

**Economic and Social Council**Distr.: General  
18 July 2023

Original: English

**Advance copy****Economic Commission for Europe****World Health Organization  
Regional Office for Europe**High-level Meeting on Transport, Health  
and Environment**Steering Committee of the Transport, Health  
and Environment Pan-European Programme****Twenty-first session**

Geneva, 23–25 October 2023

Item 4 (b) of the provisional agenda

**Implementation of the Transport, Health and Environment Pan-  
European Programme: communication activities****Draft communication strategy for the Transport, Health and  
Environment Pan-European Programme**

Prepared by the secretariat

*Summary*

The Fifth High-level Meeting on Transport, Health and Environment (Vienna (hybrid), 17–18 May 2021) decided to elaborate a communication strategy to raise awareness of opportunities for, and benefits of, sustainable and healthy transport, and disseminate the results of the Transport, Health and Environment Pan-European Programme.<sup>a</sup> The Steering Committee of the Transport, Health and Environment Pan-European Programme, at its twentieth session (Geneva, 17–18 October 2022), requested the secretariat to finalize the strategy and make it available to the next session of the Steering Committee as an official document in the three official languages of the United Nations Economic Commission for Europe.<sup>b</sup>

The Steering Committee is invited to adopt the strategy and discuss its implementation, in particular from the financial perspective.

<sup>a</sup> ECE/AC.21/2021/5–EUCHP2018924/4.3.5, para. 9 (c) and table, programme area 1, fourth activity on list.

<sup>b</sup> ECE/AC.21/SC/2022/2–EUCHP2219536/1.1/2, para. 27.

## I. Background

1. This document presents a communication strategy for the Transport, Health and Environment Pan-European Programme (THE PEP). It focuses on recommendations for action and practical suggestions for a workplan, avoiding repetition of content already available in other documents.

2. Key elements of this document have been in existence for some time. At the Fifth High-level Meeting on Transport, Health and Environment (Vienna (hybrid), 17–18 May 2021), member States discussed challenges and opportunities for implementing environmentally friendly, economically viable, socially fair and healthy transport and mobility strategies on a pan-European level. THE PEP Steering Committee was requested to develop a communication strategy that could help to:

(a) Raise awareness of opportunities for and benefits of sustainable and healthy transport.

(b) Ensure better understanding of THE PEP, its achievements and its links to climate-relevant mobility policy.

(c) Disseminate the results of THE PEP work.

(d) Engage with relevant stakeholders and build synergies with other organizations.

(e) Achieve THE PEP objectives in their full dimensions.

3. This communication strategy was developed through desk research, dialogue with THE PEP secretariat team members, and remote one-to-one and group discussions with Bureau members, THE PEP focal points and representatives of civil society and youth.

4. The starting point for this strategy is that capacity and resources for implementing THE PEP communication activities are currently limited. There has never been a dedicated budget for communication activities under THE PEP.

5. An ambitious plan could help to raise funds for further activities; however, in the absence of additional resources, any recommendations for action should be modest. Thus, the proposed workplan has tiers of activity that correspond to the availability of resources. However, additional activities are suggested that could serve as the basis for further resource mobilization. Accordingly, all the activities in this document are categorized according to levels of resources, as follows:

(a) Low – activities achieved through a low level of resources (up to \$10,000);

(b) Medium – activities achieved through modest additional resources (\$10,000–\$30,000);

(c) Medium to High – activities achieved through significant additional resources (\$30,000–over \$100,000).

## II. Introduction

### A. Defining the Transport, Health and Environment Pan-European Programme

6. Created in 2002, THE PEP<sup>1</sup> offers a unique tripartite policy platform to countries of the United Nations Economic Commission for Europe (ECE) and the World Health Organization Regional Office for Europe (WHO/Europe). By enabling collaborative intersectoral partnerships between the transport, health and environment counterparts of member States, THE PEP works to achieve healthy, green and sustainable transport and

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<sup>1</sup> THE PEP website: <https://unece.org/thepep>.

mobility in the pan-European region. It includes providing healthier, safer, better-connected and more accessible living environments for urban, peri-urban and rural areas. Within this wide domain of interest, THE PEP is delivering tangible results and contributes to achieving the goals of international agreements and commitments (e.g., Paris Agreement, 2030 Agenda for Sustainable Development).

7. The governing body of THE PEP is the High-level Meeting on Transport, Health and Environment, which convenes at the ministerial level every four to five years. Between High-level Meetings, THE PEP Steering Committee and its Bureau support the implementation of THE PEP activities in various ways.

8. All member States are invited to actively contribute to and support the implementation mechanisms of THE PEP such as Partnerships, Relay-race workshops and the Academy. THE PEP focal points represent the transport, health and environment sectors and are nominated by member States. While the primary goal is to ensure equal participation from the three sectors in the work of THE PEP, it has been recognized that there is a need to promote greater involvement of the transport sector.

## **B. Communication objectives and outcomes**

9. The Steering Committee agreed on the three following main objectives of the communication strategy and their related outcomes:

(a) **Objective 1:** To ensure that THE PEP is visible and recognized for its role in work on healthy and sustainable transport:

(i) **Outcome 1.1:** THE PEP as an entity is more visible, and more widely recognized at the level of public authorities and organizations, as well as by civil society;

(ii) **Outcome 1.2:** There is a broader awareness and engagement by key stakeholders in THE PEP main objectives and areas of work, leading to increased implementation of the Programme's recommendations by member States;

(b) **Objective 2:** To raise awareness of the benefits of sustainable and healthy transport:

(i) **Outcome 2.1:** Increased knowledge of the links between transport, health, the environment and spatial/urban planning among key stakeholders;

(ii) **Outcome 2.2:** Increased interest among stakeholders from each sector in intersectoral collaboration, engagement and partnership towards THE PEP objectives;

(iii) **Outcome 2.3:** THE PEP recommendations are followed by member States, and health and environmental concerns are included in transport, mobility and urban planning policies;

(c) **Objective 3:** To support member States and policymakers in taking actions that advance healthy and sustainable transport and mobility in line with THE PEP objectives:

(i) **Outcome 3.1:** Scientific evidence, strategic guidance and practical tools developed under THE PEP are further promoted and made more accessible to be applied in policy and decision-making;

(ii) **Outcome 3.2:** Cross-sectoral dialogue is fostered between the transport, health and environment sectors, including other relevant sectors such as education, economic affairs, housing, spatial development and urban planning.

