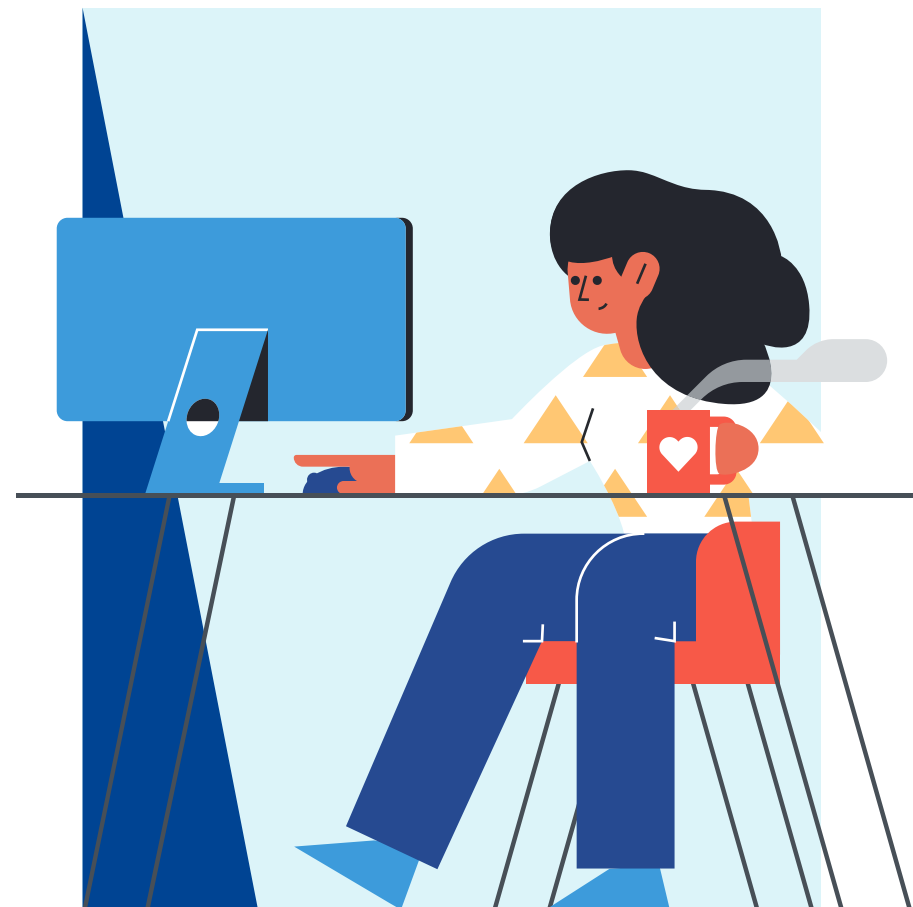


IT'S EVERYONE'S BUSINESS

Private sector partnerships for increased vaccination uptake in the Middle East and North Africa

ACKNOWLEDGMENTS

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ACRONYMS

BDM	Behavioural Drivers Model
IEC	Information, Education and Communication
MENA	Middle East and North Africa
PHSM	Public Health and Social Measures
UNICEF	United Nations Children's Fund
SBC	Social and Behavioural Change

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GETTING TO KNOW THE GUIDE



WHY THIS GUIDE?

Prior to COVID-19, the MENA region presented a high coverage (90%) for routine childhood vaccinations,¹ indicating a historically high acceptance of vaccination. This trend reversed during the pandemic, as research showed that the region had one of the lowest COVID-19 acceptance rates globally.²

A range of barriers amplify low vaccine acceptance, even when vaccines are available. According to the Behavioural Drivers Model (BDM),³ these barriers can be considered at three levels:

- I. psychological and individual barriers
- II. sociological barriers, and
- III. environmental and systems barriers

Using **social and behavioural change (SBC)** approaches, practitioners can design effective solutions to tackle the barriers that are most evident in their countries.

Private sector partnerships have the potential to support SBC outcomes around vaccination. Mutual engagement on health and social issues can also be beneficial to the private sector by increasing brand awareness and improving its reputation and trust. They can also help diversify a consumer base and reduce the impact of the pandemic on operational capacity. Businesses can also be used to serve our communities by leveraging its assets, marketing capacity, as well as its voice and expertise.

This guide captures examples from the COVID-19 vaccination campaigns in the MENA region, with a view to helping programme managers, policymakers and public and private organisations benefit from applying social and behavioural sciences to broader vaccination challenges across different contexts. Understanding how private sector engagement has been beneficial during the pandemic and framing it in social and behavioural sciences will allow us to respond and scale more effectively in the next health emergency.

1. UNICEF MENARO, (2020), Immunisation Regional Snapshot, 2020.

2. Sallam M. (2021), [COVID-19 Vaccine Hesitancy Worldwide: A Concise Systematic Review of Vaccine Acceptance Rates](#). Vaccines, 9(2), 160.

3. V. Petit, UNICEF MENARO (2019), [Behavioural Drivers Model](#).

ABOUT THIS GUIDE



is it about?

This guide builds a case for private sector partnerships, highlighting how businesses can leverage their assets, expertise, voice and influence to increase vaccination in the MENA region. It presents 12 concrete partnership ideas to address the barriers people may face in the vaccination journey and showcases relevant experiences and case studies from vaccination against COVID-19 in the region. These ideas can be utilised to inform and support not only ongoing COVID-19 vaccination campaigns, but also broader vaccination efforts. This guide also contains insights into the barriers to engagement for businesses and potential motivators that could be leveraged to encourage businesses to get involved.



should use it?

This guide will be useful to public sector practitioners working in public health, vaccination, and partnerships. Private sector organisations will find it equally useful in order to explore partnership opportunities with public sector organisations such as UNICEF.



should you use it?

This tool can be used without any prior knowledge of social and behavioural sciences. You can use it as an inspiration for designing your programmes and activities. Bear in mind that these ideas will need to be refined and tested in local contexts before applying and scaling them up.



was it developed?

We conducted a rapid desk review and a series of consultations with UNICEF Country Offices in the region to collect case studies of private sector partnerships. We have highlighted the value of behavioural science in these examples and suggested ways of capitalising on behavioural insights in our work. A co-design workshop with the private sector was held to test the approach and ideas presented in this guide.

THE CASE FOR PARTNERING TOGETHER



HOW DO BOTH SECTORS BENEFIT?

For the private sector...

Businesses can benefit from engaging with the public sector to increase vaccination uptake. A business ensuring its own staff are vaccinated, for example, avoids the loss of valuable labour hours and, therefore, of profit generation.

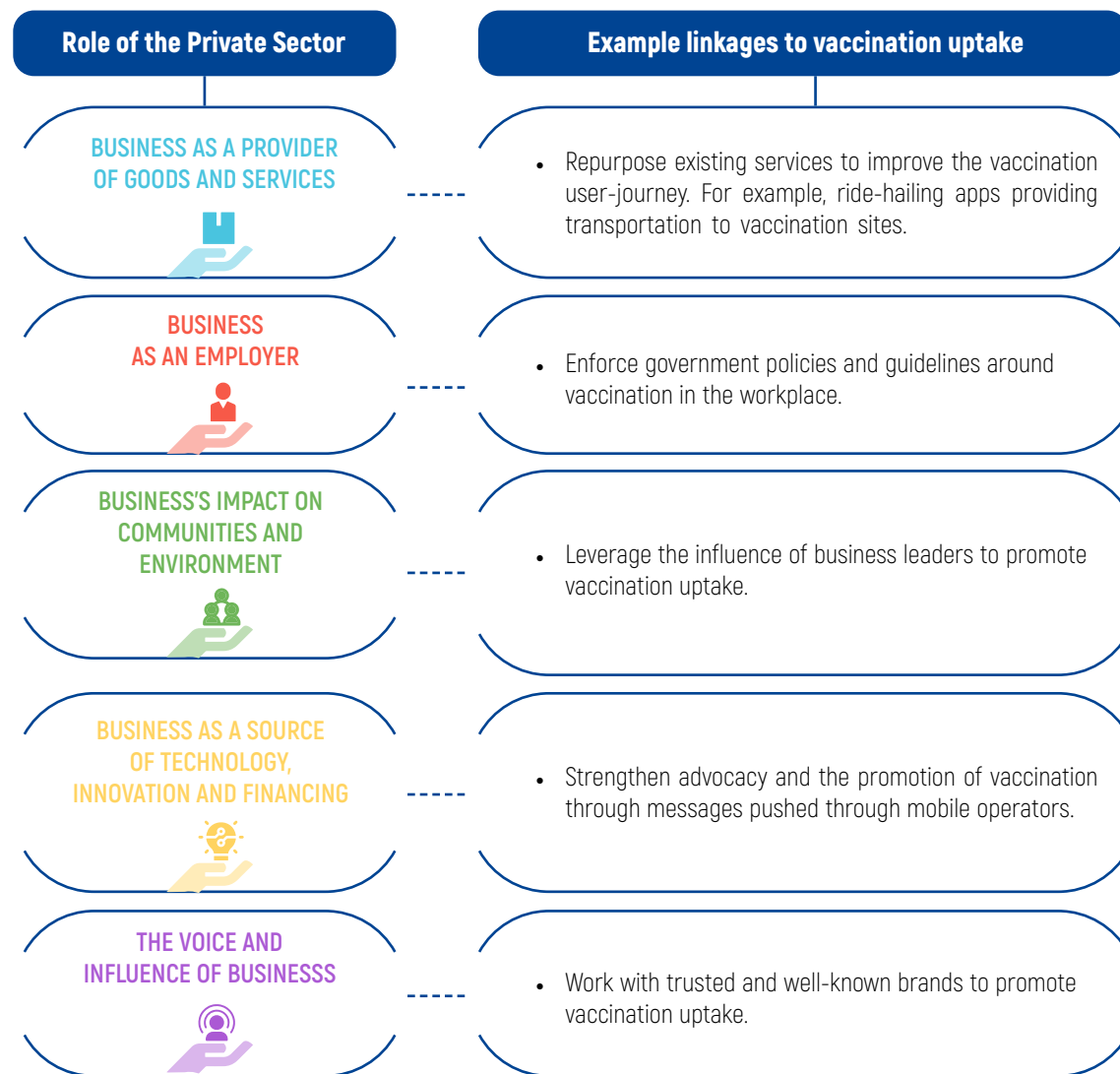
Similarly, playing an active role in vaccinating the general public leads to a healthier, and so more active, customer base. In those sectors which are more affected by the spread of infectious diseases – which, as the COVID-19 pandemic showed, is nearly all of them – businesses directly benefit from serving vaccinated populations.

Finally, businesses can find entirely new business opportunities by plugging crucial gaps of vaccine delivery and administration.

For the public sector...

