

WHO Strategic Communications Framework



World Health Organization

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Organisation mondiale de la Santé

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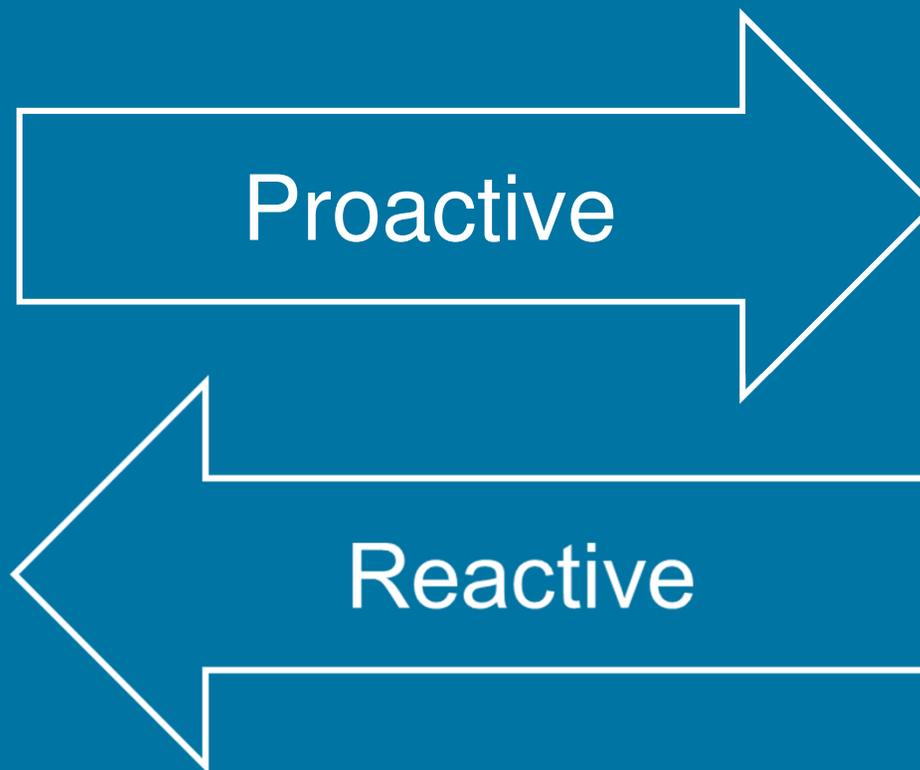
March 2017

March 2017, Department of Communications, Office of the WHO Director-General

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

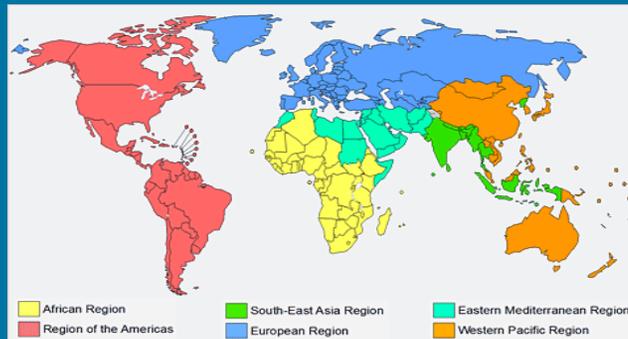


Proactive strategic planning – how we communicate, when and to whom



What communications planning tool could provide direction for **all** of us?

Across 6 regions



Across many health topics

Adolescent health
Cholera
Handwashing
Lymphatic filariasis
Essential medicines
Antimicrobial resistance
Bioethics

Integrated vector control
Alert & Response Operations
Healthy aging
Malaria
Dengue
Immunization

