GOVERNMENT AGENCIES COMMUNICATION STRATEGIES IN THE CONTEXT OF CRISIS AND REFORMS

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This research report is available on the Hub’s website in the author's edition in three languages. In case of queries, it is advised to address the original version in Russian or contact the heads of the research team.

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ABSTRACT

Communication strategies, communication channels, crisis communications, communication strategy effectiveness, availability and efficiency of obtaining information, the COVID-19 pandemic, and public information satisfaction.

The purpose of the project: based on the study and assessment of the effectiveness of the communication strategy of government agencies, the development of a methodological guide on modern methods and tools of crisis communications.

Methodology:

- methods of system analysis, expert assessments and international comparisons;
- desk research;
- Expert interview – (100 experts – representatives of central government agencies (25 people) and local executive agencies (25 people), NGOs representatives (15 people), deputies of Maslikhats (20 people), journalists (15 people));
- Population survey (online survey) on a quota sample, total sample size: 2493 people by country, represented by sex and age (respondents aged 18 and over), social status, and educational level by region.
- Methods of economic and mathematical modeling (correlation and regression analysis for building multivariate models for assessing (ranking) respondents' perceptions of the effectiveness of communications during a pandemic based on the results of a mass survey and interviews).

The study was carried out using SPSS, Statistica software package. The calculations on the models were carried out in the R-Studio environment.

Novelty:

based on the use of quantitative methods (mass survey), qualitative methods (in-depth interviews) and modeling of the obtained data (regression, factor analysis):

- a model has been proposed that makes it possible to evaluate the effectiveness of channels, technologies, methods, and types of communications, depending on the selected factors;

- proposed classification criteria of channels, technologies, methods, and types of communications used during the pandemic.

The results of the study:

- Communication strategies, methods, techniques, means, technologies, and channels used by central and local government agencies in a pandemic have been identified through expert interviews and analysis of secondary sources of information.

- The classification of communication strategies, methods, techniques, means, technologies, and channels by criteria and signs (based on the analysis) has been studied.

- An assessment of the level of effectiveness (ranking) of each type (group) of communication strategies, methods, techniques, means, technologies, and channels was carried out based on an expert interview and a survey.

– The analysis of the most effective communication strategies, methods, techniques, means, technologies, and channels used in other countries of the world, including Hub's participating countries was carried out.

– Recommendations for improving communication channels and adaptability to the conditions of information availability are offered.

– A methodological manual for government agencies on crisis communications' modern methods and tools has been developed.

– Professional development program on crisis communications for employees of press services, speakers - officials of authorized government agencies has been developed.

DEFINITIONS

The following terms, acronyms, and definitions are used in this report:

Communications strategies	Methods of information preparation and education of the population chosen by the governments of the countries during the crisis to protect and prevent society misconceptions about the crisis phenomena and their consequences.
Crisis communication	The process of preventive search, collection, analysis, and dissemination of information necessary to resolve a crisis, as well as the interpretation of information after the fact.
Communication channel	Means of prompt and timely transmission of relevant and reliable information from source to recipient (radio, television, press, etc.)
Forms (methods, techniques, means, technologies) of communication	Various methods and tools for transferring relevant information from the source to the recipient, depending on the nature of the transmitted information, the resources involved, the characteristics of the addressee, and other factors.

ACRONYMS AND ABBREVIATIONS

List of abbreviations used:

GHS	Global Health Security Index
WHO	World Health Organization
NGO	Non-governmental organization

INTRODUCTION

The relevance of the research topic is determined primarily by the fact that public relations through dialogue with the population, active systemic interaction with various social groups are an important area of government agencies' work, allowing them to take into account public opinion, involve them in making managerial decisions, especially at the local level, and ensure feedback.

During any crisis or transformation, when the degree of uncertainty is high, communication processes are put to the test. However, they are also becoming an important link in the management and recovery process. The situation with the coronavirus pandemic in the world has clearly demonstrated that effective communication solutions are key elements of the success of government anti-crisis measures. Ineffective communication channels have a negative impact on the level of public confidence in government agencies.

The purpose of the study is to develop a methodological manual on modern crisis communication methods and tools based on the study and assessment of the effectiveness of government agencies' communication strategy.

The objectives of the study:

– identification and analysis of communication strategies, methods, techniques, means, technologies, and channels used by central and local government agencies in a pandemic through expert interviews, secondary sources of information as well as information space review;

– generalization and classification of communication strategies, methods, techniques, means, technologies, and channels used by central and local government agencies in a pandemic;

– effectiveness assessment of each type (group) of communication strategies, methods, techniques, means, technologies, and channels used by central and local government agencies in a pandemic through expert interviews of target groups and population surveys;

– ranking of communication strategies, methods, techniques, means, technologies, and channels according to the level of their effectiveness;

– analysis and systematization of the most effective communication strategies, methods, techniques, means, technologies, and channels used in other countries of the world including Hub's participating countries;

– development of a methodological manual for government agencies on modern crisis communications methods and tools;

– development of a training program on crisis communications for employees of press services, speakers - officials of authorized government agencies.

Methodology of the study:

– methods of system analysis, expert assessments, and international comparisons;

– desk research;

– Expert interview – (100 experts – representatives of central government agencies (25 people) and local executive agencies (25 people), NGOs representatives (15 people), deputies of Maslikhats (20 people), journalists (15 people));

– Population survey (online survey) on a quota sample, total sample size: 1600 people by country, represented by sex and age (respondents aged 18 and over), social status, and educational level by region.

– Methods of economic and mathematical modeling (correlation and regression analysis for building multivariate models for assessing (ranking) respondents' perceptions of the effectiveness of communications during a pandemic based on the results of a mass survey and interviews).

The study was carried out using SPSS, Statistica software package. The calculations on the models were carried out in the R-Studio environment.

The information base includes regulatory legal acts of the Republic of Kazakhstan, cases of foreign countries on crisis communications, as well as government agencies' official websites and the World Health Organization.

The report consists of an introduction, five chapters, conclusions, a list of literature, and appendices.

The first chapter is devoted to the issues of determining the types of communication strategies, methods, techniques, methods, technologies, and channels used by central and local government agencies in a pandemic, which were identified through expert interviews and analysis of secondary sources of information.

In the second chapter, the classification of communication strategies, methods, techniques, means, technologies, and channels is studied according to criteria and signs based on the analysis.

The third chapter presents the results of ranking according to the level of effectiveness of each type of communication strategies, methods, techniques, means, technologies, and channels, conducted based on an expert interview and survey.

The fourth chapter analyzes the most effective communication strategies, methods, techniques, means, technologies, and channels used in other countries of the world, including Hub's participating countries.

The fifth chapter provides recommendations for improving communication channels and adaptability to the conditions of information availability.

In conclusion, the main findings of the study are presented.

CHAPTER 1. Types of communication strategies, methods, techniques, means, technologies, and channels used by central and local government agencies in a pandemic

In the context of the COVID-19 pandemic, government agencies' communication strategies must play a key role in combating the crisis and its consequences.

One of the important points of any communication strategy is the stage of "learned lessons": analysis of the events that occurred, population and public reaction, "screening" of the effectiveness and efficiency of the decisions made to avoid similar mistakes in the future. In the context of these tasks, a mass survey and expert interviews were carried out, for which the corresponding guides were developed. Their content was coordinated with the Regional Hub (Appendix 1, Appendix 2). The guide (questionnaire) for the mass survey is presented in Appendix 1, the guide (questionnaire) for the expert interview is presented in Appendix 2.

It was important for the study within the framework of the mass survey to compile a socio-demographic portrait of the respondent by gender, age, education, and membership in a social group (block 1, questions 1-6).

The respondents were asked to adhere to the following rating scale from 1 to 5, where:

«1»		
"Completely dissatisfied" / no work in progress	"Absolutely disagree" / no work in progress	"very bad"/ no work in progress
«2»		
"Unsatisfactory"	" Disagree"	"Bad"
«3»		
"Rather not satisfied"	"Rather disagree than agree"	"Moderate"
«4»		
"Rather satisfied"	"Rather agree than disagree"	"Good"
«5»		
"Completely satisfied"	"Completely agree"	"Excellent"

Since the area of study is also crisis communications, it was necessary to investigate the following aspects:

1. Informing citizens by providing accurate, reliable, and timely information about the crisis.
2. Managing public perceptions of the crisis and how governments, public authorities, civil servants, the population, and the public respond to it.

As part of the mass survey, the first aspect was implemented through block 2 questions and block 3 questions.

The duty of any government is to explain to citizens what it is doing and why, according to the principles of openness and transparency, and in the scale of a crisis such as a pandemic, this approach becomes paramount. Clarity, consistency,

efficiency, and transparency are all key components of successful communication in any crisis. Their reflection is the information satisfaction of the population.

The information satisfaction study was analyzed through:

1. Sufficiency and efficiency of information disseminated by government agencies in the context of information on:
   - Morbidity;
   - Preventive measures;
   - Risks.

The ranking according to these items is presented in the 3rd part of the analytical report.

2. The effectiveness of government agencies working with the population and their openness to dialogue with the public in a pandemic through the list of the main central and local executive agencies.

3. Communication channels through which information from government agencies is provided; to what extent they are convenient for the population.

4. The form of providing information, its availability through the identified government agencies communication channels

5. Technologies, methods, and ways of transmitting information used by respondents in a pandemic.

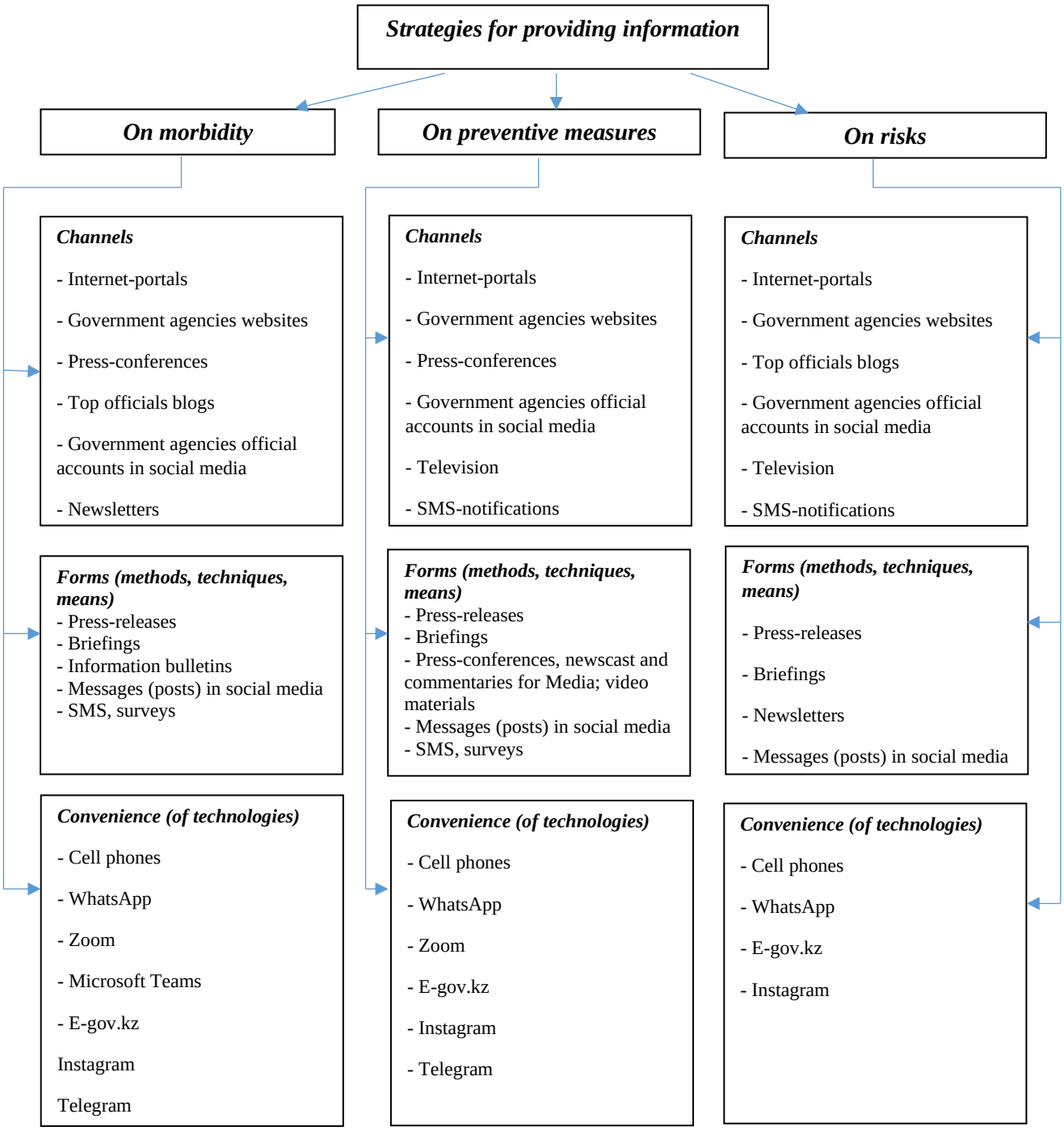
The ranking according to these items is presented in the 3rd part of the analytical report.

To determine the communication channels used by government agencies, the respondents were offered a sample of communication channels that are traditional for government agencies, such as government agencies' websites, newspapers and magazines, television, email distribution, personal meetings and other channels, the role of which has significantly increased during a pandemic. These are mainly social media (Facebook, Instagram, YouTube), communication technologies (platforms) such as (Skype, Zoom, Microsoft Teams), messengers (WhatApp, Telegram, Viber), E-gov.kz, cell phones.

The ranking of them is presented in the 3rd part of the analytical report.

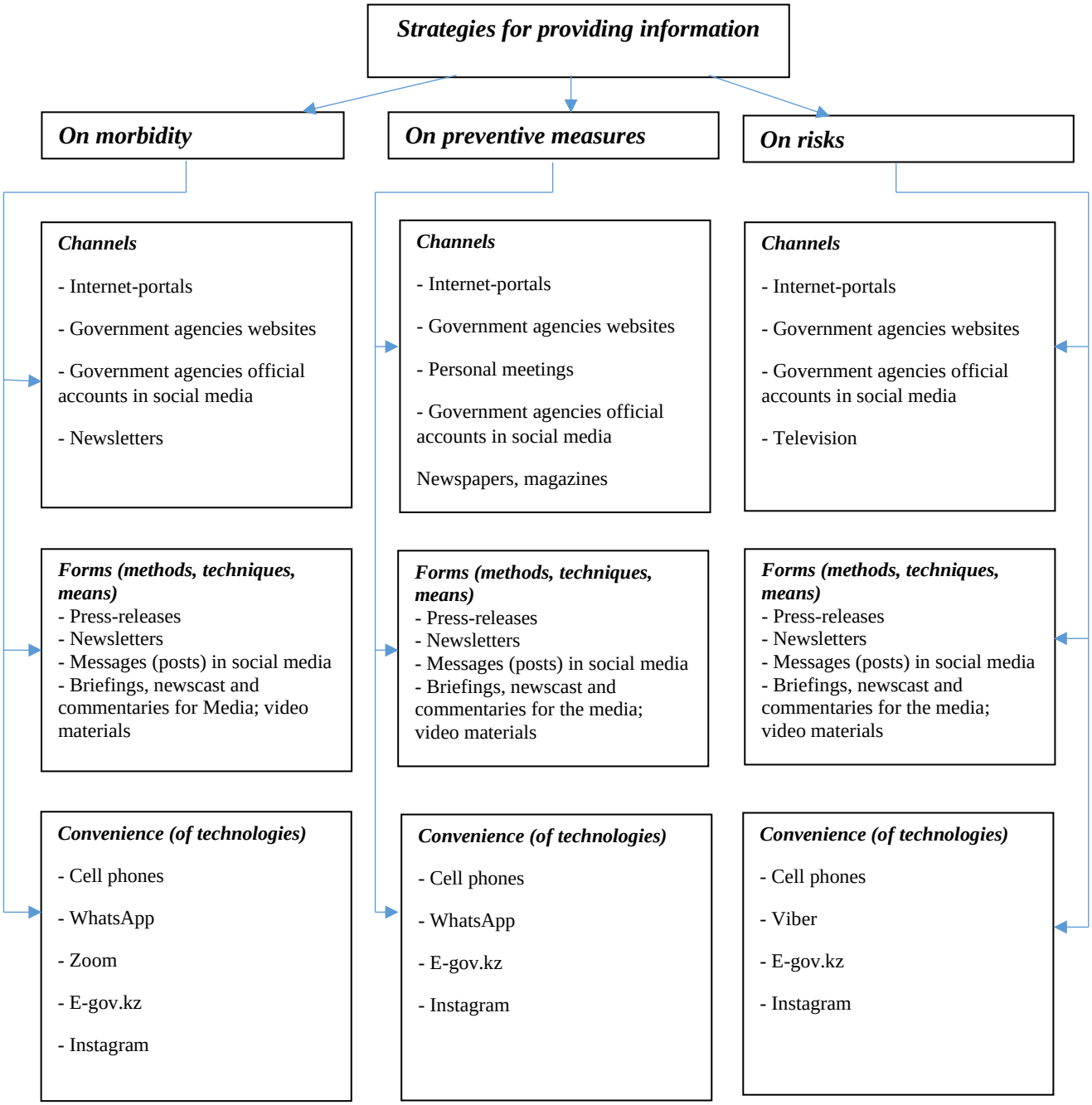
As a result of the mass survey results analysis and built correlation matrices, block diagrams of government agencies' communication models were developed for the dissemination of immediate / sufficient information during a pandemic (Figure 1 and Figure 2).

Figure 1. Block diagrams of government agencies' communication models for dissemination of immediate information during a pandemic



Note: compiled based on a result of the mass survey and expert interviews

Figure 2. Block diagrams of government agencies' communication models for dissemination of sufficient information during a pandemic



Note: compiled based on a result of the mass survey and expert interviews

According to the mass survey results, we can say that the channels, forms, and ideas about the convenience (of technologies) of the disseminated information differ for information perceived by the population as an immediate and for information perceived as sufficient. In addition, there are differences in channels, presentation of information, and perception of convenience for information on morbidity, preventive measures, and risks.

According to the conducted mass survey, internet portals, government agencies' websites, official accounts of state structures in social media have become channels, and press releases, messages (posts) in social media, SMS messages, and polls in forms suitable for disseminating information perceived by the population as an immediate and sufficient channel for morbidity, preventive measures and risks. At the same time, the obtained results were verified in the framework of an expert interview.

To reduce communication noise, it is necessary to strengthen public confidence in government agencies as a source of reliable information. From this point of view, the sources of information used by the population in the context of a pandemic (including sources of low confidence) were analyzed.

It is already generally accepted that at the beginning of the pandemic, the population and the public received conflicting messages from government agencies. This is the reason for raising the question of the frequency of receiving conflicting messages from the authorities during a pandemic and the lack of information.

In addition to assessing the sufficiency and promptness of the information provided, regression analysis was also applied for information satisfaction (*the full results of the regression analysis are presented in Appendix 3 to the analytical report).*

The correlation matrix of information satisfaction shows the relationship between the level of satisfaction and the factors that influence it.

Table 1 - Correlation relationship between the level of satisfaction with information and factors influencing it

	Level of information satisfaction	Frequency of conflicting messages from authorities during a pandemic	The effectiveness of government measures to stabilize the epidemiological situation	No difficulties in finding the necessary information from government agencies on epidemiological situation
Level of information satisfaction	1	-0.159005	0.6082428	0.6416505
Frequency of conflicting messages from authorities during a pandemic	-0.159005	1	-0.1106165	-0.1192374
The effectiveness of government measures to stabilize the epidemiological situation	0.6082428	-0.1106165	1	0.6541988
No difficulties in finding the necessary information from government agencies on epidemiological situation	0.6416505	-0.1192374	0.6541988	1

Note: compiled based on a result of the mass survey

According to the correlation analysis, the frequency of receiving conflicting messages from the authorities during a pandemic negatively affects the degree of information satisfaction, the coefficient is negative -0.15. At the same time, the level of information satisfaction positively depends on the perception of the effectiveness of measures of government agencies to stabilize the epidemiological situation and the absence of difficulties in finding the necessary information from government agencies on the epidemiological situation, the coefficients are positive 0.61 and 0.64 respectively. The correlation matrix also shows that the frequency of receiving conflicting messages from the authorities during a pandemic is negatively correlated with the perception of the effectiveness of government measures to stabilize the epidemiological situation and the absence of difficulties in finding the necessary information from government agencies on the epidemiological situation.

Factor analysis of satisfaction (Table 2) shows the dependence of the level of information satisfaction on factors such as the frequency of receiving conflicting messages from the authorities during a pandemic, the effectiveness of government measures to stabilize the epidemiological situation, the absence of difficulties in finding the necessary information from government agencies on the epidemiological situation.