## **III. Situation analysis**

### **A. Communication context**

10. Improved communication efforts are required to raise the visibility of THE PEP, its achievements and key messages.

11. THE PEP currently operates in a different environment from that in which it was created two decades ago, with more actors with similar interests and other policy frameworks and process, competing for finite resources and time.

12. The way people communicate and work has also changed in recent years. While THE PEP stakeholders appreciate forms of communication such as printed documents and in-person meetings, information-sharing modalities have been affected by the rise of technology and the Internet, as well as the culture of remote working. The ways in which information is accessed through social media platforms are also constantly changing.

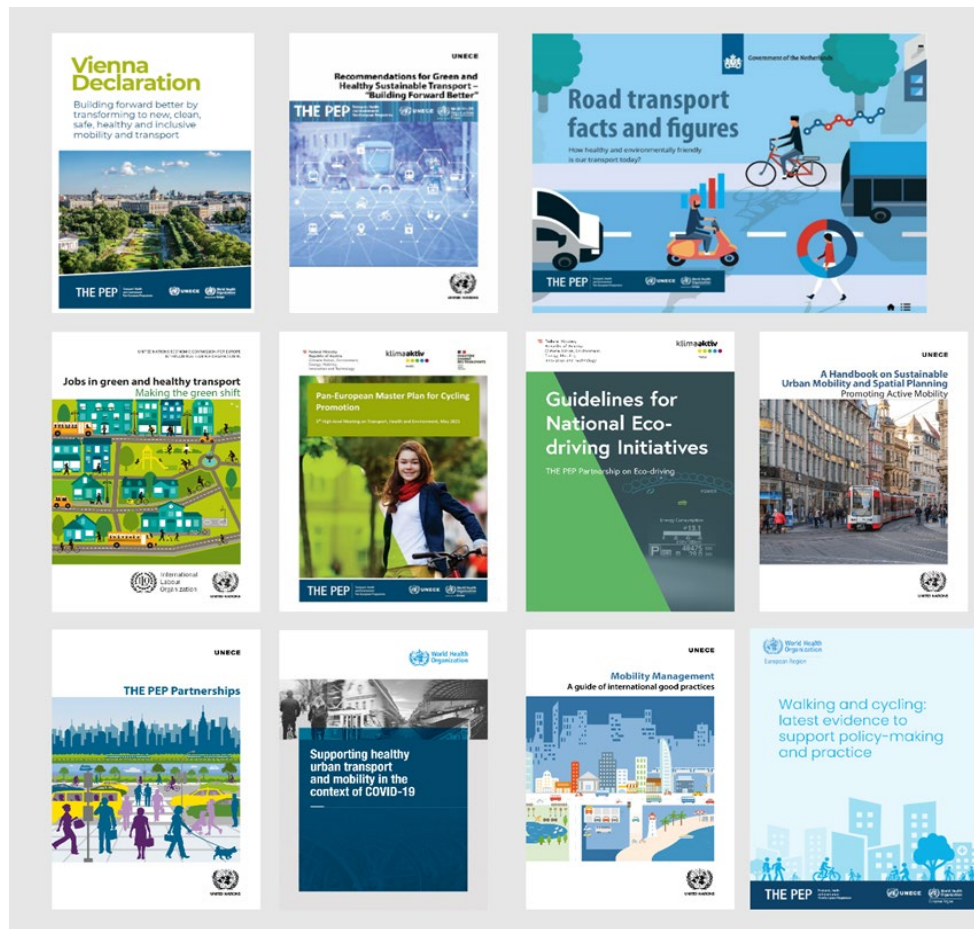
13. Alongside printed materials and spreadsheets for presenting facts and statistics, there is a growing need for approaches that can more effectively engage audiences accustomed to the latest communication methods. Increasingly, audiences expect slick, timely, predominantly digital media tailored to their tastes. They search for high-quality content. Content needs to be compelling, and communicators need to be perceived as listening and attuned to current affairs. On the other hand, trust in traditional sources of information is declining, and the same audiences struggle to separate the truth from conspiracy theories. Those who aim to convey their messages must navigate their way through this sophisticated, and fragmented media, often in a heavily politicized context.

## **B. Past communication efforts**

14. THE PEP is an important international actor in developing policies on transport, health, environment and urban planning. To many working in these sectors, THE PEP is an impressive testimonial to those who have kept the Programme's flag flying. To some, the value of THE PEP is greater than the sum of its parts as a partner or a convener for dialogue or shared action. This status is partly the reason why its past communication efforts have been so productive.

15. THE PEP products seem to have been promoted without consistent branding or visual identity. The figure below shows a sample of different styles and branding elements used by THE PEP. This situation is likely to continue, with different agencies and national partners needing to operate within their own communication guidelines. Thus, a detailed branding guide may not be appropriate, but some guidance on THE PEP banner and logo should provide standard instructions on their use on different types of documents, with additional instructions for their use on social media and websites.

## Sample of the Transport, Health and Environment Pan-European Programme products



16. THE PEP has used several channels and platforms for communication, including:

- (a) High-level Meetings on Transport, Health and Environment;
- (b) THE PEP website;
- (c) WHO and ECE websites;
- (d) THE PEP Relay-race workshops;
- (e) THE PEP Partnerships;
- (f) THE PEP Survey;
- (g) THE PEP Academy;
- (h) Events organized by others.