Cancer
Diabetes
HIV & STIs

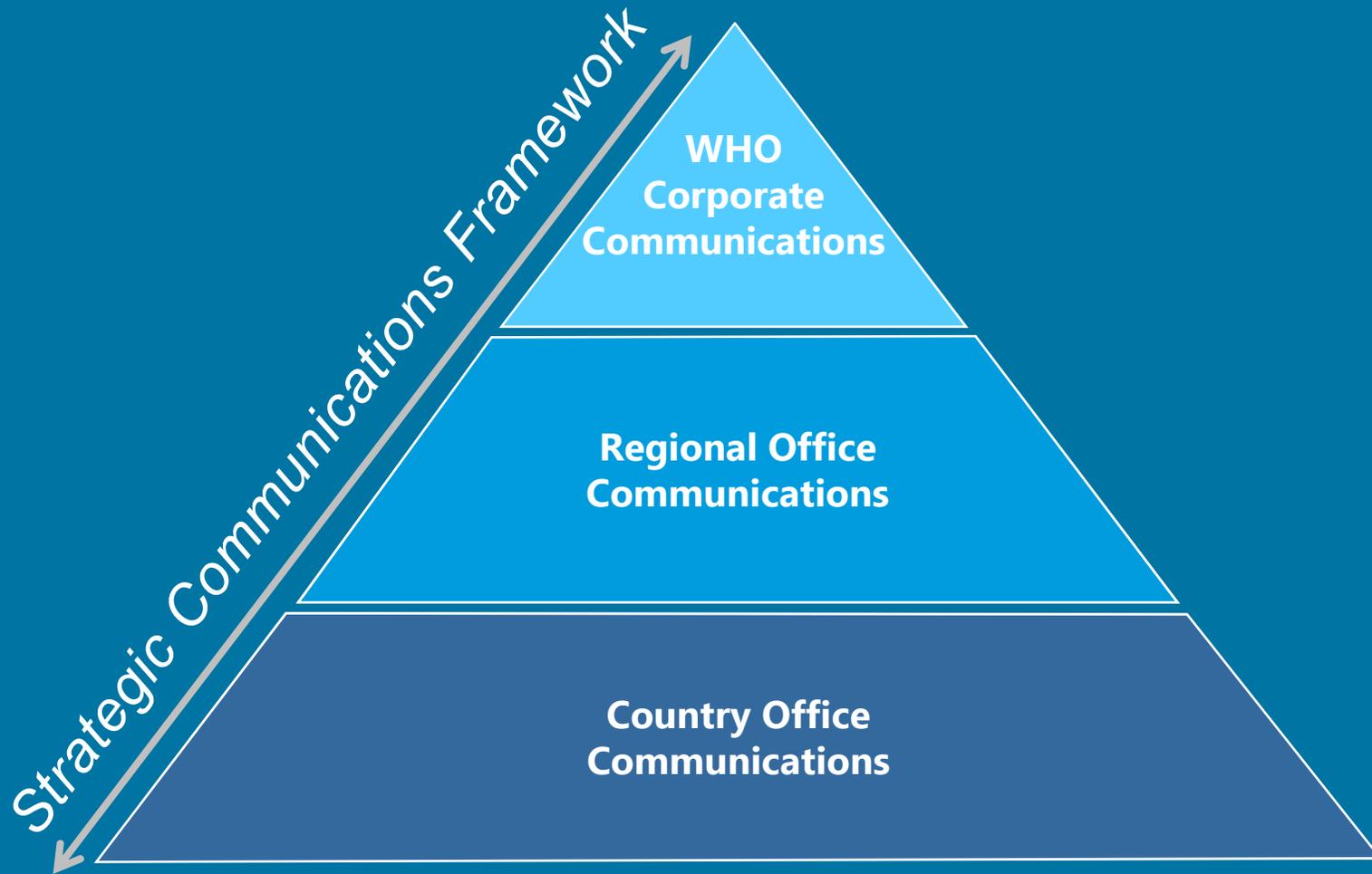
Across functions

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

Across channels

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

**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 .

Individuals	Decisions about their own health and their families
Communities	Decisions about shared space, activities, services with health consequences
Health care providers	Decisions about screening, treatment, diagnosis, and recommendations to patients
Policy makers	Decisions at national/sub-national level with responsibility for citizen health
International Organizations	Decisions about funding and implementing health programmes
WHO staff	Decisions about where and how to speak about WHO