Businesses are key partners for the public sector. They have a crucial role to play in reducing the number of barriers to vaccination across the MENA region. They have the ability to influence workplace and marketing practices, and harness their corporate resources, voice and expertise in support of SBC outcomes. The table on the right contains some examples relevant to COVID-19 vaccination uptake.⁴

4. Adapted from the [UNICEF \[2019\] Programme Guidance for Country Offices on Engagement with Business](#).

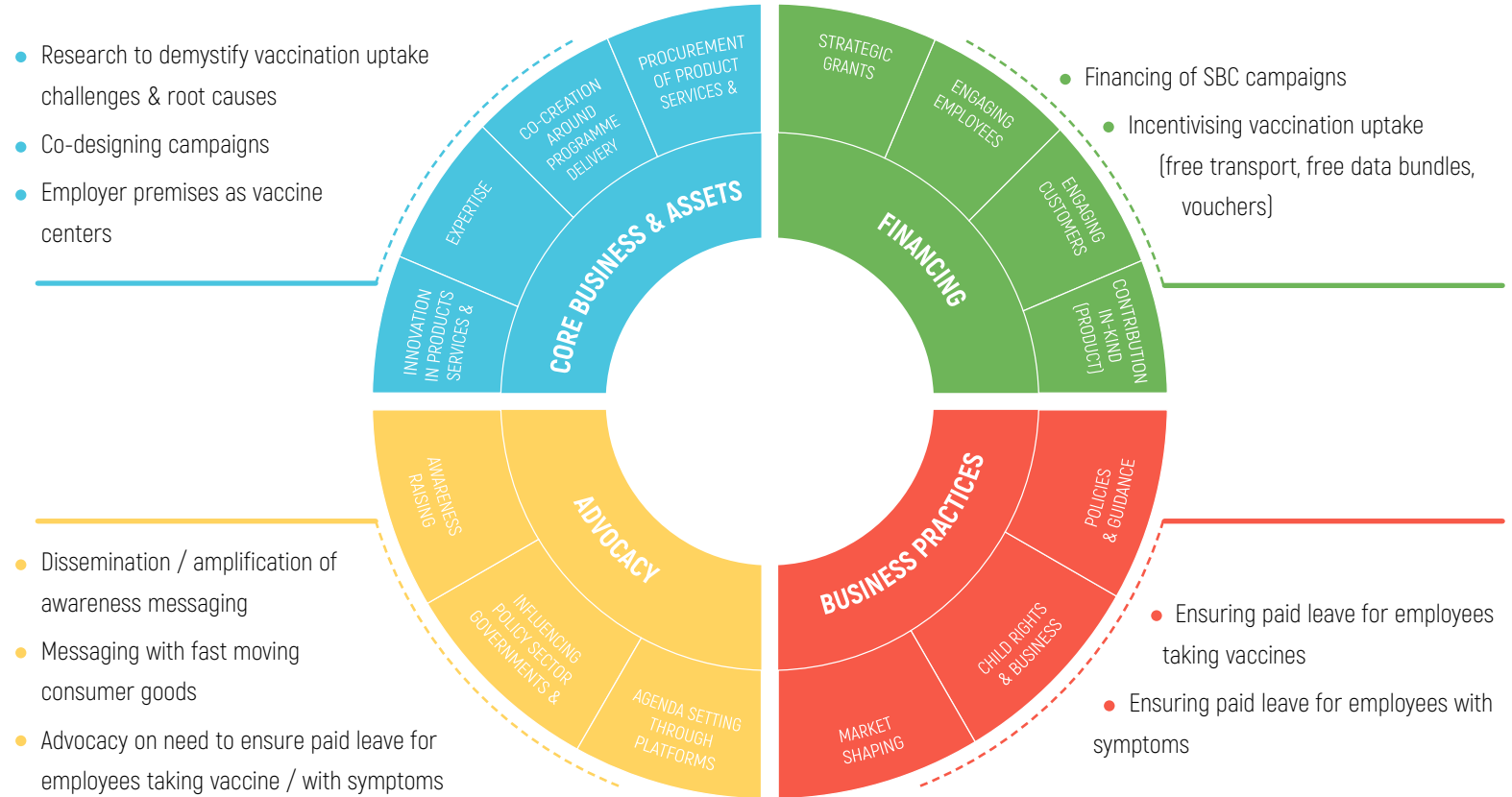


WHAT ROLES CAN BUSINESSES PLAY?

In order to identify specific businesses to support vaccination efforts, you can use [UNICEF's Wheel of Engagement⁵](#) which helps to determine the most impactful and effective engagement approach.

Some businesses are able to innovate to ensure the smooth delivery of vaccines or plug crucial supply chain gaps. Others might be able to repurpose existing services and contribute to improving the vaccination user-journey through financial means. Others are able to make use of their existing channels to advocate for marginalised or vulnerable groups.








While not all engagement areas are applicable to vaccination uptake, we have provided examples of SBC interventions in the the following diagram:



5. More detailed information on the various modalities of the Wheel of Engagement can be found in [this document](#).

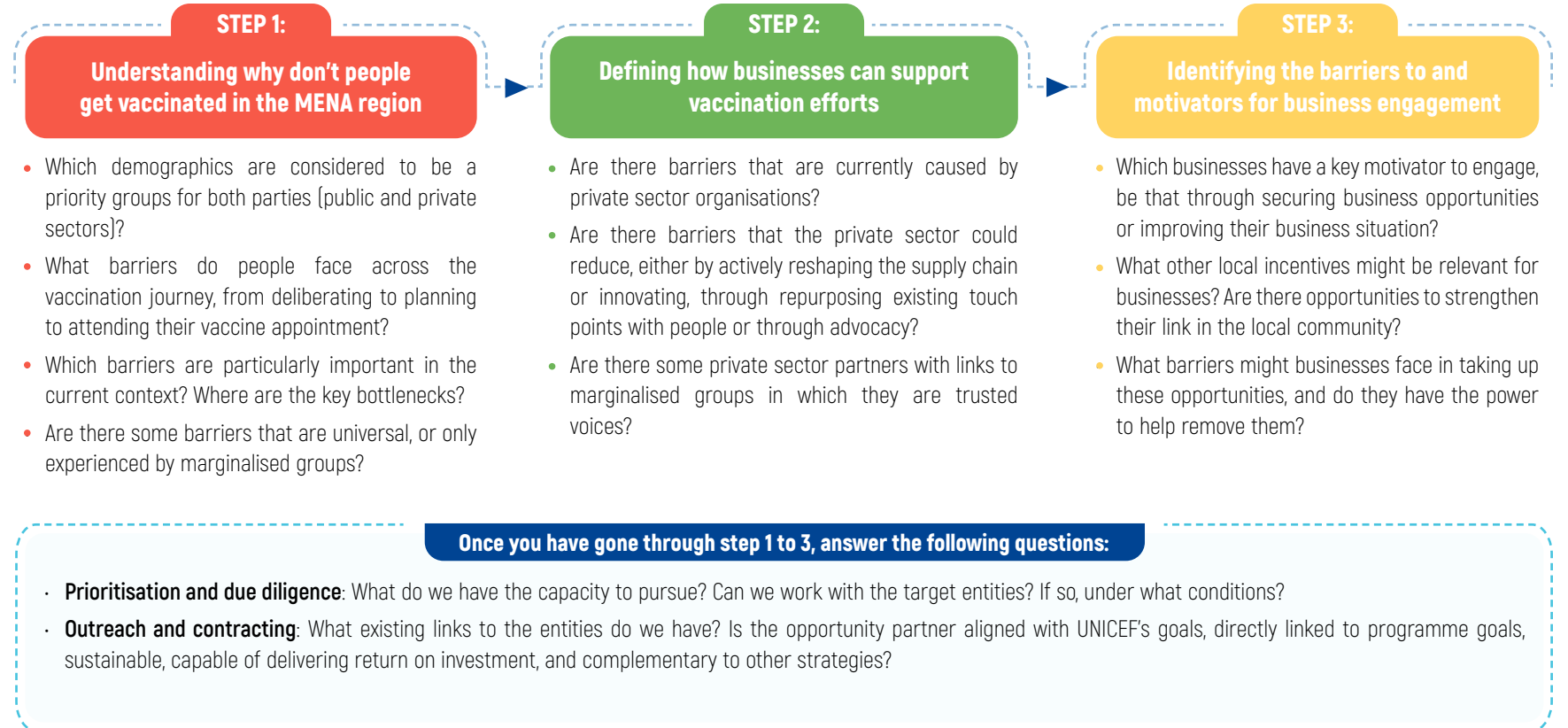
WHICH BUSINESSES CAN HELP REACH PRIORITY GROUPS?

The private sector's active role is crucial to the success of vaccinating marginalised, vulnerable or priority groups that experience significant barriers to vaccination such as the elderly, women, displaced people, youth, teachers, health workers and rural communities. These groups have different vaccination needs and are likely to face specific barriers that are best addressed by businesses who they trust, and who in turn understand their needs and might have an existing relationship with them. Below are some examples of businesses and private sector organisations that can help reaching these priority groups.

 <p>Elders</p>	 <p>Women</p>	 <p>Displaced people</p>	 <p>Youth</p>	 <p>Teachers</p>	 <p>Health workers</p>	 <p>Rural dwellers</p>
<ul style="list-style-type: none"> • Telecom providers • Healthcare services • Pharmacies • Financial services • Local retailers • Utility services • Media • Cafés and other local meet-up facilities 	<ul style="list-style-type: none"> • Telecom providers • Media • Childcare commodities industries and retailers • Personal and home care commodities industries • Pharmacies • Fast-moving consumer goods • Local food commodity retailers 	<ul style="list-style-type: none"> • Telecom providers • Tech and social media • Media • Local food commodity retailers • Fast-moving consumer goods 	<ul style="list-style-type: none"> • Schools and universities • Tech and social media • Media • Entertainment industries • Fast-moving consumer goods • Restaurants • Transportation services 	<ul style="list-style-type: none"> • Education suppliers • Schools • Teachers organisations • Tech and social media • Retailers located in proximity to schools • Transportation services 	<ul style="list-style-type: none"> • Medical suppliers • Healthcare services • Tech and social media • Retailers located in proximity to hospitals and health services • Pharmacies 	<ul style="list-style-type: none"> • Telecom providers • Transportation services • Microfinance services • Local retailers

WHAT DOES A SUCCESSFUL ENGAGEMENT PROCESS LOOK LIKE?

It is important to ensure that when businesses and public sector practitioners engage, it is centred around citizen and organisational needs. The diagram on the right, gives an overview of what this process of engagement can look like when applied to many social and health issues. This guide shines a light on the three key steps: first by highlighting some commonly experienced barriers to vaccination across the MENA region; then by exploring how businesses could remove some of these barriers; and finally, by outlining potential business motivators and barriers to engagement with the public sector.



WHY DON'T PEOPLE GET VACCINATED IN THE MIDDLE EAST AND NORTH AFRICA?



THIS GUIDE IS GROUNDED IN SOCIAL AND BEHAVIOURAL SCIENCES



PSYCHOLOGY

- Do they understand the benefits of vaccination and where to get vaccinated?
- What is their attitude towards vaccinations?
- Do they feel able to get the vaccine?
- Do they intend to get vaccinated?
- Do they have the right knowledge on why and how to get vaccinated?
- Are there any cognitive biases influencing the decision on getting a vaccine?