17. The above-mentioned channels and platforms will be briefly discussed below as the proposed workplan touches on some of them:

(a) THE PEP recurring High-level Meetings represent an invaluable platform for advocacy with decision-makers for the integration of the transport, health and environment sectors into the political agenda. This communication strategy proposes actions for ensuring that THE PEP branding and messaging are in place prior to and during these events;

(b) THE PEP website is the main channel of communication between THE PEP and its audience. The website contains information about THE PEP meetings, publications and implementation mechanisms; however, it is outdated in its style, content, user experience and linkages to other sites. It is difficult to navigate, and one of the suggested outputs of this strategy is updating and upgrading the website while also developing THE PEP Partnerships web pages;

(c) THE PEP Relay-race workshops have been a popular initiative. However, the coronavirus disease (COVID-19) pandemic was a strong cause of limitation. With renewed donor interest and a willing set of partners, the workshops could be revived as a channel for communication and visibility;

(d) THE PEP Partnerships have significant potential for contributing to the objectives of this strategy, as well as for dialogue, networking and collaboration. The strategy also promotes further communication and engagement between participants of THE PEP Partnerships and national focal points;

(e) THE PEP Survey represents an important part of the work under THE PEP. This communication strategy recommends using the Survey results as a communication activity. The dissemination of the Survey results presents an opportunity for positioning THE PEP as an entity with its finger on the pulse of work in this area and a catalyst for intersectoral collaboration on sustainable, clean and healthy transport. To maximize the reach and impact of the Survey results, it is recommended that the findings be presented in an easily understandable visual format. A multi-channel approach to communicating the Survey results (website, social media, etc.) could help ensure that the findings are disseminated widely and effectively, ultimately increasing their overall impact;

(f) THE PEP Academy could add value to targeted action and capacity-building with its broad mandate for work. However, over the past years, a lack of financial and human resources has posed a major challenge to the implementation of its activities. Reviving the Academy might be strategic under certain circumstances but is not central to the work plan outlined in this document. This could include the creation of an international curriculum on sustainable urban transport and the establishment of university cooperation in the training of students and specialists in this field, including international exchanges;

(g) THE PEP rich repertoire of tools, information materials and other communication products could be better promoted. For example, the Health Economic Assessment Tool (HEAT)<sup>2</sup> for walking and cycling has won several prizes, boosting traffic on the WHO website, and was officially adopted as guidance in the United Kingdom of Great Britain and Northern Ireland for 10 years because of its effectiveness in conducting economic assessments of the health benefits of walking or cycling. However, the HEAT tool is not always associated with THE PEP. Another example is THE PEP video on the effects of transport on health and the environment<sup>3</sup>, which received limited viewership and shares on social media. This could be due to the lack of an effective dissemination plan and strategy on how to reach key target audiences;

(h) THE PEP has no owned social media presence. It relies on ad hoc visibility through its partner feeds (e.g., ECE, WHO/Europe). In a six-month period in which social media was monitored, THE PEP was mentioned three times on ECE Twitter and Facebook feeds,<sup>4</sup> but zero times on YouTube or any WHO/Europe social media asset. ECE and WHO/Europe have a significant follower base across their social media platforms from which THE PEP could benefit. For instance, a set of 3–5 simple messages about key achievements, new products, including links for an easy download, could be produced and shared on WHO and ECE social media channels. To ensure greater social media presence, THE PEP focal points could be encouraged to disseminate published content further via their personal or professional social media accounts, in collaboration with those in charge of communication in their respective countries.

## C. Communication challenges

18. The following challenges were identified for communication:

(a) **Communication constraints.** THE PEP works under severe operational and budgetary constraints on its communication and visibility. Due to a lack of human capacities

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<sup>2</sup> See <https://www.heatwalkingcycling.org/#homepage>

<sup>3</sup> See <https://www.youtube.com/watch?v=3PxaPC2cOFE>

<sup>4</sup> Mention of any firm, product, service or licensed process does not imply endorsement or criticism by the United Nations or its Secretariat.

and of a dedicated team member within THE PEP secretariat to support communication activities, communication on THE PEP has been a collaborative effort among all the partners, which may mean that it is always an afterthought for each institution, rather than being central to any one agency's mandate. In addition, there has never been a dedicated budget for communication activities under THE PEP;

(b) **Low recognition of THE PEP.** Although relatively well-known among a fairly small group of stakeholders, THE PEP is largely unknown beyond that group. This was evident from stakeholder interviews across civil society, donors, Governments and within THE PEP secretariat. The Programme is insufficiently recognized even among national and international organizations that share its values and work on similar objectives;

(c) **Shrinking visibility and relevance.** Awareness of THE PEP is often linked to its activities. However, beyond its signature implementation mechanisms such as the Partnerships, there is a danger of THE PEP becoming less relevant, with new initiatives taking over the central space it once occupied. THE PEP needs to ensure that it is seen as being up-to-date, in terms of both what and how it communicates;

(d) **Localizing THE PEP objectives.** Translating THE PEP pan-European level objectives to facilitate action at the local level requires flexibility, local understanding and an appreciation that different countries have different requirements and interests in relation to the materials and support that THE PEP can offer. To ensure effective and targeted solutions for transport, health and environmental challenges, THE PEP should strive to tailor its objectives to needs and priorities at the subregional, national and local levels. This approach could, in return, maximize the Programme's impact and relevance across the region.

#### IV. Target audience and stakeholder analysis

19. Fostering multisectoral partnerships for achieving THE PEP key objectives requires consideration of the interests and concerns of target audiences and stakeholders. In all, eight groups had been identified, including: national and local governments; transport, health and environmental professionals; agencies of the United Nations and other international organizations advocating for healthy and sustainable transport; academia; civil society; youth; media; and the general public.

20. Table 1 below provides an analysis of the stakeholders, grouping them according to their levels of participation, interest and influence on THE PEP. It provided the basis for stakeholder interviews and helped determine how best to communicate and engage with stakeholders for achieving this strategy's outcomes and outputs.

