

Draft Title of the Document

Multi-stakeholder Partnership for Risk Governance in Cities under Pandemic [draft]

Drafted by the WHO Collaborating Centre for Healthy Cities and Urban Policy
Research for the Alliance for Healthy Cities

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i. Foreword

(AFHC SC chairman)

(AFHC Academic Committee)

(WHO Collaborating Centre for Healthy Cities and Urban Policy Research)

PRELIMINARY DRAFT

ii. Executive Summary

(summary of (1) a need of this guideline including situation of COVID-19 pandemic, (2) how this guidelines have developed including consultation process by AFHC SC, WHOCC by participation of city members and AFHC AC. (3) major issues to foster multi-stakeholder partnership for risk governance in cities under pandemic.

The followings are key considerations needed for realizing multi-stakeholder partnership for risk governance in Cities under Pandemic)

How to foster multi-stakeholder partnership for risk governance to address epidemics in cities?

1. *Initiating leadership support towards commitment on multi-stakeholder partnership*
 - Ensure highest level of local government response
 - Engage key decision makers to work with other stakeholders
2. *Identification of potential actors and partners for risk governance*
 - Map prospective partners and determine their potential roles, interests, and contributions
 - Convene identified partners
3. *Establishing the multi-stakeholder partnership structure for risk governance*
 - Identify office and/or secretariat to oversee activities;
 - Jointly develop and agree on structure, plans, and standard operating procedures (SOPs)
4. *Strengthening multi-stakeholder partnership through development of policy instruments*
 - Develop, implement, and amend guiding policies and frameworks to strengthen mandate of the partnership
5. *Development of concrete synergistic strategies among partners*
 - Assess and manage risks through joint design and implementation of inclusive and integrated activities
 - Allocate adequate resources to support partnership activities
6. *Ensuring joint accountability and trust across stakeholders*
 - Assigning responsibilities and performance metrics
 - Form a clear information sharing and decision-making process
7. *Coordinate with national authorities to expand partnership and promote opportunities on risk governance*
 - Connect and ensure that the local multi-stakeholder partnership is complemented with similar process at the national level
 - Develop communication channels and appropriate role sharing between local and national stakeholders
8. *Inception of monitoring and evaluation procedures for risk governance collaborative efforts*
 - Set-up joint evidence generation and gathering system to determine impact and benefits
 - Report and capture lessons learnt to improve the system

9. *Capacitate stakeholders on effective multi-stakeholder partnership schemes*

- Assess and provide needed training and skills of different partners on risk governance implementation regularly

PRELIMINARY DRAFT

iii. Acronyms

XXX yyy
XXX yyy
XXX yyy

PRELIMINARY DRAFT

Guidelines for Multi-stakeholder Partnership for Risk Governance in Cities under Pandemic [draft]

A. Purpose of the Guidelines

Goal and Objectives of the Guidelines

The overall goal of this guidance document is to assist all concerned personnel at the city level on how to facilitate risk communication during pandemic through maintaining multi-stakeholders governance.

This guideline recommends multi-stakeholder partnership between different actors and provide a clear description of its subsequent process (step-by-step).

Potential Target Stakeholders/Users

This document is intended for key staff and decision-makers under the city government, as well as actors from all other relevant sectors that should be involved in fostering multi-stakeholder partnership for risk communication during pandemic. It also targets various stakeholders engaged in assessing, managing, and/or informing the people about risks.

Given the differences in context, a “one-size-fits-all” approach is not feasible in setting-up a multi-stakeholder partnership mechanism. The cities must adopt recommended action points that would be accustomed with their particular needs and capacity. This guideline is also broadly applicable to different country settings.