SOCIOLOGY

- Who is influencing them on the decision to get a vaccine?
- What community dynamics exist on vaccinations?
- What norms exist on vaccination?



ENVIRONMENT

- What is the vaccine communication environment like?
- Are there perceived alternatives to vaccination?
- How is the relationship between governing entities and citizens influencing the decision to get vaccinated?
- Are services high quality and nurturing trust?
- Is the supply of vaccines reliable?

This guide uses the **Behavioural Drivers Model (BDM)**⁶ as an analytical framework to develop a holistic understanding of the drivers and barriers to vaccination uptake in the MENA region. The BDM categorises the drivers in three categories:

- I. Psychological and individual barriers;
- II. Sociological barriers;
- III. Environmental and systems barriers.

6. V. Petit, UNICEF MENARO (2019), [Behavioural Drivers Model](#).

WHAT ARE THE PSYCHOLOGICAL AND INDIVIDUAL BARRIERS?

The psychological and individual barriers relate to attitudes and biases that people hold.

LIMITED PERCEIVED RISK

Individuals can underestimate the probability of getting infected with the disease, and the likely severity of illness if infected.

FORGETFULNESS

Individuals can easily forget non-routine activities and procedures, especially when they do not receive timely reminders.

INERTIA AND PROCRASTINATION

"Doing nothing" is the default or status quo for most people. Inaction is easier than action, especially for something not considered fun, hassle free or familiar. This mindset can lead to procrastination.

BELIEFS AROUND VACCINE EFFICACY

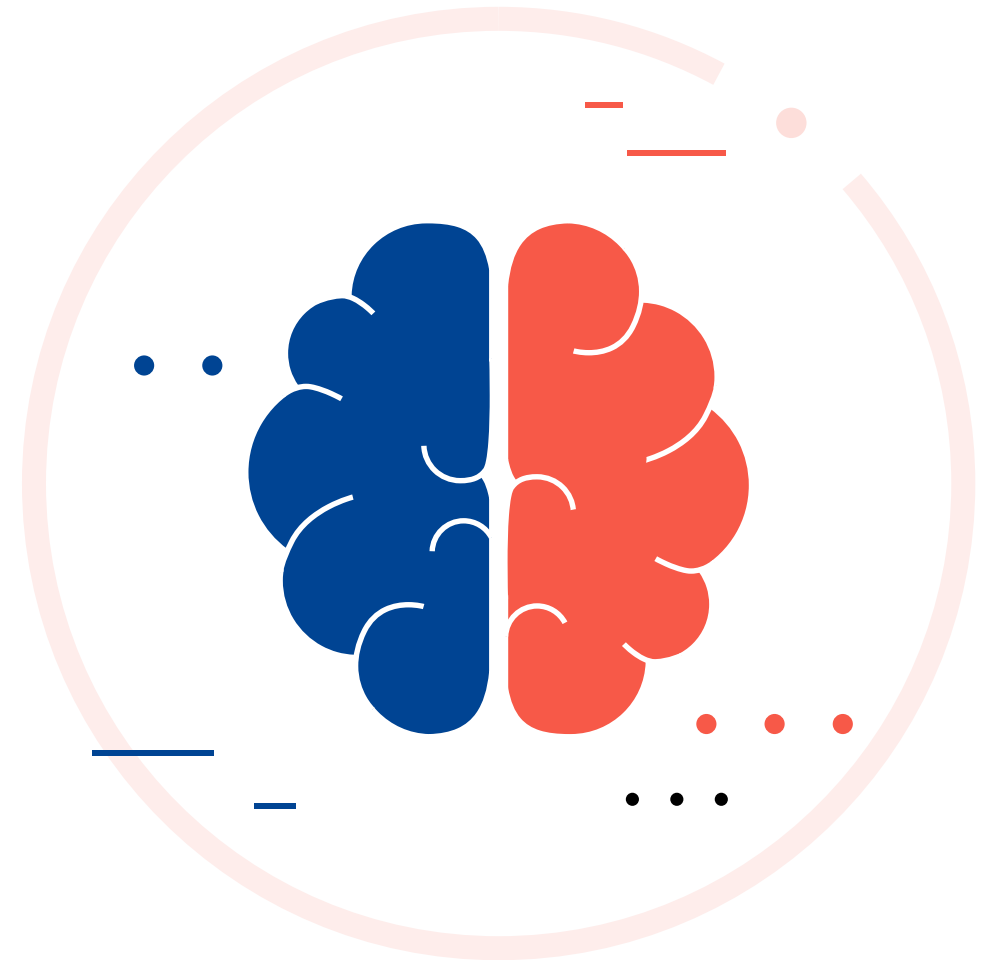
The belief that the vaccine is ineffective in protecting against the disease and that the vaccine actually presents greater health risks than the disease itself.

WORRIES AND FEARS

Worries about the safety of vaccines and potential side effects are widespread. It often stems from misinformation and a lack of accurate and reliable sources of information.

FRICITION

The more complex the vaccination process is, the lower the probability that people will get vaccinated. If scheduling an appointment or attending is seen as too complicated, people are less likely to engage in the process.



WHAT ARE THE SOCIOLOGICAL BARRIERS?

LACK OF DESCRIPTIVE SOCIAL NORMS

Individuals engage in a behaviour because they think other people around them do the same thing. In contexts where vaccination is not widespread, individuals are less likely to break the norm and act differently from their reference groups.

LACK OF INJUNCTIVE SOCIAL NORMS

Injunctive social norms specify which behaviours are acceptable or unacceptable by others. Individuals are less likely to get vaccinated if they believe that people around them don't expect them to do so or disapprove of it – and vice versa.

LACK OF TRUSTED VOICES ADVOCATING FOR VACCINATION

The behaviours of individuals are often determined by the attitudes and behaviours of those whose opinion they value and trust the most e.g family, religious or community leaders.

LACK OF TRUST IN VACCINE PROVIDERS

Doubts about the intentions of vaccine developers and distrust in governing entities and foreign countries who fund global vaccination efforts.



WHAT ABOUT ENVIRONMENTAL AND SYSTEMS BARRIERS?

CONFUSING AND INCONSISTENT COMMUNICATION ENVIRONMENT

Lacking access to accurate and consistent messaging about the vaccine may result in confusion and rejection of the vaccine. Too much information and competing messages from different brands can also be unhelpful.

COST

While the vaccination is often free in the MENA region, other hidden costs act as deterrents - such as travel to vaccination sites, the cost of childcare, or missing work to be vaccinated.

ACCESSIBILITY ISSUES

Some people, particularly those living in remote areas, often need to incur transportation costs to get vaccinated because there aren't any vaccination sites near them. Access might also be hindered due to shortages in vaccine doses.

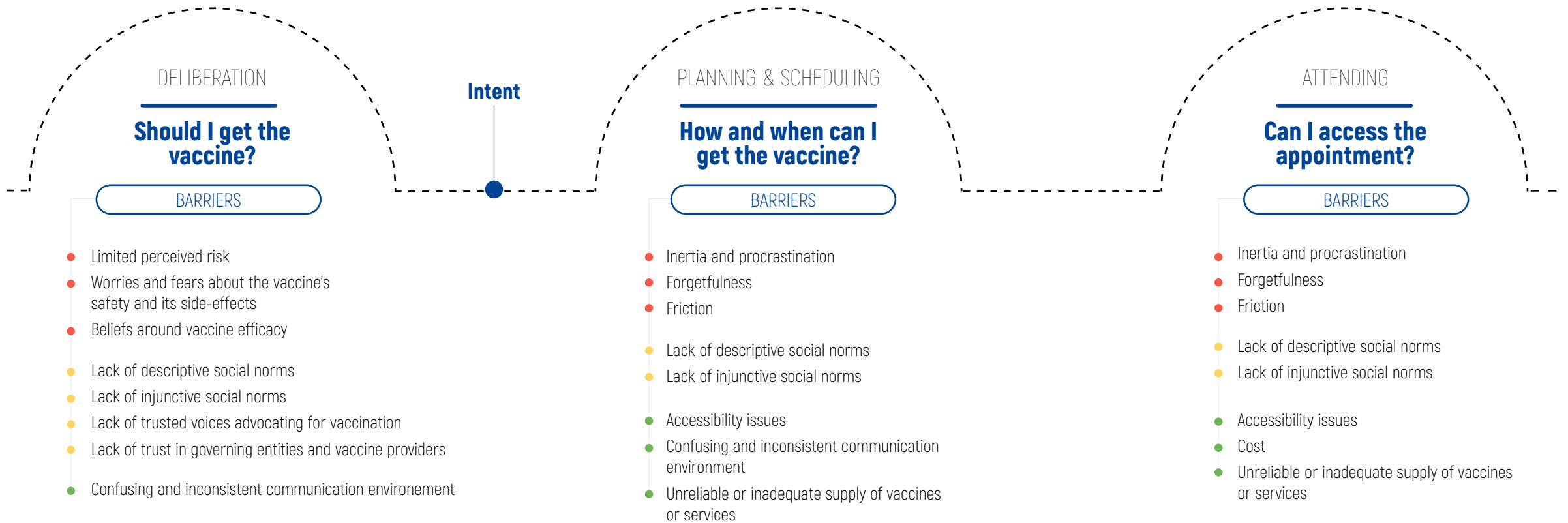
UNRELIABLE OR INADEQUATE SUPPLY OF VACCINES OR SERVICES

Delays or changes to what is expected or promised initially can be interpreted negatively by the public, which can undermine trust and affect demand.



WHAT ARE THE BARRIERS IN THE VACCINATION JOURNEY?

There are several steps involved when getting vaccinated. First, people will deliberate as to whether or not they should get the vaccine. Next, people might explore what is involved in scheduling and planning for their vaccination appointment. The final step is to attend the appointment. Below, we have mapped out which psychological, sociological and environmental barriers individuals may experience across the three stages of the vaccination journey.



PSYCHOLOGICAL

SOCIOLOGICAL

ENVIRONMENTAL

WHO REMAINS UNVACCINATED?

We segmented the unvaccinated population into five different personas. Personas are a fictional and typical representation of your target audience rooted in social and behavioural data. In understanding who remains unvaccinated and why, you can develop solutions that respond to their needs and address the specific barriers they face across the vaccination journey.



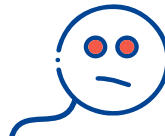
The Objectors

- Usually located at the deliberation stage in the vaccination journey.
- Do not feel at risk of getting infected and have low perception of the severity of possible infection.
- Often guided by misinformation and networks of like-minded persons reinforcing their beliefs.
- Still consider the vaccine unsafe and fear possible vaccine damage and side effects.
- Reject coercion and encourage resistance. Have no confidence in health system and public policy.
- Value freedom and individualism. Strong personal, cultural, religious or political anti-vaccine beliefs are part of their identity.