Table 1  
**Primary target audience and outreach stakeholders**

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*Primary target audience*

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National, subnational and local authorities

National focal points representing transport, health and environment sectors

THE PEP Bureau members, THE PEP Steering Committee members

THE PEP Partnerships members

*Outreach stakeholders*

European Commission, European Council, European Parliament

European Environment Agency

International Council for Local Environmental Initiatives (ICLEI)

Council of European Municipalities and Regions (CEMR)

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*Primary target audience*

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International forums such as Organisation for Economic Co-operation and Development; Group of Seven (G7) countries; Group of 20 (G20) countries; and World Economic Forum

United Nations agencies relevant for THE PEP such as UN-Habitat, United Nations Environment Programme

Non-governmental organizations (NGOs), civil society

Transport and urban planners

Academia, research and innovation community

Health economists, physical activity experts, public health professionals

Public-private partnerships

Industry and business working towards green, healthy and sustainable transport and mobility

Media

Interest groups working on transport, walking, cycling, the environment and urban planning

Youth and youth organizations

General public, the elderly, vulnerable groups with limited access to healthy and sustainable transport

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## **V. Communication objectives**

### **A. Objective 1: Ensuring that the Transport, Health and Environment Pan-European Programme is visible and recognized for its role in work on healthy and sustainable transport.**

21. The first objective aims to improve the visibility of THE PEP and ensure that it is recognized for its role. The outcomes and outputs in this section aim to sharpen THE PEP's image and ensure that it is perceived as contemporary and relevant. This includes updating the website (depending on resources) and communicating on various social media channels. New materials (all prepared in the official languages of ECE and based on the availability of resources) will be produced to help introduce and explain THE PEP so that active national focal points are better able to present the work of the initiative within their communities.

#### **1. Outcome 1.1: The Transport, Health and Environment Pan-European Programme as an entity is more visible, and more widely recognized at the level of public authorities and organizations, as well as by civil society**

22. Efforts will focus on basic introductory materials, branding and enhancing visual identity, as well as new communication formats that can get wider recognition (see table 2 below for potentially helpful outputs).



Table 2  
**Outputs for outcome 1.1**

<b>Low level of resources</b>
1.1.1 Slide presentation to introduce THE PEP, including slide deck template for THE PEP-related presentations
1.1.2 Branding and visibility guide that includes an elevator pitch and clarifies what THE PEP is, a tagline and descriptor, overhauled corporate identity and graphic elements for print and online products
1.1.3 Enhanced presence on social media platforms, using existing WHO and ECE accounts. Periodic social media posts could be made available to THE PEP focal points, THE PEP Bureau members and other key individuals, that include pre-approved messages. If THE PEP focal points are unable to communicate on social media, they can support communication efforts by forwarding materials to those responsible for communication in their respective countries
<b>Medium level of resources</b>
1.1.4 A series of THE PEP gatherings such as webinars or lunchtime sessions for countries, drawing on slide presentations, videos and other materials. They will include THE PEP branding elements (e.g., THE PEP banner, THE PEP identity for social media and web pages, and possibly some conventions around the use of branding elements on slide presentations and documents produced under THE PEP). Other branding elements might include videoconferencing backgrounds, and so on. The leadership and coordination of these events would depend on the country and the specific institutional configuration of THE PEP in that country. However, THE PEP focal points could play a role in mobilizing support for such activities in their countries
1.1.5 Development of social media toolkit, which could include interviews and production of video assets

**2. Outcome 1.2: There is a broader awareness and engagement by key stakeholders in the Transport, Health and Environment Pan-European Programme main objectives and areas of work, leading to increased implementation of the Programme’s recommendations by member States**

23. To improve awareness and engagement with THE PEP objectives and areas of work, the initiative will harness the strength of its current networks and platforms, including upgrading the website, information materials produced through THE PEP Partnerships and greater involvement in a range of outward-facing activities (see table 3 below for potentially helpful outputs).

Table 3  
**Outputs for outcome 1.2**

<b>Low level of resources</b>
1.2.1 Annual communication plan, to be presented to the Steering Committee for approval. The Plan will include communication opportunities for THE PEP through participation in different international processes and events
1.2.2 Dissemination of information products developed around achievements accomplished by THE PEP

<b>Medium level of resources</b>
1.2.3 Development of information products in partnership with stakeholders, such as summary reports and briefs on sustainable urban transport, active mobility
<b>Medium to high level of resources</b>
1.2.4 Development of topic-specific web pages with THE PEP Partnerships, one per theme, to be linked to the existing THE PEP website, and to have a common branding and look

**B. Objective 2: Raising awareness of the benefits of sustainable and healthy transport**

24. The second objective focuses on making the case for mainstreaming environmental and health concerns within transport and urban planning policies and programming. There is a focus specifically on raising awareness of the benefits of intersectoral collaboration in achieving change. Additionally, the pan-European nature of THE PEP is emphasized as an important framing device for communication and messaging. Examples of cross-border and intersectoral action from around the region will be shared.

25. Materials will be created to promote collaboration, such as a presentation of cost-benefits of considering health and environmental aspects in transport and urban planning policies. THE PEP Partnerships will be utilized as tools for developing communication outputs, and as platforms for sharing them. THE PEP Survey will be developed as a communication activity. Survey findings will be converted into communication materials highlighting progress on shared goals and targets around the region.

26. A range of activities will promote the spirit of collaboration among those working in the different sectors at the national and subnational levels. This will include efforts to show how THE PEP work contributes to national or regional development goals. Key messages such as this will be shared in social media, while the mainstream media will feature content that draws on in-person meetings under THE PEP.

**1. Outcome 2.1: Increased knowledge of the links between transport, health, the environment and spatial/urban planning among key stakeholders**

27. Several outputs for raising awareness and building interest in an integrated approach while framing transport and urban planning policies are outlined in table 4 below.

