A Framework to help create strategies to support WHO achieve health outcomes

Proactive strategic planning – how we communicate, when and to whom
What communications planning tool could provide direction for all of us?

**Across 6 regions**

- African Region
- Region of the Americas
- South-East Asia Region
- European Region
- Eastern Mediterranean Region
- Western Pacific Region

**Across functions**

- Public relation
- Health information
- Advocacy
- Behaviour change
- Risk communication (emergency/non emergency)
- ...

**Across many health topics**

- Adolescent health
- Cholera
- Handwashing
- Integrated vector control
- Alert & Response Operations
- Lymphatic filariasis
- Healthy aging
- Essential medicines
- Malaria
- Antimicrobial resistance
- HIV & STIs
- Bioethics
- Dengue
- Immunization

**Across channels**

- Web
- Media
- Social media
- Print
- Community engagement
- Outreach
- ...

3/21/2017

WHO Strategic Communications Framework
a Framework that could help us communicate effectively at all levels...
... a Framework for communicating across technical and policy areas

... for instance

A WHO Communications Strategy about the SDGs and *Agenda 2030*

A WHO Communications Strategy/Plan to respond to an emergency

A WHO Communications Strategy/Plan for: e.g. diabetes (a health topic); WHD topic; a key global event…
a Framework focused on the WHO communications goal:

Provide information, advice, and guidance to decision-makers (key audiences) to prompt action that will protect the health of individuals, families, communities and nations.

To **protect the health** of:
- Individuals
- Families
- Communities
- Nations

...by providing:
- Information
- Advice
- Guidance

...to:
- Decision makers
## ... a Framework that influences decision makers

WHO’s key audiences are the health decisions makers using WHO communications products to make health decisions.

<table>
<thead>
<tr>
<th>Audience</th>
<th>Decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>Decisions about their own health and their families</td>
</tr>
<tr>
<td>Communities</td>
<td>Decisions about shared space, activities, services with health consequences</td>
</tr>
<tr>
<td>Health care providers</td>
<td>Decisions about screening, treatment, diagnosis, and recommendations to patients</td>
</tr>
<tr>
<td>Policy makers</td>
<td>Decisions at national/sub-national level with responsibility for citizen health</td>
</tr>
<tr>
<td>International Organizations</td>
<td>Decisions about funding and implementing health programmes</td>
</tr>
<tr>
<td>WHO staff</td>
<td>Decisions about where and how to speak about WHO</td>
</tr>
</tbody>
</table>
A Framework for internal use and to be shared

WHO Strategic Communications Framework

Framework for effective communications

WHO recognizes that effective, integrated and coordinated communication is integral to carrying out WHO’s goal to build a better, healthier future for people all over the world. This is a Framework for effectively communicating WHO information, advice and guidance across the broad range of health issues: from chronic health issues to emerging and novel risks.

Accessible  Actionable  Credible

Relevant  Timely  Understandable

Contact: email us at

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Photo: WHO
Framework based on six principles for effective communications

- ACCESSIBLE
- ACTIONABLE
- CREDIBLE AND TRUSTED
- RELEVANT
- TIMELY
- UNDERSTANDABLE
Six principles are core to WHO communication activities for all audiences.
<table>
<thead>
<tr>
<th>Levels</th>
<th>Content</th>
</tr>
</thead>
</table>
| 1      | • WHO’s communications **goal**  
   • Key **audiences** – decision makers |
| 2      | • **Principles** of effective communication: questions to be considered when designing a communications action or product |
| 3      | • **Components** of each principle:  
   → tactics that communicators could apply  
   → principles of effective practice  
   → how WHO does/should apply them across 3 levels |
| 4      | • **Resources and tools:**  
   → modules, policies, best practices, templates, checklists  
   → grouped according to principles, comms functions, in a catalogue  
   → a lot more can still be done to make this level richer and more diverse |
| 5      | • **Evaluation:**  
   → some theory and basic reference  
   → metrics, samples, templates as tools |
Framework designed for the web:

- Web-based portal makes updates easier
- Easy navigation to all Framework sections
- User-focused principles sections include:
  - why the principle is important
  - planning questions
  - guidance for effective practice
  - resources for implementation
- An evaluation section provides tools to assess how the principles are applied in various communications practices
- A resources catalogue compiles all resources by communications functions
WHO’s audiences rely on their ability to access the information they need to protect and improve their health.