Table 2 - Factor analysis of the dependence of information satisfaction level on factors

	Estimate	Std. Error	t value	Pr(>|t|)
Frequency of conflicting messages from authorities during a pandemic	-0.05754	0.01264	-4.551	< 5.65E-06 ***
The effectiveness of government measures to stabilize the epidemiological situation	0.30937	0.02	15.466	< 2.00E-16***
No difficulties in finding the necessary information from government agencies on epidemiological situation	0.40501	0.0203	19.952	< 2.00E-16***
Missed value	1.42887	0.07999	17.864	2.00E-16***
Multiple R-squared: 0.4901				
p-value level: *** - 0.000 ** - 0.001 * - 0.005				

Note: compiled based on a result of the mass survey

The conducted factor analysis shows that an increase in the perception of the effectiveness of government agencies' measures to stabilize the epidemiological situation by 1% will lead to an increase in the level of information satisfaction by 0.31%. An increase in the perception of the availability of information, through the indicator of the absence of difficulties in finding the necessary information from government agencies on the epidemiological situation by 1%, will lead to an increase in information satisfaction by 0.41%. The factors included in the model describe 49% of the indicators that influence the independent variable.

$$Information_{satisfaction} = 0{,}31 Effectiv.\,government\ agencies + 0{,}41 Search\ for\ information_{no\ difficulties} - 0{,}05 Conflicting\ messages_{from\ government}$$

Multivariate analysis also shows that the level of information satisfaction depends on the level of perception of the sufficiency of information on preventive measures, risks, as well as the level of perception of immediate delivery of information about morbidity and preventive measures (Table 3).

Table 3 – Multivariate analysis of information satisfaction and perception of the sufficiency and immediate delivery of information

	Multivariate Regression Coefficients					
	The level of sufficiency of information on			The level of immediate delivery of information		
	Morbidity	Preventive measures	Risks	Morbidity	Preventive measures	Risks
Level of Information satisfaction	0.062210	0.136285***	0.087372*	0.219852***	0.164577*	-0.004038
Missed value: 1.409404; Multiple R-squared: 0.3449						
p-value level: *** - 0.000 ** - 0.001 * - 0.005						

Note: compiled based on a result of the mass survey

$$Information_{satisfaction}\ 0{,}14\ Sufficiency_{preventive\ measures} + 0{,}09\ Sufficiency_{risks} + 0{,}22\ Promptness_{morbidity} + 0{,}16\ Promptness_{preventive\ measures}$$

Thus, with an increase in the level of perception of the sufficiency of information on preventive measures and risks by 1%, the level of information satisfaction increases by 0.14% and 0.09%, respectively. With an increase in the level of perception of the efficiency of information on morbidity and preventive measures by 1%, there is an increase in the level of information satisfaction by 0.22% and 0.16%, respectively. The coefficients of the model for the sufficiency of information on morbidity and immediate delivery of information on risks are not significant for the multivariate model.

As a result, the data of a mass survey, regression analysis can be used by central / local executive agencies in the future to adjust communication processes, develop algorithms for interaction with the population, and with other government agencies in a crisis / post-crisis period.

The design of the developed expert interview guide was supposed to reach a target audience of 100 people, where deputies made up a sample of 20 people, journalists - 15 people, NGO representatives - 15 people, civil servants of central and local executive agencies - 50 people.

The content of the expert interview assumed the fulfillment of the following tasks assigned to the task force:

o analysis of the target audience's understanding of government agencies' communications effectiveness (1 block of an expert interview - question No. 1);

o assessment communications efficiency level with certain target audiences (population, business, other government agencies, quasi-government sector, NGOs, mass media) (1 block of expert interview - question No. 2);

o awareness of communication strategies, methods, techniques, means, technologies and channels used by government agencies during a pandemic (block 2 of expert interview - question No. 5);

o perception and assessment efficiency level of communication strategies, methods, techniques, methods, technologies and channels used by government agencies during a pandemic (block 2 of expert interview - question 3,4,5,6). Note: the perception and assessment of communication channels are highlighted by separate issues due to their special relevance and demand on both sides of the communication chain (block 2 of expert interview - question 3.4);

o analysis of opinions on the factors and reasons influencing the effectiveness of communication strategies (block 3 of expert interview);

o views, expectations and recommendations on ways to improve communication strategies (block 3 of expert interview).

As a result of the cycle of expert interviews, a **weak understanding** of the types of communication strategies, methods, techniques, means, technologies and channels, and the difference between them, was revealed **by the respondents**, including civil servants. Most often, all the above concepts are identified with "communication channels", which follows from the answers:

"Basically, we said about this: television, radio, social media, government accounts, call centers, printed materials, newspapers, magazines, opinion polls, webinars, banners… I don't know… what else… promotions".

"The method is the same, these are the media, the techniques are the same - bulletins, videos warning of the danger of infection, the means are the same as the methods, I think they are the same ...".

"This is what we have discussed above, each government agency worked with the public through websites, brochures, live broadcasts, the same newspapers, radio".

"Video conferencing".

"Social media; Individual receptions were held in compliance with sanitary requirements. These both methods were used".

In addition to a similar identification, the following target audience of expert interviews (NGO representatives, journalists, deputies), representing factions trying to actively participate in the communication process with government agencies, gave a slightly more expanded point of view on this issue:

"I want to say that it was the briefings that the population was expecting. And then what I also liked was the technology of preparing such briefings. That is, through communicative channels, the questions people wanted to ask were collected through chat telegrams, through the portals of government agencies. We also had our own helpline in the trade unions, and even I threw off the questions that came to us, and we threw them off to government agencies, in a direct block, and then a day later at a briefing, these questions were voiced live on the air and answers were given to them. It helped a lot. And in my opinion,

the briefings, the approach of their preparation, that is, the preliminary collection of questions, was very effective".
"Well, probably, the telegram channels have developed, there were no such number of telegram channels before. I think they underestimated the radio that everyone listens to and there was a time for that".
"This is all that has been previously listed. Press conferences, round tables, and meetings were all conducted online and made available to the public".
"Telegram bots worked well probably, but the fake telegram bots came out because 42500 could be processed by a telegram bot. Those people were a bit confused. Social media worked well. It would be nice if there were more live channels online".
"I already answered above".
"I have already spoken about this above".

However, on the issue of understanding government agencies' communications effectiveness, the respondents showed a certain unity in understanding this issue:

Civil servants focused not only on:

<u>on the provision of immediate and fast information:</u>
"If we are considering the period of the Covid-19 pandemic, government effective communications is, first of all, the provision of complete information. In particular, during Covid: to clarify where it comes from, how it gets infected, how it is transmitted - this is medical, in terms of sanitary and epidemiological well-being of the population: what are the restrictive measures and what are they associated with it is the third, as for the security forces, so to say the Ministry of Internal Affairs - what restrictions are there on movement, what restrictions are there on the movement of cars or others, and I believe that when there is such detailed, open information and which is communicated through all common communication channels, not only through television, but also through Internet resources , then it will be the most effective communication, that is, information and questions concerning everyday citizens lives rourtines: how to go to the store, how to buy medicines, which hospitals you can go to. This is what I mean by effective communications from government agencies.

<u>on feedback:</u>
"In a pandemic, this issue becomes especially relevant. Effective communications are, first of all, prompt, providing full feedback from government agencies to the population's requests through various channels".
"The government agency within the framework of the Listening State must instantly respond to the requests of citizens. If the question was received through social media, then it is imperative to give an answer so that the citizen is heard and not ignored. And not to redirect his requests, for example, one or another government agency".

"Effective communications is the ability of government agencies to quickly respond to certain requests of the population competently, efficiently ... effectively, that is, as much as possible and in the shortest possible time to correctly respond to a particular request of the population".

but also on interaction between government agencies and the interaction between structural units of one government agency.
"This is the exchange of information between government agencies. At the beginning of March, we faced such a situation that we needed information from the Police Department, from the National Security Committee, when arrivals and flights began, and we needed to analyze arrivals and take PCR tests, and if a positive case was detected, we had to find close contact, and to search for close contacts, we needed information where this person lives for the quarantine procedures. Later, we turned to the Police Department and the National Security Committee and worked it out together".

NGO representatives, journalists and deputies also focus on:

immediate provision of reliable information:
"For me, effective communication is when a citizen or a representative of a nongovernmental organization turns to government agencies and receives complete reliable information, then it turns out very simply and quickly, this is an effective communication for me".
"Prompt submission of information, detailed and complete answers to questions and inquiries in a short time".
"One of the evaluation criteria is the efficiency of decision-making, then also the efficiency of information submission. All types of communications should be involved, both media and public receptios, of course, the opportunity for any citizen to apply to a government agency and get an answer".
"Effective communication for everyone, no matter business, NGOs, government agencies - this is probably when you have a message, you clearly understand it for yourself and you understand that it must be conveyed to your target group, clients and stakeholders depending on whom it is directed to. Thus, you clearly understand who you are reporting to. And since you understand your final consumer of this information, then you, accordingly, choose the most effective communication channel. Based on this, you have a clear understanding of what to say, how to speak through which communication channel and to whom. And accordingly, if we answer this question, successful communication, successful strategy is when your thought is successfully conveyed to the end consumer of information without any distorted kind, in our case the state and the population, the state and NGOs, the state and the media, the state and business. Thus, if all the information is perceived without distortion, if it is understood well, and if there is also an adequate reaction to it, moreover, the reaction can be different ... the reaction when people go out and begin to volunteer, help assist the police,

assist doctors, and the other the reaction happens when they come out to the square and protest. Yes, and this is also a certain reaction to communication".

specific groups to whom government agencies should communicate:
"This is interaction with the media, NGOs, active citizens, and volunteers. Moreover, these are the communication channels through which communications were conducted during the pandemic".
"Effective communication is the interaction of government agencies with the public and with the media".
"This is precisely the interaction, not communication, but the interaction of government agencies with other representatives of both the government and the civil society. It is communication with NGOs, with the media, with the business sector, there, for example, with the parliament, with public councils, with representatives of the third sector there, etc".
*"This is a well-established connection, the Internet, television, media, radio, all kinds of leaflets, brochures. That is, everything related to the media, to "open doors". The age of communication doesn't have to be offline, it can be online meetings. It can be open doors of any ministry offline, where a person is sitting at a reception, for example * connecting to a ZOOM, etc. I believe that this is a Listening state, it must hear everyone always and everywhere".*

the fact of the importance of building trust in government agencies.

Summary:

1. Quantitatively (by the method of regression and factor analysis) and qualitatively (by the method of expert interviews), the significance for the population of receiving immediate, reliable information from government agencies was determined.

2. A weak understanding of the concept of communication strategies types, methods, techniques, means, technologies and channels by the respondents was revealed, and the difference between them based on the results of the expert interview. Most often, all the above concepts are identified with "communication channels".

3. The communication channels of government agencies interaction not only with the population, but also between government agencies have been determined.

4. Channels, forms and ideas about the convenience of the disseminated information differ for information perceived by the population as immediate and for information perceived as sufficient.

5. There are differences in channels, forms of presentation of information, and perception of convenience for information on morbidity, preventive measures, and risks.

6. According to the correlation analysis, the frequency of receiving conflicting messages from the authorities during a pandemic negatively affects the degree of information satisfaction.

7. The need to develop government agencies' communication strategies has been revealed.

8. A multifactorial model of the dependence of the sufficiency and efficiency of information on the convenience of the channels used during a pandemic has been built.

9. A multifactor model of the dependence of the sufficiency and efficiency of information on the availability of forms of information dissemination has been built.

10. A multifactorial model of the dependence of the sufficiency and efficiency of information on the convenience of forms of communication of government agencies has been built.

11. A multifactor model of the dependence of the sufficiency and promptness of information on the frequency of use of information sources has been built.

CHAPTER 2. Classification of communication strategies, methods, techniques, means, technologies, and channels by criteria and features (based on the analysis)

Communication strategies are an integral part of government crisis management plans, allowing ideas to be translated into action. Communication strategies designed in advance to address possible scenarios to describe in detail goals, target audiences, key messages, tools or channels, and action plans.

Reasonable and thoughtful risk communication can help government officials prevent ineffective, fear-driven, and potentially destructive public responses to serious crises such as COVID-19. In addition, appropriate risk communication procedures build trust and confidence, which are vital in a crisis.

Governments can proactively take action to better prepare for any incident; risk managers, government and health officials, the media, doctors, and hospital staff to respond to the challenges of managing such crises.

In its most general form, strategy is the identification of an organization's main long-term goals and objectives, the adoption of a course of action, and the allocation of the resources necessary to achieve these goals[1]. The strategy includes: plan; reception as a tactical move (ploy); behavioral model (pattern of behavior); position in relation to others (position in respect to others); (perspective) [2].

Thus, as noted by D. Gavra, communication becomes strategic when it is "aimed at achieving long-term (strategic) goals" [3].

Communication is strategic under the following conditions:

- the sphere of communication activities is focused on a variety and variety of audiences (and not on a general or specific audience);
- communications are carried out continuously (and not discretely at one point in time);
- communication is focused on the recipient or adapted for the audience (and not the sender);
- messages and actions are aligned with political goals[4].

Defining and developing crisis communication strategies is necessary to make decisions as quickly as possible and mobilize resources to deal with a crisis. Experts identify three crisis communication strategies that correspond to the main stages of the crisis.

1. Pre-crisis strategy: analysis and identification of possible crises, development of a strategy, and plan for crisis communications, building trust with stakeholders, media, and public opinion leaders.

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[1]Кэмпбел Д., Стоунхаус Дж., Хьюстон Б. Стратегический менеджмент: учебник / Пер. с англ. Н.И. Алмазовой.— М.: ООО «Издательство Проспект», 2003. — С.17

[2]Кэмпбел Д., Стоунхаус Дж., Хьюстон Б. Стратегический менеджмент: учебник / Пер. с англ. Н.И. Алмазовой.— М.: ООО «Издательство Проспект», 2003. —С.15.

[3]Гавра Д.П. Категория стратегической коммуникации: современное состояние и базовые характеристики // Век информации. 2015. № 3 (4). С. 233.

[4]Goldman E. StrategicCommunication: A ToolforAsymmetricWarfare // SmallWarsJournal. October 6, 2007. URL: http://smallwarsjournal.com/blog/strategic-communication-a-tool-for-asymmetricwarfare (30.10.2020).

2. Crisis strategy: prompt response to the crisis, agenda management, interaction with the population, business, mass media, provision of reliable and accurate information, constant monitoring of the information field and timely response to fake messages.

3. Post-crisis strategy. Analysis of all works, provide a report to the population on the measures taken, draw up a report on lessons learned, make adjustments to strategies and plans for responding to crises.

As noted, each crisis or disaster is unique in its own way and develops in stages, and, accordingly, communication should develop in parallel in tandem.

Based on the analysis of scientific sources (Hale J.E., Dulek R.E., Hale D.P., Shaluf I.M.A., R. Ulmer, T. Sellnau, W. Seeher), it is possible to construct a model of government agencies' crisis communications during the crisis with additions based on a three-stage crisis communication strategy:

1) pre-crisis phase;
2) the initial phase;
3) the crisis content;
4) post-crisis solution.

By dividing the crisis into phases, government agencies can anticipate the information needs of the population, stakeholders and the media. Each phase has unique information and communication solutions and the duration of the crisis will affect the intensity and content of risk communication (Table 4).

Table 4. Government Agencies' Crisis Communication Model during the Crisis

Strategy	***Content***
Pre-crisis phase	The pre-crisis phase is when all planning and most of the work must be done. At this stage, organizations should consider the types of disasters that they may need to address. One can anticipate reasonable questions and seek preliminary answers. The original message can be composed with spaces to be filled in later. Alliances and partnerships can be developed to ensure that experts speak for a united front.
The initial phase	In the early stages of a crisis or emergency, people need information. They want timely and accurate facts about what happened, where, and what is being done, and they want to know it now. And so it will be. The population will question the magnitude of the crisis, the immediacy of the threat to them, the duration of the threat, and who is going to solve this problem. Communicators must be prepared to answer these questions as quickly and fully as possible. Simplicity, reliability, verifiability, consistency, and speed of counting when communicating in the early stages of an emergency. The initial phase of the crisis is characterized by confusion and intense

	media interest. Information is usually incomplete and facts are scattered. It is essential to recognize that information from the media, other organizations, even within your own organization may be inaccurate. In the initial phase of the crisis, there is no second chance to do everything right. An organization's reputation depends on what it does and what it does not say.
Crisis content	As the crisis progresses, sustained media interest and scrutiny can be expected. Unexpected events, rumors, or misinformation can lead to additional media demands for organizational communicators. Experts, professionals, and others not associated with the organization will comment publicly on this issue, sometimes with conflicting or misinterpreting messages. Communication tracking processes become increasingly important as workloads increases.
Post-crisis solution	As the crisis resolves, there is a return to stasis, with an increased understanding of the crisis as full recovery systems are introduced. This stage is characterized by a decline in public and media interest. Once the crisis is resolved, the response organization may have to respond with intense media attention on how the event was handled.

Note: compiled based on scientific sources

It should be noted that the concept of communication strategies classification does not exist in the scientific and professional literature (Coombs T., Holladay J., Goldman E., Дацюк С., Богданов С.В. and etc.). However, considering these strategies and models, we can conditionally distinguish the criteria for classifying communication strategies of government agencies into nine types (Table 5).

Table 5. Communication Strategies Classification

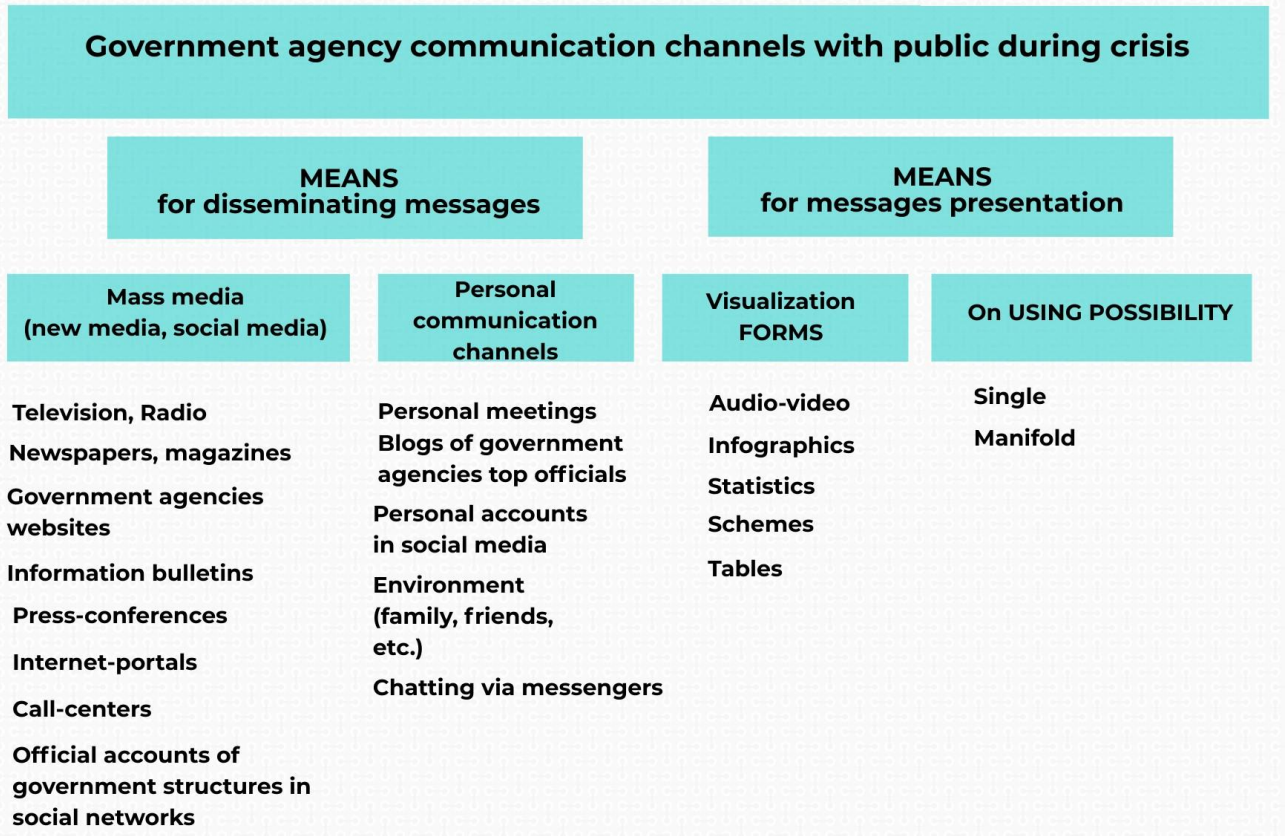
Strategy	***Content***
Openness (transparency)	Disclosure of all available information regarding the incident without delay in time for the maximum coverage of stakeholders and creation of the most transparent possible environment for reporting events in an objective manner to create an atmosphere of trust in society.
Creating the Agenda	It is necessary to maximize the involvement of media representatives and independent experts in recording events for objective coverage and drawing up an anti-crisis response program for the authorities.

