 among migrant populations
- » Seeing success in Serbia, and the UN and UN Refugee Agency expanded their migrant-targeted efforts to countries such as Syria and Bangladesh¹

KEY TAKEAWAY

Translate health education materials to ensure migrants have protection and access to health services

LEARN MORE >

1. How WHO is supporting refugees and migrants during the COVID-19 pandemic. World Health Organization website. May 28, 2020.

[gahsoon/E+ via Getty Images]

**COMMUNICATIONS TO REACH
VULNERABLE POPULATIONS**

SCHOOL-AGED CHILDREN

VULNERABLE POPULATIONS

School-aged children

PAMPER'S HEALTH JINGLE IN ITALY

CAMPAIGN

Pampers Italia made a jingle for young children about WHO's handwashing protocols and how to follow them.¹ **Communicating to children in a catchy, understandable way helps them follow important health behaviors.**

WHY THIS CASE IS PROMISING

Health
Literacy

Actionable
Information

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge

STAGE OF BEHAVIOR CHANGE

Awareness

TYPE OF TACTICS

Community and Mass
Media

CASE OVERVIEW

COUNTRY

Italy

ORGANIZATION

Pampers Italia

AUDIENCE

Young Italian children and their parents

OBJECTIVE

Communicate health requirements to young children and have them adopt prescribed behaviors

RESULTS

The Pampers Italia jingle and coordinating video now have over 3.1 million views on YouTube¹

KEY TAKEAWAY

Reach children with public health messaging through use of audio or video that can teach behaviors in a fun, engaging way

LEARN MORE >

1. Pampers Italia. Dobbiam Lavar le Mani [Video]. YouTube. March 4, 2020.

[xavierarnau/E+ via Getty Images]

**COMMUNICATIONS TO REACH
VULNERABLE POPULATIONS**

HEALTH WORKERS

VULNERABLE POPULATIONS

Health workers

INDIA'S INTEGRATED ONLINE TRAINING

CAMPAIGN

India's Ministry of Human Resources Development launched the Integrated Government Online Training (iGOT), a training module for healthcare workers focused on the management of COVID-19.¹

The Ministry's Digital Infrastructure Knowledge Sharing Platform (DIKSHA) was created with the goal of building digital healthcare capacity through knowledge sharing.²

WHY THIS CASE IS PROMISING

Long-Term
Planning

Actionable
Information

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED

Knowledge

STAGE OF BEHAVIOR CHANGE

Education and
Consideration

TYPE OF TACTICS

Organizational

CASE OVERVIEW

COUNTRY

India

ORGANIZATION

India's Ministry of Human Resources Development

AUDIENCE

India's healthcare workforce

OBJECTIVE

Enable remote health work by training health workers via the ministry's digital knowledge-sharing platform (DIKSHA)

RESULTS

Within six weeks of launching, 1 million users across India were taking courses on the ministry's platform, processing more than 2,000 transactions per minute²

KEY TAKEAWAY

Provide training to healthcare workers to enable a smooth transition to remote work

LEARN MORE >

1. Centre launches 'iGOT' training module for frontline COVID-19 warriors. *DNA India*. April 9, 2020.

2. Menon MH. Combating COVID-19 in India. The Bill & Melinda Gates Foundation website. May 27, 2020.

[Alex Liew/E+ via Getty Images]

**COMMUNICATIONS TO REACH
VULNERABLE POPULATIONS**

YOUNG PEOPLE

VULNERABLE POPULATIONS

Young people

BEYOND A TIKTOK CHALLENGE IN VIET NAM

CAMPAIGN

Viet Nam's Ministry of Health and its partners have been leaders in leveraging TikTok and other social media/online platforms to disseminate factual health information and prevention measures. This approach spans from handwashing on TikTok to fighting misinformation on Facebook. **Tapping into the fact that a large majority of youth in Viet Nam use online news sources to get their information about COVID-19,¹ the Ministry leverages TikTok to teach proper hand washing practices, Facebook to fight misinformation sharing, and more.**

WHY THIS CASE IS PROMISING

Health
Literacy

Actionable
Information

Defined
Audience

IMPERATIVES

BEHAVIORAL DETERMINANT ADDRESSED	Perceptions of Target Behavior
STAGE OF BEHAVIOR CHANGE	Maintenance and Advocacy; Education and Consideration
TYPE OF TACTICS	Community and Mass Media

CASE OVERVIEW

COUNTRY

Viet Nam

ORGANIZATION

Viet Nam's Ministry of Health

AUDIENCE

Young adults

OBJECTIVE

Use the trend of TikTok Dance Challenges to spread awareness about the WHO'S handwashing guidance

RESULTS

The #GHENCOVY or "Hands Wash" song is widely recognizable among young adults inside and outside of Viet Nam. In a government survey, a gross majority of respondents reported familiarity with this campaign over others¹

KEY TAKEAWAY

Tap into viral content sharing culture, such as TikTok challenges, to encourage youth to engage with public health prevention behaviors

LEARN MORE >

1. Diep U, Dang H. COVID-19: For Viet Nam, Information Is A Public-Health Weapon. *Reporting ASEAN*. September 28, 2020.

CHAPTER FOUR

CONCLUSION

CONCLUSION

Strong communications have been a critical component of COVID-19 emergency response, re-opening, recovery, and maintenance, and will continue to be important as we look ahead to the rollout of COVID-19 vaccines.

This playbook shares some of the promising practices – represented through case studies implemented at each stage of the pandemic and to reach vulnerable populations – that have been implemented around the world. It is designed to help governments, health communications partners, and community leaders develop and evaluate effective COVID-19 risk communications plans.

We hope you take advantage of the insights shared to support the development of vital COVID-19 communications.

CHAPTER FIVE

APPENDIX

APPENDIX

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ABOUT THE ASIAN DEVELOPMENT BANK

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