

CONEXÃO SAÚDE

DE OLHO NA COVID



**MOBILIZATION AND COMMUNICATION OF
CONEXÃO SAÚDE PROJECT IN MARÉ:
AN EXPERIENCE OF INNOVATION
AND COMMUNITY ENGAGEMENT**

COLLECTIVE REFLECTION AND PROCESS

This document is the result of a collective reflection on the experience of mobilization and communication of Conexão Saúde - De Olho na Covid (Health Connection - Keeping an Eye on Covid, in english) project, which was born with the aim of implementing a health surveillance model for slums (favelas) during the pandemic.

In Maré, this initiative stems from the campaign Maré Diz Não ao Coronavírus (Maré Says No to Coronavírus, in english), developed by Redes da Maré - an organization that, among other things, was

responsible for carrying out the strategies and actions of mobilization and communication of the Health Connection in the territory.

This document sets out the products, strategies, lessons learned, mistakes and successes of the process and reinforces the work power based on continuous listening to the residents and the permanent and close dialogue between the teams involved in the mobilization, articulation, and communication of the territory.

More than a report, we produced an analytical record of this experience - focused on the mobilization and communication of the project - created based on the consolidation of Redes da Maré in the territory, but also from the establishment of institutional and local partnerships and the responses to the challenges arising from the situation imposed by the pandemic of the new coronavirus.

We hope, by sharing this material, to support and inspire other teams and projects in their communication strategies, just as we have been deeply inspired by the multiple exchanges and assistance we have had during this journey.

**Mobilization and Communication
Team of Conexão Saúde - De Olho
na Covid in Maré**

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1. PROJECT BACKGROUND: HOW IT ALL BEGAN



Douglas Lopes/Redes da Maré

With the beginning of the Covid-19 pandemic, Redes da Maré reorganized its operations in the territory based on the new and huge challenge imposed globally and which impacted even more nastily the slum and peripheral populations.

Starting from a continuous work of mobilization and listening to the residents, Redes da Maré can respond to the emergencies that have arisen, by creating in record time the campaign Maré Diz Não ao Coronavírus (Maré Says No to Coronavírus, in english). Emergency actions were implemented, such as distribution of staple food basket and homemade masks to the residents, meals for homeless people, personal protective equipment for health professionals and street disinfection, among many others.

Right at the beginning, the communication campaign Se Liga no Corona! (Watch out for Corona!, in english) was created, based on a partnership between Redes da Maré and other slum organizations with the Oswaldo Cruz Foundation (Fiocruz), a reference institution in public health research, promotion, communication, and innovation in the country. The

campaign produced a series of contents with simple, didactical, and accessible language to enlighten slum and peripheral residents about the spread of the virus – even at a time when little was known about the transmission, prevention, and severity of the disease.

However, the worsening of the pandemic, with increased cases and deaths in Maré, imposed on Redes da Maré the need to take an even greater step and articulate a structured and integrated project that could directly have an impact on the health of the population. Thus, through the already existing and historical partnership with Fiocruz, it was possible to bring together other organizations interested in setting up a surveillance project in times of pandemic for slum territories.

From this articulation, the project Conexão Saúde - De Olho na Covid was created, by joining Redes da Maré, Manguinhos Community Council, Fiocruz, Dados do Bem, SAS Brasil and União Rio to work in the Maré and Manguinhos territories. The project was designed around four axes: Health Surveillance, Assistance, Management and Communication.

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2. PUTTING THINGS BACK ON TRACK: STRUCTURE AND WORKFLOW

Within the project, Redes da Maré was responsible – among other actions on different fronts – for producing communications and guidelines on the pandemic, in addition to the strategy of disclosing the services offered to the residents.

For this purpose, a project communication hub was created – first with the direct support of Redes da Maré’s institutional communication hub and, later, with a fixed, specific team from Conexão Saúde – De Olho na Covid, composed of journalism, audiovisual, and design professionals.

This team, which had a general coordination, worked all along, side by side, with the mobilization and articulation front in the territory. The team had autonomy in the production of materials and taking decisions on the daily communication issues of the project – ensuring greater agility in responding to the many challenges posed by the critical situation of the pandemic.

During the whole period, the communication actions were institutionally anchored in a Working Group (WG) formed by representatives of partner organizations. The WG wrought as an advisory and, upon strategic issues, as a deliberative body as well – that guided and en-

dorsed the communication activities of the Conexão Saúde – De Olho na Covid.

A strategic communication plan – updated at key moments and according to the needs forced by the pandemic – guided the team’s actions both in the materials and messages produced for the territory and the institutional communication with partners, public authorities, researchers, and the press.