Table 4  
**Outputs for outcome 2.1**

<b>Low level of resources</b>
None
<b>Medium level of resources</b>
2.1.1 Dissemination of results of THE PEP findings from publications, HEAT work, the work of the Partnerships, etc., in the form of a press release, social media posts, launching events and similar
2.1.2 Compelling data on the transport, health and environment sectors presented in infographic and other user-friendly formats

2.1.3 THE PEP Survey, run every two years, developed as communication activity, including production of several infographics and tiles for social media based on the Survey results
<b>Medium to high level of resources</b>
2.1.4 Research summaries for different topic areas such as a suite of four-page policy briefs on intersectoral collaboration for increased share of walking and cycling trips, and use of public transport, with key messages for each sector
2.1.5 Thought leadership events for different topic areas. This could include a THE PEP signature event highlighting some aspects of the work being done or innovations in a given area
2.1.6 Case studies of integrated subregional approaches that show the value of cross-border cooperation and practical examples of how it can be achieved

**2. Outcome 2.2: Increased interest among stakeholders from each sector in intersectoral collaboration, engagement and partnership towards Transport, Health and Environment Pan-European Programme objectives**

28. The outputs contained in table 5 below will provide representatives from each sector with information and products for increasing interest and facilitating collaboration towards achieving THE PEP objectives. This area of work would include ensuring that recommendations from THE PEP are made relevant within the different local contexts in the pan-European region. Localization and tailored adaptation of tools, approaches and strategies are priorities for this area of the strategy.

Table 5

**Outputs for outcome 2.2**

<b>Low level of resources</b>
2.2.1 Enhanced communication using THE PEP Survey results, with key messages shared as attractive infographics. Concise summaries and analyses of results for presentations, media and social media
<b>Medium level of resources</b>
2.2.2 Research and expert opinion pieces on gains society can reap from active travel in terms of transport, health and environmental benefits and results shared in easy-to-understand formats
2.2.3 National-level meetings, e.g., THE PEP Relay-race workshops, as well as other events under THE PEP. High-level decision-makers receive publications and recent evidence to use as references or advocacy tools. The database of contacts for THE PEP would also be updated, given the modest resources
2.2.4 Review of national and international commitments such as Sustainable Development Goals, national development plans and transport policies, and presentation of THE PEP as an effective mechanism for achieving these commitments
<b>Medium to high level of resources</b>
2.2.5 Social media communication campaign to generate a flow of content that promotes intersectoral collaboration towards THE PEP objectives. If there are sufficient resources for a communication officer, a newsletter would also be an option

**3. Outcome 2.3: Transport, Health and Environment Pan-European Programme recommendations are followed by member States, and health and environmental concerns are included in transport, mobility and urban planning policies**

29. This area focuses on: encouraging collaboration between different sectors and stakeholders to help achieve THE PEP goals; and, supporting shared actions that raise awareness around the benefits of ensuring inclusion of environment and health considerations in the transport sector’s goals and objectives (see table 6 below for potentially helpful outputs).

Table 6  
**Outputs for output 2.3**

<b>Low level of resources</b>
None
<b>Medium level of resources</b>
2.3.1 Social media messages and materials targeting key national transport policies in selected countries
2.3.2 Policy briefs highlighting benefits of incorporating health and environment concerns into transport plans and urban planning. This can translate into an event to discuss different issues with specific audiences and showcase what THE PEP does
2.3.3 THE PEP impact stories and country-specific examples of integration of health and environmental concerns into transport, mobility and urban planning policies, showcasing the impact of THE PEP on policy and decision-making processes
2.3.4 Participation at regional and international transport forums that link THE PEP activities to Sustainable Development Goals and climate action

**C. Objective 3: Supporting member States and policymakers in taking actions that advance healthy and sustainable transport and mobility in line with Transport, Health and Environment Pan-European Programme objectives**

30. This objective relates to practical support that THE PEP can provide to member States for actions and decisions towards healthy, sustainable transport at the national and subnational levels.

31. Outputs in this section of the communication strategy move towards suggestions for what can be done and how. The emphasis will be on ensuring effective dissemination of new THE PEP products and making existing resources more accessible.

32. As in other areas of this strategy, THE PEP Survey process is recommended as a tool for fostering dialogue and identification of priorities for shared actions. THE PEP convening power will be used to gather expert groups for carrying out analyses of different areas of the initiative.

33. THE PEP Partnerships could be reinvigorated, where needed, as a platform for supporting and informing decision-makers, with web pages reflecting the Partnerships’ themes. These web pages will also enhance THE PEP web presence. With a new emphasis on investing in THE PEP Partnerships, the web pages and events could be developed as partner initiatives. The process of collaborative development should be regarded as a beneficial outcome.

34. Other communication materials will be developed to support the yearly meeting of THE PEP Steering committee and the Relay-races workshops. The Survey, run every two

years, will be useful for understanding countries' needs, and planning can take place around the Survey results. All of this depends on the availability of resources.

**1. Outcome 3.1: Scientific evidence, strategic guidance and practical tools developed under the Transport, Health and Environment Pan-European Programme are further promoted and made more accessible to be applied in policy and decision-making**

35. Efforts will focus on broader dissemination of existing tools such as HEAT and For Future Inland Transport Systems, to further promote the tools, meet user demands, address emerging methodological concerns, and support member States in strengthening their capacities in applying the tools (see table 7 below for potentially useful outputs).

Table 7

**Outputs for outcome 3.1**

<b>Low level of resources</b>
3.1.1 Tips for breaking down sector silos and sharing information in accessible formats for decision-makers
3.1.2 A set of indicators for measuring intersectoral action or level of collaboration or engagement between the sectors generated from THE PEP Survey
<b>Medium level of resources</b>
3.1.3 Documentation of successful cooperation, including at subregional level, to inspire action
3.1.4 Production of "THE PEP success stories", sharing examples of policy and decision-making processes that have used THE PEP tools and products, demonstrating the value of THE PEP resources
3.1.5 Papers in academic journals, and participation in academic conferences
3.1.6 Fact sheets on specific themes and web pages with links to practical tools and resources from THE PEP
3.1.7 THE PEP side events organized at various upcoming meetings and events. These may be planned as opportunities arise, i.e. THE PEP hosts an event at a meeting that another entity has organized and paid for

**2. Outcome 3.2: Cross-sectoral dialogue is fostered between the transport, health and environment sectors, including other relevant sectors such as education, economic affairs, housing, spatial development and urban planning**

36. Working to break down silos in different sectors and ministries will require sustained effort and commitment. Leaders and champions in this area should be recognized, possibly within new campaigns with themes such as "Challenging Business as Usual". To improve dissemination and cooperation, THE PEP should focus on facilitating cross-sector dialogue between all sectors that are connected to healthy and sustainable transport through the outputs contained in table 8 below.