The Undecided

- Usually located at the deliberation stage in the vaccination journey.
- Uncertain about the likelihood of getting infected and about the severity of possible infection.
- Consider arguments both and for and against vaccination, which affects their trust in vaccine effectiveness and institutions promoting them.
- May have some interfering considerations such as religious and cultural beliefs.
- Value transparent and credible information to counter lack of trust in health system and scepticism about science behind vaccines.
- Reject coercion and value individual choice.



The Unconcerned

- Usually located at the deliberation stage in the vaccination journey.
- Do not feel at risk of contracting the disease.
- Have a decreased perception of risk because of low level of life disruption due to the pandemic.
- Appreciate ease and convenience in terms of information provided, actions to be taken and accessibility of vaccination process.
- Sensitive to independence and collective effort to return to normalcy, but consider vaccination to be less of a priority than other concerns.



The Underserved

- Usually located at either the planning/scheduling or attending stage in the vaccination journey.
- Have difficulty accessing vaccination because of physical distance, cost, mobility or low levels of health and digital literacy.
- Mainly in war-torn countries and/or in very remote areas.
- Trust in health care providers and demand more information from them.
- Value ease and accessibility, focusing on the convenience of services and affordability.
- Concerned about their health and that of others, but believe they have little capacity to overcome the obstacles preventing them from getting vaccinated.



The Enthusiasts

- Usually located at either the planning/scheduling or attending stage in the vaccination journey.
- Believe the vaccine is safe and have great confidence in vaccine providers.
- Believe in vaccination benefits and trust in vaccines' capacity to protect health.
- Value collectivism and return to normalcy.
- May face lack of information about vaccine availability or location of vaccination sites and other barriers, including financial costs and transportation.

WHO/UNICEF (2022), Regional Survey, COVID-19 Knowledge, Attitudes and Practices, Vaccination Acceptance and Public Health and Social Measures.

FHI 360 (2021), [COVID-19 Vaccine Demand Generation Quick Start Guide \[V2\]](#).

Dadras O, Seyed Alinaghi S, Karimi A, et al. (2022), Public acceptability of COVID-19 vaccines and its predictors in Middle Eastern/North African (MENA) countries: [a systematic review](#).

HOW CAN BUSINESSES SUPPORT VACCINATION EFFORTS?

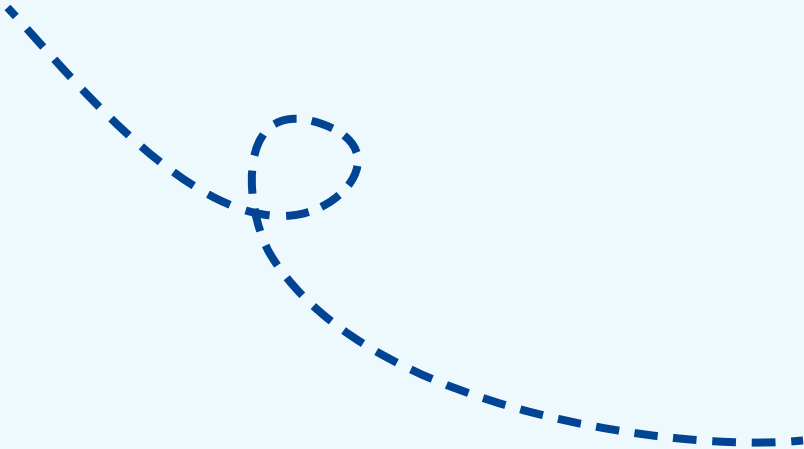


HOW CAN BUSINESSES FACILITATE VACCINATION UPTAKE?

In order for the private sector to support COVID-19 vaccination campaigns, they will have to reduce the barriers that have been identified. In this section, we explore what addressing the barriers across the vaccination journey could look like, and provide case studies from the COVID-19 pandemic to illustrate these different ideas.



DELIBERATION



SHOW THE BENEFITS OF VACCINATION AT SCALE

POSSIBLE ACTIONS

Private sector organisations can help by communicating information about vaccination and helping people to understand why it makes sense to get vaccinated. Protection Motivation Theory (see a summary [here](#)) predicts that for these types of communications, it is helpful to first address the nature and risks of the disease and then communicate that vaccination is both effective and easy:

1. The nature and risks of the disease ("risk appraisal"):

explain what the risks of the disease are to themselves and their family and friends. Make sure to avoid overly emotional language or images, explaining the risk in an objective way (for example: "COVID-19 is on the rise in our community. This disease has been shown to make some people very sick, leading in some cases to death or lung damage.")

2. The benefits of the vaccine ("coping appraisal"):

explain how taking a vaccine for a disease can help mitigate the risk associated with that disease. Help people understand why it is recommended to take it, explain how the vaccine was tested and why it is deemed to be safe and effective (for example: "The COVID-19 vaccine can prevent you from getting severely ill. The vaccine has been rigorously tested and is shown to be safe and effective").

In addition, you can help people understand **the steps they need to take to get a vaccine**, explaining who can get vaccinated where and how.

TARGET PERSONAS

Enthusiasts | Unconcerned | Underserved | Undecided

BARRIERS TO VACCINATION



CASE STUDY: MENA

WHO?

 ZAIN - MENA Leading Network & Internet Service Provider

WHAT?

In 2021, [Zain Global Annual Ramadan Campaign](#) supported UNICEF efforts in the MENA region to encourage COVID-19 vaccination uptake through a campaign called 'No one is safe, until we are all safe'. The commercial was broadcast on MBC 1, MBC Drama, Al Rai, KW TV and Shahid TV during the holy month of Ramadan and uploaded to Zain's YouTube channel.

WHAT DID IT DO?

- Leveraged Zain's strong advertising power across the MENA region to reach millions of households.
- Took advantage of the large TV audiences during the month of Ramadan to reach a wider public.
- Promoted vaccination by disseminating positive messaging about vaccination and deconstructing misconceptions.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

Increases brand awareness and diversifies the client base

Acts on a sense of moral duty

WHAT WAS ACHIEVED?

- ✓ More than 12 million views on Zain's YouTube channel.

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for every child



CASE STUDY: IRAQ

WHO?

 **ZAIN** - Iraq's Leading Network & Internet Service Provider

WHAT?

Sent text messages to Zain subscribers in Federal Iraq and the Kurdistan region of Iraq providing key information and sensitisation messages in Arabic and Kurdish – depending on users' location and first language – on COVID-19 risks, risk mitigation and preventative measures and generating demand for vaccination.

WHAT DID IT DO?

- Leveraged an existing touchpoint - Zain's strong footprint on communities in Iraq - to reach millions of Iraqis.
- Generated demand and promoted increased acceptance of COVID-19 vaccination through regularly disseminating messages on the reliability, efficacy and benefits of the vaccine.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

Diversifies business by plugging demand gaps

Builds trust with the clientele

Acts on a sense of moral duty

WHAT WAS ACHIEVED?

- ✓ **7.5 million Iraqis** reached by the SMS.

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COUNTER MISINFORMATION

POSSIBLE ACTIONS

The private sector has existing touch points with the community and networks that can help to amplify the efforts of experts to counter misinformation. Organisations can also help to identify myths detected in their networks and feed them back to expert organisations to be addressed (for instance by creating a dialogue with local government or communities).

According to the Wall of Beliefs model of disinformation (see a video [here](#) and a summary [here](#)), the following approaches can help:

- 1. Proactive promotion: Create counter-narratives**
where myths are persistent and where people have strong beliefs in the myths, building accurate narratives through trusted channels or influencers.
- 2. Reactive response via mythbusting**
in specific circumstances; telling people their beliefs are wrong is likely to be ineffective. Partnering with experts will help to make sure that mythbusting only occurs where there is immediate harm – such as myths about a dangerous COVID-19 cure – otherwise there is a risk of myths spreading further, leading to more harm.

To find out more, have a look at the UNICEF vaccine misinformation management field guide [here](#).

TARGET PERSONAS

Objectors | Unconcerned | Undecided

BARRIERS TO VACCINATION



Worries and fears about vaccine safety and/or side effects

Limited perception of risks

Belief around the vaccine efficacy



Lack of trust in governing entities and vaccine providers



Confusing and inconsistent communication environment

CASE STUDY: LIBYA

WHO?



El Kul - BBC Media Action online news and information platform in Libya

WHAT?

Linked with trusted sources of information to disseminate regular content and creative media to fuel safe, balanced and informed discussions on current scientific, social and practical issues regarding the pandemic and its impact. Monitored online conversations and trends to adapt its content.

WHAT DID IT DO?

- Benefitted from the large audience of the El Kul platform - having 1,2 million followers on Facebook, nearly 1/5 of the Libyan population.
- Countered misinformation on COVID-19 and the vaccine by providing factual, relevant information and counternarratives when negative trends and misperceptions in online conversations are detected.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

Builds trust with the clientele

Acts on a sense of moral duty

WHAT WAS ACHIEVED?

- ✓ **89%** see El Kul as a trusted source for information on the pandemic ;
- ✓ **95%** see El Kul as a source that encourages the uptake of prevention measures ; and
- ✓ **92%** see El Kul as a source of information on how COVID-19 is transmitted.

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ASSOCIATE THE VACCINE WITH TRUSTED BRANDS

POSSIBLE ACTIONS

Efficiently reaching all citizens with life-saving information is a challenge, especially early on in an emergency situation. Private sector organisations are already in touch with their customers and can use these touch points and existing relationships to help governments reach all citizens, particularly where trust in the government itself is low.

Who is trusted?

Private sector organisations are more likely to be trusted brands if they are seen as those who deliver good quality or good services, charge fair prices, treat their customers well and are popular in the community.

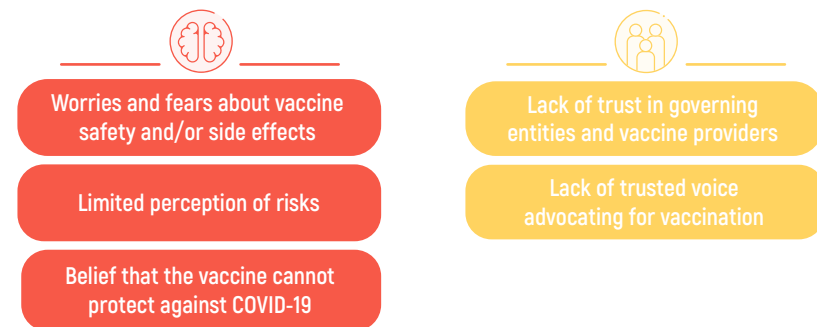
These trusted brands will have more persuasive power than others, as described by the **messenger effect** (see [here](#) for an example applied to COVID-19 vaccines).

Trusted brands, and their ambassadors, can efficiently provide messages about the vaccine to their customers. Being able to convey medically accurate content is especially important in population segments that deeply distrust the government.

TARGET PERSONAS



BARRIERS TO VACCINATION



CASE STUDY: YEMEN

WHO?



Grocery retailers - local shops in three governorates (Aden, Lahij and Hadramaut)

WHAT?