Significance	To resolve crises, it is important to understand and bring to the attention of stakeholders the objective causes of problem situations, their possibly destructive course, and adverse consequences.
Regulatory Framework	All information officially voiced by representatives of government agencies must necessarily be based on current regulatory legal acts, including information during briefings for media representatives.
Social and economic consequences of crisis	Government agencies' representatives should be ready to discuss and provide guarantees to the population, including business representatives, on compensation for property damage caused as a result of ongoing crisis situations. The population and business should not feel the alienation of the authorities in matters of restoring the damage suffered as a result of certain crisis situations.
Competence and authority to provide information	To prevent the circulation of contradictory, incomplete, and inaccurate information, the authorities must clearly define a "mouthpiece" for the official information coverage of ongoing conflict events within the functional authority of government agencies.
Coordination of information flows on coverage of crisis situations	The government is obliged to clearly interact with the media and coordinate information coverage of events to prevent misinformation, submit inaccurate and incorrect information for the sake of some destructive interest, or to form agiotage and protest moods in society. Government agencies need to clearly target different groups of the population by age, gender, social status, and interest to use the most effective interaction tools in the media space.
Public opinion	Government leaders need to clearly identify both formal and informal leaders who influence the formation of public opinion. It is recommended to involve in the briefings recognized experts in the field of conflict, with an appeal to both internal and external audiences to explain the nature and content of the crisis, the consequences of latent conflicts and the benefits of full crisis resolution for society.
Taking into account the socio-cultural, age, demographic characteristics of the audience	When working with the population, it is necessary to conduct a dialogue taking into account the traditions and mentality, age and gender and social status of the assembled population groups due to different perceptions of official information to reduce the negative attitude.

Note: compiled based on scientific sources

As the conducted analysis has shown, basically, government agencies choose communication channels with the population, based on their goals for the greatest coverage of various social groups on the media platforms closest to them.

Figure 3. Government agencies communication channels with the population in a crisis



Note: compiled based on scientific sources

Government agencies' communication tasks with the population during a pandemic crisis are aimed *at educating, informing, preparing, protecting, and preventing the formation of misconceptions about the crisis phenomena in a society*.

The correlation matrix based on mass survey data shows the relationship between the convenience of obtaining information and the channels for disseminating information during a pandemic.

Correlation coefficients in assessing the level of sufficiency of information on morbidity and the ease of use of such channels as government agencies' websites, official accounts of state structures in social media, newsletters and blogs of government agencies top officials are over 50%. For press conferences and briefings, newspapers and magazines, call centers, television, e-mail distributions, SMS notifications, personal meetings, radio, Internet portals, the correlation coefficients are from 41 to 49%. These correlation coefficients of the relationship can be regarded as quite strong.

The correlation between the assessment of the level of sufficiency of information on preventive measures and the ease of use of such channels as government agencies' websites, official accounts of state structures in social media, blogs of government agencies top officials, television, press conferences and briefings and newsletters, are over 50%. For radio personal meetings, newspapers and magazines, Internet portals, email newsletters, SMS notifications and call centers, the correlation coefficients are from 43 to 49%.

When assessing the level of sufficiency of information on risks and the convenience of channels of use, a high interconnection is also visible through such channels as official accounts of state structures in social media, government agencies' websites, blogs of government agencies top officials, television, newsletters, the ratio is over 50%. For personal meetings, radio, Internet portals, SMS notifications, email mailings, newspapers and magazines, call centers, press conferences and briefings, the correlation coefficients are from 43 to 49%.

Assessment of the level of immediate delivery of information on morbidity and preventive measures, as well as the coefficient of its correlation with the ease of use of information dissemination channels, such as blogs of government agencies top officials, official accounts of government agencies in social media, government agencies' websites, press conferences and briefings, newsletters, newspapers and magazines, television, call centers, e-mail mailing is 50%. On Internet portals, radio, personal meetings and SMS notifications, this rate is from 44 to 49%.

The correlation relationship between the level of immediate delivery of information on risks and the convenience of information dissemination channels, such as official accounts of government agencies in social media, government agencies websites, blogs of government agencies' top officials, press conferences and briefings, television and newsletters is over 50%. Radio channels, personal meetings, Internet portals, e-mail distribution, newspapers and magazines, call centers and SMS notifications are from 45 to 49%.

Multivariate analysis shows that convenient channels for the dissemination of ***sufficient information on morbidity*** are Internet portals, government agencies' websites, official accounts of state structures in social media, newspapers and magazines, television, call centers and SMS notifications.

For the ***dissemination of immediate information on morbidity***, such channels of information dissemination as Internet portals, government agencies' websites, press conferences and briefings, blogs of government agencies' top officials, official accounts of government agencies in social media, and newsletters are convenient.

Multivariate analysis shows that convenient channels for disseminating ***sufficient information on preventive measures*** are Internet portals, government agencies' websites, personal meetings, official accounts of government agencies in social media, newspapers and magazines, television, call centers and SMS notifications.

For the dissemination of ***immediate information on preventive measures***, such channels as Internet portals, government agencies' websites, press conferences, and

briefings, official accounts of state structures in social media, and television are convenient.

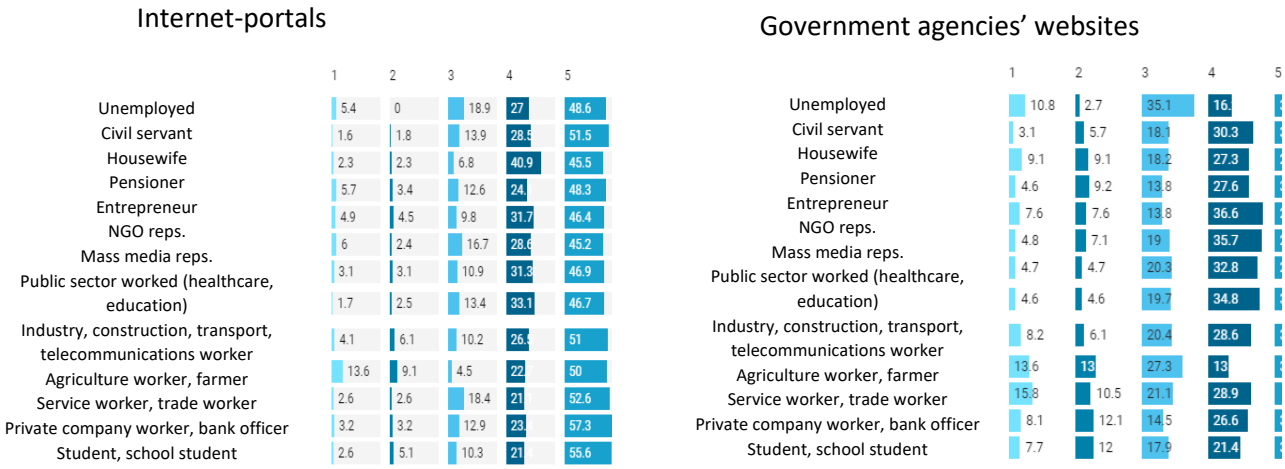
Multivariate analysis shows that convenient channels for disseminating ***sufficient information on risks*** are Internet portals, government agencies' websites, official accounts of state structures in social media, television.

It should be noted that such channels as Internet portals, government agencies' websites, official accounts of state structures on social media are effective channels for disseminating sufficient and timely information both on morbidity, preventive measures, and risks.

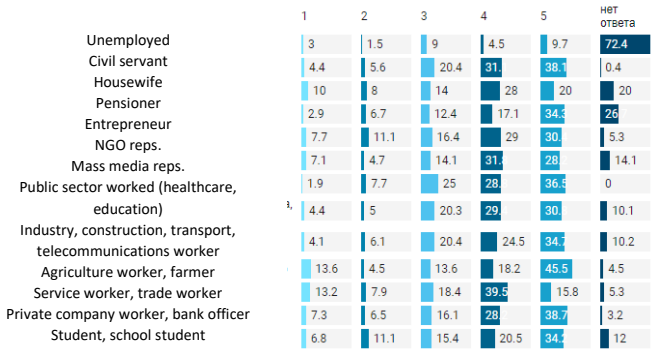
In general, young people between the ages of 18 and 29 are not inclined to use government agencies' websites, government agencies' official accounts on social media and television. Elderly people are not inclined to consider Internet portals, government agencies websites convenient.

Moreover, the convenience of perception of information channels depends on the field of activity of the respondents. Thus, government agencies' websites are convenient mainly for civil servants, public sector employees, the scores given vary from 5 to 4, the share is over 30%. It is noteworthy that more than 40% of respondents in all spheres of activity rated 5 points on Internet portals.

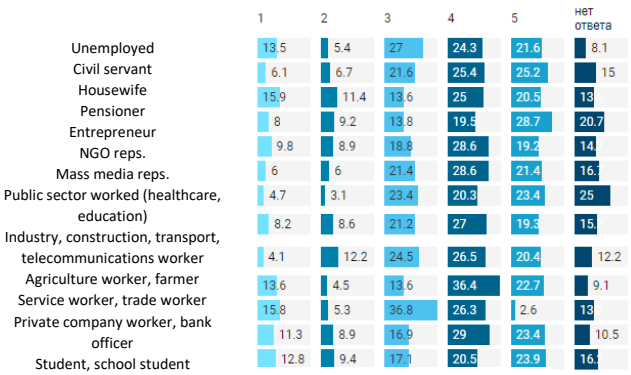
Figure 4. Assessment level of information dissemination channels by area



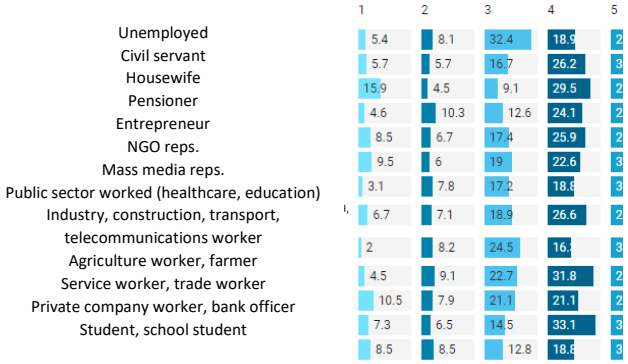
Government agencies accounts in social media

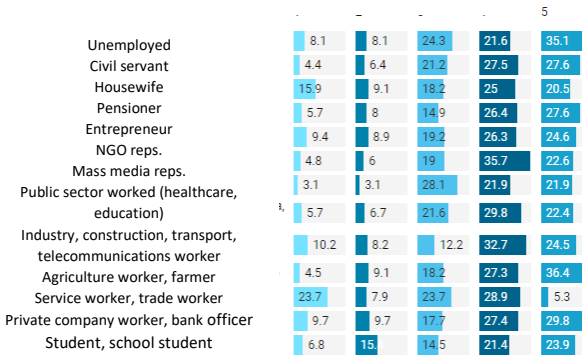


Newsletters

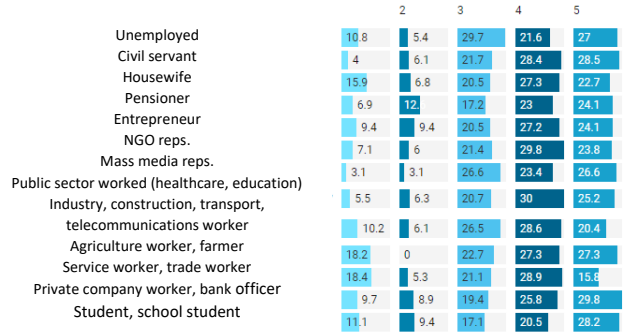


Blogs of government top officials

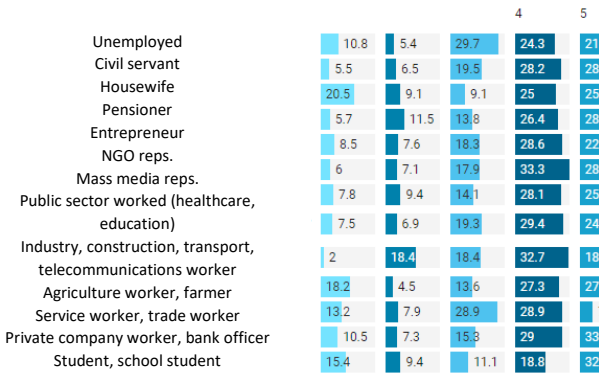




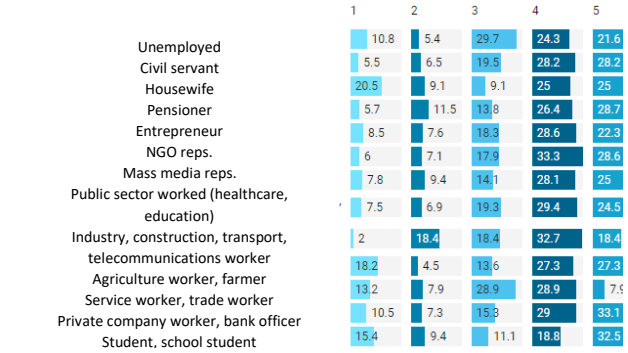
Press-conferences



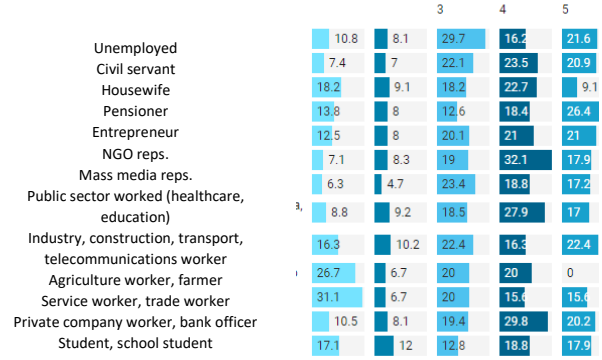
Newspapers and magazines



Television

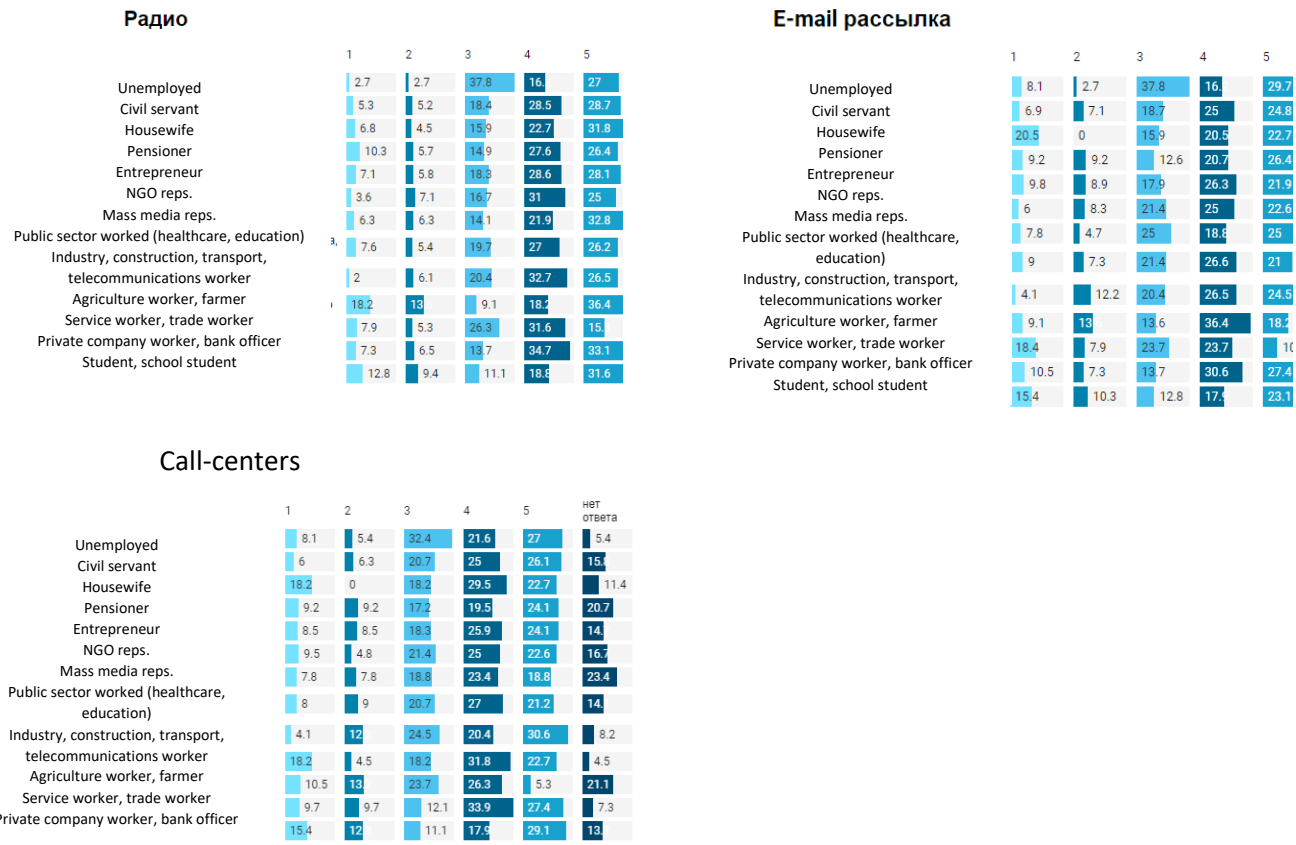


Personal meetings



Radio

Email newsletter



Note: complied based on the results of the mass survey

Government agencies' accounts on social networks are convenient for agricultural workers, government officials, employees of private companies, and media representatives, not convenient for unemployed, and among this category, most of all did not respond through such a channel as "pages of government agencies on social media". Blogs of government agencies top officials are convenient for agricultural workers, unemployed and not convenient for service workers and housewives.

Press conferences have a low level of convenience for agricultural workers, service workers, students, housewives, and unemployed. It is noteworthy that among 17.2% of media representatives are refrained from assessing the convenience of this channel.

Newspapers and magazines, as a channel for the dissemination of information, are not convenient for workers in trade and services, agriculture, students, and pupils.

Availability information dissemination forms during a pandemic

Correlation analysis between the assessment of the level of sufficiency and efficiency of information disseminated by government agencies during a pandemic and the availability of forms by which respondents received information about morbidity, preventive measures and risks showed their high correlation, the correlation coefficients amounted to over 50%, only in such a form as infographics, statistics, tables, diagrams and their impact on the sufficiency of information on diseases, the correlation coefficient was 49.6%.

Multivariate analysis shows that the available forms of disseminating ***sufficient information on morbidity*** are press releases, newsletters, messages (posts) on social

media, press conferences, news and comments to the media, videos, SMS messages, and polls.

The available forms of disseminating s***ufficient information on preventive measures*** are press releases, newsletters, messages (posts) on social media, press conferences, news and comments to the media, videos, SMS messages, and polls.

For ***sufficient information on risks,*** the available forms of distribution are press releases, newsletters, messages (posts) on social media, press conferences, news and comments to the media, videos, SMS messages, polls.

Multivariate analysis shows that the available forms of disseminating ***immediate information on morbidity*** are press releases, briefings, newsletters, messages (posts) on social media, SMS messages, and polls.

To disseminate ***immediate information on preventive measures***, the available forms are press releases, briefings, messages (posts) on social media, press conferences, news releases, and comments to the media; video materials, SMS messages, and polls.

To disseminate ***immediate information on risks***, available forms are press releases, briefings, newsletters, messages (posts) on social media, SMS messages, and polls.

Frequency of use of information sources on epidemiological situation during a pandemic

The correlation matrix of the frequency of using information sources shows the relationship between the indicators of the perception of the sufficiency and efficiency of the information received by the information and its sources.

Correlation coefficients in assessing the relationship between the level of sufficiency of information on morbidity and the frequency of use of information sources are 29-30%.

Multivariate analysis shows that the level of ***dissemination of sufficient information on morbidity*** among the most frequently used information sources is influenced by official websites, Facebook, Instagram, VK, television, WhatsApp, official broadcasts of briefings in the CCS and at the regional level, neighbors.

The analysis also shows that the level of dissemination of ***sufficient information on preventive measures*** among the most frequently used information sources is influenced by official websites, Instagram, VK, television and official broadcasts of briefings in the CCS and at the regional level.

The multivariate model shows that the level of dissemination of ***sufficient information on risks*** among the most frequently used information sources is influenced by official websites, Facebook, Instagram, VK, television and WhatsApp.

Multivariate analysis shows that the level of dissemination of ***immediate information on morbidity*** among the most frequently used sources of information is influenced by official websites, Facebook, Instagram, VK, television, Whatsapp and official broadcasts of briefings in the CCS and at the regional level.