Table 8

**Outputs for outcome 3.2**

<b>Low level of resources</b>
3.2.1 Intersectoral dialogues at national level through THE PEP Survey completion process

<b>Medium level of resources</b>
3.2.2 Expert online workshops or initiatives for promoting dialogue and encouraging experience-sharing by countries
3.2.3 Conferences and discussions on cross-sectoral policy dialogue convened or attended by THE PEP on cross-sector dialogue. These could be combined with Relay-race workshops and Partnerships meetings
<b>Medium to high level of resources</b>
3.2.4 Communication campaign developed, funded and implemented for challenging “business as usual”
3.2.5 High-level national events for convening decision-makers around shared action. This includes or can be combined with Relay-race workshops and Partnerships meetings

## VI. Social media

### A. Objectives

37. The present communication strategy establishes several objectives for how THE PEP can enhance its presence and engage with audiences on social media channels:

- (a) Build digital community around cause, housed on THE PEP website
- (b) Add valuable information to this community
- (c) Improve interaction between this community and THE PEP
- (d) Encourage this community to take desired action(s)
- (e) Enhance brand recognition for THE PEP
- (f) Attract collaborators, donors and partners
- (g) Offer information or provide knowledge on how THE PEP can support stakeholders

### B. Recommendations

38. Moving forwards, the social media platforms listed in table 9 below could be utilized (if they comply with national digital services regulations and/or European Union Digital Services Act),<sup>5</sup> along with a suggested set of use cases for each platform.

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<sup>5</sup> See <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32022R2065>.

Table 9  
**Potential social media platforms**

<i>Twitter</i>	<i>Facebook</i>	<i>YouTube</i>	<i>LinkedIn</i>
<i>What actions can THE PEP take on each platform?</i>			
Link to webinar sign up	Link to webinar sign up	Host media briefings	Link to applications, e.g. innovation challenge
Link to event/series of events sign up	Link to event/series of events sign up	Videocasts	Facts and figures for organization at hand
Link to briefings - to view	Link to briefings - to view	Videos on transport, health and environment facts and figures	Advertise jobs in team
Link to written reports	Link to written reports	Videos on key topics and products	Showcase team members
Link to YouTube clips	Link to YouTube clips	Who are we, what do we do?	Link to owned newsletter
Share statistics and figures around THE PEP activities	Share statistics and figures around THE PEP activities	Information meetings	Link to owned media
Share news of partner organizations	Share news of partner organizations	How to participate in THE PEP process	
Link to owned newsletter	Link to owned newsletter	Statistics reports	
Link to owned media	Link to owned media	Human interest stories related to cause	
		Regulations in THE PEP arena of work	

39. If more funding becomes available, owned content could be produced in a structure where a content piece is produced, then repurposed for each social platform.<sup>6</sup> THE PEP is not fully realizing the value of products when posting on one partner website only. In future, videos would be shared on an owned asset (THE PEP website) and shared to partner websites, as well as broken down into shorter pieces for dissemination on social media platforms and partners' platforms. For Instagram, this looks like a shorter form of Instagram's long-form video platform; for Facebook, a shorter version of the video itself can be embedded in Facebook video, etc.

40. Developing a dedicated social media strategy and toolkit for THE PEP could build on the approaches suggested in this document and enhance THE PEP communication endeavours. However, it is important to note that such a project does not fall within the scope of this communication strategy and would require additional resources to be allocated.

<sup>6</sup> See, for example, a video housed in multimedia section of WHO/Europe website: <https://www.who.int/europe/multi-media/item/transport--health-and-environment--do-you-know-the-effects> .

## **VII. Cross-cutting outputs**

41. A set of outcomes and outputs for each communication objective have been outlined in this strategy. If taken up, some of these outputs could be effectively employed to satisfy more than one objective. Table 10 below presents the outputs that could be considered as cross-cutting activities, to achieve the objectives laid out in this document.



Table 10

**Outputs that could be considered as potentially cross-cutting activities**

\$	OBJECTIVE 1		OBJECTIVE 2			OBJECTIVE 3	
	Outcome 1.1	Outcome 1.2	Outcome 2.1	Outcome 2.2	Outcome 2.3	Outcome 3.1	Outcome 3.2
<i>Outputs</i>							
1.1.1 Slide presentation to introduce THE PEP	X	X					
1.1.2 Branding and visibility guide	X						
1.1.3 Enhanced presence on social media platforms	X	X	X	X		X	X
1.1.4 Series of THE PEP gatherings such as webinars or lunchtime sessions	X	X	X			X	
1.1.5 Development of social media toolkit, which could include interviews and production of videos	X	X	X				
1.2.1 Annual communication plan outlining engagement activities	X	X	X		X		
1.2.2 Information products developed around achievements of THE PEP		X	X	X		X	
1.2.3 Information products developed in partnership with stakeholders		X	X	X	X		X
1.2.4 Topic-specific web pages with THE PEP Partnerships	X	X	X	X	X	X	
2.1.1 Dissemination of results of THE PEP findings from publications		X	X	X	X		X
2.1.2 Data on transport, health and environment sectors presented in infographic and other user-friendly formats	X	X	X	X		X	X
2.1.3 THE PEP Survey process developed as communication activity	X	X	X	X		X	X
2.1.4 Research summaries for different topic areas		X	X	X		X	
2.1.5 Thought leadership events	X	X	X				X
2.1.6 Case studies of integrated subregional approaches	X	X	X				X