Distribution of key COVID-19 information posters and leaflets to be displayed in grocery stores. Additionally, stickers were placed on fast-moving commodities and everyday items. These were in different languages and used graphics to overcome literacy challenges.

WHAT DID IT DO?

- Achieved efficient coverage – with key information directly communicated to Yemeni homes, including hard-to-reach populations, at no/low cost.
- Provided reliable information that complied with local regulations through affordable commodities that communities trust to combat rumours and misinformation around COVID-19.
- Diversifies the voices that convey government-aligned information

WHAT ARE THE BENEFITS FOR THE BUSINESS?

- Reduces loss of business due to COVID-19 infections of clients
- Builds trust with the clientele
- Acts on a sense of moral duty

WHAT WAS ACHIEVED?

- ✓ **More than 500 grocery retailers** involved.
- ✓ **More than 400,000 stickers** placed on food packages.
- ✓ **60% and 70% of mothers and fathers** respectively mention the stickers as a source of COVID-19 vaccination awareness.



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FACILITATE SOCIAL PROOF

POSSIBLE ACTIONS

Our behaviours are strongly influenced by what others around us are doing, or by what we perceive to be the social norm (see [here](#) for a summary).

Private sector organisations can make social norms visible: people's perceptions of how those around them behave are often not accurate. Some behaviours, including vaccination, are less visible to some. The private sector can help make these norms visible, for example disseminating messages stating "7 out of 10 people in our region are vaccinated" (descriptive social norms) or by talking about a "majority" of customers or staff where that exists.

Private sector organisations can amplify social norms about what is expected (injunctive social norms): describe behaviours that one is expected to follow and expects others to follow. The private sector can help voice the expectations of customers and staff, for example through heads of organisations or their ambassadors.

TARGET PERSONAS

Objectors

Unconcerned

Undecided

BARRIERS TO VACCINATION



Lack of descriptive social norms

Lack of injunctive social norms

Lack of trusted voice advocating for vaccination

CASE STUDY: OMAN

WHO?



Zeros2Ones – Digital Marketing Agency partner of UNICEF Oman Parenting Programme

WHAT?

Leveraged the existing Parenting Programme to influence practices during the pandemic by inviting parents, including influencers, to record short videos of their experiences during the COVID-19 outbreak, focusing on positive parenting practices.

WHAT DID IT DO?

- Created solidarity between parents by developing content that parents can relate to.
- Leveraged parenthood-focused influencers to communicate evolving and desirable social norms.
- Normalised certain behaviours by showing them performed by many parents.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

Diversifies business by plugging demand gaps

Builds trust with the clientele

WHAT WAS ACHIEVED?

- ✓ **18 posts** on different social media platforms.
- ✓ **Over 3,000** engagements on social media platforms.
- ✓ **Nearly 130,000 people** reached by the campaign.



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ENCOURAGE ADHERENCE TO LOCAL POLICY

POSSIBLE ACTIONS

Health and risk-related information is not always enough to create behaviour change, and many countries have introduced rules and regulations they ask their populations to follow. For example, the COVID-19 vaccination rules for travel proved to be a strong motivator, and businesses within the travel industry supported the implementation of the policy.

Communicate new requirements early and often. Embedding them in formal procedures with extra support (e.g. via Apps, booking platforms, hotlines) gives time for the community to adjust. Use physical cues to action such as footprint stickers for social distancing, and signage that does not rely on strong literacy. Explaining that vaccinated staff work at the premises can promote **reciprocity and appeal to collective values.**

Make the action more effective by ensuring communication are sensitive to personal choices (where they exist) and **offering support** throughout the vaccination journey.

TARGET PERSONAS

Objectors

Unconcerned

BARRIERS TO VACCINATION



Inertia and procrastination



Lack of injunctive social norms

CASE STUDY: LIBYA

WHO?



LIBYAN WINGS -
a Libyan airline company

WHAT?

Provided reminders of governmental PHSM and vaccination rules through a communication campaign. Required staff and customers to follow airline and government mandates on PHSM, including compulsory vaccinations for staff members. Staff were trained in the management of PCR test control procedures, wearing masks and social distancing when travelling.

WHAT DID IT DO?

- Emphasised the vaccine as a means to freely travel, rather than just appealing to the vaccine's health benefits as the sole motivator.
- Reinforced a sense of duty to respect and enforce health measures.
- Set the right example for customers and the public.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

Builds trust with the clientele

Reduces loss of business due to COVID-19 infections of clients

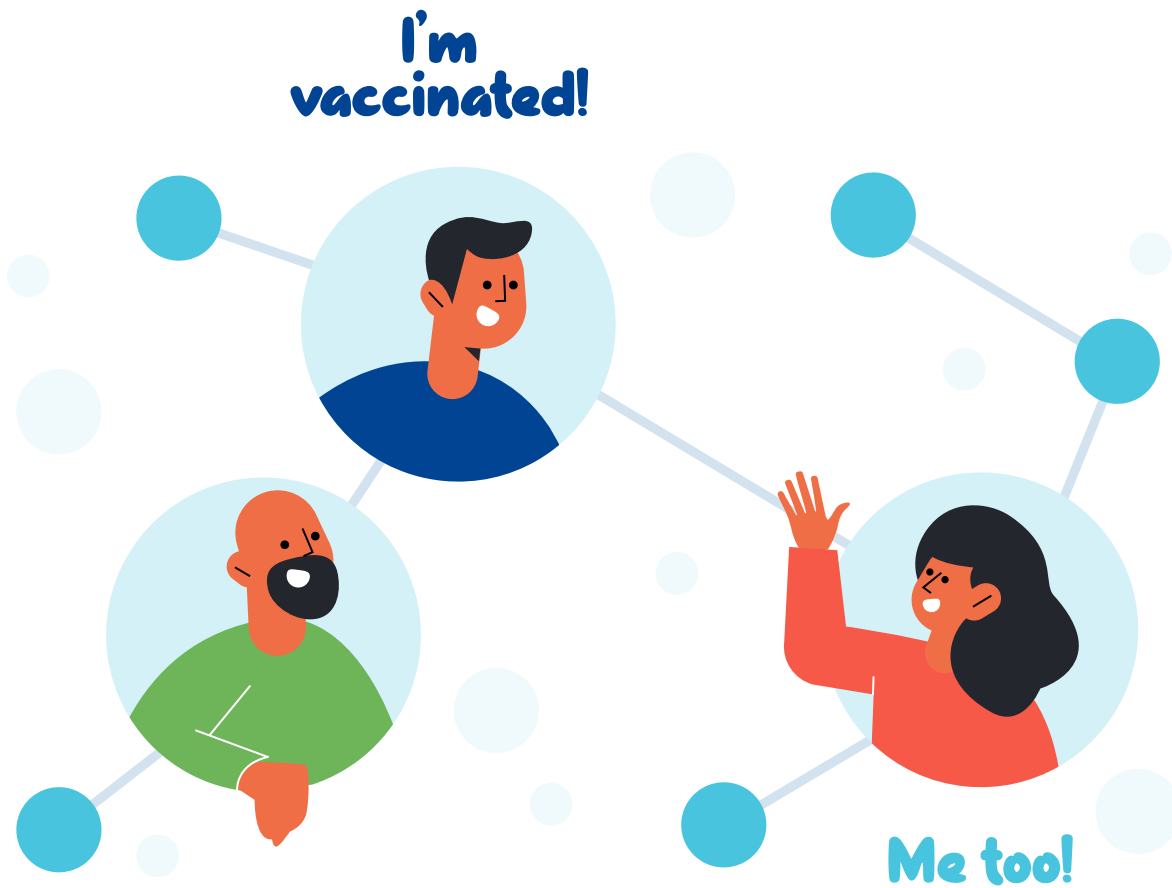
Reduces staff absences and loss of working hours due to COVID-19

WHAT WAS ACHIEVED?

- ✓ **10,000 IEC materials** echoing government's directives produced.
- ✓ **360,000 people** reached per month with these COVID-19 messages.

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CASE STUDY: IRAQ, JORDAN, KUWAIT, SAUDI ARABIA and SUDAN

WHO?

zain ZAIN - MENA Leading Network & Internet Service Provider

WHAT?

Organised vaccination drives for employees and their family members when eligible. Provided additional support to employees on the vaccination process by providing relevant information in a timely manner.

WHAT DID IT DO?

- Aligned with national guidelines/laws to maintain on-site activities where they exist.
- Facilitated access to vaccinations by allowing them to be administered in the workplace.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

Diversifies business by plugging demand gaps

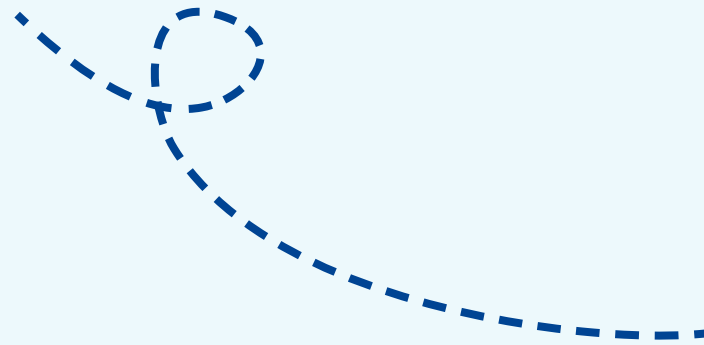
Acts on a sense of moral duty

Reduces staff absences and loss of working hours due to COVID-19

WHAT WAS ACHIEVED?

- ✓ **4,794 persons** vaccinated across the 5 participating country offices.

PLANNING & SCHEDULING



PROVIDE NON-FINANCIAL INCENTIVES

POSSIBLE ACTIONS

Incentives of different kinds (financial / non-financial) can help overcome procrastination and inertia by enhancing motivations. Existing services or commodities that are valued by the community can also be "bundled" with vaccination services, which would not otherwise be a priority.

Incentives can be provided for scheduling a vaccine appointment, for getting vaccinated, or for being vaccinated already.

Types of incentives: Non-financial incentives can take the forms of services or goods that organisations usually provide (e.g. "you get free entry in this cinema if you get vaccinated next month") or they can be unrelated to the business (e.g. entering vaccinated customers into a lottery).

Frame the incentive as a thank you for protecting the community to ensure that people will still be motivated to get the second vaccine in the event of more personal incentives being discontinued.

Make the action more effective: by making the offer time-limited (read about scarcity effects [here](#)) and including other types of support, for instance information (e.g. how exactly to schedule a vaccine).

TARGET PERSONAS

Unconcerned

Undecided

Underserved

BARRIERS TO VACCINATION



Inertia and procrastination

CASE STUDY: JORDAN

WHO?

 **ZAIN Jordan** - largest telecom operator in Jordan

WHAT?

Granted free data bundles to all Zain subscribers after they received the COVID-19 vaccine.

WHAT DID IT DO?

- Encouraged procrastinators to take the plunge on vaccination and be rewarded for it.
- Increased interest in vaccination, especially among those who were not otherwise concerned.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

Increases brand awareness and diversifies the client base

Acts on a sense of moral duty

PROVIDE FINANCIAL INCENTIVES

POSSIBLE ACTIONS

Providing financial incentives can help overcome procrastination and inertia by introducing stronger motivators.