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

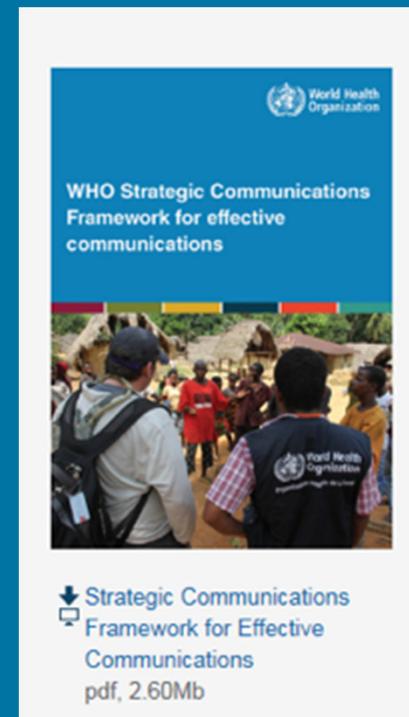
Strategic_Comms_Framework@who.int

Photo: WHO

3/21/2017 WHO Strategic Communications Framework

Public version

- <http://www.who.int/about/what-we-do/strategic-communications-framework/en/>



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



WHO
communications
activities

A web-based framework: password protected portal

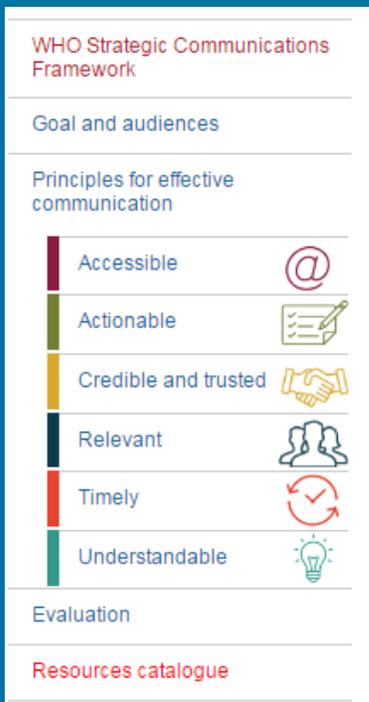


Levels

Content

1	<ul style="list-style-type: none">• WHO's communications goal• Key audiences – decision makers
2	<ul style="list-style-type: none">• Principles of effective communication: questions to be considered when designing a communications action or product
3	<ul style="list-style-type: none">• Components of each principle: <ul style="list-style-type: none">→ tactics that communicators could apply→ principles of effective practice→ how WHO does/should apply them across 3 levels
4	<ul style="list-style-type: none">• Resources and tools: <ul style="list-style-type: none">→ 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	<ul style="list-style-type: none">• Evaluation: <ul style="list-style-type: none">→ some theory and basic reference→ metrics, samples, templates as tools

Framework designed for the web:



WHO Strategic Communications Framework

- Goal and audiences
- Principles for effective communication
 - Accessible 
 - Actionable 
 - Credible and trusted 
 - Relevant 
 - Timely 
 - Understandable 
- Evaluation
- Resources catalogue

- 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 principles for effective communications



Principle:
ACCESSIBLE

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

Photo: © WHO

WHO principles for effective communications



Principle: ACTIONABLE

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:

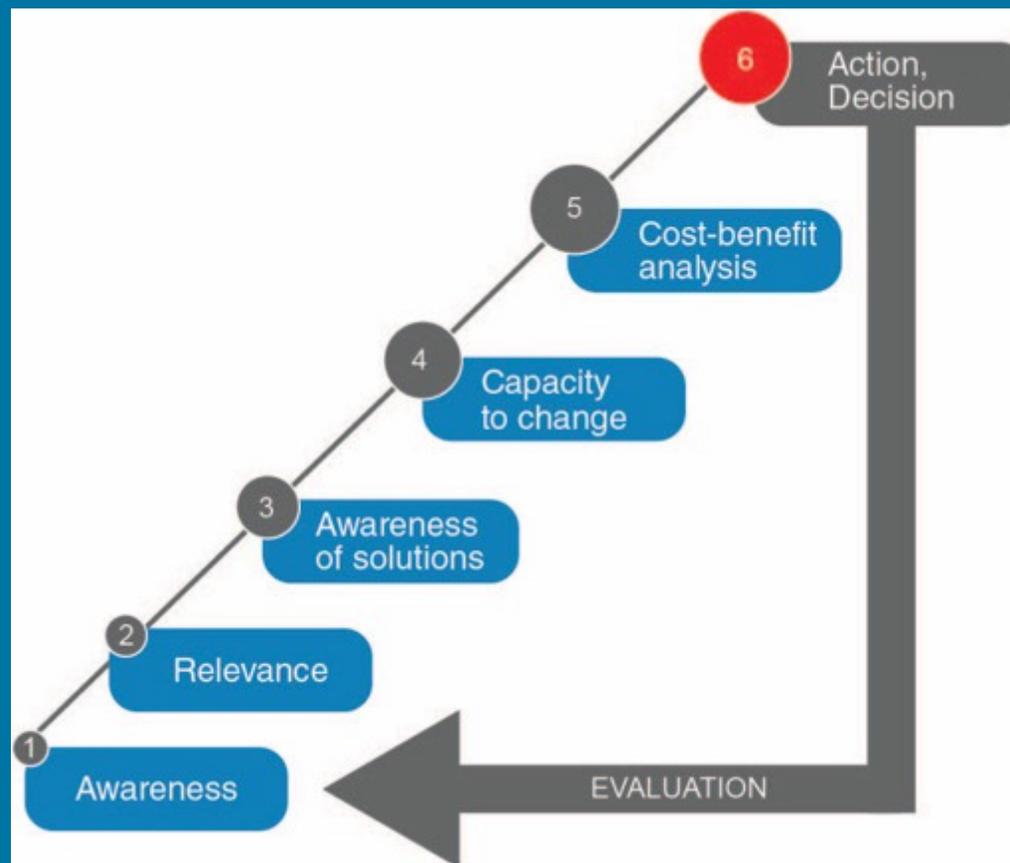
- Move audiences to action
- Design behaviour change campaigns
- Encourage action during a health emergency

Photo: © WHO



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

Photo: © WHO

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

Photo: © WHO

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

Photo: © WHO

WHO principles for effective communications



Principle: UNDERSTANDABLE

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.

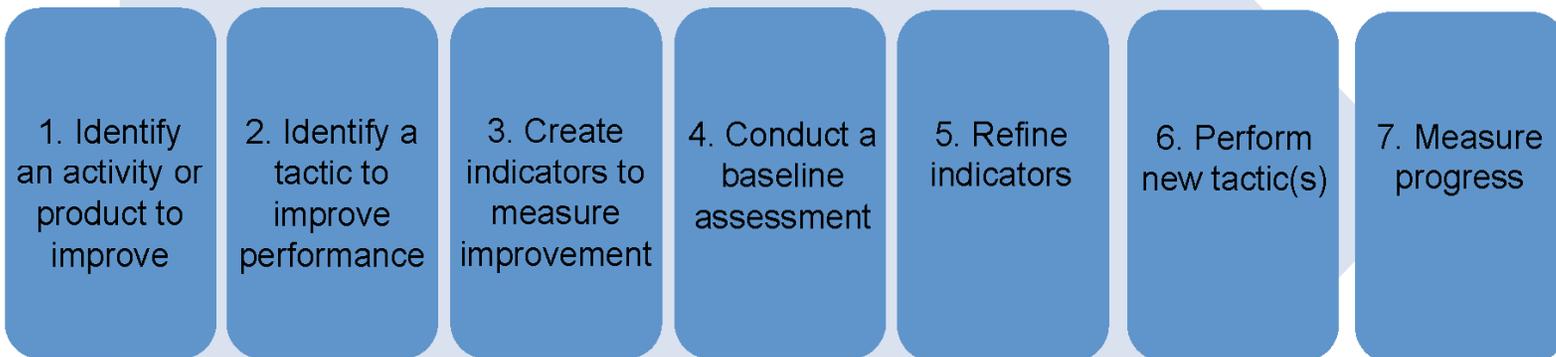
Communication evaluation can be defined as judging WHO messages, products, and engagements based on their effectiveness at reaching specified goals and principles.