Guiding Principles of Risk Communication and Community Engagement (RCCE)

The implementation of risk governance partnership approach is anchored on the tenets of the principles specified by WHO in 2020 that include the following:

1. A government led but supported by the private sector, civil societies, and communities;
2. Community-centered working with their knowledge, capacities, and vulnerabilities;
3. Participatory enabling community-led responses;
4. Nurturing trust as the critical component of response;
5. Open and transparent about knowns/unknowns, uncertainty, and mistakes;
6. Informed by data about the community needs, issues, and perceptions;
7. Integrated as a foundational approach for the entire response;
8. Coordinated to avoid duplications and gaps, and increase impact;
9. Inclusive of all vulnerable and marginalized groups
10. Accountable to the affected communities

B. Step-by-step recommendations to foster multi-stakeholder partnership

How to foster multi-stakeholder partnership for risk governance to address epidemics in cities?

1. *Initiating leadership support towards commitment on multi-stakeholder partnership*
 - Ensure highest level of local government support and cooperation to include risk preparedness and response activities;
 - Select and engage key local decision makers to emphasize collaboration and coordination efforts with other stakeholders.
2. *Identification of potential actors and partners for risk governance*
 - Identify and develop contact list of potential stakeholder partners (i.e., government, private, development organizations, academe, research institutions, community) that can be involved on collaboration and coordination efforts in addressing risks of emerging infectious diseases;
 - Map the current roles, capacities, resources, approaches, activities, internal and external environment, potential contribution of each stakeholders, and their value on risk assessment, management, and communication;
 - Convene multi-stakeholder groups, identify the leadership structure, and update involved stakeholders when necessary;
 - Determine and accommodate diverse interests of various engaged stakeholders.
3. *Establishing the multi-stakeholder partnership structure for risk governance*
 - Creation or assigning an office that will oversee coordination and collaboration mechanism and secure a strong secretariat role and connect sectoral focal points;
 - Collaboratively develop and agree on organizational structure, common vision, mission, and goals and objectives for risk assessment, management, and communication measures among different involved stakeholders;
 - Development of a risk strategic delivery plan and corresponding standard operating procedures (SOPs) to ensure risks and its corresponding arrangements are adequately considered and understood how, when, and where the partnership will collaborate with each other;
 - Establishment of risk reporting, public information, decision-making process, and resource sharing protocols with multi-sectoral partners.
4. *Strengthening multi-stakeholder partnership through development of policy instruments*
 - Assess, prioritize, and manage key issues and risks through consensus building activities and collaborative approach of various concerned stakeholders considering the local context;
 - Collectively develop and implement policies, guiding principles, regulations, plan, course of action, and frameworks that will strengthen mandate on coordination and collaboration mechanisms among several involved stakeholders in addressing risks and prioritized challenges of the population;
 - Ensure implementation, monitoring, evaluation, and amendment of constructed policy instruments if necessary
5. *Development of concrete synergistic strategies among partners*

- Prioritize and design an inclusive, understandable, measurable, and responsive implementation of collaborative approaches towards risk assessment, management, and communication;
- Continually improve the suitability, adequacy, and effectiveness of the approaches, activities, framework, and process on how it is integrated to address the needs of the whole population, including vulnerable groups;
- Ensure adequate financial and human resources to support the approaches and activities of the partnerships;
- Ascertain sustainability of implementation of strategies and action plan towards prevention of future pandemics.

6. *Ensuring joint accountability and trust across stakeholders*

- Assigning roles, responsibilities, governance structures, and performance metrics on collaboration among various staff and/or organizations for risk assessment, management, and communication;
- Guarantee transparency at the onset and provide information on decision-making process;
- Setting-up agreed timelines and schedule regular and routine reporting and coordination among relevant stakeholders for planning and implementation of risk assessment, management, and communication activities;
- Demonstrate and articulate commitment on risk assessment, management, and communication among partners.