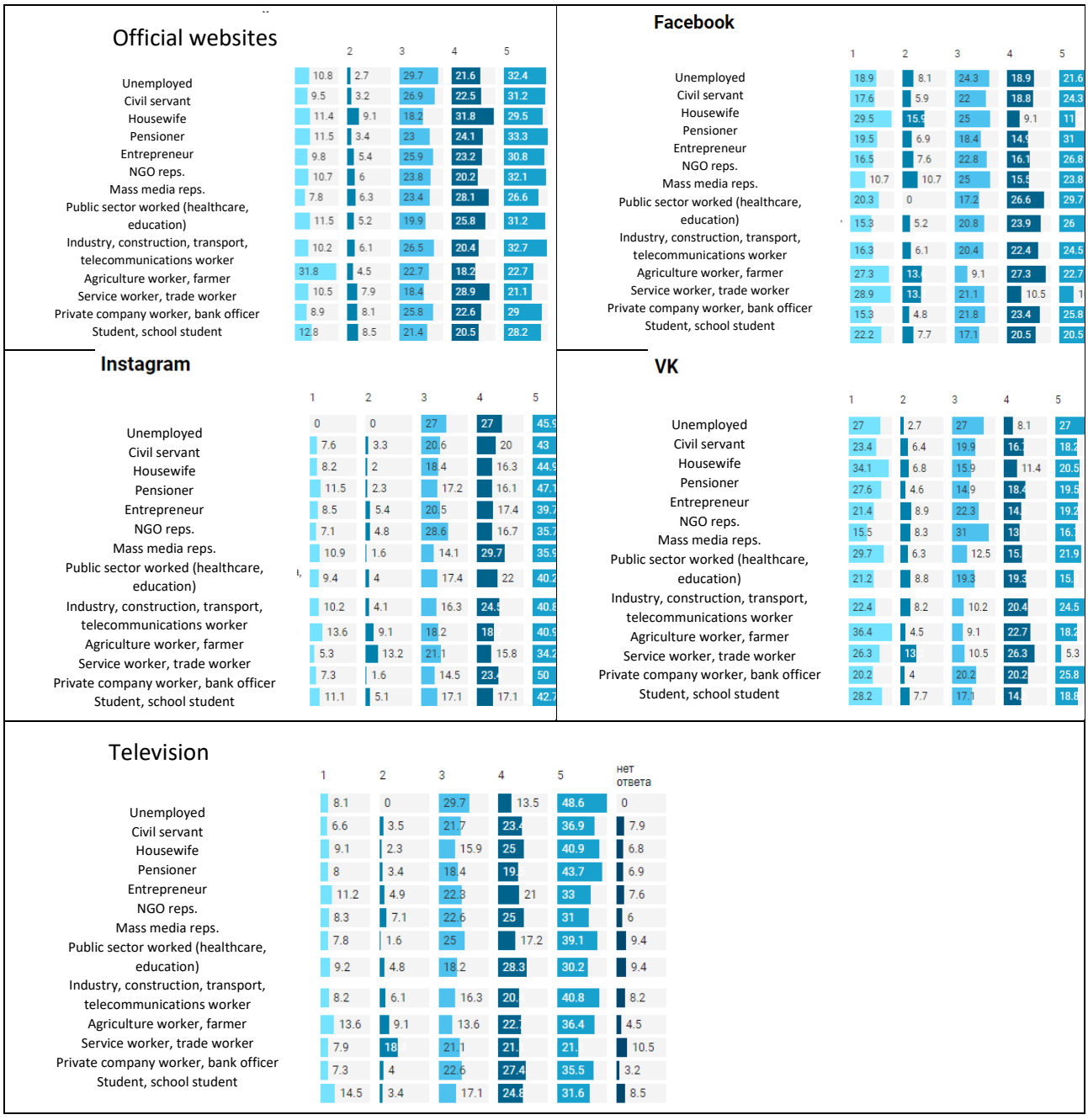
The level of dissemination of ***immediate information on preventive measures*** among the most frequently used sources of information is influenced by official

websites, Instagram, VK, television, official broadcasts of briefings in the CCS and at the regional level.

The level of dissemination of ***immediate information on risks*** among the most frequently used sources of information is influenced official websites, Instagram, VK, television and official broadcasts of briefings in the CCS and at the regional level.

The frequency of use of official websites is low for 31.8% of agricultural workers. Over 20% of respondents in all spheres of activity except for NGO representatives, rarely use VKontakte.

Figure 5. Assessment level of information dissemination channels by area



Note: complied based on the results of the mass survey

Over 20% of respondents employed in services and trade, agriculture, students, media representatives, and housewives rarely use Facebook.

Instagram is the most frequently used source of information for 50% of employees of private companies, and 47.1% of pensioners, 45.9% of the unemployed, 44.9% of housewives, 42.7% of students and pupils, 40.9% of agricultural workers often use this source of information, 40.8% of workers in industry and construction, 40.2% of public sector workers.

Summary:

Based on the analysis results, it can be said that

1. The frequency of use of information sources shows the relationship between the indicators of the perception of the sufficiency and efficiency of information received information and its sources.

2. Government agencies need to clearly target different groups of the population by age, gender, social status, and interests to use the most effective interaction tools in the media space.

3. As the analysis of the events that occurred in the event of a crisis has shown, the communication goals in the interaction of the authorities with the population are shifted to focus on accompanying measures to contain negative emotions and prevent the spread of mass panic. At the same time, the integrity of the information perception of current events by the public is partially ensured through the mass media.

4. The authorities are obliged to clearly interact with the mass media and coordinate information coverage of events in order to prevent misinformation, submit inaccurate and incorrect information to form agiotage, and protest moods in society.

5. By dividing the crisis into phases, government agencies can anticipate the real information needs of the population, stakeholders, and the media. Each phase of development of the crisis should have their own unique information and communication solutions and strategies can be used.

6. It is important to consider that the features of communication in crisis situations are:

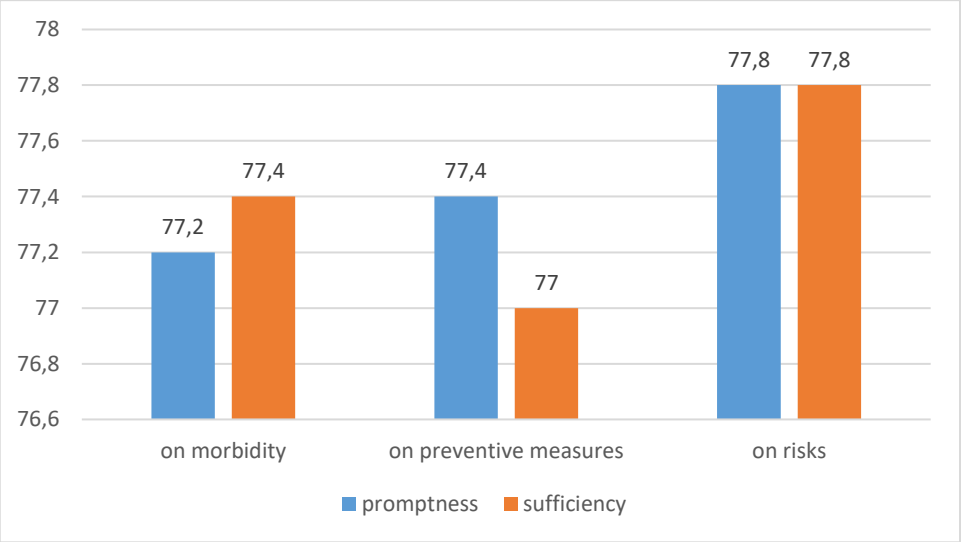
- o the uniqueness of the crisis;
- o use of a set of methods and technologies for collecting, analyzing, and disseminating accurate and timely information through traditional and new communication channels;
- o depending on its type, the crisis can have multiple and systemic consequences for all;
- o learning lessons from the crisis, that is, taking systematic and permanent measures to prevent crises.

CHAPTER 3. The effectiveness level (ranking) of each type (group) of communication strategies, methods, techniques, means, technologies, and channels based on an expert interview and survey

The analysis showed that the effectiveness of communication strategies depends on the distribution channels of easy-to-use, accessible forms through which information is disseminated. The purpose of conducting effective information communication is to build an effective relationship with the population, which is especially important during a crisis. Information satisfaction of the population during a pandemic is one of the indicators of the effectiveness of communication between the state and the population.

When determining communication strategies effectiveness, it is worth analyzing the data of a mass survey, which assesses the strategies of government agencies according to the following indicators: the sufficiency of information dissemination by government agencies (for all government agencies), efficiency (for all government agencies), as well as the respondents' assessment of communication strategies effectiveness of each government agencies separately.

Figure 6. Ranking of communication strategies: sufficiency and efficiency of information, by %



Note: compiled based on the result of the mass survey

To rank the government agencies communication strategies, the respondents' answers were analyzed in the context of sufficiency and immediate delivery of provided information indicators:

- on morbidity by 3.87 (out of 5) points or 77.4%;
- on preventive measures by 3.85 points or 77%;
- on risks by 3.89 points or 77.8%.

The respondents rated the efficiency of information dissemination:

- on morbidity by 3.86 (out of 5) points or 77.2%;

- on preventive measures by 3.87 points or 77.4%;
- on risks by 3.89 points or 77.8%.

In general, the respondents were satisfied that the adequacy and immediate delivery of information dissemination in such areas as morbidity, preventive measures, and risks were assessed approximately evenly, the assessment was satisfactory.

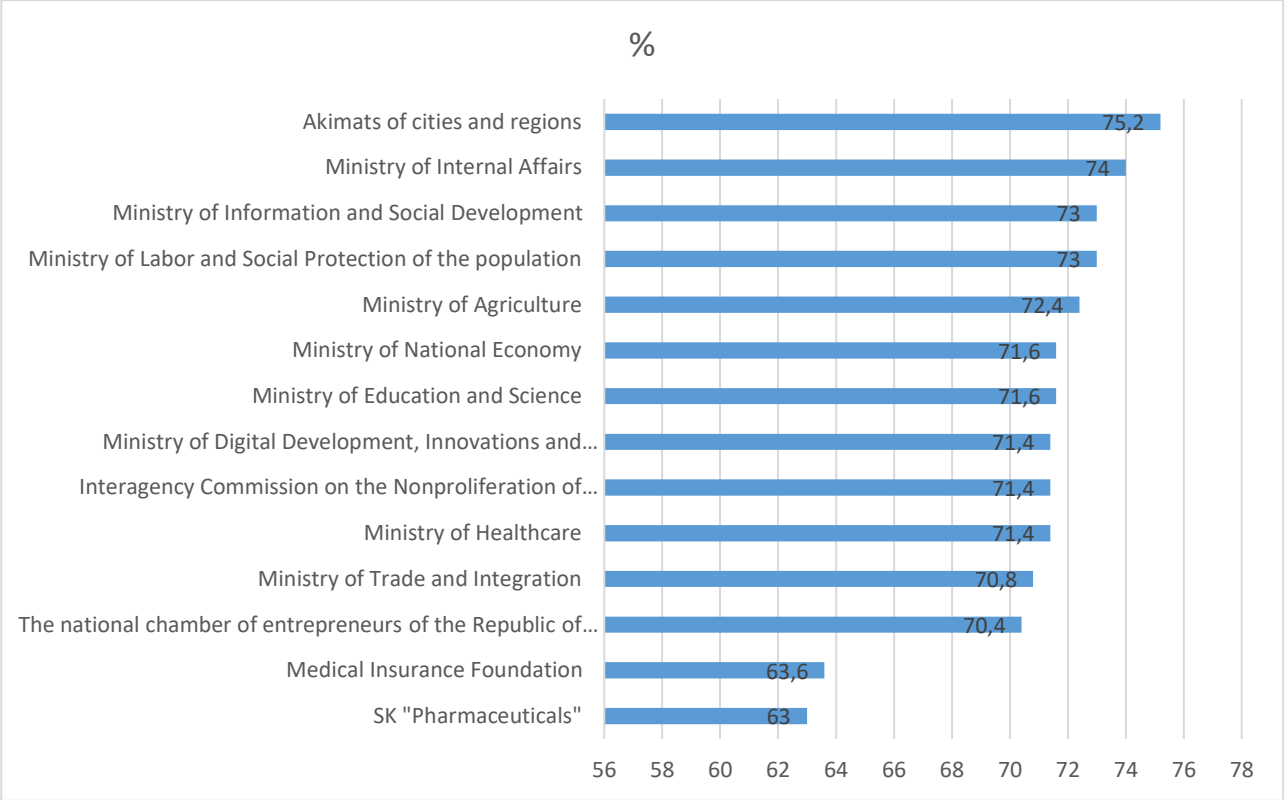
These findings are also supported by data from qualitative studies. Experts generally speak of satisfactory estimates of efficiency and sufficiency, but indicate that this is an average estimate and it is worth noting that at the beginning of the pandemic, the estimate of these indicators was much lower, and may also differ depending on the government agency.

To illustrate the above, it is worth giving an example of the respondents statements of the expert interview:

"The topic is very important and the pandemic really bared everything that was good - we saw it, everything that was bad - we saw it too, it was a great demonstration of everything. For me, effective communication is, firstly, transparency, tools that help to quickly convey information to the general public. It is also a broad credit of trust, which is formed after the fact, as a result of effective communications, as well as the consistency of government agencies and departments among themselves. What we saw during the pandemic: one department declares one thing, the second - the second thing, and literally at the cost of high mistakes, human lives, we understood that it was necessary to build this communication system, which, in my opinion, did not stand up to criticism and still often does not withstands, even in the context of coronavirus issues".

To determine the communication strategies ranking, it is also worth considering the assessment of their effectiveness for each government agency and quasi-public sector.

Figure 7. Ranking of communication strategies assessment in the context of government agencies and quasipublic sector, by %

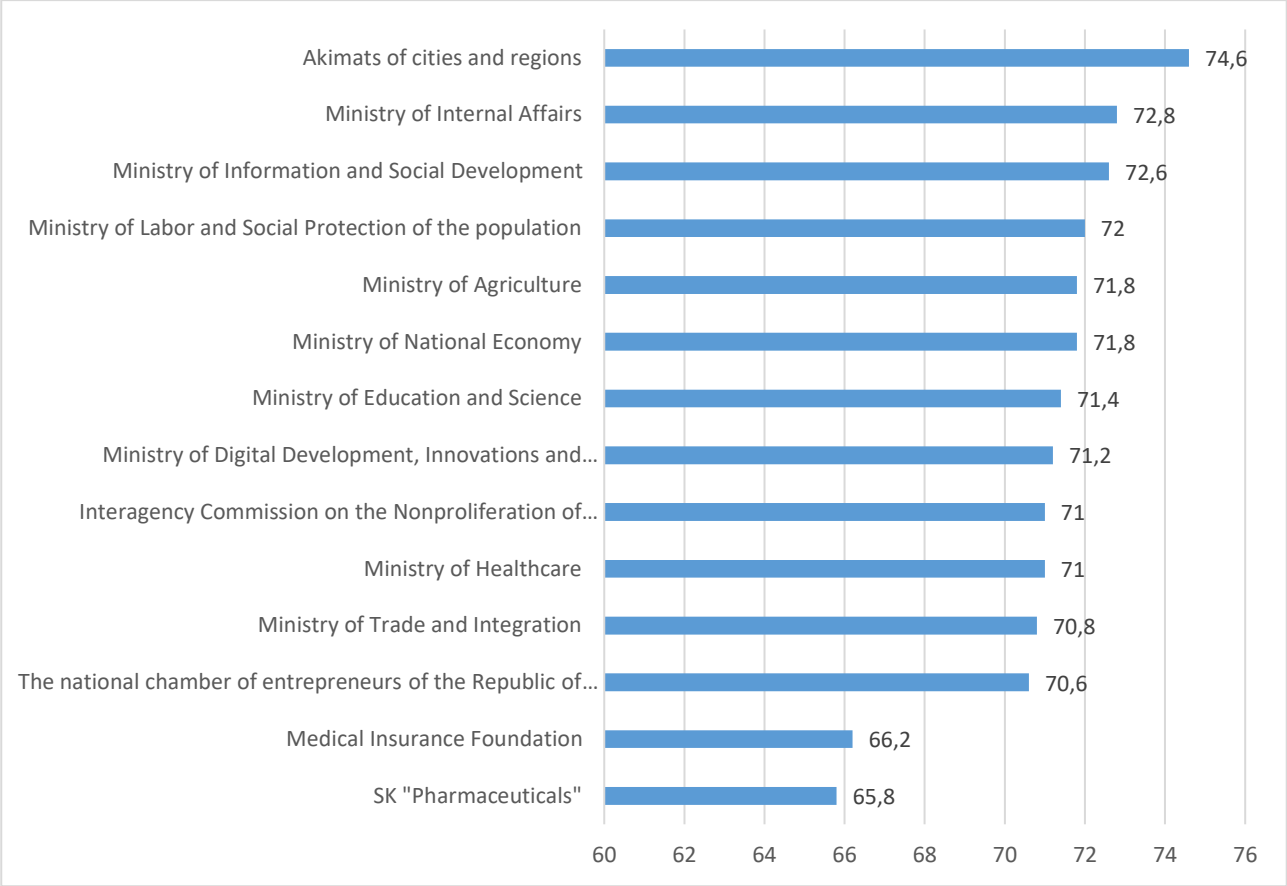


Note: compiled as a result of the mass survey

In general, the rating varies from 65% to 75.2%, with the lowest rating received by the SK "Pharmaceuticals",, and the highest - by the Akimats in cities and regions. According to the survey results, it was revealed that the work of Akimats in cities and regions is more effective than other government agencies. At the same time, the respondents rated the work of the main stakeholders of the quarantine period - the Medical Insurance Fund and SK "Pharmaceuticals"- by 3.18 and 3.15 points, respectively. It can be added here that perhaps such low ratings were associated with the release of information about the participation of the Heads of these agencies in corruption schemes. After such news, of course, the population will not evaluate their activities with a high performance indicator.

These data are also confirmed by the results of a qualitative study, as experts have repeatedly noted the fact that it was the Akimats who managed to establish effective communications with the population to promptly respond to requests and needs. Thus, according to one of the respondents, "*headquarters were created under the city and regional akimats, through them we got the information we needed, within the framework they could inform. It was a good practice, people were sitting, they worked all day long. I know a lot of guys, they traveled around the city. Local regional agencies have worked great. However, the base of the republic requires renewal and cardinal reforms".*

Figure 8. Ranking of communication strategies availability in the context of government agencies and quasipublic sector, by %



Note: compiled based on the result of the mass survey

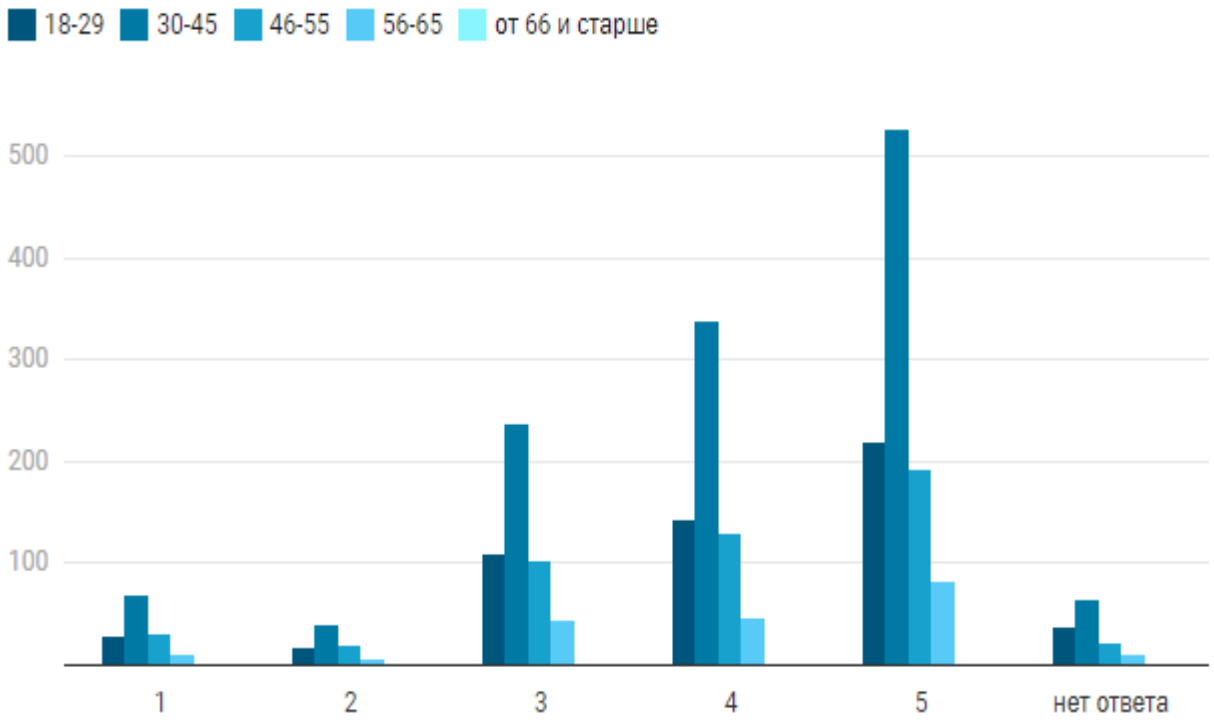
As for the openness of government agencies to dialogue with the population during quarantine, the respondents' assessment varies from 3.29 to 3.73 points, which means that the respondents are not fully satisfied with the transparency. It is worth noting here that during in-depth interviews with representatives of NGOs, parliamentarians, and journalists, the representatives named "Transparency" as one of the main competencies required by civil servants to perform their official duties.

In terms of effectiveness and accessibility of communication strategies: the maximum share of 75.2% and 74.6%, respectively, for both indicators is explained by the fact that the interaction of the population in the conditions of coronovirus with akimats in all regions was the maximum compared to other government agencies represented in the sample.