Photo © WHO

Evaluate how well products and practices reflect the principles

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

Evaluating principles of effective communication

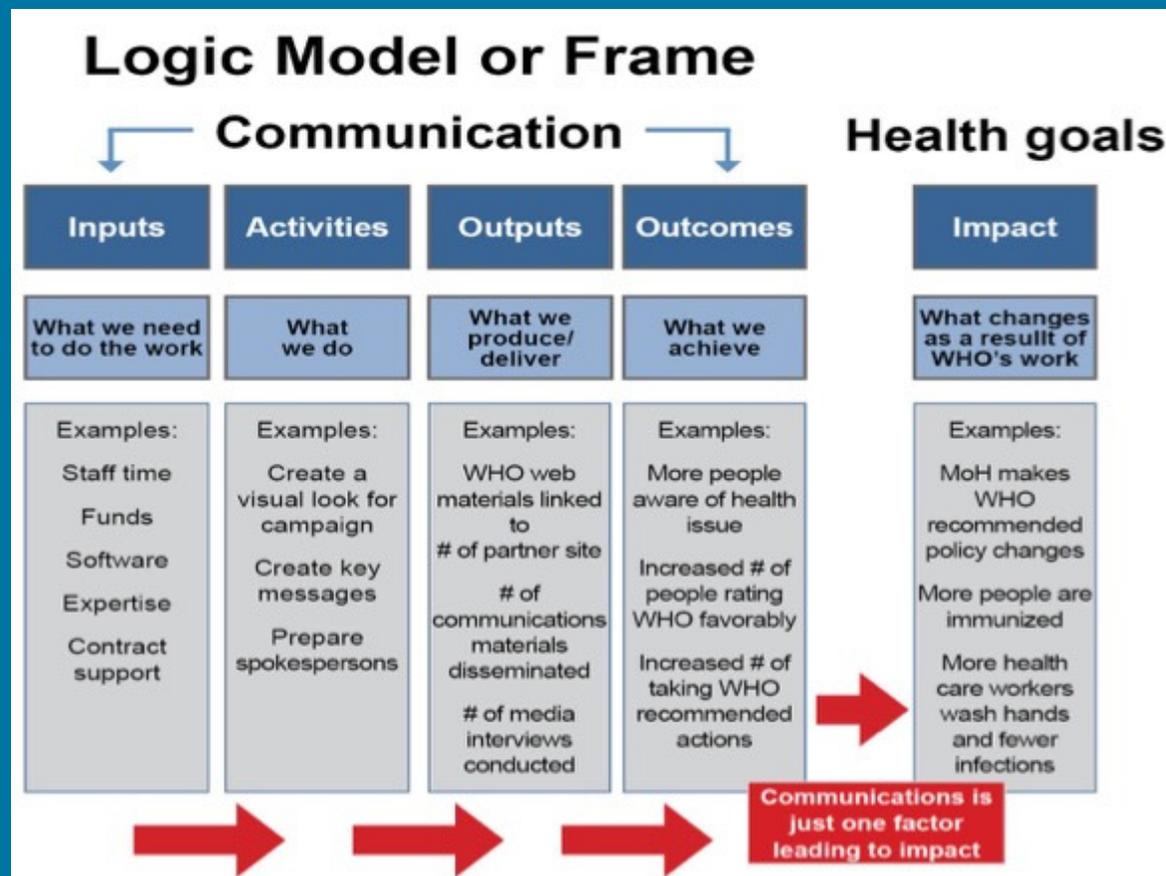


Results of evaluation should inform decision-making for next steps or future outreach.



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.



World Health Organization

Designing a Communication Plan using the WHO Strategic Communications Framework

Recap



ACCESSIBLE



RELEVANT



ACTIONABLE



TIMELY



CREDIBLE AND
TRUSTED



UNDERSTANDABLE

Use the six principles of effective communications to guide your planning

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

The authors of these slides are staff members of the World Health Organization.
The authors alone are responsible for the views expressed in this material and these views do not represent the decisions, policy or views of the World Health Organization.



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