7. *Coordinate with national authorities to expand partnership and promote opportunities on risk governance*

- Connect and determine congruence between local and national policies to reinforce effective implementation of national collaborative risk governance programs within the local context
- Ensure that the local multi-stakeholder partnership and its consequent approaches are complemented and in concurrence with similar process at the national government
- Develop communication channels, plans, appropriate role sharing, utilization of resources, and feedback between local and national stakeholders,
- Generate and perform regular sharing of relevant information between local and national stakeholders, as well as between countries

8. *Inception of monitoring and evaluation procedures for risk governance collaborative efforts*

- Identify the key indicators and set-up a system to generate evidences, monitor and evaluate the process, output, and outcomes of coordination and collaboration on risk assessment, management, and communication;
- Establish a consistent feedback mechanism, and monitoring and evaluation framework of outcomes and impact across involved stakeholders;
- Facilitate coordination groups to jointly perform routine monitoring and assessing the benefits of partnership and its impact on risk assessment, management, and communication;
- Report success and capture lessons learnt in the implementation of risk assessment, management, and communication among different stakeholders.

9. *Capacitate stakeholders on effective multi-stakeholder partnership schemes*

- Assess, promote, and consider what training will be needed of different partner stakeholders in the implementation of a collaborative risk assessment, management, and communication approach;
- Awareness of theoretical concepts on risks and provide regular updating of skills and trainings on skills and trainings among risk responders as new methodologies and campaigns rolled out;
- Create a platform where experiences and good practices can be shared among various stakeholders towards ensuring effective partnership.

PRELIMINARY DRAFT

3. Practical Applications

- Case studies

4. Lessons Learnt

- Summary of consultations

PRELIMINARY DRAFT

Appendix

A. Members of the Consultation Team [name of the team]

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B. Glossary of Terms

1. *Accountability*

- Involves one individual or agency being held to answer for performance expected by some significant "other."

Reference: Romzek, B. S., & Dubnick, M. J. (2018). *Accountability*. In *Defining Public Administration* (pp. 382-395). Routledge.

2. *Capability-building*

- Building abilities, relationships, and values that will enable organizations, groups and individuals to improve their performance and achieve their development objectives.

References: United Nations Environment Programme. (2002). *Capacity Building for Sustainable Development: an overview of UNEP environmental capacity development initiatives*.

<https://www.unenvironment.org/resources/report/capacity-building-sustainable-development-overview-unep-environmental-capacity>

3. *Collaboration*

- Multiple various individuals and organizations working together to deliver highest quality of services and/or approaches

Reference: World Health Organization. (2010). *Framework for action on interprofessional education and collaborative practice* (No. WHO/HRH/HPN/10.3).

https://apps.who.int/iris/bitstream/handle/10665/70185/WHO_HRH_HP_N_10.3_eng.pdf?sequence=1

4. *Communication Channel*

- The type of medium utilized to communicate a message or information.

Reference: University of Minnesota Library (n.d.). Different types of communication and channels.

<https://open.lib.umn.edu/organizationalbehavior/chapter/8-4-different-types-of-communication-and-channels/>

5. *Determinants of health*

- The range of personal, social, economic and environmental factors which determine the health status of individuals or populations.

Reference: Nutbeam, D. (1998). Health promotion glossary. *Health promotion international*, 13(4), 349-364.

6. *Epidemics*

- Refers to an increase, often sudden, in the number of cases of a disease above what is normally expected in that population in that area.

Reference: Dicker, R. C., Coronado, F., Koo, D., & Parrish, R. G. (2006). Principles of epidemiology in public health practice; an introduction to applied epidemiology and biostatistics.

7. *Expert board/Scientific committee*

- Group of people from different sectors who have the scientific expertise with a particular issue tasked to develop and provide scientific evidence-based information or instructions to solve the problem. The group can be appointed or be an independent body consist of experts from the national or local government, private sector, public health professionals, or academe.

Reference: Modified definition

8. Guidelines

- Sets of good practices and general guides that allow establishing a standard for the development of certain actions.

Reference: Nunes, F. B., Herpich, F., Oliveira, M. A. F., & Hannel, K. (2021). Challenges and Research in Virtual Worlds and Augmented Reality in the Educational Field. In *Handbook of Research on Teaching With Virtual Environments and AI* (pp. 373-393). IGI Global.

9. Hazards

- A source of potential harm, or a situation with a potential for causing harm, in terms of human injury.

Reference: Canadian Standards Association. (1997). *Risk management: Guidelines for decision-makers*. Canadian Standards Association.