The study also used factor analysis data, and when ranking communication strategies effectiveness, it is also worth paying attention to the fact that the degree of satisfaction can vary depending on the age of the respondent. As you can see, according to Figure 9, among the interviewed respondents about the information received during the pandemic, respondents aged 30 to 45 were satisfied (over 500 respondents rated the degree of satisfaction at the level of 5 points, over 300 at the level of 4 points). At the same time, over 300 respondents of this age category rate the degree of information satisfaction at the level of 3 points. A low level of information satisfaction is shown by

respondents in the age category from 18 to 29 years old and from 56 to 55 years old (over 100)

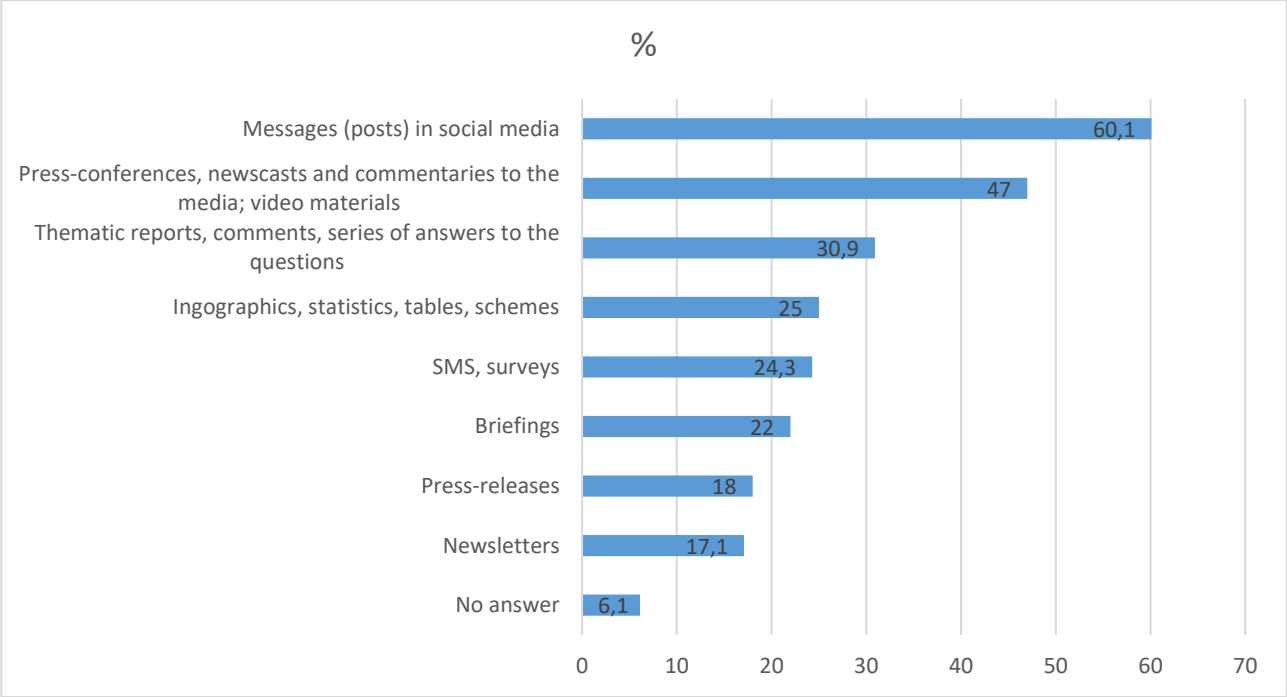
Figure 9. The degree of information satisfaction by age



Note: compiled based on the result of the mass survey

When asked about the assessment of an understandable, clear form of the information provided, respondents highly rated posts on social media. Most likely, this is due to the fact that the bulk of the respondents are young aged from 30 to 45 years old and all people use smartphones very actively. Perhaps if the bulk of the respondents were elderly people, such activity on social media was not observed. Furthermore, according to the respondents' assessment of the clarity of information during the quarantine, press-conferences, comments to the media are highly appreciated.

Figure 10. Ranking assessment on the clarity of the used forms of presenting information in communication strategies, by %.



Note: compiled based on the result of the mass survey

Speaking about the ranking of techniques and methods used by government agencies during a pandemic, it is worth noting that one of the less effective methods the experts identified is communication through government media channels.

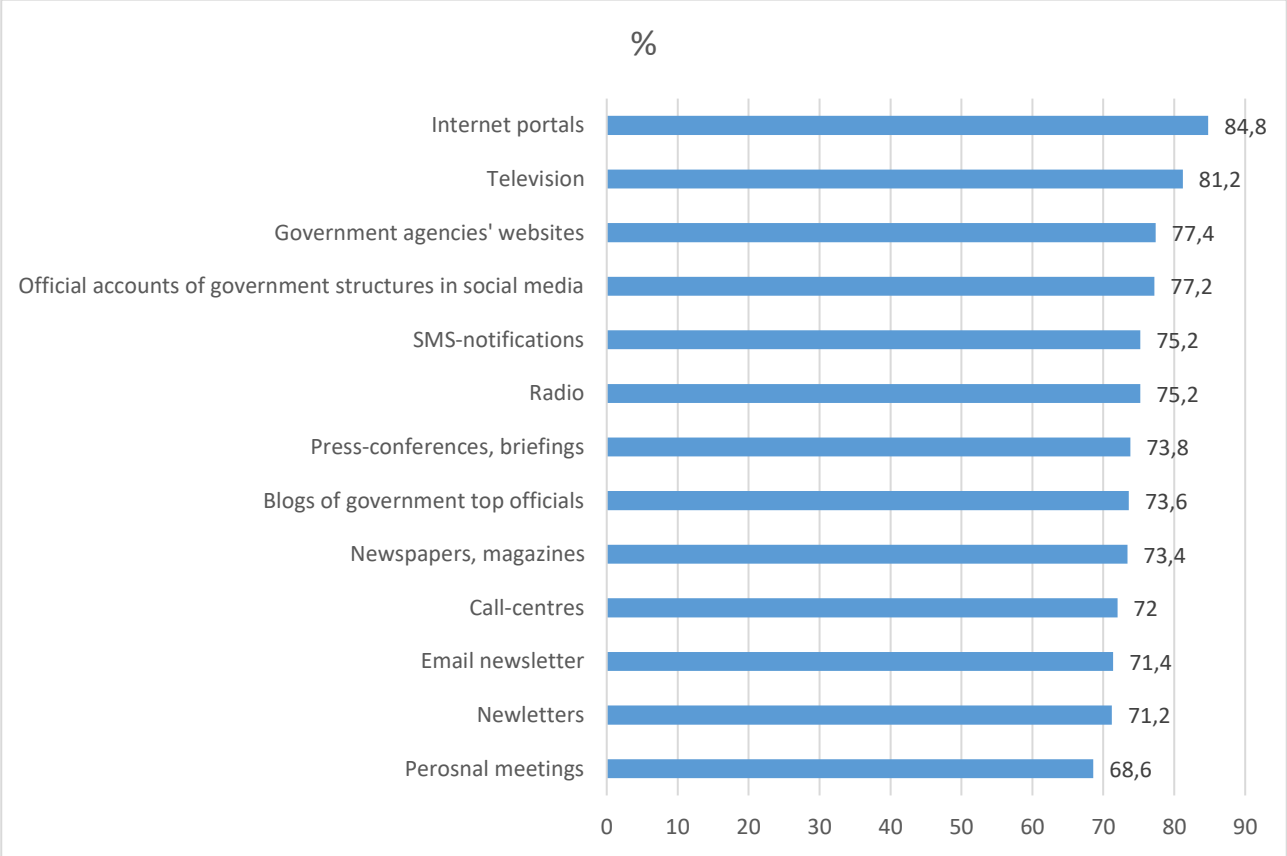
"They communicated with people through the state media channels, which means that there still was not often an alternative request for an alternative agenda, and plus they used radio and television communication channels. Technically, this happened in such a way that there was an interception of signals by information messages. The heads of the media themselves knew that there would be interceptions, but did not know at what very moment. These technologies are used in emergency mode since March. At this moment, there was no dialogue or any conversation. It was the communication that was acceptable in wartime, they just wedged in, gave a signal, it was reproduced, and it can hardly be called communication with the population."

According to the experts among the effective communication techniques and methods, an example of a combination of various broadcast channels at the same time can be distinguished.

"Television viewing in Kazakhstan is still a very high percentage both in the regions and in big cities. Therefore, it is quite effective, if something is still broadcast on television with a large coverage, then with a high degree of probability it becomes known to people. I remember in March, when there were appeals from the President, Akim, this happened through two channels: broadcast on the Internet and television. And they turned out to be technically efficient channels, and they used it. The radio was also effective because they were constantly on the air and listened to a large number of automobile drivers".

According to the assessment of the convenience of obtaining information in a pandemic, respondents note receiving information on TV and Internet portals is quite convenient, 81.2% and 84.8%, respectively. The next thing that the population considers convenient to receive information is the government agencies' websites and official accounts of state structures in social media. Additionally, the population considers government agencies' websites and official pages of state structures in social networks to be a convenient channel for obtaining information.

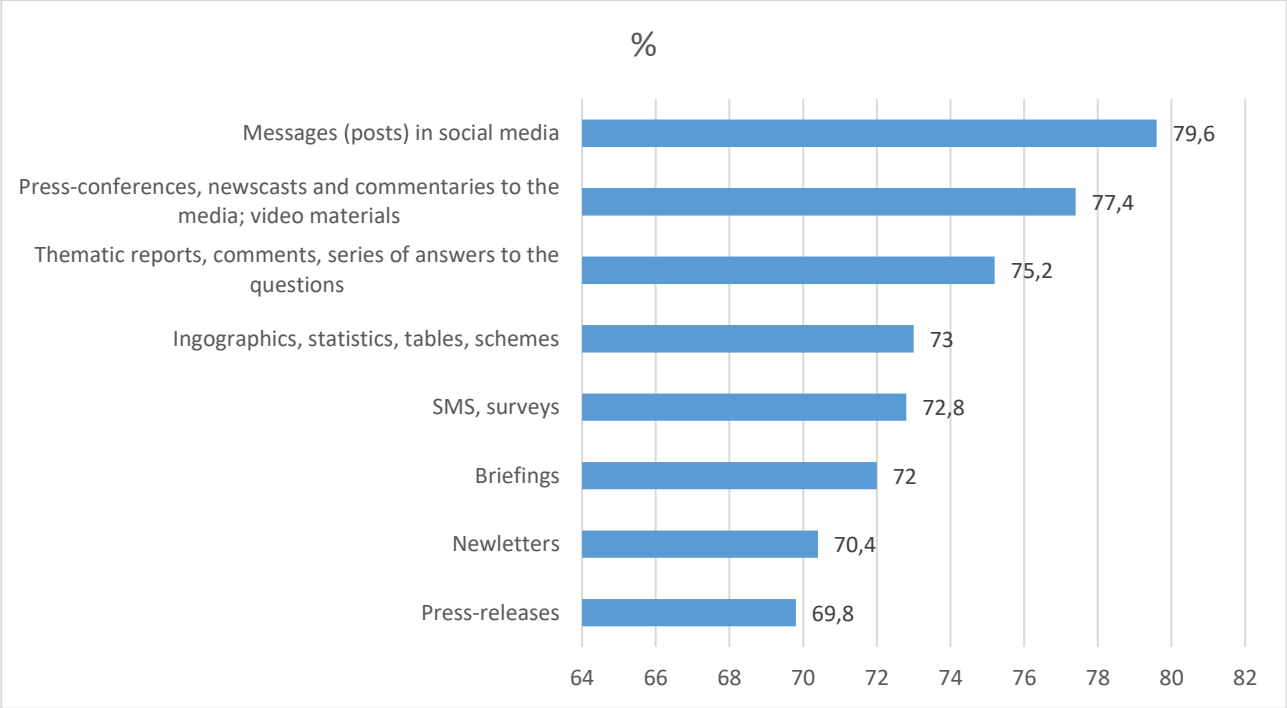
Figure 11. Ranking of the convenience of obtaining information in communication strategies, by %.



Note: compiled based on the result of the mass survey

The same assessment on the availability of information about the pandemic through posts in social media, press conferences, and newscasts. The respondents were asked to choose the most accessible communication channels, where posts on social media received the maximum response in terms of availability.

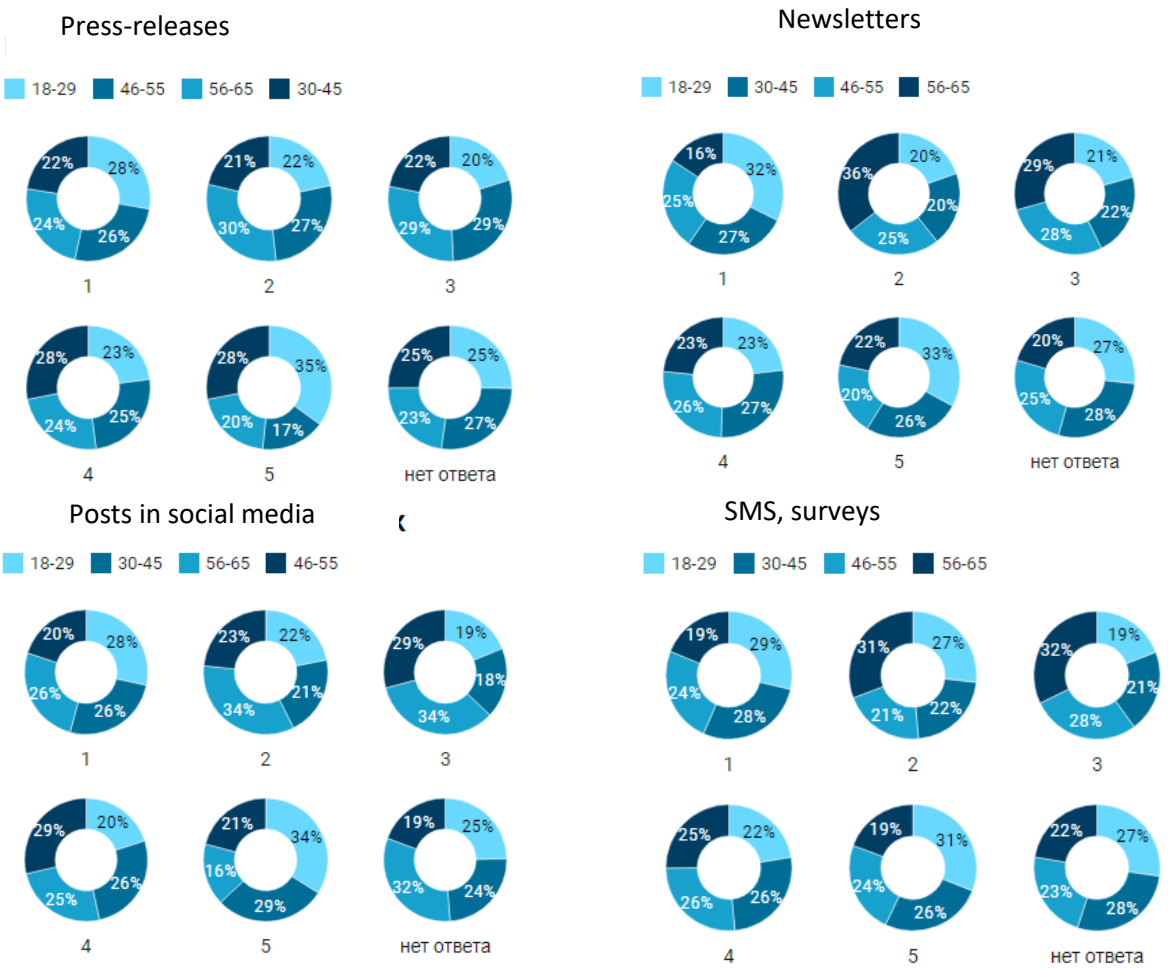
Figure 12. Ranking of availability of obtaining information in communication strategies, by %



Note: compiled based on the result of the mass survey

The data of the factorial model were also analyzed for ranking. According to the data obtained, we can say that the available forms suitable for disseminating sufficient and immediate information on morbidity, preventive measures, and risks are press releases, newsletters, messages (posts) in social media, SMS messages and polls. Moreover, according to the conducted multifactorial models, messages (posts) in social media are a factor showing the greatest impact on the indicators of sufficiency and efficiency of information in a pandemic (all return coefficients at the level of 0.17% - 0.25% per one percent of the growth of these factors). It is worth noting that a high assessment of the availability of press releases was given by persons aged 18 to 29 years - 39%, a smaller proportion highly rated press releases at the age of 46 to 55 years.

Figure 13. Availability of forms of information dissemination during a pandemic by age



Note: compiled based on the result of the mass survey

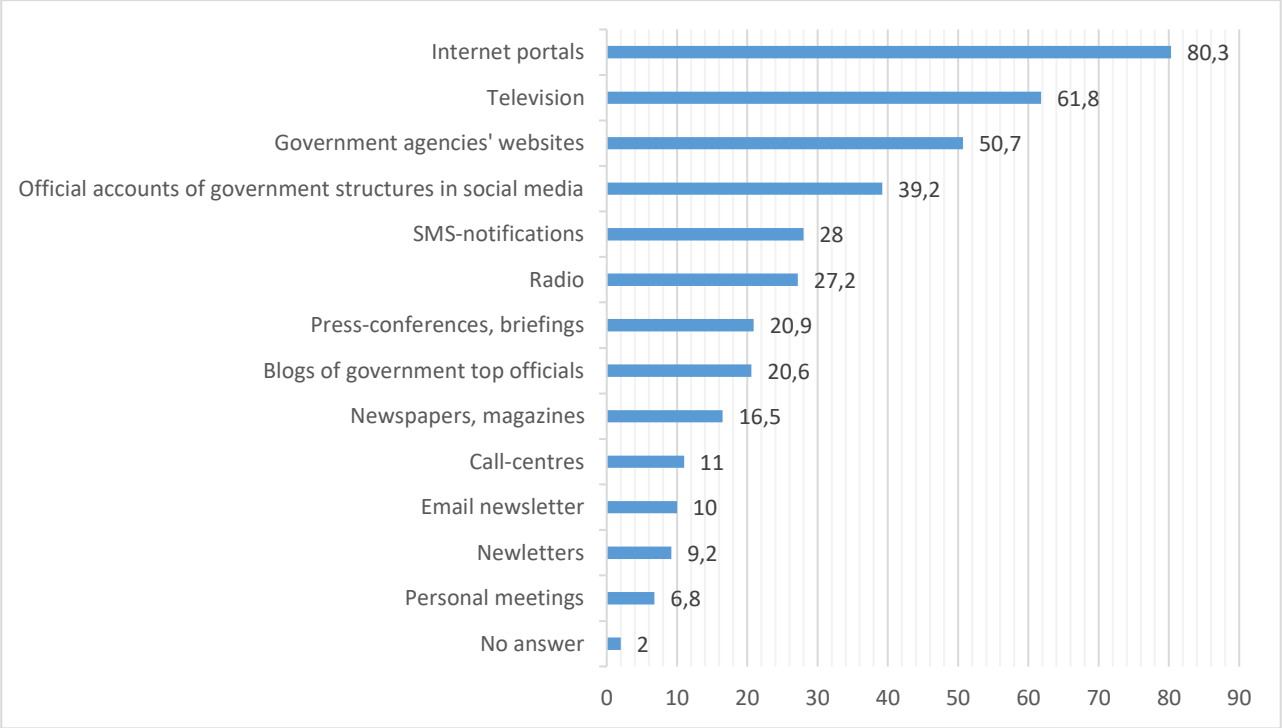
According to the survey newsletters have become a form with a low rating for people aged 18 to 29 years old, 32% of respondents gave 1 point as well as for people aged 56 to 65 years old, 36% of respondents in this age category rated 2 points.

Only 16% of respondents aged 56 to 65 years old rated posts on social media as an accessible form, most in this age category assessing the accessibility of the form as low (1 point 26%, 2 and 3 points 36% each).

SMS messages and polls are also rated as a form of low accessibility by respondents aged 56 to 65 years (1 point was given by 19%, 2 points - 31%, and 3 points by 32% of the respondents in this age category).

It is very important to consider the communication channels through which the population received information from government agencies in a pandemic.