2.2.1 Enhanced communication using THE PEP Survey results	X		X	X		X	X
2.2.2 Research and expert opinion pieces	X	X	X	X		X	
2.2.3 National-level meetings, and other events supported by THE PEP	X	X	X			X	X
2.2.4 Review of national and international commitments	X	X	X			X	
2.2.5 Social media communication campaign	X		X	X		X	
2.3.1 Social media messages and materials targeting key national transport policies	X		X			X	
2.3.2 Policy briefs		X	X		X		
2.3.3 THE PEP impact stories and country-specific examples of successful integration of health and environmental concerns into transport, mobility and urban planning policies			X	X			X
2.3.4 Participation at regional and international transport events	X	X	X	X		X	X
3.1.1 Tips for breaking down silos	X		X	X		X	X
3.1.2 Standard indicators for measuring intersectoral action, collaboration or engagement between sectors			X	X		X	
3.1.3 Documentation of successful cooperation	X	X		X		X	
3.1.4 Production of "THE PEP success stories"					X	X	X
3.1.5 Papers in academic journals		X	X	X		X	X
3.1.6 Fact sheets on specific themes	X		X	X		X	
3.1.7 THE PEP side events organized at various upcoming meetings	X	X	X			X	X
3.2.1 Intersectoral dialogues at national level through completion of THE PEP Survey	X	X	X	X		X	X
3.2.2 Expert online workshops or initiatives	X	X	X			X	X
3.2.3 Conferences and discussions on cross-sectoral policy dialogue convened or attended by THE PEP		X	X			X	X

3.2.4 Communication campaign developed, funded and implemented for challenging “business as usual”	X	X	X			X	
3.2.5 High-level national communication events	X	X		X	X	X	X

## VIII. Key messages

	<i>What they need to know</i>	<i>Key communication messages</i>
Donors	<p>What THE PEP is, its objectives, overall approach and expected outcomes</p> <p>Programme work plan, milestones and achievements</p> <p>How it relates to national development frameworks</p> <p>How it relates to global and regional agenda (e.g., 2030 Agenda for Sustainable Development, Paris Agreement)</p> <p>Defined role of programme within broader WHO and United Nations context</p> <p>Important stakeholders and best strategies to reach these individuals</p> <p>How to engage in THE PEP Partnerships and work with other countries across region</p> <p>How to access more information, resources and news updates</p>	<p>THE PEP is a tripartite pan-European policy framework, which brings together transport, health and environment sectors</p> <p>THE PEP is the first and only international programme designed to integrate environmental and health aspects into transport, mobility and urban planning policies</p> <p>Internationally mandated programme</p> <p>THE PEP works with and has active representation in 56 countries in ECE and WHO/European region</p> <p>Progress monitored through survey, run every two years, and results published online</p> <p>Together under THE PEP Framework, member States have accelerated implementation of 2030 Agenda across numerous Goals and targets</p>
National, regional and local authorities	<p>What THE PEP is</p> <p>Specifically, what are the Programme's goals and objectives?</p> <p>How do these relate to other national and regional development and donors' agendas</p> <p>What tools and resources are available to support countries in achieving healthy, green and sustainable transport and mobility</p> <p>How THE PEP can support intersectoral dialogue and collaboration</p>	<p>THE PEP is an intersectoral platform that supports integration of health and environment issues into transport and urban planning policies</p> <p>THE PEP offers support, tools and guidance to put systems and processes in place, based on concrete evidence</p> <p>THE PEP is a networking hub that fosters coordination across sectors</p> <p>Programme initiatives are making real difference, as evidenced in THE PEP case studies</p>

	<i>What they need to know</i>	<i>Key communication messages</i>
	<p>What examples or case studies are available that show Programme's success</p> <p>What opportunities exist for collaboration with Programme, networking and other partnerships</p> <p>Guidance and support on funding opportunities to support activities and actions</p>	<p>THE PEP provides useful case studies of successful implementation</p> <p>THE PEP has useful examples of cross-country, cross-sectoral collaboration</p> <p>THE PEP provides framework for planning and action</p> <p>THE PEP wants to partner national and local actors working in this area</p> <p>All that THE PEP brings has concrete positive effect on better quality of life, better design of the city and/or better public transport systems</p>
Civil society	<p>Why Programme is relevant to them</p> <p>How practically, civil society groups can connect with THE PEP and what they can expect if they do so</p> <p>Key facts to make case for health and environmental aspects in transport and urban planning policies</p> <p>Programme goals and objectives and how they are aligned with various working groups with same vision</p> <p>How THE PEP can support and enhance their work</p> <p>Key areas in which THE PEP is offering support/partnership opportunities</p> <p>Where to find and access specific information, tools and resources that will help organization communicate and achieve its objectives</p> <p>Information regarding capacity development activities and benefits</p>	<p>Key facts on transport, health and environment</p> <p>Transport is responsible for approximately a quarter of energy-related greenhouse gas emissions</p> <p>THE PEP is first and only international programme designed to integrate environmental and health aspects into transport, mobility and urban planning policies</p> <p>THE PEP offers tripartite policy platform to make link between transport, health and environment</p> <p>THE PEP works with 56 member States of the ECE and WHO/European region and multiple stakeholders</p> <p>Progress is monitored through survey, run every two years, and results published online</p> <p>Interested parties can engage on shared agendas through THE PEP Partnerships</p>

	<i>What they need to know</i>	<i>Key communication messages</i>
	<p>Partnership opportunities</p> <p>Examples of case studies and success stories of Programme</p>	<p>THE PEP has rich resources and tools for shared action</p> <p>THE PEP is hub for shared activity across national borders on different transport-related issues</p> <p>Resources available within THE PEP can help communicate transport, health and environment issues to general public, raise awareness, advocate for change, etc.</p>
General public	<p>Importance of shifting towards healthy and sustainable means of transport</p> <p>The benefits of healthy, sustainable transport for to health, environment, individuals, communities, and the planet</p> <p>The fact that THE PEP is working on this</p> <p>How their country/community is approaching healthy and sustainable transport,</p> <p>How and why to lobby for healthy and sustainable transport</p> <p>Where they can get more information on health and environmental concerns in relation to transport</p> <p>Need to advocate for, or encourage, joined-up approaches for transport</p> <p>Supporting people in making healthy and sustainable transport choices</p> <p>Creating demand for healthy and sustainable transport</p>	<p>Healthy, sustainable travel is needed for quality of life, economies and environment</p> <p>Health and environmental aspects of transport policy affect citizens' everyday life</p> <p>With climate and energy crises looming, it is time to accelerate action towards energy efficient, healthy and sustainable modes of transport</p> <p>THE PEP supports communities by ensuring different organizations and teams work together for change</p> <p>THE PEP creates shared effort across pan-European region to improve healthy, sustainable transport</p> <p>THE PEP is pan-European initiative that supports countries in knowledge-sharing and lessons learned</p> <p>Overarching goal of THE PEP is to support better quality of life</p>
	Cross-cutting messages for all stakeholder groups (taken from THE PEP brochure)	Every year, over 500,000 people die prematurely in WHO pan-European Region due to air pollution.