10. Healthy City Approach

- An approach that seeks to put health high on the political and social agenda of cities and to build a strong movement for public health at the local level. It strongly emphasizes equity, participatory governance and solidarity, intersectoral collaboration and action to address the determinants of health.

Reference: World Health Organization Regional Office for Europe (n.d.). What is a healthy city? <https://www.euro.who.int/en/health-topics/environment-and-health/urban-health/who-european-healthy-cities-network/what-is-a-healthy-city>

11. Health emergency

- A sudden or unexpected threat to physical health or wellbeing which requires an urgent assessment and alleviation of symptoms.

References: Morgans, A., & Burgess, S. J. (2011). What is a health emergency? The difference in definition and understanding between patients and health professionals. *Australian Health Review*, 35(3), 284-289.

12. Infectious diseases

- Caused by infectious organisms such as bacteria, viruses, fungi, or worms/helminths. If the immune system of an individual is compromised, or the infectious agent overwhelms the immune system, an infectious disease ensues.

References: Kotra, L. P. (2007). Infectious Diseases. *xPharm: The Comprehensive Pharmacology Reference*, 1.

13. Leadership

- Ability to influence others to achieve goals.

Reference: Hughes, R., Ginnett, R. C., & Curphy, G. J. (1996). *Leadership*. Chicago, Irwin.

14. Local government units

- Institutional units whose fiscal, legislative and executive authority extends over the smallest geographical areas distinguished for administrative and political purposes.

Reference: Organisation for Economic Cooperation and Development (2001). Glossary of statistical terms. <https://stats.oecd.org/glossary/detail.asp?ID=1550>

15. Metrics

- Measures of quantitative assessment commonly used for assessing, comparing, and tracking performance or production.

Reference: Bocconcino, M. M., Vozzola, M., & Rabbia, A. (2021). Quality of Urban Walking Routes: Interaction of Knowledge Systems for Integrated Representations. In *Handbook of Research on Developing Smart Cities Based on Digital Twins* (pp. 388-424). IGI Global.

16. Multi-stakeholders

- Different actors sharing experience, information, technologies, and financial resources working toward a common solution.

Reference: Momen, M. N. (2020). Multi-stakeholder partnerships in public policy. *Partnerships for the goals. Encyclopedia of the UN sustainable development goals*, 1-9.

17. Mutual trust

- Shared confidence on each individual or stakeholder that specific responsibilities are appropriately conducted to achieve the desired outcomes.

Reference: modified definition

18. Organizational structure

- Framework of the relations on jobs, systems, operating process, people and groups making efforts to achieve the goals.

Reference: Ahmady, G. A., Mehrpour, M., & Nikooravesh, A. (2016). Organizational structure. *Procedia-Social and Behavioral Sciences*, 230, 455-462.

19. Pandemic

- An epidemic occurring over a widespread area (multiple countries or continents) and usually affecting a substantial proportion of the population.

Reference: Dicker, R. C., Coronado, F., Koo, D., & Parrish, R. G. (2006). Principles of epidemiology in public health practice; an introduction to applied epidemiology and biostatistics.

20. Partnership

- Formal arrangements between two or more stakeholders to share roles and responsibilities in the implementation of specific actions.

Reference: modified definition

21. Performance assessment

- Measurement to determine the process, output, outcomes, and/or impact of the implemented interventions or approaches.

Reference: modified definition

22. Policy instrument

- Tools or interventions used by authorities to promote certain policies to achieved a predefined set of goals.

Reference: Hettiarachchi, H., & Kshourad, C. (2019). Promoting Waste-to-Energy: Nexus Thinking, Policy Instruments, and Implications for the Environment. In *Current Developments in Biotechnology and Bioengineering* (pp. 163-184). Elsevier.

23. Risks

- The chance of susceptibility to a specific disease, ill health, injury, or death as defined as a measure of the probability and severity of an adverse effect to health, property, the environment, or other things of value.