Communicators should identify all channels that are available, and map their capacities to reach priority audiences. Using the right mix of channels helps empower audiences with the information they need to make informed decisions.
Making WHO information, advice and guidance accessible to decision-makers

Key components

- Identify effective and appropriate channels
- Make information available online
- Ensure people with disabilities can find and use information they need
WHO’s work is designed to support the adoption of healthy behaviours and the implementation of policies to protect health.

Understanding the relevant knowledge level, attitudes, and current behaviors of the target audience increases the success of your communication materials and messages.

Messages should address barriers and encourage decision-makers to take the recommended steps.
Making WHO information, guidance, advice and engagement actionable for decision-makers

Key components:

- Move audiences to action
- Design behaviour change campaigns
- Encourage action during a health emergency
The path to action
The communication continuum

1. Positive Behavioural Change
2. Centers for Disease Control and Prevention
WHO principles for effective communications

Principle: CREDIBLE AND TRUSTED

The more decision-makers trust WHO, the more likely they will believe, and act on, the information communicated by the Organization.

WHO communicators must use every opportunity to reinforce WHO’s trustworthiness so that its health information and activities become the basis for decisions.
Making WHO information, guidance, advice and engagement credible as perceived by decision-makers

Key components:

• Ensure technical accuracy
• Be transparent
• Coordinate with partners
• Speak as “One WHO”
• Use and reinforce the WHO brand
WHO principles for effective communications

Principle: RELEVANT

To be relevant, communications must help audiences see the health information, advice or guidance as applicable to them, their families, or others they care about.
WHO information, advice, guidance and engagement are applicable to audiences, families and communities

Key components:

- Know the audience
- Listen to the audience
- Tailor the message
- Motivate the audience
WHO principles for effective communications

Principle: TIMELY

Across all health issues, WHO must make information, advice and guidance available in a timely way, so audiences have the information they need when they need it to make appropriate health decisions.
Audiences have WHO information, advice, and guidance when they need them to make appropriate decisions

Key components:

- Communicate what WHO knows early
- Communicate at the right time
- Build the conversation
WHO communicates with a wide variety of decision-makers. Some have backgrounds in medicine and public health and rely on WHO for technical information. However, many key audiences are not technical experts.

Communicators must provide information that is easy to understand so decision-makers comprehend health risks and take appropriate actions.
Making WHO information, guidance, advice and engagement understandable for decision-makers

Key components

- Use plain language
- Tell real stories
- Make it visual
- Use multiple languages

Photo: © WHO
Evaluation

Evaluation is an important communication function at all levels of the Organization.

Communication evaluation can be defined as judging WHO messages, products, and engagements based on their effectiveness at reaching specified goals and principles.

Photo © WHO
Evaluate how well products and practices reflect the principles

The seven steps to carry out monitoring and evaluation of your communications:

1. Identify an activity or product to improve
2. Identify a tactic to improve performance
3. Create indicators to measure improvement
4. Conduct a baseline assessment
5. Refine indicators
6. Perform new tactic(s)
7. Measure progress

Results of evaluation should inform decision-making for next steps or future outreach.
Use a logic model to show steps to achieving the health outcome

Used to evaluate multi-step campaigns or interventions

Points of evaluation can include:

- Were communication activities completed? (Activities)
- Were the required products developed? (Outputs)
- Did audiences take the recommended actions? (Outcomes)
- Were health goals achieved? (Impact: to which communications can only partially contribute)
Creating a communications strategy or action plan, by applying the principles for effective communications.

Designing a Communication Plan using the WHO Strategic Communications Framework
Recap

Use the six principles of effective communications to guide your planning:

- ACCESSIBLE
- RELEVANT
- ACTIONABLE
- TIMELY
- CREDIBLE AND TRUSTED
- UNDERSTANDABLE

Use the resources available on the Framework portal.

Develop your skills for monitoring and evaluation.

Questions? Send an email to Strategic_Comms_Framework@who.int