Figure 14. Ranking of communication channels by popularity among surveyed respondents, by %

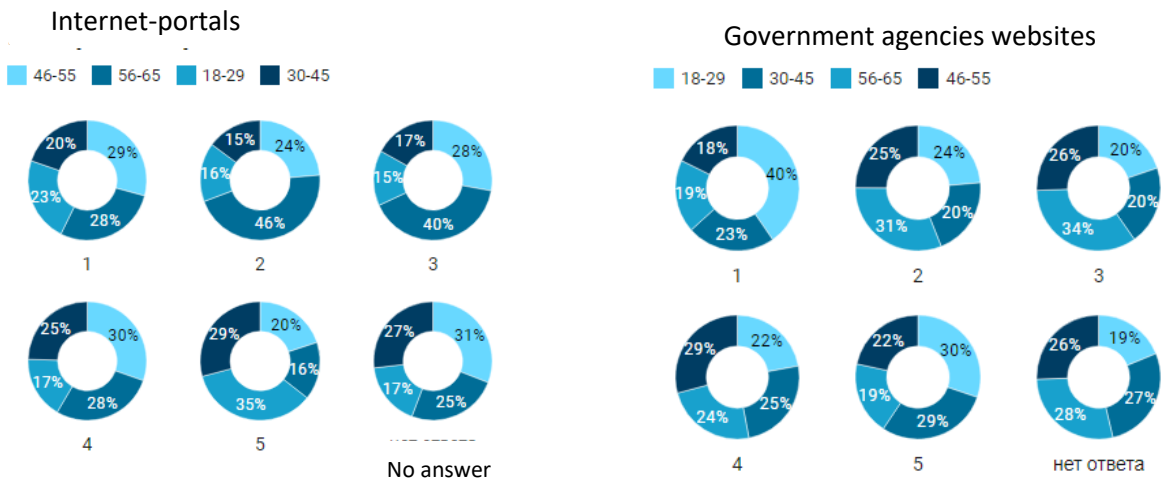


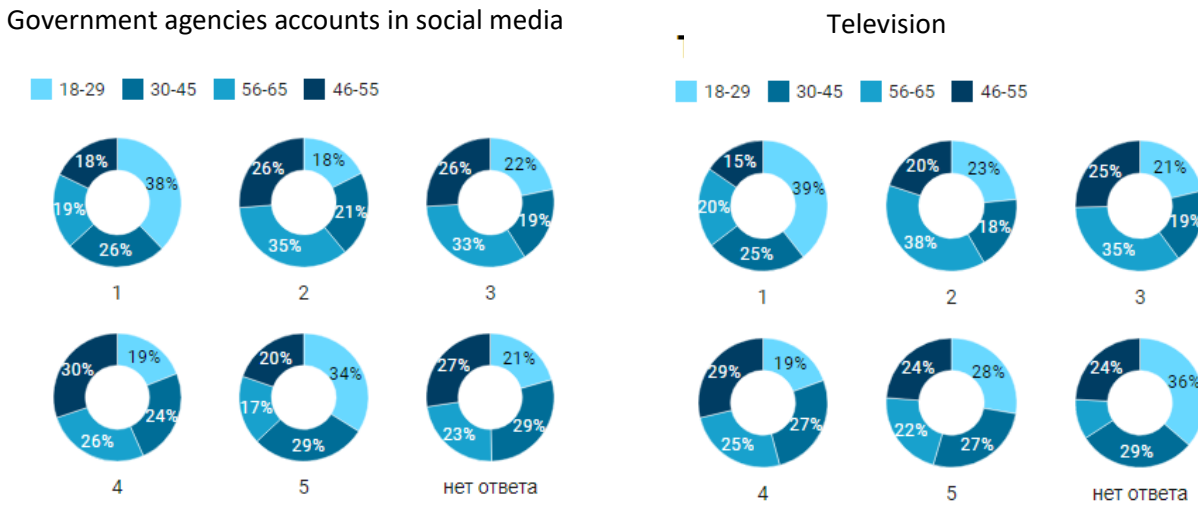
Note: compiled based on the result of the mass survey

The population was asked to choose the communication channels through which they receive information under quarantine conditions. Internet portals, television, and government websites are leading this list. The lowest percentages were for Face-to-face meetings, email campaigns, etc.

In addition, when choosing a communication strategy during a pandemic, age preferences of the population should be taken into account.

Figure 15. The level of assessment of the convenience of obtaining information in a pandemic through channels by age, by %





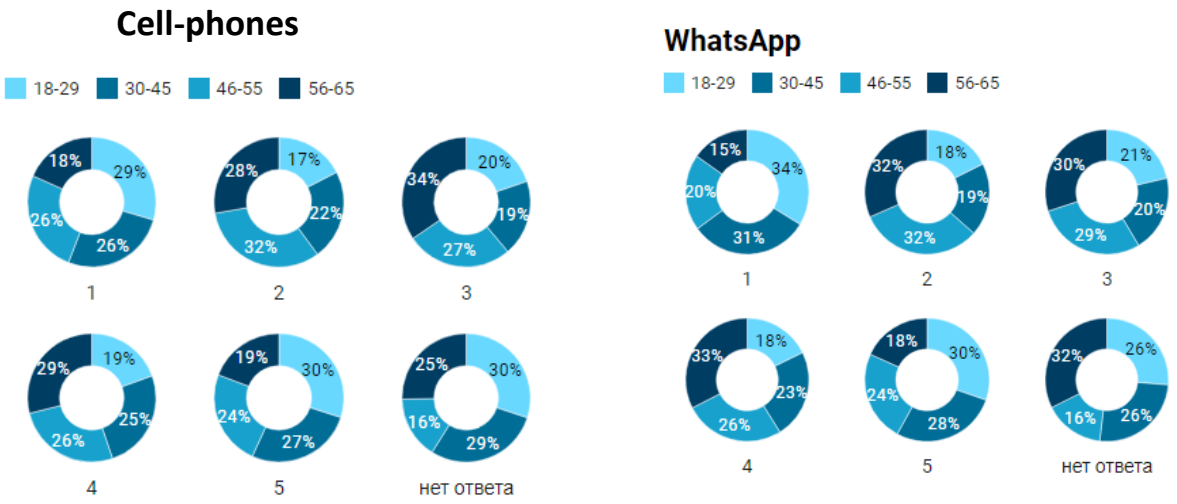
Note: compiled based on the result of the mass survey

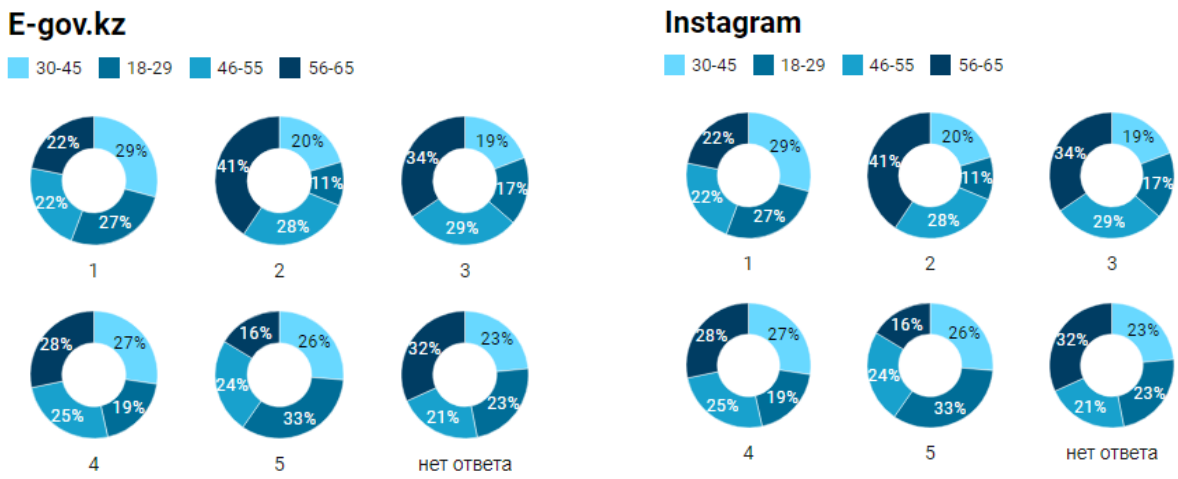
According to the analysis among the channels that are suitable for the dissemination of sufficient and immediate information on morbidity, preventive measures, and risks, Internet portals are popular with respondents aged 18 to 29, government agencies' websites aged 18-45, pages of government agencies on social media with respondents aged 18-29, television with respondents aged 18-45. Internet portals are not popular with respondents aged 56-65, government agencies websites, television and government agencies' accounts in social media with respondents aged 18-29 and aged 56-65.

In general, young people between the ages of 18 and 29 are not inclined to use government agencies' websites, government agencies' accounts on social media and television. Elderly people are not inclined to consider Internet portals, government agencies' websites convenient.

According factor analysis results, cell phones, E-gov.kz, Instagram are convenient channels for communication with government agencies.

Figure 16. The level of assessment of the convenience of communication channels with government agencies by age





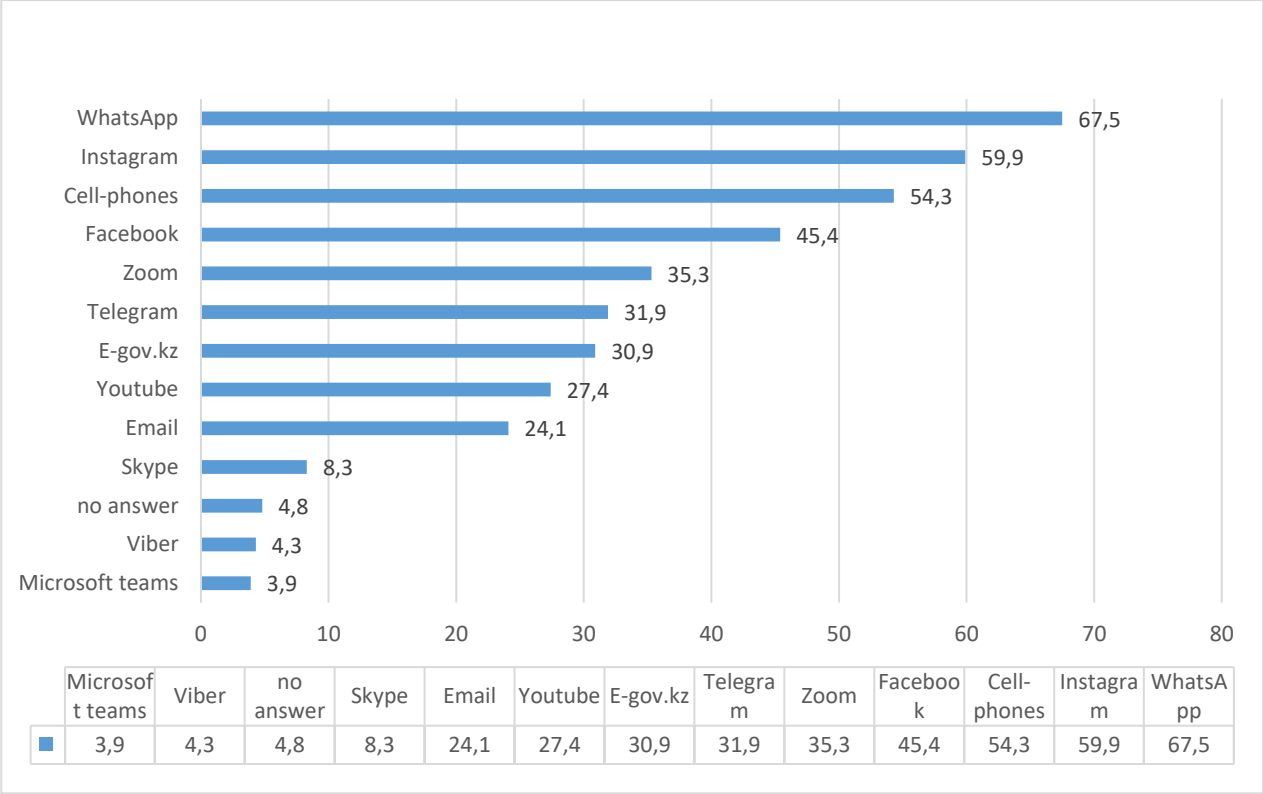
Note: compiled based on the result of the mass survey

Age differentiation in the perception of the convenience of communication forms with government agencies shows that 41% of respondents aged 56 to 65 consider using e.gov.kz and Instagram uncomfortable, rated the convenience of these forms at 2 points. At the same time, in this age category, the convenience of using cell phones is given 5 points and 4 points by 19% and 29% of respondents, respectively.

Frequently used communication channels of government agencies when interacting with the public in a pandemic

The analysis showed that one of the most frequently used communication channels is WhatsApp and Instagram. The least common types of communication channels were MS Teams and Viber.

Figure 17. Ranking of communication channels by frequency of use among surveyed respondents, by %



	Microsoft teams	Viber	no answer	Skype	Email	Youtube	E-gov.kz	Telegram	Zoom	Facebook	Cell-phones	Instagram	WhatsApp
■	3,9	4,3	4,8	8,3	24,1	27,4	30,9	31,9	35,3	45,4	54,3	59,9	67,5

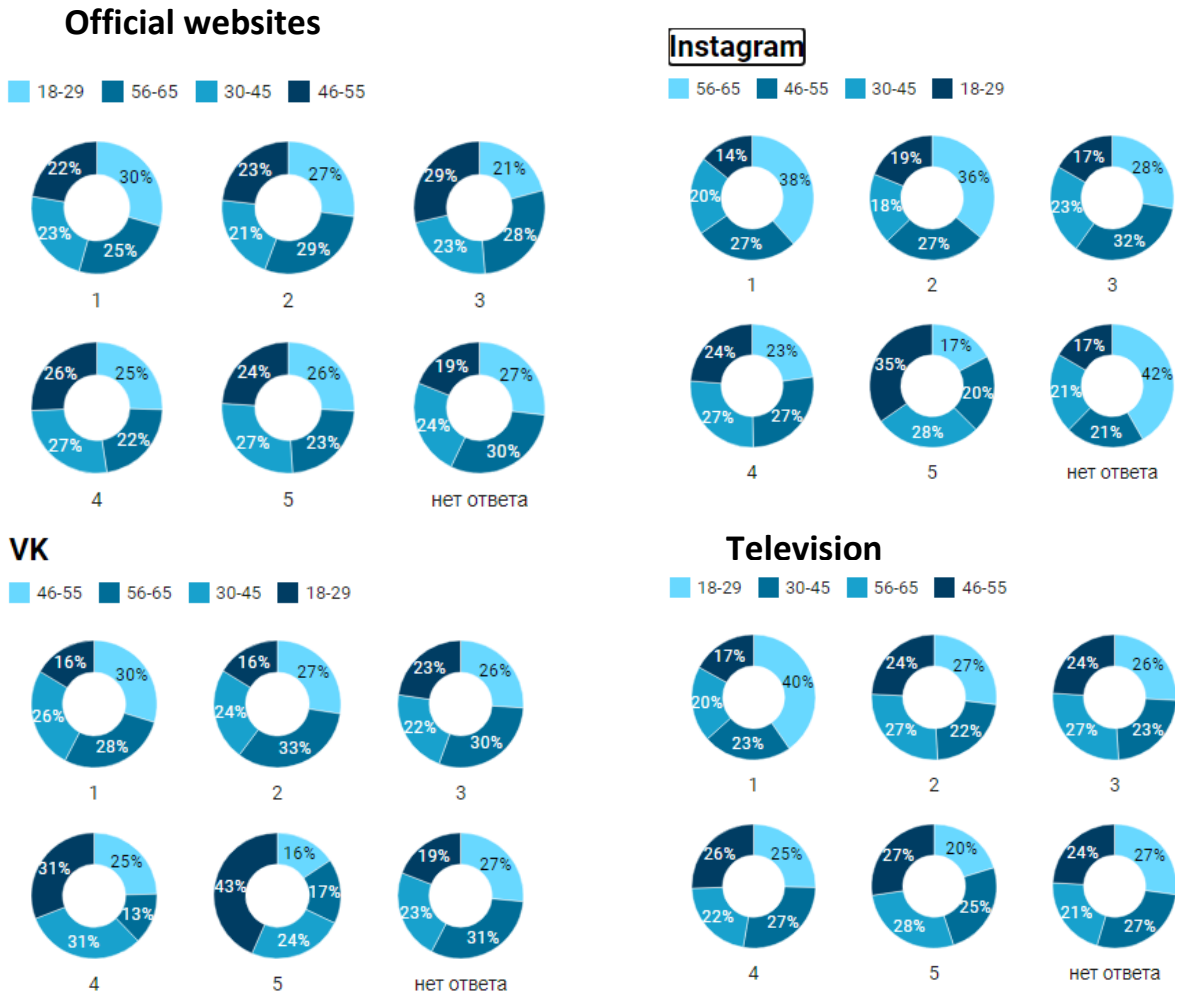
Note: compiled based on the result of the mass survey

At the same time, the population notes that it is very convenient to communicate with government agencies through Instagram and Youtube. It should be noted that during the expert interviews, representatives of the public also noted the activity of using social media during quarantine by government agencies.

The population often uses WhatsApp as a source of information about the epidemiological situation during a pandemic. At the same time, fake information about what measures government agencies are taking or not taking to fight the virus was often "circulated" on WhatsApp.

According to the factor analysis results, the frequency of using information sources differs according to the age of the respondents. Thus, 40% of respondents aged 18 to 29 rarely use television, 38% of respondents aged 56 to 65 rarely use Instagram.

Figure 18. Assessment level of the frequency of information sources use on epidemiological situation during a pandemic by age



Note: compiled based on the result of the mass survey

Summary

Based on the results of the conducted analysis, we can say that:

1. The channels, forms, and ideas about the convenience of disseminated information differ for information perceived by the population as immediate and for information perceived as sufficient. In addition, there are differences in channels, presentation of information and perception of convenience for information on morbidity, preventive measures, and risks.

2. According to the conducted mass survey, internet portals, government agencies' websites, official accounts of state structures in social media have become channels and press releases, messages (posts) in social media, SMS messages, and polls in forms suitable for disseminating information perceived by the population as immediate and sufficient for morbidity, preventive measures, and risks. At the same time, the obtained results were verified in the framework of an expert interview.

3. When planning a communication interaction, it is worthwhile to carefully study the possible risks when using various methods of presenting information, for example, despite the fact that WhatsApp messages are convenient and popular among the population, they are not protected from "fake", inaccurate information.

4. As the study shows, government agencies spend a lot of resources (time, financial, human and technological) to implement communication strategies, but the effectiveness is influenced by the fact that preferences in the choice of channels, forms, methods, technologies for transferring information by age, regions and social status are not taken into account.

5. When developing communication strategies, it is important to focus on consumers and to more effectively identify preferences.

CHAPTER 4. The most effective communication strategies, methods, techniques, methods, technologies, and channels applied in other countries of the world, including Hub's participating countries

This study provides an overview of effective communication strategies applied in other countries of the world, including Hub's participating countries in the context of the coronavirus pandemic. From this point of view, the experience of crisis communications between countries during the COVID-19 period, where interaction with the public is at the fore, becomes especially interesting.

Throughout this study, we will frequently refer to the Global Health Security Index (GHS) [5], the first comprehensive assessment and comparative analysis of health security and related capabilities in 195 countries.

The GHS Index was created in this way with the strong belief that all countries are safer and more protected when their populations have access to information about their country's existing capabilities and plans, and when countries understand each other's gaps in preparedness for epidemics and pandemics.

The GHS indexes are designed not only to determine if a potential exists, but also to determine if this potential is regularly (eg annually) tested and shown to work in exercise or real events.

It is understandable that it is very difficult to make a comparative analysis of government crisis communications during the coronavirus crisis, although many countries have followed similar "isolation" schemes with different (maximum and average) levels of coercion. However, one point is universal: when crises of this magnitude happen, people turn to the authorities with the hope of help in overcoming the crisis.

It should be noted that the duty of any government is to explain to citizens what it is doing and why, according to the principles of openness and transparency, and in the scale of a crisis such as a pandemic, this approach becomes paramount. Clarity, consistency, efficiency, and transparency are all key components of successful communication in any crisis.

The specifics of government agencies' crisis communications during the coronavirus (COVID-19) pandemic may differ in different countries, as they also depend on the institutional architecture in which they are built and on the availability of functional and tested capabilities to stop outbreaks.

[5] Welcome to the 2019 Global Health Security Index // https://www.ghsindex.org/

Global communication trends during the COVID-19 pandemic:

The Republic of Azerbaijan

According to the GHS Index, Azerbaijan ranked 117th out of 195 states in terms of pandemic threat preparedness in October 2019[6].

In Azerbaijan, for the adoption of coordinated, systematic and effective measures to combat the pandemic, an operational headquarters under the Cabinet of Ministers[7] was created.

For this reason, one of the main activities of the operational headquarters under the Cabinet of Ministers is the prevention measures organization and the participation of citizens in this process. Clearly, without the trust and participation of citizens, preventive measures will not yield any results. In this context to properly organize public relations work, the Operational Headquarters must demonstrate a type of unified state communication model for effective communication between the state and citizens. As a result of the correct construction of state communication in this sensitive period, communication of all central and local executive authorities is necessary for prompt, comprehensive, and accurate informing of citizens. The daily information policy of the Operational Headquarters, regular briefings and press conferences held jointly with representatives of individual government agencies, the live broadcast of these conferences on social media and on local TV, and immediate widespread media coverage are designed to provide timely and correct information to the population. The visual infographic presentations shown at press conferences describing the geography and statistics of infection, the approach to decision-making, and data management in accordance with the course of the process can be regarded as professional indicators of crisis management.

Mobile application "E-təbib" and the information portal www.koronavirusinfo.az were created to prevent the spread of coronavirus infection, prevent the disease, and educate the population.

During the fight against the pandemic in Azerbaijan, the addresses of President Ilham Aliyev, First Vice President Mehriban Aliyeva, Prime Minister Ali Asadov, and Chairman of the Milli Mejlis Sahiba Gafarova to the people through various means of communication were the right steps in terms of organizing state communication.

The Republic of Korea

According to the GHS Index, South Korea was in the top ten in terms of pandemic threat preparedness and ranked 9th out of 195 countries in October 2019[8]. As of October 30, 463 people[9] have died in South Korea due to the coronavirus COVID-19, one of the best in the world.

The well-established healthcare system and developed anti-crisis plans in South Korea allowed it to cope with the Covid-19 coronavirus crisis without introducing a nationwide quarantine.

[6] 2019 GHS Index Country Profile for Azerbaijan // https://www.ghsindex.org/country/azerbaijan/

[7] Кризисные коммуникации государства: период пандемии // https://news.myseldon.com/ru/news/index/232771358

[8] 2019 GHS Index Country Profile for South Korea // https://www.ghsindex.org/country/south-korea/

[9] Johns Hopkins University, national public health agencies https://coronavirus.jhu.edu/map.html

Seoul has been improving its healthcare system and promoting healthy lifestyles since 1960. In addition, South Korea has experience in combating the MERS epidemic in 2015, from which certain lessons were learned, including on establishing effective channels with the public in the fight against the epidemic.