References: Canadian Standards Association. (1997). *Risk management: Guidelines for decision-makers*. Canadian Standards Association; Nutbeam, D. (1998). Health promotion glossary. *Health promotion international*, 13(4), 349-364.

24. Risk assessment

- Systematic approach for characterizing the nature and magnitude of the risks associated with increasing susceptibility to a specific disease, ill health, injury or death. It aims to provide the best possible scientific, social and practical information about the risks that are integral for risk management.

References: Department of Health and Ageing and EnHealth. (2002). Environmental Health Risk Assessment Guidelines for assessing human health risks from environmental hazards. Australian Government. https://www.climateemergencyinstitute.com/uploads/Environmental_risk_assessment_02.pdf; Nutbeam, D. (1998). Health promotion glossary. *Health promotion international*, 13(4), 349-364.

25. Risk communication

- An interactive two-way process involving the exchange among individuals, groups, and institutions of information and expert opinion about the nature, severity, and acceptability of risks and the decisions taken to combat them. It usually involves an interactive exchange of information among risk assessors, managers, media, government, interested groups, stakeholders, and the general public.

References: EnHealth. (2012). Environmental Health Risk Assessment Guidelines for assessing human health risks from environmental hazards. Australian Government-Department of Health. [https://www1.health.gov.au/internet/main/publishing.nsf/Content/A12B57E41EC9F326CA257BF0001F9E7D/\\$File/Environmental-health-Risk-Assessment.pdf](https://www1.health.gov.au/internet/main/publishing.nsf/Content/A12B57E41EC9F326CA257BF0001F9E7D/$File/Environmental-health-Risk-Assessment.pdf); modified definition

26. Risk governance

- Various ways in which many actors, individuals, and institutions, public and private, deal with risks surrounded by uncertainty, complexity, and/or ambiguity. It includes the interplay of risk assessment, risk management, and risk communication.

References: Marjolein B.A. & Ortwin R. (2011). Risk governance, *Journal of Risk Research*, 14:4, 431-449; modified definition

27. Risk management

- The process of evaluating alternative actions, selecting options, and implementing them in response to risk assessments. The decision making will incorporate scientific, technological, social, economic and political information. The process requires value judgements.

Reference: EnHealth. (2012). Environmental Health Risk Assessment Guidelines for assessing human health risks from environmental hazards. Australian Government-Department of Health. [https://www1.health.gov.au/internet/main/publishing.nsf/Content/A12B57E41EC9F326CA257BF0001F9E7D/\\$File/Environmental-health-Risk-Assessment.pdf](https://www1.health.gov.au/internet/main/publishing.nsf/Content/A12B57E41EC9F326CA257BF0001F9E7D/$File/Environmental-health-Risk-Assessment.pdf)

28. Scale-up

- Increasing the size of interventions or approaches implemented in terms of design, coverage, amount, outcome, or impact.

Reference: modified definition

29. Stakeholder

- Refer to number 15 for its definition.

30. Standard Operating Procedure (SOP)

- A document describing on how specifically to carry out operations correctly and always in the same manner.

Reference: Food and Agriculture Organization (n.d.). Standard Operating Procedure.
<http://www.fao.org/3/w7295e/w7295e04.htm>

31. Stewardship

- Process of guiding, monitoring, and supervising the implemented actions of other stakeholders.

Reference: modified definition

32. Trustworthy communication

- Ability to communicate information in a clear, succinct, easy to understand, compelling, and truthful manner.

Reference: modified definition

33. Vulnerable population

- Individuals who are disproportionately, but not limited to elderly people, those with ill health and co-morbidities, homeless, and those who struggle to cope financially, physically, and mentally with the crisis.

Reference: Sam, P. (2020). Redefining vulnerability in the era of COVID-19. *The Lancet*, 395(10230), 1089.

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30. Zhang, L., Li, H., & Chen, K. (2020, March). Effective risk communication for public health emergency: Reflection on the COVID-19 (2019-nCoV) outbreak in Wuhan, China. In *Healthcare* (Vol. 8, No. 1, p. 64). Multidisciplinary Digital Publishing Institute. <https://dx.doi.org/10.3390%2Fhealthcare8010064>.