Examples of incentives:

- Discounts when buying services or goods.
- Worker bonuses for vaccinated staff.

Scarcity: make the offer of the reward time limited, as this has been shown to increase motivations.

Frame: as a thank you for protecting the community / organisation to ensure intrinsic motivation does not get crowded out by extrinsic rewards (and to increase the likelihood of receiving a second vaccine in the absence of financial incentives).

Make the action more effective by including other types of support, for instance information (how exactly to schedule a vaccine for example) or time off work to get vaccinated.

TARGET PERSONAS

Unconcerned | Undecided | Underserved

BARRIERS TO VACCINATION



Inertia and procrastination



Cost

CASE STUDY: JORDAN

WHO?



Zain Jordan, Arab Bank, Orange Jordan, etc. – largest telecom, banking and other companies in Jordan

WHAT?

Giveaways held weekly during Yesed Sabahak, a morning show on JRTV where 6 vaccinated Jordanians were drawn to win 500JD, with each prize pool being donated by a different company.

WHAT DID IT DO?

- Made vaccination more attractive by giving it a potential financial value.
- Helped to overcome procrastination and inertia by incentivising vaccination.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

Increases brand awareness and diversifies the client base

Acts on a sense of moral duty

Reduces loss of business due to COVID-19 infections of clients

WHAT WAS ACHIEVED?

- ✓ 84 persons were drawn to win a prize.

MAKE VACCINATION WIDELY AVAILABLE AND ACCESSIBLE

POSSIBLE ACTIONS

A lack of decentralisation of vaccination services, particularly for rural and remote areas, can constitute a crucial barrier to accessing vaccination. As such, giving vaccination centres a wide geographical distribution allows most people to sidestep key barriers to access. It is also essential that communities within rural and remote areas are able to get to these centres with ease.

Private sector organisations can therefore support the vaccine rollout **logistically** or **financially**, helping to transport the vaccine to the right sites.

TARGET PERSONAS

Enthusiasts | Underserved

BARRIERS TO VACCINATION



Accessibility issues

Cost

Unreliable or inadequate supply of vaccines or services

CASE STUDY: LEBANON

WHO?



COVAX in the MENA - Vaccination marathons in Lebanon

WHAT?

Initiated by the Ministry of Public Health with support from UNICEF, multiple vaccination marathons were held simultaneously to deliver vaccines under the public-private COVAX initiative. The marathons were organised in multiple centres across the country, registration and administrative procedures were simplified and transportation to the centres was provided. Private sector partners participated through donations to ensure supply of vaccine doses and to finance logistical efforts.

WHAT DID IT DO?

- Facilitated the vaccination process by making it simpler and faster.
- Offered vaccinations not only to everyone who was registered on the vaccination platform but also those who were yet to receive an appointment. It also offered vaccinations to those who were not registered, including those without identification papers.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

- Reduces loss of business due to COVID-19 infections of clients
- Acts on a sense of moral duty
- Reduces staff absences and loss of working hours due to COVID-19

WHAT WAS ACHIEVED?

- ✓ Over 160,000 registered and received vaccinations through the marathons.



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SUPPORT SCHEDULING

POSSIBLE ACTIONS

Scheduling the vaccine appointment can, depending on the country and local context, come with barriers for some parts of the population. Private sector organisations can support scheduling by:

1. **Reducing friction** by supporting the availability of relevant documents, such as ID cards.
2. **Make use of defaults** and allocate slots for employees to get vaccinated, or by giving employees paid **time off work** to schedule and get vaccinated.
3. **Bundle services** with vaccination slots, for example, combining the scheduling of an appointment with a local car mechanic or hairdresser, with vaccine appointments.
4. **Make the action more effective** by helping people form **implementation intentions**. By making "if-then" plans, people are able to visualise their actions and break down goals into achievable steps. Anticipating potential barriers and visualising the path to overcoming them can additionally help people to attend vaccine appointments.

TARGET PERSONAS

Enthusiasts | Underserved

BARRIERS TO VACCINATION



Friction



Accessibility issues

Cost

CASE STUDY: MENA

WHO?



KOUNTABLE - global trade and technology platform



PROOF MARKET - provide digital identity and digital trust technology

WHAT?

Created a digital health database with information over which individuals have autonomy, and that is accessible with and without internet. More broadly, it provided a digital identity for those who do not have one, particularly women, who are more likely to not have a digital ID or even an ID at all, to enable them to access health services more easily.

WHAT DID IT DO?

- Allows access to vaccination for people without a digital identity and, in some cases, no identity at all.
- Allows, more broadly, access to the formal sector including health care, finance and insurance.

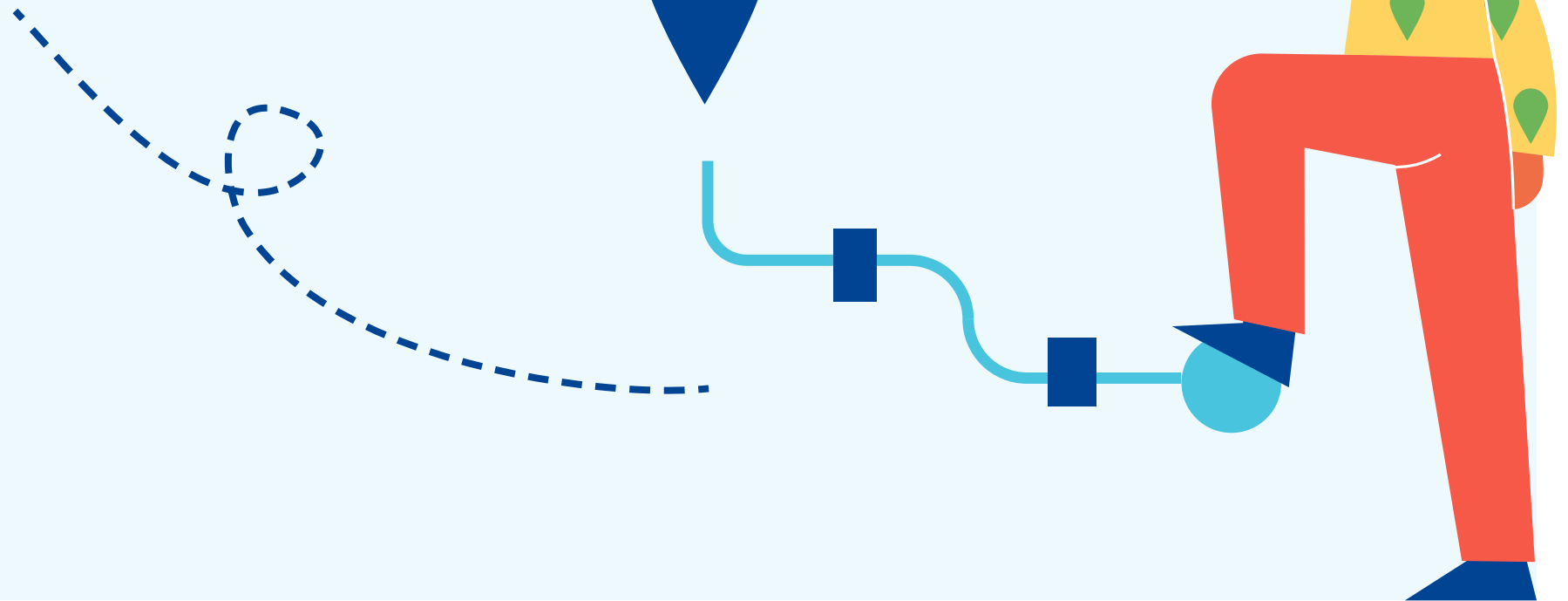
WHAT ARE THE BENEFITS FOR THE BUSINESS?

Diversifies business by plugging demand gaps

Acts on a sense of moral duty

Increases brand awareness and diversifies the client base

ATTENDING



PROVIDE TRANSPORTATION

POSSIBLE ACTIONS

Access to vaccine centres remains a barrier for some individuals. Public transport, where it exists, can be hard to access. The **hassle** and **inconvenience** of finding transportation to centres that are far away, as well as the cost in time and money, can be a significant barrier in both urban and rural areas.

The **private sector** can help by making transportation options available for people travelling to and from official vaccine centres and partner with authorities to communicate the offer to clients. For priority groups with mobility problems such as the elderly and/or people with disabilities, the offer of transport is an enabler to vaccination.

Make the action more effective by asking people to pre-book the transportation. This can serve as a pre-commitment device (see [here](#) for a summary) and help overcome procrastination. However, this may work best with highly motivated community members, rather than under-served or marginalised communities.

TARGET PERSONAS

Enthusiasts | Underserved

BARRIERS TO VACCINATION



Accessibility issues

Cost

CASE STUDY: MENA

WHO?

Uber

UBER - world leader in ride-hailing

WHAT?

Provided free/discounted ride vouchers for travelling to and from dedicated COVID-19 vaccination centres in several MENA countries.

WHAT DID IT DO?

- Addressed mobility concerns by facilitating access to vaccination centres in urban areas.
- Reduced the cost of receiving vaccination.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

Increases brand awareness and diversifies the client base

Builds trust with the clientele

Reduces loss of business due to COVID-19 infections of clients

Acts on a sense of moral duty

WHAT WAS ACHIEVED?

- ✓ **More than 126,355** free or discounted trips provided in MENA through the Uber app.

BUNDLING OF SERVICES

POSSIBLE ACTIONS

Private sector organisations can **host vaccine sites**.

This can bring many benefits:

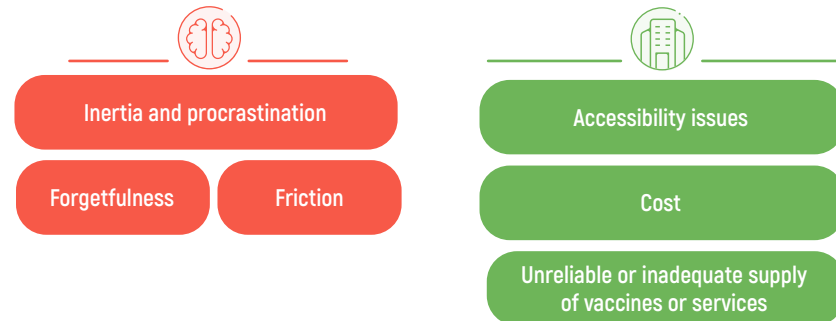
- Enhancing **accessibility** particularly for members of society for which vaccine sites are too far or too inaccessible.
- Reduce **hassle** by bringing vaccination sites to places where target audiences naturally are – for example, workplaces, markets, or places of worship. This can help overcome **procrastination and inertia**.

Hosting vaccine sites can also be a **marketing opportunity** and a **positive brand association** for private sector organisations.

TARGET PERSONAS

Enthusiasts | Underserved | Unconcerned

BARRIERS TO VACCINATION



CASE STUDY: SUDAN

WHO?