From the very beginning, the dissemination of information among the population on such important topics as personal hygiene, immunization, proper nutrition, the health of family members was built into the government's communication strategy - through the education system and television, newspapers, and the Internet.

The government promptly and transparently informed the population about the development of the COVID-19 situation.

Starting from the first day, press briefings were held twice a day: by the Minister / Deputy Minister of Health on behalf of the Central Headquarters for Disaster Management and Safety in the morning and the Director / Deputy Director of the Korea Center for Disease Control and Prevention (KCDC) in the second half of the day. Regular press releases that cover a wide range of information, including the number of confirmed and suspected cases of COVID-19, the number of tests performed, the regional distribution of confirmed cases, epidemiological links, the number of contacts in quarantine, the number of discharged patients and other statistics as well as daily provided in English (www.cdc.go.kr/cdc_eng/ and ncov.mohw.go.kr/en)[10].

In addition, governments openly shared their plans, even when faced with difficulties and criticism from the population, for example, the lack of masks at the beginning of the crisis. The openness and transparency of the government increased public confidence and support and rallied everyone in the fight against the COVID-19 pandemic.

Swiss Confederation

According to the GHS Index, Switzerland ranked 13th out of 195 countries in terms of pandemic threat preparedness in October 2019[11].

In announcing measures to combat the virus, the government urged citizens to adhere to quarantine restrictions, thereby making them part of the responsibility. In Switzerland, the call to “stay at home” was a recommendation, not a requirement.

The main emphasis was placed on the self-awareness of citizens in the context: "We count on you".

In the same vein, the successful information campaign of solidarity “Wir / Nous / Noi / Nus” (“we” in the four national languages of Switzerland) was carried out[12].

The state authorities in Switzerland were able to gain a reputation as a reliable source of information in the eyes of the people, which is confirmed, according to the polls, by an increase in the degree of trust in the government to 60%.

Countering disinformation: the authorities promptly responded every time rumors began to spread on the networks, which then sometimes even appeared in the news feeds of seemingly reputable media. André Simonazzi, a spokesman for the

[10] Источник: https://versia.ru/kak-yuzhnaya-koreya-smogla-pobedit-krizis-covid-19

[11] 2019 GHS Index Country Profile for Switzerland// https://www.ghsindex.org/country/switzerland/

[12] https://www.swissinfo.ch/rus (для формирования кейса по Швейцарской Конфедерации были использованы материалы с данного сайта)

federal government posted himself several tweets to expose the disinformation and lies associated with Covid-19.

The strategy of the Swiss government to get out of quarantine can be briefly described in the words of the Minister of the Interior, Alain Beers: “We need to act as quickly as possible, but as slowly as the need dictates.”

Thus:

Switzerland was potentially prepared for the possibility of a pandemic and had a 128-page pandemic response plan created in the wake of the 2018 seasonal flu wave;

- a task force was created to solve the problems of crisis communication and its coordination BETWEEN ALL federal and cantonal ministries and departments (spokesman for the federal government, André Simonazzi);

- a clear algorithm for the "release" of information - first of all, quantitative information about the virus was published by the Federal Office of Health;

- a “custom format” of communication with people has been introduced: regular press conferences, where all cabinet ministers successively replaced each other. President S. Sommarugu delivered an address to the nation. In addition to federal ministers, experts from various fields took an active part in the press conferences. Although, with the classical approach, it is customary to create a single communication channel, where one person speaks about the current state of affairs - the president, the chancellor, or the Prime minister;

- A special role belongs to Daniel Koch, head of the infectious diseases department at the Federal Office of Health, a doctor and practitioner, who regularly appeared in the media to explain to the public the strategy of the Swiss government in the field of countering the pandemic.

French Republic

According to the GHS Index, France ranked 11th out of 195 countries in terms of pandemic threat preparedness in October 2019[13].

In announcing measures to combat the virus, French President Emmanuel Macron has consistently developed the concept of "war", designating the virus as the enemy. Message dated March 20, 2020, entirely built around the metaphors of war. The president's speech called for "national unity" to protect the nation. At the same time, other members of the government only partially use the president's frame, and some of them even differ in content. The Prime Minister has only mentioned the war three times in seven discourses since the beginning of the crisis, accepting instead a more emotional structure of "human interests." Some ministers do not seem to be always informed in advance of the president's decisions on crisis communications and have difficulty explaining government guidelines at press conferences. This emphasizes the personalization of crisis communication, defining the need for the President to be the main communicator in the French case.

In an address dated April 13, 2020, the French President largely abandoned his previous call for war, focusing instead on "compassion, insecurity and harshness."

[13] 2019 GHS Index Country Profile for France // https://www.ghsindex.org/country/france/

Unlike Switzerland, France has adopted the scenario of a complete "lockdown": a ban on going out on the streets without a valid reason (strictly regulated), schools are closed, a ban on public events, and so on[14].

Federal Republic of Germany

According to the GHS Index, Germany ranked 14th out of 195 countries in terms of pandemic threat preparedness in October 2019[15].

In Germany, at the start of the pandemic, crisis communication was the responsibility of the Minister of Health. As the severity of the crisis became clearer, Chancellor Angela Merkel took over the lead role, leaving the relevant ministers in charge of providing practical details. Merkel has used a calm and caring but also analytical tone in her responses to the crisis. She regularly discusses technical issues such as the importance of good behavior in the absence of treatment and vaccines, the introduction of short-term benefits for injured workers, and more recently, the supply of protective equipment from Asia and new production in Germany. These technical topics dominate her press briefings and conferences. However, Merkel also reached out to the public frequently in audio and video podcasts and in a rarely televised address to the nation on March 18 to highlight the significance of the current threat. In these channels, Merkel highlights the human side of the crisis. In an audio message about self-isolation, she greeted listeners who, like her, are juggling life and work in a home office. Merkel has frequently voiced concerns about the compatibility of measures in the current situation with democratic governance. From the beginning, she recognized that reducing social contact is the most difficult task.

By the end of March, the quarantine and a self-isolation regime were in full force in Germany, where the conscious and discipline of citizens were the main force[16].

The current COVID-19 public health crisis has created a high level of uncertainty. The way how the government interacts with the public is more important than ever.

Society's need for reliable, correct, and fast access to information is more urgent than ever. Meeting this need must come from government officials involved in the communication chain for providing information.

Part of the dynamics of any crisis is:

• WHAT is a reliable source of information;

• WHO is speaking;

• Whether ALL is on the same line (message).

At the onset of the outbreak, it became apparent that there was a lack of consistency in communication between different levels of government.

The second problem was the messages that coronavirus testing was available to anyone who wanted it, although in reality the test kits were in limited quantities.

[14] https://www.sciencespo.fr/en/news/news/government-crisis-communications-during-the-pandemic/4862 (для формирования кейса по Франции были использованы материалы с данного источника)

[15] 2019 GHS Index Country Profile for Germany // https://www.ghsindex.org/country/germany/

[16] https://www.sciencespo.fr/en/news/news/government-crisis-communications-during-the-pandemic/4862 (для формирования кейса по Германии были использованы материалы с данного источника)

Inconsistency in communication creates uncertainty, "and when there is uncertainty, it becomes difficult for governments to communicate risks."

The next communication problem is the abundance of information that people receive from official sources, media or social media.

The situation of an information hurricane in the media, an abundance of fake information, an untimely reaction of government agencies/officials to it, ignoring public inquiries leads to a sharp drop in trust to the state as such and spirally strengthens negative public sentiments, absolutely undermining the crisis control system.

It is required not only to quickly assess what the public is talking about, but also to figure out how to communicate effectively with it. It is important not only to provide the public with as much information as possible, but it is also about providing a context that is relevant to it.

Another trend that has influenced the way the state interacts during the crisis is the abandonment of the press release mindset when it comes to communication. When the overwhelming majority of the active population receives a continuous stream of information from their smartphones, laptops, which causes an urgent need for government agencies to be more flexible. But here one more nuance arises. Messages should be empathetic, convey emotional intelligence. It is important that the government (public authorities) present itself as human and not just an abstract group of civil servants.

In this sense, the case of the New Zealand government and specifically the New Zealand Prime Minister Jacinda Ardern and the effectiveness of her communication style is indicative.

New Zealand

According to the GHS Index, New Zealand was ranked 35th out of 195 countries in terms of pandemic preparedness in October 2019[17].

The New Zealand Government and its COVID-19 Response Team ensured clear and consistent communication with Prime Minister Jacinda Ardern as the main communicator.

The communication style of Prime Minister Jacinda Ardern is widely attributed to the fact that she is a woman: her sympathy; how she deals with conflict; how she defends her position and how she answers questions. In addition to personal charm and open empathy, Jacinda Ardern showed personal involvement in the current situation, held press conferences, and provided explanations daily.

In addition to personal style, there was consistency in the New Zealand government's communications that became part of the daily routine during the fourth isolation level. Communications branding has been fast and consistent across all government information platforms. The yellow striped logo and clear message about staying home and saving lives, and the use of a warning level structure helped to create a simple and effective message[18].

[17] 2019 GHS Index Country Profile for New Zealand // https://www.ghsindex.org/country/new-zealand/

[18] The 3 pillars of effective communication during COVID-19 // https://www.isentia.com/latest-reads/the-3-pillars-of-effective-communication-during-covid-19/

Promptness, strict quarantine, large-scale testing, brilliant leadership - these are the main actions on which the strategy of countering the pandemic in New Zealand is based.

Briefly, on the history of the events has occurred. On February 28, zero patient was found in the country. Already on March 14, a mandatory two-week quarantine was introduced for all arrivals to the country, despite the fact that only six cases were detected in the country. On March 19, the Prime Minister introduced new restrictions - it closed the country for entry to foreigners, then there were 28 confirmed cases of the disease in the country. And already on March 23, general isolation was introduced in the country, all educational institutions were closed, the work of all enterprises was suspended, except for those that provide vital functions. In regard to reversing large-scale testing, New Zealand has made clear strides. With a population of 4 million in the country, testing has expanded to 8,000 samples per day.

The most interesting thing is that with all the obvious harshness of the measures taken which could cause discontent among the population, almost all residents of the country support such a policy. According to a survey by the Colmar Brunton research company, 87% of New Zealanders are in favor of extending the restriction regime if necessary[19].

When sending messages, it is necessary to adhere to a certain systematicity so that the ignore mechanism does not turn on when there is too much message flow.

In short, it is about getting the right message at the right time and to the right audience. Keep the message short, quick, and powerful, explaining what you are trying to get them to do (stay home, practice social distancing, etc.)

Summary

1. As the analysis of international experience shows, anti-crisis action plans adopted and worked out by the governments of various countries during large-scale crises have to be quickly adjusted and changed as feedback from the population is received.

2. When a crisis of large scale strikes, governments must be flexible enough to ignore old norms and response patterns, adapt to changing conditions, and act quickly to save the maximum number of lives and generally support the population and socio-economic infrastructure of society. In these conditions, effective communication between the authorities and society is a key point - it is not enough just to decide on an action strategy in times of crisis.

3. It is essential to be able to clearly and promptly convey to the public information about the proposed and recommended model for responding to crisis situations for the effective implementation of a set of anti-crisis measures.

4.

5. New technologies have been game-changing in many ways, but they also pose new challenges for governments in this crisis. It is more difficult to convey your

[19] Как Новая Зеландия "ликвидировала" COVID-19 за несколько недель карантина // https://lv.baltnews.com/mir_novosti/20200503/1023874863/Kak-Novaya-Zelandiya-likvidirovala-Covid-19-za-neskolko-nedel-karantina.html

message to the population of a country when everyone sees that in other countries the authorities are doing differently, and this can cause pressure and criticism against the government, which according to the society does not adhere to the same possibly effective strategy. At the same time, the effectiveness of communication strategies, technologies, and communication channels used in other countries of the world cannot be assessed while the crisis continues.

6. The crisis that the whole world faced in 2020 is very dynamic, the results and effectiveness of anti-crisis programs, including the communication strategies of the governments of national states, can be assessed only after the victory over the COVID-19 pandemic.

7. Crises of such a scale as COVID-19 do not recognize national borders, accordingly, governments must be flexible, be able to quickly respond and adapt and think at the regional and global level;

8. The most important during the crisis was the need for an effective and strategic leader. Experience has shown that the role of opinion leaders is important to gain support from the population for unprecedented and often painful measures to restrict freedom, to comply with certain rules;

9. Constant constructive dialogue between central and local authorities is crucial for the prompt identification of problems and obstacles, finding solutions and ensuring the effective implementation of anti-crisis measures, and their correction as necessary.

10. For a holistic picture of the perception of the current situation and constant informing population, managing the information agenda, and preventing the emergence of unverified facts and possible psychological tensions in society, government agencies need to mobilize all available means of communication with society.

11. Maximum involvement, along with officials, representatives of the mass media and independent experts in recording events is necessary for objective coverage of the implementation of government anti-crisis program measures.

12. The strategies of countries to combat the pandemic are unique, so the government must clearly understand that the fight against the COVID-19 virus is taking place in a state of emergency and mistakes are inevitable. The main thing is to be able to openly admit mistakes and be ready to quickly correct them.

13. On the part of government agencies, there should be a clear understanding that the correct communication strategy is the most important element of anti-crisis management.

14. And the main idea is that the governments of the countries should be able to learn lessons from past crises, be aware and predict the cyclical nature of possible crises, and be prepared for them, developing several possible scenarios of anti-crisis response, based on the retrospective.

CHAPTER 5. Recommendations for improving communication channels and adaptability to the conditions of information availability

The study made it possible to make the following recommendations for improving communication channels and adaptability to the conditions of information availability.

When developing and implementing government agencies' communication strategies:

1) It is recommended to develop government agencies' communication strategy, which should include, in addition to the main basic components, an anti-crisis plan, forecasting reputational risks, algorithms for responding to public inquiries, including a negative plan, and anti-crisis scenarios.

2) It is recommended, when developing communication strategies to more actively use the most acceptable methods according to experts' estimates during a pandemic, such as messages (posts) on social media, news and comments for the media, press releases, infographics, statistics, tables, diagrams, newscasts and commentary to the media.

3) It is recommended to take into account when forming official messages that press releases are a form of information submission that allows you to quickly disseminate a sufficient amount of information, suitable, first of all, for communication with business and NGOs.

4) It is recommended to pay attention to the fact that experts propose to use the following methods, forms of information delivery to improve the efficiency of communications between government agencies and other government agencies: infographics, statistical data, tables and diagrams.

5) It is recommended to take into account that during the mass survey it was revealed that government agencies' websites and official accounts of state structures in social media during the crisis should, first of all, be used to disseminate immediate information on preventive measures and information on risks when planning communications with the population, business and the quasi-public sector.

6) It is recommended to pay attention to the fact that when planning communication strategies, one should take into account the preferences of the population depending on age in the channels of information dissemination, as well as the methods and forms of information submission for more effective targeted delivery.

7) It is recommended to consider the possibility of developing a mechanism for clear targeting for different groups of the population by age, gender, social status, and interests to use the most effective interaction tools in the media space.

8) Introduce the concept of "public opinion leader" into the government agency communication strategy, whose role is especially important to get support from the population for unprecedented and often painful measures to restrict freedom to comply with certain rules.

9) Provide in the communication strategy a mechanism of communication with the population, representatives of the media, business, NGOs and independent experts, which should be built not on the rhetoric of accusations, but on trust and their involvement in the effective implementation of crisis tasks.

When disseminating best practices in crisis communication:

10) It is recommended to describe in detail the experience of the immediate communication strategy used by the akimats of cities and regions for detailed analysis and further broadcasting to other government agencies as the best experience in the field of crisis communication.

11) It is recommended to consider the possibility of creating communication strategies best case collection used during the pandemic in Kazakhstan, supplemented by explanatory videos on the crisis communication strategy, with detailed analysis, conclusions and recommendations for distribution to government agencies.

When conducting additional research in the field of crisis communications of state bodies:

12) It is recommended to continue research with an emphasis on qualitative methods (focus group research) to determine preferences in the choice of channels for disseminating information within the context of regions.

13) It is recommended to continue research with an emphasis on qualitative methods (focus group research) to determine the forms and methods of providing information within the context of regions.

14) It is recommended to continue research with an emphasis on qualitative methods (focus group research) to determine preferences in the choice of channels for disseminating information within the context of the social status of respondents.

When developing mechanisms for changing and harmonizing crisis communication strategies:

15) It is recommended, based on the study of international and national experience, to develop the frequency and procedure for adjusting and making changes to government agencies' communication strategies, with the definition of separate periods for both the crisis and the usual mode of life.

16) It is recommended to develop a procedure for prompt coordination and flexible change of communication strategies, as well as their implementation in times of crisis.

17) It is recommended when developing communication strategies, to single out two areas of action: internal and external, which also means having a clear idea of how communications are carried out within the government agency itself, both in a regular and crisis period.

18) It is recommended to develop a mechanism aimed at the ability to learn lessons from past crises, to understand and predict the cyclical nature of possible crises, and to be prepared for them, developing several possible scenarios of anti-crisis response based on retrospective.

On capacity building (development civil servants' knowledge, skills, and abilities on crisis communications)

19) It is recommended to include in the block of compulsory disciplines for educational programs of master and doctoral studies disciplines on crisis communications for civil servants.

20) It is recommended to include the discipline "Crisis-communications" in the programs of retraining courses for civil servants.

21) It is recommended to include the topic on "Crisis-communications" in the list of topics for civil servants' professional development seminars.

22) It is recommended to create, on the basis of the Academy of Public Administration under the President of the RK, a permanent dialogue and consultation platform for the exchange of experience and conduct various research in the development and implementation of government agencies' communication strategies.

CONCLUSIONS

This study was devoted to the study of the effectiveness of government agencies' communication strategies in crisis conditions. In particular, the communication strategies that were used during the COVID-19 coronavirus pandemic were investigated.

The research was carried out on the basis of expert interviews and secondary sources of information, a review of the information space on the issue under study.

Quantitative analysis (by the method of regression and factor analysis) and qualitative analysis (by the method of expert interviews) of communication strategies, methods, techniques, means, technologies, and channels used during the pandemic made it possible to determine the importance for the population of receiving immediate, reliable information from government agencies.

The results of the correlation analysis showed that the frequency of receiving conflicting messages from the authorities during a pandemic negatively affects the degree of public information satisfaction.

At the same time, the mass survey results and the built correlation matrices made it possible to develop block diagrams of government agencies' communication models during a pandemic to disseminate immediate and sufficient information on morbidity, preventive measures and risks.

One of the important conclusions of the study is the conclusion that communication strategies are an integral component of government plans to combat the crisis, allowing to translate ideas into concrete actions.

Communication strategies designed in advance to address possible scenarios that should detail goals, target audiences, key messages, tools or channels, and action plans.

Unfortunately, the analysis showed that not a single government agency has a well-developed communication strategy.

The study and scientific sources analysis made it possible to build government agencies' crisis communication model on crisis conditions, with additions, on the basis of a three-stage crisis communication strategy:

1) pre-crisis phase;
2) the initial phase;
3) crisis content;
4) post-crisis solution.

By dividing the crisis into phases, government agencies can anticipate the information needs of the population, stakeholders and the media at each phase, each of which has unique information and communication solutions.

Another important conclusion that was made based on the results of the study is the conclusion about the need to clearly target different groups of the population by age, gender, social status, and interests to use the most effective interaction tools in the media space.

As the analysis of the events that occurred during the pandemic showed, the communication goals in the interaction of the government with the population are shifting to focus on measures to contain negative emotions and prevent the spread of

mass panic, ensuring the integrity of the information perception of the events by the public, partly through the media, to support the measures taken power.

At the same time, the authorities must clearly interact with the media and coordinate information coverage of events to prevent misinformation, submit inaccurate and incorrect information to form excitement and protest moods in society.

The data of the population mass survey made it possible to assess the effectiveness of government agencies communication strategies according to the following indicators: the sufficiency of information dissemination by government agencies, the promptness of providing information, as well as the respondents' assessment of the communication strategies effectiveness of each government agency separately.

As the study shows, government agencies spend a lot of resources (time, financial, human, technological) to implement communication strategies, but the efficiency is influenced by the fact that preferences in the choice of channels, forms, methods, technologies for transferring information in terms of age, regions, social status are not taken into account. When developing communication strategies, it is important to focus on consumers and to more effectively identify preferences and take into account while planning and implementation.

The study of international experience in communication strategy implementation in a crisis allowed us to conclude that:

1) crises of such a scale as COVID-19 do not recognize national borders, accordingly, governments must be flexible, be able to quickly respond and adapt and think at the regional and global level;

2) the most important thing during the crisis is the need for an effective and strategic leader. Experience has shown that the role of public opinion leaders is important to gain support from the population for unprecedented and often painful measures to restrict freedom to comply with certain rules;

3) a constant constructive dialogue between central and local authorities is crucial for the prompt identification of problems and obstacles, finding solutions, and ensuring the effective implementation of anti-crisis measures and their correction as necessary.

4) for a holistic picture of the perception of the current situation and constant informing population, managing the information agenda, and preventing the emergence of unverified facts and possible psychological tensions in society, government bodies need to mobilize all available means of communication with society.