D. Risks and uncertainties during epidemics

The rapid outbreak of re-emerging and new highly infectious threats such as coronavirus disease 2019 (COVID-19) are continuously increasing and have challenged all countries globally, negatively affecting their public health systems. Previous epidemics have been consistently associated and characterized by inconsistent, confusing, conflicting messages, with unclear and unreliable information from the government and various stakeholders due to lack of collaboration amongst them.

Effectively managing the epidemic necessitates a viable behavioral change to successfully address its undesirable influence. However, individuals require clear, credible and information from trusted source to make informed decisions and behave in a way that will best assist them to avoid risks and uncertainties.

Cities are at the forefront of epidemic outbreaks weakening their economic activities and further amplifying disease transmission rates due to mobility and population density increasing human contact. As urban areas are greatly vulnerable to the impact of infectious diseases, cities have a critical role in the preparation, response, mitigation, and adaptation to the pandemic. Hence, the approaches instituted by city governments against infectious diseases will have the biggest effects in curbing its impact.

E. Risk governance as an approach rationale

Addressing the negative effects and risks of increasing epidemics to enhance awareness, improve the knowledge, and change the behavior towards risks requires governance and engagement of various stakeholders such as politicians, officials, specialists, managers, media, and the general public. Risk governance is vital to assess the threats, properly act on them, and communicate inclusive actions and approaches towards safety and health promotion. The World Health Organization (WHO) regarded risk communication as one of the key pillars in public health emergency preparedness and response. It is integral as all major global public health events in history relied on a high level of public trust from accurate and well-developed government information resulting in positive handling of uncertainties and fears during a crisis.

Risk governance is a key approach to address the negative impact of epidemics in cities, potentially eliminating the spread of infection during an outbreak through truthful health information sharing and acceptance of protective behavior. The severity of the consequences of the pandemic will partly depend on the effectiveness of health risk governance. Thus, cities must assess, manage, and disseminate accurate and timely risk communication efforts to effectively reduce the knowledge gap, misinformation, and lack of trust, consequently initiating health security within urban areas.

The governance of risks would be critical to contain and mitigate the epidemic including its subsequent fear and ambiguities. It is also necessary to understand the rapidly changing scientific information and be able to use these to render proper and timely decisions. Additionally, accurate and well-developed risk communication efforts will be vital to improving familiarity and adherence to preventive measures.

F. Conceptual framework rationale

G. Guideline summary and examples

Major Action Categories	Procedures	Examples of Actions	Healthy City Approach
<i>A. Initiating leadership support towards commitment on multi-stakeholder partnership</i>	<ul style="list-style-type: none"> • Ensure highest level of local government response. • Engage key decision makers to work with other stakeholders. 	<ul style="list-style-type: none"> • Have mayors own the problem and realize the importance of risk governance as a key solution in addressing epidemics. • Have mayors to urge involvement of other key local offices on risk governance implementation. 	<ul style="list-style-type: none"> • Mayor's leadership • Decision makers engagement
<i>B. Identification of potential actors and partners for risk governance</i>	<ul style="list-style-type: none"> • Map prospective partners and determine their potential roles, interests, and contributions. • Convene identified partners. 	<ul style="list-style-type: none"> • Determine prospective stakeholders and list their roles, interests, goals, and potential contributions. 	<ul style="list-style-type: none"> • Multi-stakeholder engagement • Community engagement
<i>C. Establishing the multi-stakeholder partnership structure for risk governance</i>	<ul style="list-style-type: none"> • Identify office and/or secretariat to oversee activities. • Jointly develop and agree on structure, plans, and SOPs. 	<ul style="list-style-type: none"> • Create or assign a lead office that will oversee and ensure collaborative activities. • Hold meetings with stakeholders to develop and agree on structures. 	<ul style="list-style-type: none"> • Steering committee formation • Implementation system setting
<i>D. Strengthening multi-stakeholder partnership through development of policy instruments</i>	<ul style="list-style-type: none"> • Develop, implement, and amend guiding policies and frameworks to strengthen mandate of the partnership. 	<ul style="list-style-type: none"> • Develop a policy that will solidify and provide mandate on the multi-stakeholder partnership. • Ensure policy implementation and amend if necessary. 	<ul style="list-style-type: none"> • Mandate setting • General guidance
<i>E. Development of concrete synergistic strategies</i>	<ul style="list-style-type: none"> • Assess and manage risks through joint design and implementation of 	<ul style="list-style-type: none"> • Gather information on risks and hazards from assigned offices regularly and 	<ul style="list-style-type: none"> • Responsive solutions • Sustainable strategies