DAL Food - largest food company in Sudan

WHAT?

Implemented fixed and mobile vaccination hosting sites - mobile cinema and mobile bakery - for the vaccination campaign in combination with outdoor marketing campaigns.

WHAT DID IT DO?

- Utilised DAL Food's marketing and logistics capabilities to access to remote areas of Sudan.
- Brought the vaccine closer to the community, including hard-to-reach populations. This significantly enhanced gender equity in vaccination, as women directly benefited from the campaign.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

- Diversifies business by plugging demand gaps
- Acts on a sense of moral duty
- Builds trust with the clientele
- Reduces loss of business due to COVID-19 infections of clients
- Increases brand awareness and diversifies the client base

WHAT WAS ACHIEVED?

- ✓ **20 trucks** and **15 billboards** were provided for two COVID-19 vaccination campaigns.
- ✓ Contributed to increase in vaccine uptake by approximately **2.5%**.



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CASE STUDY: JORDAN

WHO?

 **ZAIN Jordan** - largest telecom operator in Jordan

WHAT?

Loan of a mobile clinic to the National Center for Security & Crises Management to facilitate public vaccination campaigns in the Kingdom.

WHAT DOES IT DO?

- Provided the vaccine to the most remote areas of the country.
- Benefitted from the experience and resources of ZAIN in Jordan, which has had this mobile clinic for several years now.

WHAT ARE THE BENEFITS FOR BUSINESS?

Diversifies business by plugging demand gaps

Builds trust with the clientele

Increases brand awareness and diversifies the client base

Acts on a sense of moral duty

WHAT WAS ACHIEVED?

- ✓ **6,900 persons** had been vaccinated through the Zain mobile clinic by the end of 2021.

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SEND REMINDERS

POSSIBLE ACTIONS

Reminders of a vaccination appointment can increase rates of attendance, particularly with well-timed and well-worded messages.

Wording of reminders: personalise the reminder, for example by including the individual's name, and make it more social by including a message from the vaccination centre (e.g. "we are looking forward to seeing you tomorrow, Jude")

Timing of reminders: ideally, give people a chance to choose both how they would like to receive the reminder (e.g. via SMS or email) and how far in advance (1 hour, 1 day) they would like to receive it.

TARGET PERSONAS

Underserved | Unconcerned | Undecided

BARRIERS TO VACCINATION



Forgetfulness

Inertia and procrastination

CASE STUDY: DJIBOUTI

WHO?



DJIBOUTI TELECOM - main and only telecom operator in Djibouti

WHAT?

With the help of the Ministry of Health, looped audio messages before the start of each phone call to remind listeners in French, Afar and Somali of the need to respect health protection measures and of the benefits associated with vaccination against COVID-19.

WHAT DID IT DO?

- Acted as a constant reminder about compliance with health protection measures and the value of vaccination.
- Allowed messages to be more personalised, especially in terms of the language used, and therefore more persuasive.

WHAT ARE THE BENEFITS FOR THE BUSINESS?

Builds trust with the clientele

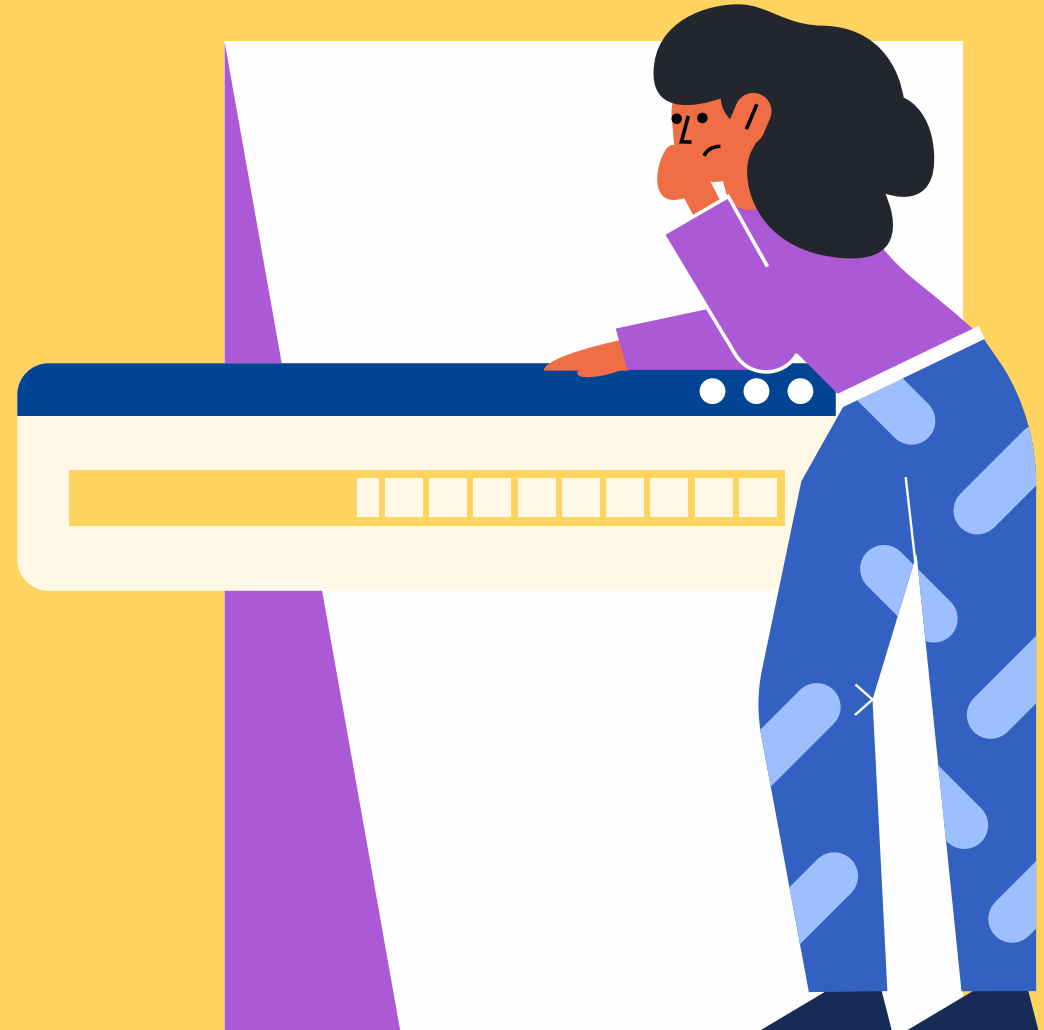
Acts on a sense of moral duty

Increases brand awareness and diversifies the client base

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WHAT ARE THE BARRIERS TO AND MOTIVATORS FOR BUSINESS ENGAGEMENT?

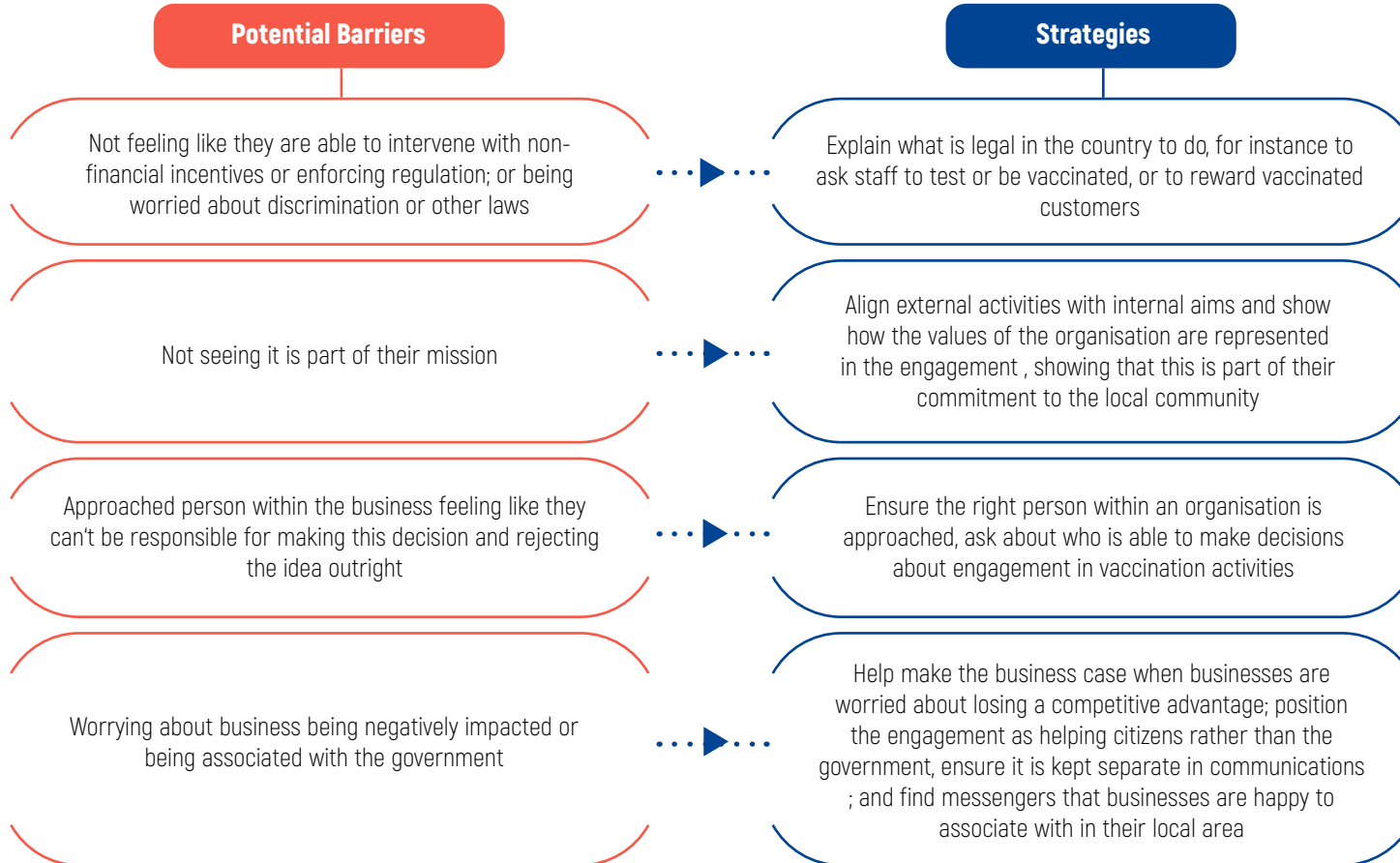


WHAT IS THIS SECTION ABOUT?