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*What they need to know*

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*Key communication messages*

Transport emissions account for significant share of this

Transport is responsible for about a quarter of energy-related greenhouse gas emissions

Over 110,000 people killed on roads every year in ECE and WHO European region. On average, 1 person dies on roads every 5 minutes

At least 20 percent of population of ECE and WHO European region live in areas with road traffic noise levels considered harmful to health. In urban areas in most countries, this figure exceeds 50 per cent

Physical inactivity estimated to cause about 1 million deaths each year in WHO European region alone, and obesity a further 1 million

Improved rural connectivity and subsidized public transport necessary for poverty reduction

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## **IX. Role of the Transport, Health and Environment Pan-European Programme focal points in implementation of the strategy**

42. Since the establishment of THE PEP, its focal points have been the main channel of communication in countries. They are information multipliers and, via their promotional and communication activities, can reach and motivate important target groups and existing and potential stakeholders to get them interested and involved in THE PEP.

43. THE PEP focal points do not necessarily have communication expertise; however, after a proper briefing and using the materials made available, they are encouraged to identify and capitalize on dissemination and visibility opportunities for THE PEP and its achievements.

44. Supporting communication activities that do not require expertise can significantly enhance the visibility of THE PEP. For instance, focal points can utilize THE PEP branding guidelines in their slide presentations, disseminate information about THE PEP products among their colleagues and stakeholders, and assist in promoting THE PEP social media content, through their personal or professional social media accounts, in collaboration with those in charge of communication in their respective countries. All of this may ultimately lead to achieving several communication objectives.

45. Along similar lines, and subject to availability of resources, THE PEP focal points might wish to engage in mobilizing funds to support greater communication efforts, or to fund specific communication activities. THE PEP focal points may have an opportunity to leverage available financial resources to support, for example, national-level meetings or THE PEP Relay-race workshops, development of dedicated web pages about THE PEP Partnerships, or social media campaigns.

## **X. Budget packages**

46. Effective implementation of THE PEP communication strategy would require allocating adequate human and financial resources to support communication work, in addition to substantive ongoing work under THE PEP. In order to provide benchmarks and attract possible funding, several budget packages have been proposed, tailored to match varying levels of resources ranging from \$10,000–\$100,000. Moreover, a rough estimate has been provided of the number of working days required to support the implementation of communication activities. This should support further planning, resources allocation and prioritization, as well as identifying potential constraints and areas for optimization.

### **A. Budget package 1**

47. This budget package has been designed to support communication work under THE PEP at a low resource level (budget of up to \$10,000). It includes funding for various communication activities proposed under different outcomes (see table 11 below), with approximately 20–30 working days of human resource support per year.



Table 11

**Communication activities achieved through low level of resources**

- 
- A. Slide presentation to introduce THE PEP
  - B. Branding and visibility guide
  - C. Enhanced presence on social media platforms
  - D. Annual communication plan outlining engagement activities
  - E. Information products developed around previous achievements of THE PEP
  - F. Enhanced communication using THE PEP Survey results
  - G. Tips for breaking down silos
  - H. Intersectoral dialogues supported at national level through THE PEP Survey completion process

Indicative cost of up to \$10,000

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**B. Budget package 2**

48. This budget package has been designed to support communication work under THE PEP (budget of \$10,000–\$30,000). It includes funding for communication activities proposed under different outcomes (see table 12 below), with approximately 50 working days of human resource support per year.

Table 12

**Communication activities achieved through medium level of resources**

- 
- A. A series of THE PEP gatherings such as webinars or lunchtime sessions
  - B. Information products developed in partnership with stakeholders
  - C. Dissemination of results of THE PEP findings from publications
  - D. Compelling data on transport, health and environment sectors presented in infographic and other user-friendly formats
  - E. THE PEP Survey process developed as communication activity
  - F. National-level meetings and other events supported by THE PEP Secretariat
  - G. Review of national and international commitments
  - H. Social media messages and materials targeting key national transport policies
  - I. Policy briefs
  - J. THE PEP impact stories and country-specific examples of integration of health and environmental concerns into transport, mobility
  - K. Documentation of cooperation
  - L. Fact sheets on specific themes
  - M. THE PEP side events organized at various upcoming meetings
  - N. Expert online workshops or initiatives for promoting dialogue and encouraging experience-sharing by countries

Indicative cost of \$10,000–\$30,000

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### C. Budget package 3

49. This budget package has been designed to support communication work under THE PEP at a high resource level (budget of \$30,000 to over \$100,000). It includes funding for communication activities under different outcomes (see table 13 below), with approximately 100–150 working days of human resource support per year.

Table 13

#### **Communication activities achieved through medium to high level of resources**

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- A. Topic-specific web pages with THE PEP Partnerships
- B. Research summaries for different topic areas
- C. Case studies of integrated subregional approaches
- D. Social media communication campaign
- E. THE PEP side events organized in various upcoming meetings
- F. Short-term communication campaign developed, funded and implemented
- G. High-level national communication events
- H. Participation at regional and international transport events
- I. Conferences and discussions on cross-sectoral policy dialogue convened or attended by THE PEP
- J. Standard indicators for measuring intersectoral action, collaboration or engagement between sectors
- K. Development of social media toolkit, which could include interviews and production of video assets
- L. Production of “THE PEP success stories”
- M. Papers in academic journals

Indicative cost of \$30,000 to over \$100,000

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