Major Action Categories	Procedures	Examples of Actions	Healthy City Approach
<i>among partners</i>	<p>inclusive and integrated activities.</p> <ul style="list-style-type: none"> Allocate adequate resources to support partnership activities. 	<p>subsequently design responsive solutions with involved stakeholders.</p> <ul style="list-style-type: none"> Recognize and allocate needed resources for each activity in cooperation with concerned other stakeholders. 	
<i>F. Ensuring joint accountability and trust across stakeholders</i>	<ul style="list-style-type: none"> Assigning responsibilities and performance metrics. Form a clear information sharing and decision-making process. 	<ul style="list-style-type: none"> Clarify the responsibility of each stakeholder. Regularly communicate information on the current situation and potential solutions between various stakeholders. 	<ul style="list-style-type: none"> Transparency of information Trustworthy communications
<i>G. Inception of monitoring and evaluation procedures for risk governance collaborative efforts</i>	<ul style="list-style-type: none"> Set-up joint evidence generation and gathering system to determine impact and benefits. Report and capture lessons learnt to improve the system. 	<ul style="list-style-type: none"> Identify performance indicators to determine outcomes and impact of the multi-stakeholder partnership Establish a collaborative system between stakeholders in assessing results of the implemented strategies. Collect, share, and utilize lessons learnt in different activities. 	<ul style="list-style-type: none"> Performance assessment Quality improvement and scale-up
<i>H. Capacitate stakeholders on effective multi-stakeholder partnership schemes</i>	<ul style="list-style-type: none"> Assess and provide needed training and skills of different partners on risk governance implementation regularly. 	<ul style="list-style-type: none"> Identify and provide stakeholders with concrete training guidelines and ensure regular implementation. 	<ul style="list-style-type: none"> Capability-building

Major Action Categories	Procedures	Examples of Actions	Healthy City Approach
<i>I. Coordinate with national authorities to expand partnership and promote opportunities</i>	<ul style="list-style-type: none"> • Connect and ensure that local multi-stakeholder partnership is complemented with similar process at the national level. • Develop communication channels and appropriate role sharing between local and national stakeholders. 	<ul style="list-style-type: none"> • Agree on when, where and how communication with national authorities will be done. • Convey the needs of local stakeholders to the national authorities. 	<ul style="list-style-type: none"> • National government stewardship • Local-national government linkage and equality

H. Guide Questions for Cities

- How did you build trust in the government, institutions, and organizations responding in the pandemic?
- How did you explicitly communicate, maintain consistency, and address uncertainties, misinformation and risks?
- How did you understand the knowledge, capacities, concerns, structure, and vulnerabilities of individuals and the community towards effective execution of your risk communication system?
- How did you involve the community in improving the quality and consistency of health risk communication approaches?
- How did you generate and use evidences to enhance implementation of your health risk communication and community engagement system?
- How did you coordinate and collaborate, as well as strengthen relationships, with the national, regional, and local stakeholders?
- How did you establish accountability and transparency in the implementation of your risk communication and community engagement approach?
- How did you ensure integration and harmonization of risk communication and community engagement with the overall public health response?
- How did you provide accessibility, appropriateness, and gender-sensitivity in your health risk communication strategy?
- How did you reinforce your capacity, as well as the other actors and/or partners, in implementing health risk communication and community engagement approaches?

PRELIMINARY DRAFT