5) citizens should be aware that the effectiveness of the anti-crisis measures taken depends not only on government agencies, but also on the society as a whole. In this regard, communication with the population should be based not on the rhetoric of accusations, but on the trust and involvement of citizens in the effective implementation of crisis tasks.

Thus, a clearly developed government agencies’ communication strategy should be based, in addition to the main components, on the development of an anti-crisis plan,

forecasting reputation risks, step-by-step algorithms for responding to public requests, including a negative plan, and developing anti-crisis scenarios.

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Appendix 1

Questionnaire
for conducting survey

Dear Respondent!

We kindly ask you to take part in the analytical research devoted to the study and assessment of the effectiveness of government agencies communication strategy during the COVID-19 pandemic. A number of questions and answers to them will be offered to your attention. Please read these questions and the suggested answers to the end, select the appropriate answer and mark it. If none of the proposed answers satisfies you, indicate your option in the "other" column. The information received will be used only in generalized way. The form is anonymous, it will take you no more than 30 minutes to fill it out.

Thank you in advance for cooperation!

Please adhere to the following interpretation of the answers to each evaluative question where:

«1»		
"Completely dissatisfied" / no work in progress	"Absolutely disagree" / no work in progress	"very bad"/ no work in progress
«2»		
"Unsatisfactory"	" Disagree"	"Bad"
«3»		
"Rather not satisfied"	"Rather disagree than agree"	"Moderate"
«4»		
"Rather satisfied"	"Rather agree than disagree"	"Good"
«5»		
"Completely satisfied"	"Completely agree"	"Excellent"

I DEMOGRAPHIC BLOCK		
1. Sex		
□ Male	□ Female	
2. Age (sample from 18 to 80)		
□ 18-29	□ 46-55	□ from 66 and elder
□ 30-45	□ 56-65	

3. Place of residence: □ Akmola region □ Aktobe region □ Almaty region □ Atyrau region □ East Kazakhstan region □ Zhambyl region □ West Kazakhstan region □ Karaganda region □ Kostanay region □ Kyzylorda region □ Mangistau region □ Pavlodar region □ North Kazakhstan region □ Turkestan region	□ Nur-Sultan city □ Almaty city □ Shymkent city

4. Education			
□ Primary, incomplete secondary education	□ General secondary education	□ Vocational secondary education	□ Tertiary education
□ Undergraduate	□ Graduate	□ Graduate Master's Degree	□ Graduate degree (Doctor of Science, Candidate of Sciences, PhD)
Marital status:			
□ Married	□ Never married	□ Divorced	□ Widower/widow

5. What social group do you belong to?

□ Entrepreneur
□ Civil servants
□ NGO representative
□ Mass media representative
□ Public sector worker (healthcare, education, etc.)
□ Private company worker, bank officer
□ Agriculture worker, farmer
□ Industry, construction, transport, intercommunications worker
□ Service, trade worker
□ Pensioner
□ Student, school student
□ Unemployed, temporarily unemployed
□ Other (please specify)

6. You are a civil servant who work:

□ At local executive agency	□ At central government agency

II block

Do you think government agencies sufficiently disseminated information during the pandemic?
(1 – very bad, 2 – bad, 3 – satisfactory, 4 – good, 5 - excellent)

□ on morbidity	1	2	3	4	5	No answer

	□ on preventive measures	1	2	3	4	5	No answer
	□ on risks	1	2	3	4	5	No answer

II block							
	Do you think that during the pandemic, information from government agencies was immediate? (1 – very bad, 2 – bad, 3 – satisfactory, 4 – good, 5 - excellent)						
	□ on morbidity	1	2	3	4	5	No answer
	□ on preventive measures	1	2	3	4	5	No answer
	□ on risks	1	2	3	4	5	No answer

II block							
9.	**In your opinion, how effective is the work with the population during a pandemic of the following government agencies? (1 – very bad, 2 – bad, 3 – satisfactory, 4 – good, 5 - excellent)**						
	□ Interagency Commission on the Nonproliferation of Coronavirus	1	2	3	4	5	Did not come across
	□ Ministry of Healthcare	1	2	3	4	5	Did not come across
	□ Ministry of Education and Science	1	2	3	4	5	Did not come across
	□ Ministry of Trade and Integration	1	2	3	4	5	Did not come across
	□ Ministry of National Economy	1	2	3	4	5	Did not come across
	□ Ministry of Internal Affairs	1	2	3	4	5	Did not come across
	□ Ministry of Labor and Social Protection of the Population	1	2	3	4	5	Did not come across
	□ Ministry of Agriculture	1	2	3	4	5	Did not come across
	□ Ministry of Information and Social Development	1	2	3	4	5	Did not come across
	□ Ministry of Digital Development, Innovations and Aerospace Industry	1	2	3	4	5	Did not come across
	□ Akimats of cities and regions	1	2	3	4	5	Did not come across
	□ The national chamber of entrepreneurs of the Republic of Kazakhstan “Atameken”	1	2	3	4	5	Did not come across
	□ SK- Pharmaceuticals	1	2	3	4	5	Did not come across
	□ Medical Insurance Foundation	1	2	3	4	5	Did not come across
	□ Other (please specify)	1	2	3	4	5	Did not come across

II block	
10.	**In your opinion, to what extent are government agencies open to dialogue with the population in a pandemic? (1 - absolutely closed, 2 - closed, 3 - open to some extent, 4 - open to dialogue, 5 - completely open)**

	□ Interagency Commission on the Nonproliferation of Coronavirus	1	2	3	4	5	Did not come across
	□ Ministry of Healthcare	1	2	3	4	5	Did not come across
	□ Ministry of Education and Science	1	2	3	4	5	Did not come across
	□ Ministry of Trade and Integration	1	2	3	4	5	Did not come across
	□ Ministry of National Economy	1	2	3	4	5	Did not come across
	□ Ministry of Internal Affairs	1	2	3	4	5	Did not come across
	□ Ministry of Labor and Social Protection of the Population	1	2	3	4	5	Did not come across
	□ Ministry of Agriculture	1	2	3	4	5	Did not come across
	□ Ministry of Information and Social Development	1	2	3	4	5	Did not come across
	□ Ministry of Digital Development, Innovations and Aerospace Industry	1	2	3	4	5	Did not come across
	□ Akimats of cities and regions	1	2	3	4	5	Did not come across
	□ The national chamber of entrepreneurs of the Republic of Kazakhstan “Atameken”	1	2	3	4	5	Did not come across
	□ SK- Pharmaceuticals	1	2	3	4	5	Did not come across
	□ Medical Insurance Foundation	1	2	3	4	5	Did not come across
	□ Other (please specify)	1	2	3	4	5	

	II block
11.	**Please select the communication channels through which you received / receive information from government agencies in a pandemic (select all that apply)**
	□ Internet portals □ Government agencies’ websites □ Press-conferences, briefings □ Blogs of government top officials □ Personal meetings □ Official accounts of government agencies in social media □ Newsletters □ Newspapers, magazines □ Television □ Radio □ Call centers □ Email newsletter □ SMS notifications □ No answer □ Other (please specify)

II block

12.	**Please rate how convenient it is for you to receive information in a pandemic from the following channels:**						
	□ Internet portals	1	2	3	4	5	No answer
	□ Government agencies' websites	1	2	3	4	5	No answer
	□ Press-conferences, briefings	1	2	3	4	5	No answer
	□ Blogs of government top officials	1	2	3	4	5	No answer
	□ Personal meetings	1	2	3	4	5	No answer
	□ Official accounts of government agencies in social media	1	2	3	4	5	No answer
	□ Newsletters	1	2	3	4	5	No answer
	□ Newspapers, magazines	1	2	3	4	5	No answer
	□ Television	1	2	3	4	5	No answer
	□ Radio	1	2	3	4	5	No answer
	□ Call centers	1	2	3	4	5	No answer
	□ Email newsletter						No answer
	□ SMS notifications						No answer
	□ Other (please specify)	1	2	3	4	5	No answer

	II block
13.	**In what form do you think the information provided is the most understandable for you? (select all that apply)**
	□ Press-releases □ Briefings □ Newletters □ Messages (posts) in a social media □ Thematic reports, commentaries, series of answers to questions □ Infographics, statistics, tables, schemes □ Press-conferences, news releases and commentary to the media; video materials □ SMS, surveys □ No answer □ Other (please specify)

II block							
14.	**Please rate the availability of information on the pandemic through the following forms:** **(1 – very bad, 2 – bad, 3 – satisfactory, 4 – good, 5 - excellent)**						
	□ Press-releases	1	2	3	4	5	No answer
	□ Briefings	1	2	3	4	5	No answer
	□ Newletters	1	2	3	4	5	No answer
	□ Messages (posts) in a social media	1	2	3	4	5	No answer
	□ Thematic reports, commentaries, series of answers to questions	1	2	3	4	5	No answer
	□ Infographics, statistics, tables, schemes	1	2	3	4	5	No answer
	□ Press-conferences, news releases and commentary to the media; video materials	1	2	3	4	5	No answer
	□ SMS, surveys	1	2	3	4	5	No answer

	□ Other (please specify)	1	2	3	4	5	No answer

	II block
15.	**Please select the following communication channels (including Internet technologies) that government agencies used when interacting with the public in a pandemic? (select all that apply)**
	□ Cell-phones □ WhatsApp □ Viber □ Skype □ Zoom □ Email □ Microsoft Teams □ E-gov.kz □ Instagram □ Facebook □ YouTube □ Telegram □ No answer □ Other (please specify)

II block							
16.	**Please rate how convenient is it for you to use the following communication channels with government agencies? (1 – very bad, 2 – bad, 3 – satisfactory, 4 – good, 5 - excellent)**						
	□ Cell phones	1	2	3	4	5	No answer
	□ WhatsApp	1	2	3	4	5	No answer
	□ Viber	1	2	3	4	5	No answer
	□ Skype	1	2	3	4	5	No answer
	□ Zoom	1	2	3	4	5	No answer
	□ Email	1	2	3	4	5	No answer
	□ Microsoft Teams	1	2	3	4	5	No answer
	□ E-gov.kz	1	2	3	4	5	No answer
	□ Instagram	1	2	3	4	5	No answer
	□ YouTube	1	2	3	4	5	No answer
	□ Telegram	1	2	3	4	5	No answer
	□ Other (please specify)	1	2	3	4	5	No answer

II block							
17.	**Please rate how often you use the following sources of information about the epidemiological situation during a pandemic, where:** 1 - do not use; 2- try not to use; 3 - I use it as needed; 4 - I use it from time to time; 5 - I use it constantly						
	□ Official websites	1	2	3	4	5	No answer
	□ Facebook	1	2	3	4	5	No answer
	□ Instagram	1	2	3	4	5	No answer
	□ VK	1	2	3	4	5	No answer

	□ Odnoklassniki	1	2	3	4	5	No answer
	□ Television	1	2	3	4	5	No answer
	□ Radio	1	2	3	4	5	No answer
	□ Youtube	1	2	3	4	5	No answer
	□ Telegram	1	2	3	4	5	No answer
	□ Whatsapp	1	2	3	4	5	No answer
	□ Newspapers	1	2	3	4	5	No answer
	□ Official broadcasts of briefings in the CCS and at the regional level	1	2	3	4	5	No answer
	□ Relatives and family	1	2	3	4	5	No answer
	□ Friends	1	2	3	4	5	No answer
	□ Neighbors	1	2	3	4	5	No answer
	□ Other (please specify)	1	2	3	4	5	No answer

II block							
18.	□ **Do you experience a lack of information during a pandemic? Please rate the degree of your informational satisfaction according to the 5-point system, where** 1 - absolutely not satisfied, 5 - completely satisfied	1	2	3	4	5	No answer
19.	□ **Please rate the frequency of your receiving conflicting messages from the authorities during a pandemic on a 5-point system,** where 1 is rare, 5 is very often	1	2	3	4	5	No answer
20.	□ **Do you consider the measures of government agencies to stabilize the epidemiological situation effective? Please rate the 5-point system,** where 1 is completely ineffective, 5 is effective	1	2	3	4	5	No answer

III block							
21.	Do you agree with the statement? **"I do not experience difficulties in finding the necessary information from government agencies on the epidemiological situation."** **Please rate your answer on a 5-point system.** (1 - strongly disagree, 5 - strongly agree)	1	2	3	4	5	No answer
22.	Do you agree with the statement? **"There are problems in providing the public with information from government agencies in a pandemic"** Please rate your answer on a 5-point system: (1 - strongly disagree, 5 - strongly agree)						
	□ Availability of information	1	2	3	4	5	No answer
	□ Specific information	1	2	3	4	5	No answer
	□ Concise information	1	2	3	4	5	No answer
	□ Comprehensibility of information	1	2	3	4	5	No answer
	□ Relevance of information	1	2	3	4	5	No answer

	III block
23.	**What competencies, in your opinion, should current civil servants have? (select all possible options)**
	□ Integrity □ Customer orientation and informing □ Responsibility □ Initiativeness □ Stress management □ Systems thinking □ Change management □ Critical thinking □ Leadership □ Collaboration and interaction □ Operational control □ Decision making □ Efficiency □ Self-development □ No answer □ Other (please specify)

	III block
24.	**Please answer, what changes have occurred in your professional activity as a result of the coronavirus pandemic? (select all possible options)**
	□ Additional employees hired □ Increasing the working time of employees □ Reduced working hours of employees, at least a few hours □ Transition to a remote work format □ Dismissal or unpaid leave □ Increase of salaries and wages □ Reduction of salaries and wages □ Nothing

	III block
25.	**How has the COVID-19 outbreak affected your personal finances or income source? Select all that apply.**
	□ I lost my- job or my main source of income on a temporary basis (I was- () fired- (a)) □ I have lost my job or my main source of income on a permanent basis □ I am concerned about - (a) losing my job or my main source of income in the next few weeks if nothing changes □ I am unable to meet financial obligations such as rent or mortgage payments □ I cannot meet basic needs such as food, electricity, etc. □ I use my savings to meet financial obligations □ I continue to work as usual □ My finances were not affected □ I saw a positive impact such as a promotion or a new job □ My income has increased □ No answer

	□ Other

	III block
26.	**In your opinion, have the communications of central, local government agencies and quasi-government structures changed over the entire period of the pandemic:**
	□ Significantly deteriorated □ Slightly deteriorated □ Have not changed □ Slightly improved □ Significantly improved

Appendix 2

Guide
for conducting an expert interview

Interview date: _____
Interview start time |_____|_____| h. |_____|_____| min.
Region (oblast) _____
District _____
City / village _____
Field of activity _____
Interviewer name _____
Expert's phone number: _____

Dear Expert!

We kindly ask you to take part in the analytical research devoted to the study and assessment of the effectiveness of government agencies' communication strategies during the COVID-19 pandemic. A number of open questions will be offered to your attention where you will be asked to express your own opinion. Please read / listen to these questions. The interview will be accompanied by audio recording. The information received will be used in a generalized way. The expert interview is anonymous. The interview will take about an hour.

We hope for your loyalty and compliance with the privacy policy.

Thank you in advance for cooperation!

I block

1. What do you mean by government agencies effective communications?

II block

27. How do you assess the effectiveness of government communications during a pandemic (please rate on a 5-point scale):

- with public?
- with business?
- with other government agencies?
- with quasi-public sector?
- with NGOs?
- with mass media?

28. Please list communication channels used by government agencies in a pandemic.

29. Please rate the effectiveness and availability of the following government agencies communication channels with the public in a pandemic (please rate on a 5-point scale):

- Internet-portals;
- Government agencies websites;
- Press-conferences;
- Blogs of government top officials;
- Personal meetings;

- Official accounts of government structures in social media;
- Newsletters;
- Newspapers, magazines;
- Television;
- Radio;
- Call-centers;
- Other

5. Please list communication methods, techniques, means and technologies between government agencies and public in a pandemic:
6. Please rate the effectiveness and availability of the following communication methods, techniques, means, and technologies between government agencies and the public in a pandemic (please rate on a 5-point scale):
    - Press-releases;
    - Briefings;
    - Messages (posts) in social media;
    - Thematic reports, comments, series of answers to questions;
    - Infographics, statistics, tables, schemes;
    - Newscast and commentaries for mass media; video materials;
    - SMS, surveys;
    - Other

III block

7. What activities do you think are needed to increase the visibility and public awareness of the current situation in a pandemic?
8. In your opinion, what measures should be taken by government agencies to reduce negative tensions when searching for the necessary information?
9. Can you give an example of government agencies / civil servants successful communication in a pandemic? Why?
10. Can you give an example of government agencies / civil servants unsuccessful (failed) communication in a pandemic? Why?
11. Please indicate what competencies (knowledge, skills, and abilities) need to be developed by civil servants for effective communication with the public in a pandemic.
12. What problem areas do you see in government communication strategies and your recommendations for their improvement?
13. Is there any communication strategy in government agencies? Is there a need to develop it? (what main block it should consist of)

Appendix 4

THE PURPOSE OF THE PROGRAM

Development of professional skills and competencies in effective communications for the translation of state policy in the context of crisis and reforms, as well as regulation of anti-crisis situations in society

TARGET AUDIENCE

employees of press services, officials of authorized government agencies

TRAINING FORMAT

- Strategic sessions
- Interactive discussions
- Trainings
- Case-study
- Small group work
- etc.

EXPECTED OUTCOMES

As a result of the program, participants will receive practical tools to improve the effectiveness government agencies communication strategy of with the public

COMPETENCIES

- Customer orientation and informing
- Responsibility
- Initiativeness
- Change management
- Collaboration and interaction
- Operational control
- Efficiency

- Crisis Analysis: External and Internal Signs
- Anti-crisis communications with the public: concepts, content, principles of anti-crisis response
- Crisis PR technologies and tools: international and local practice
- Practical tools for anti-crisis communications with the public: planning, implementation, evaluation
- Media Relations in crisis. Working with New Media and Social Media in a crisis: essence, principles, practical recommendations
- The culture of interaction with the public in crisis situations. Soft skills

80
Hours of training

6
areas

Program overview

Pre-Module

The necessary materials for preliminary study will be sent participants emails: brief information about trainers, program, etc.

Module

- Crisis Analysis: External and Internal Signs
- Anti-crisis communications with the public: concepts, content, principles of anti-crisis response
- Crisis PR technologies and tools: international and local practice
- Practical tools for anti-crisis communications with the public: planning, implementation, evaluation
- Media Relations in crisis. Working with New Media and Social Media in a crisis: essence, principles, practical recommendations
- The culture of interaction with the population in crisis situations. Soft skills

Post-Module

Post-training support (consultation) within 2 weeks after the end of the seminar

Content

Crisis Analysis: External and Internal Signs

- Crisis color scale
- Open and closed response model
- Media monitoring
- Analysis of internal and external sources of information
- Diagnostic methods in crisis PR
- SWOT analysis
- Analysis of communication channels
- Crisis monitoring
- Building a matrix using the SWOT method as part of training

Anti-crisis communications with the public: concepts, content, principles of anti-crisis response

Содержание

- ❑ The main content of the concept of "crisis PR"
- ❑ Main functions, tasks
- ❑ Crisis Manual, structure, key concepts, rules for the formation of a package of anti-crisis documentation
- ❑ Factors and conditions affecting the effectiveness of crisis PR
- ❑ Anti-crisis strategies - basic techniques, common mistakes, Agile method in campaign implementation
- ❑ Symmetrical and asymmetric response
- ❑ Analysis of specific cases during the workshop

Crisis PR technologies and tools: International and local practice

Content

- ❑ The successes and failures of government agencies in overcoming crises
- ❑ Comparison of the principles of work in Kazakhstan and abroad
- ❑ The Tylenol Rule
- ❑ Specificity of interaction with the media and blogers
- ❑ Classic tools and digital technologies
- ❑ Analysis of specific cases during the workshop

Practical tools for anti-crisis communications with the public: planning, implementation, evaluation

Content

- Development of an anti-crisis strategy: structure, goals and objectives, main components, stages
- Differences between crisis communications and reputation management strategies
- Key target audiences and communication channels in the crisis
- The role of top management and PR-consultant in the crisis management system
- Principles of working with personnel and internal communications in a crisis
- Development of an anti-crisis campaign plan within the framework of the seminar
- Crisis management (predicting reputational risks, algorithms for responding to information attacks, the psychology of the modern crowd and methods of managing it)
- Anti-crisis scenarios
- State PR - system errors and measures to correct them
- Analysis of specific cases during the workshop

Media Relations in crisis. Working with New Media and Social Media in crisis: essence, principles, practical recommendations

Content

- Control of communication channels
- Principles of responsiveness and openness in response
- Basic press materials for working in a crisis situation: press release, statement, Q&A, etc.
- Most Effective Media Relations Tools
- Comparison of foreign and Kazakh practices of working with the media
- The role of information in the diagnosis and management of crises
- Comparison of the principles of working with journalists and bloggers, determining the most relevant and effective tools
- Opinion leaders and building a system of interaction with them
- Analysis of specific case-studies during the workshop

The culture of interaction with the public in anti-crisis situations. Soft skills

Content

- Public speaking skills
- The principles of the culture of interaction with the population
- Emotional component in interaction with the population
- The concept of styles of behavior and characteristics of each style in communications
- Persuasive speech and features of interaction with the population
- Principles of Effective Negotiation
- The Role of Effective Communications in Ensuring Population Satisfaction
- Social media organization brand
- Writing a personal development plan for skills in public negotiations
- Analysis of specific case-studies during the workshop