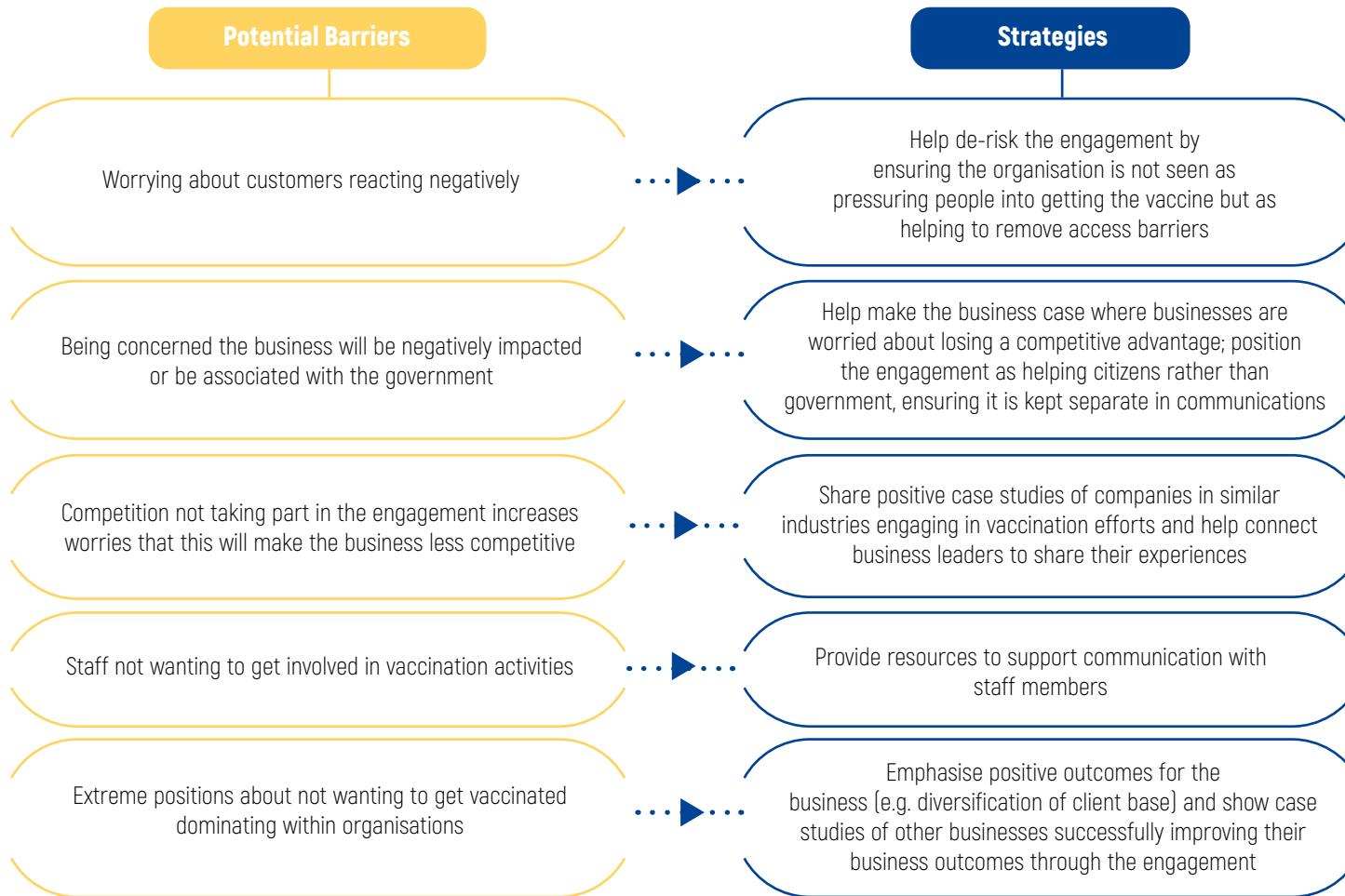
This section shows examples of barriers that businesses may face in engaging in vaccination efforts and provides strategies that you can engage in to facilitate a partnership.



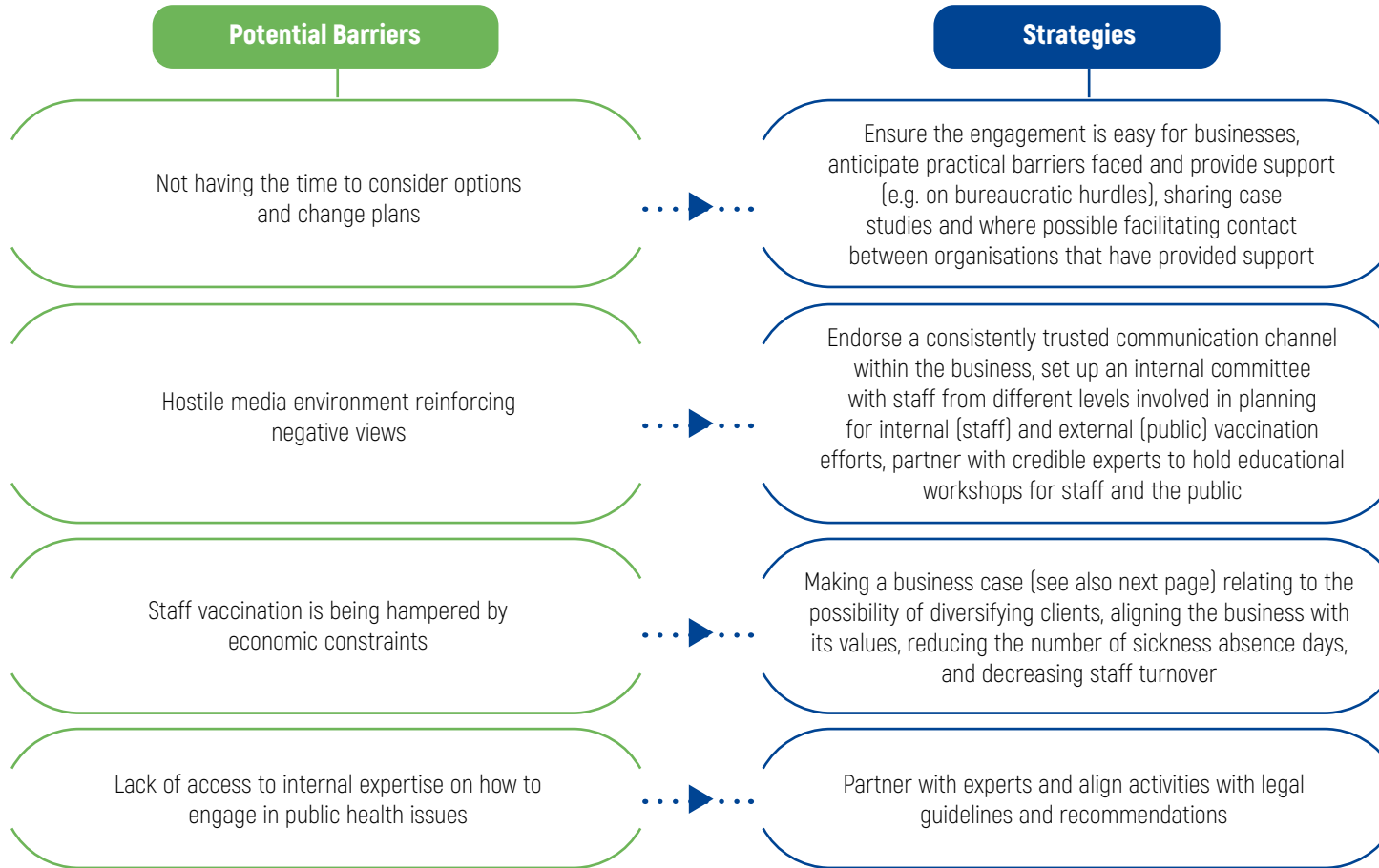
WHAT PSYCHOLOGICAL AND INDIVIDUAL BARRIERS TO ENGAGEMENT MAY BUSINESSES FACE?



WHAT SOCIOLOGICAL BARRIERS TO ENGAGEMENT MAY BUSINESSES FACE?



WHAT ENVIRONMENTAL AND SYSTEMS BARRIERS TO ENGAGEMENT MAY BUSINESSES FACE?



WHAT COULD MOTIVATE BUSINESSES TO ENGAGE?

It is as important to understand barriers stopping businesses from supporting vaccination efforts as it is to understand what might motivate them. Some of the factors below have already been referenced as strategies to overcome such barriers; they remain useful as means of building a convincing business case. For example, businesses might be motivated to engage in order to:




Diversify business by plugging demand gaps in different sectors



Increase their brand awareness and diversify their client base



Build trust with existing clients by demonstrating an understanding of their needs



Reduce the loss of business due to COVID-19 infections of clients



Reduce staff absences and loss of working hours due to COVID-19



Act on a sense of moral duty to the community

S.E Dean (2020), [Small Business Post-COVID-19: Motivational Needs Through Uncertain Times](#).

S. Hoorens and L. Hocking (2020), [How Small Businesses are Coping with the Impact of COVID-19: Results from a Survey in Turkey and the Middle East](#).

WHAT TO REMEMBER



SO, WHAT ARE THE KEYS TO A SUCCESSFUL PARTNERSHIP?

As demonstrated in this guide, businesses in the MENA region are crucial partners in the efforts to overcome barriers to vaccination faced by populations. By leveraging their business assets, marketing capacity, voice or expertise, practitioners can design powerful interventions that can shift beliefs, attitudes, social norms, and other structural barriers. For the private sector, engaging with the public sector in SBC activities can have many benefits, whether by diversifying business assets, increasing brand awareness, or by building trust with existing customers.

Ideas presented in this guide should be used as inspiration and should be refined and tested in local contexts before being rolled out and scaled up. This guide should be used by organisations to help define public-private partnership strategies that foster successful collaboration and bring about positive outcomes for both parties. In your future partnerships efforts, make sure to:



Understand needs and barriers to engagement:

- Understand what can make the partnership successful and the value it would create
- Analyse potential barriers that obstruct a potential partnership, and discuss how they could be overcome



Engage with each other by:

- Aligning on timelines and communicate on expectations
- Exchanging written commitments and agreements
- Fostering personal relationships that build mutual trust



Manage and evaluate the process by:

- Agreeing on common goals
- Holding regular (e.g monthly) meetings to track progress or identify any barriers to success
- Sharing what is working well and what could be improved
- Capturing learnings for future partnerships

We hope this guide has been a useful resource for you, your organisation, and the fruitful partnerships it will have in the future.

ABOUT US

UNICEF

UNICEF is a United Nations agency dedicated to improving and promoting the status of children. In the face of remarkable challenges around the world, UNICEF staff fight for the rights of every child to safe shelter, nutrition, protection from disaster and conflict, and equality. UNICEF MENARO is the regional branch for the Middle East and North Africa representing the organization in the region and overseeing the work of the fifteen country offices and one area office covering Gulf countries under its responsibility.

[Website](#)



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MAGENTA

MAGENTA is a social and behaviour change (SBC) agency specialising in understanding human decision-making processes in order to design solutions for sustainable and scalable positive change. We use the latest in behavioural science principles and a rigorous approach to behavioural research, design, experimentation and scaling for optimal social impact. Our team consists of researchers, social and behaviour change scientists, data scientists, creatives and communications experts with in-depth knowledge of the contexts in which they work. We have extensive experience designing and delivering behavioural change interventions for the public sector and work with governments and development agencies worldwide to support social development challenges.

[Website](#)



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