In order for the project’s communication materials to be easily recognizable by the residents, a visual identity that guided all the materials produced was created – thus establishing a unique language that could represent the set of partners of the Conexão Saúde.

Based on the general and strategic alignments – made with partners and internally, with Redes da Maré’s institutional communication – a workflow was defined and, starting in early 2021, regular weekly meetings were held between the coordination for strategy alignment and priority definition.

Many specific demands were also defined in the WhatsApp group created specifically for communication matters and bilateral conversations or meetings with people directly involved in a given task.



Gabi Lino/Conexão Saúde

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3. COMMUNICATION IN THE TERRITORY: RESIDENTS ARE THE PRIORITY AUDIENCE

One of the project's main communication challenges was to promptly deliver the new information that the moment called for to the residents of Maré - target group and main addressee of the materials and messages produced.

In the first months, the main communication objective was to inform the residents about the existence of the services offered by the project: RT-PCR and serological testing, online medical and psychological (telehealth) appointments and the first-time Safe Home Isolation Program.

From billboards and placards at strategic points to cars with loudspeakers circulating on busy streets, as well as megaphonic communication, pamphlets, banners, posters pasted on the main streets of the slums, and digital materials, a series of materials was produced to inform the residents of Maré about the free services available in the territory and guide them on how to access them.

Places with greater circulation, such as motorcycle taxi, private and van drivers stops, street markets, stores, churches, and the main entrance and exit streets of the slum also received special attention from the communicators of the territory, especially in the first moment of the pandemic. In all these places, messages about basic care, correct use of the mask, hand hygiene and risks of the disease were reinforced.

Brochures with detailing and guidelines on the services were distributed throughout the project's implementation period: by approaching the residents on



Conexão Saúde/Redes da Maré

the streets, doorsteps, as well as by making available at institutions in the territory, such as the neighborhood associations, NGOs and community health care clinics, in addition to Galpão Ritma.

Social networks were a key tool in communicating with residents. The materials produced were disseminated on the Redes da Maré profiles on Instagram, Twitter, and Facebook – and also sent to WhatsApp groups used by the residents of Maré.

Videos recorded by field articulators and posted on both Instagram and Facebook Stories, comprising prevention messages and warnings about the service operation, were also used as a communication strategy with the residents.

Another strategy used to ensure that the information reached the residents even more assertively was the partnership

with the community newspaper Maré de Notícias – especially after the printed version returned to circulation in September 2020. As the coverage of the vehicle in the territory is massive – it is monthly distributed door-to-door to more than 48,000 residences in Maré – the news and advertisements published in the newspaper about the project reinforced the information and clarifications provided by the field articulators and of the materials disseminated on social networks.

In addition to information of the services offered, data and numbers related to the pandemic in Maré were widely covered by the newspaper Maré de Notícias: deaths, new cases, evolution of vaccination, and medical service data produced by the project – in a content partnership with the Conexão Saúde – De Olho na Covid bulletin.

Interviews with experts and leaders published in the bulletin were reproduced exclusively by the digital version of the newspaper, Maré Online, besides the production of news and articles based on data periodically released by the project publication. On some occasions, Maré de Notícias posters were produced in partnership with Conexão Saúde – De Olho na Covid, disclosing data and facts related to the pandemic on the streets of Maré.

Another vehicle that discussed about the pandemic with audiences inside and outside Maré was the podcast Maré in times of Coronavirus (Maré em tempos de Coronavirus). Hosted by the director of Redes da Maré, Eliana Silva, the podcast had 40 editions, whereby it is clarified and

informed, by featuring data and interviewing specialists, about issues concerning the pandemic, such as vaccination, mental health, new variants, use of masks and prevention. Themes that touch the daily lives of the residents, such as armed violence, hunger and returning to school in the context of the pandemic were also addressed in the episodes.

Although the production of the podcast was exclusive to the institutional communication of Redes da Maré, without the direct participation of the project team, the topics and themes covered have complemented and strengthened the messages and questions addressed in the communication materials of the Conexão Saúde – by adding reliable content about the pandemic to the residents of Maré and even to audiences outside the slum.

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4. THE VOICE OF THE STREETS: LISTENING AS A STRATEGIC AND METHODOLOGICAL DIFFERENTIAL

Careful listening to the needs, questions, and priorities of the residents of Maré was one of the main pillars of the project's communication work. The choice of the team of field articulators and communicators in the territory, mostly made up of residents of Maré, was part of this strategy and was essential to the success of the actions.

Aside from bringing their own experience and perception of the slum, these professionals were spokespersons on the doubts, fears and concerns expressed by family and friends in relation to the pandemic – ensuring a background on what was being said and felt in the territory for discussions, creation of narratives and production of project materials.

In this way, door-to-door visits, exchanges with the residents and conversations with shopkeepers, motorbike couriers and local leaders ensured that the articulators had a clear perception of behavioral trends, relevant issues, doubts about the pandemic, message tones, and elements that provided greater assertiveness to the communication materials.

In addition, the articulators made periodic visits to institutions in Maré, such as churches, neighborhood associations, NGOs, health units and schools, with the

aim of clarifying the services offered by the project, making informative materials available (brochures, pamphlets, posters, and banners) and supplies (masks, alcohol-based hand sanitizer, hand sanitizer totems, personal protective equipment, etc.) and engaging local leaders in clarifying the necessary care and doubts about the virus.

The strategies for the distribution of materials and supplies were designed based on data about positive cases in a given location, a drop in the number of people tested and treated in a particular region, and demands brought to the field articulators by the residents.



Gabi Lino/Conexão Saúde

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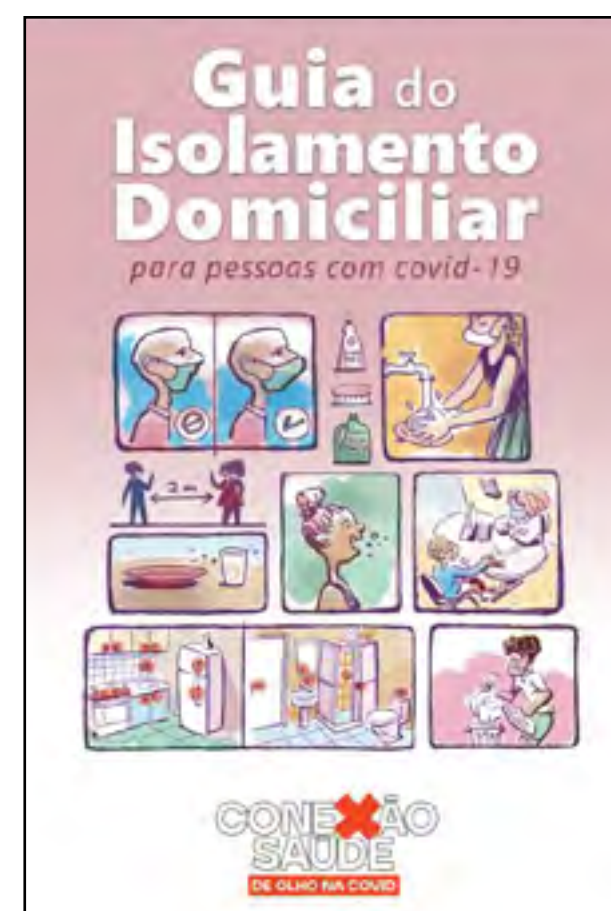
Specific actions in hard-to-access places and vulnerable territories (with low income, lack of water and basic sanitation, high rate of armed clashes and school dropout), such as Favela da Galinha, and actions such as gluing posters in places far from the Testing Center, such as Marcílio Dias and Conjunto Esperança, were decided based on these feedbacks and perceptions.

The identification of residents' needs also impacted the overall logistics of the project, such as the installation of mobile testing units to serve people who lived far from Galpão Ritma, place on which the Maré Testing Unit was operating.

The flow of information between the articulation and communication teams

was based on weekly meetings wherein issues collected on the streets were reported. After receiving feedback from field articulators, communication strategies were defined and evaluations of the printed, digital and video materials in circulation were carried out to understand the adherence among residents, promote language adjustments and define new subjects to be addressed.

The team also underwent continuing education on the pandemic not only in Maré, but in the Capital, in Brazil and in the world and on topics that permeate the lives of the residents of Maré, such as public safety, education and food security - with the aim of understanding even more the reality and issues affecting the territory and the contexts that surround



them. There was also a concern to more deeply present the work of Redes da Maré and the equipment and resources, both public and from other institutions, available in the territory.

Another front for collecting impressions and needs of residents in real time was the integration of the mobilization team with the Safe Home Isolation Program, where people with Covid received assistance during the isolation period and guidance on how to behave at home in order to avoid contaminating family members. During the delivery of support kits (meals, masks and hygiene and cleaning products), dynamics, doubts and needs of the families assisted and their neighbors were absorbed and shared by the articulators.

To support communication and guidance on the care of infected people, an illustrated guide was produced in partnership with Fiocruz, and distributed to families who attended the Program. The Guide brought, in a didactic way, tips on how to prepare and serve meals, clean the house, and sanitize sick person's clothes, among other practical guidelines to protect other family members and encourage the isolation of the person with Covid-19 for at least 14 days. Cards for social networks were produced based on the Guide's artwork, reinforcing the strategy of deploying messages and promoting actions on different platforms aiming at reaching a wider audience, especially the residents.



Conexão Saúde/Redes da Maré

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5. RELIABLE INFORMATION AND TACKLING DISINFORMATION

The rumors and fake news that circulated about the disease during the pandemic showed the need to create a series of digital and audiovisual materials, broadcasted throughout 2021 and in early 2022, with the purpose of clarifying residents and disclosing reliable and correct information.

A character was created specifically for this purpose: the friendly Dr. Ana, a black doctor, resident of Maré and national health service (SUS) professional. More than 20 editions of cards with answers to questions about different aspects of the disease and moments of the pandemic, vaccination, symptoms, treatments, and other topics were published on Redes da Maré social networks, distributed via WhatsApp and shared by NGOs and partner institutions, expanding the reach of the messages to other groups in Maré and even residents of other slums.



The questions/doubts answered by Dr. Ana were mostly collected by the field articulators during their experiences with the residents or based on the perception of fake news that circulated in the territory and in WhatsApp groups which required some clarification. Dr. Ana's series received the "Fiocruz Tá Junto" seal of content validation by the researchers of the institution.

The entire communication strategy on social networks was divided in materials for Whatsapp - a medium widely used by residents for individual communications and participation in institution groups, such as churches, schools, the Olympic Village, and in the already traditional "family groups". The "zap" was used by the project both for simple information about the routine of the Testing Unit and exchanging impressions and warnings, including cards with guidelines on prevention and pandemic unfolding.

The objective of creating materials for this platform is to contemplate a public that does not access other social networks and reach specific groups, in an effort to target residents of all Maré slums, of different ages and interests.

Another aspect of the work to tackle misinformation was the series of videos recorded with Henrique Gomes, a Maré's



child, Redes da Maré weaver, and influencer of the territory, which addressed different topics related to the pandemic with objective guidelines and direct language toward the residents.

From the correct use of masks to the dangers of self-medication, from the search for reliable information to encouraging vaccination, from the difficulty of maintaining social distance to the danger of contamination from asymptomatic people, several were the topics covered in the series of videos, which had dozens of thousands of views, always taking into account the reality of the slum and its residents.

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Health professionals from the Maré's family clinic starred in another series of videos, this time focusing on health guidelines and explanation of the services offered by the national health service to residents during the pandemic.

This production not only qualified and reinforced accurate information in the territory about Covid-19, but was also part of the project's general strategy to tighten ties with these professionals and strengthen public health services during the health crisis caused by the new coronavirus.

And, based on the needs that emerged in early 2022 and in the wake of the study on vaccination in Maré, a series of videos with the doctor, researcher and research coordinator, Fernando Bozza, was produced and broadcasted on social networks, wherein some materials were distributed in collaboration with Fiocruz - expanding the reach of the video and further strengthening the strategic partnership between the institutions.

Altogether, more than 30 videos were produced for Instagram and Facebook Feed and Stories featuring guidance on topics, clarification of residents' doubts, notifications about the project service operation during holidays, along with tips on protection and prevention.

In addition, two videos with information about the vaccine against Covid-19 were produced in partnership with Conexão Saúde - De Olho na Covid, with the collaboration of Raphael Vicente, a digital

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influencer from Maré, who has more than 2 million followers on Tik Tok, 290k on Instagram and 102k on Twitter.

The first video, produced and posted on the timing of the Vacina Maré campaign, reached the mark of 2.4 million views on Twitter alone, went viral nationally, was covered by the press and became one of the references in assertive and good-humored communication about the benefits of vaccination, clearing up doubts and clarifying residents.

The second video was produced for the Stories of Redes da Maré and reinforced the need to take the second dose of the vaccine against Covid-19. The approach with digital influencers and content producers from Maré - who also posted videos spontaneously throughout the period - was one of the strategies foreseen in the communication planning for 2021 to reinforce and enhance the mobilization of the residents of Maré at key moments.



6. DATA AND KNOWLEDGE PRODUCTION ABOUT THE PANDEMIC IN MARÉ

One of the most outstanding dimensions of the project was the production and monitoring of data on the pandemic in the territory, which not only allowed the direction of actions and strategies of the project, but also the creation of a historical series on cases, deaths, testing, vaccination and access to telehealth services and safe home isolation.

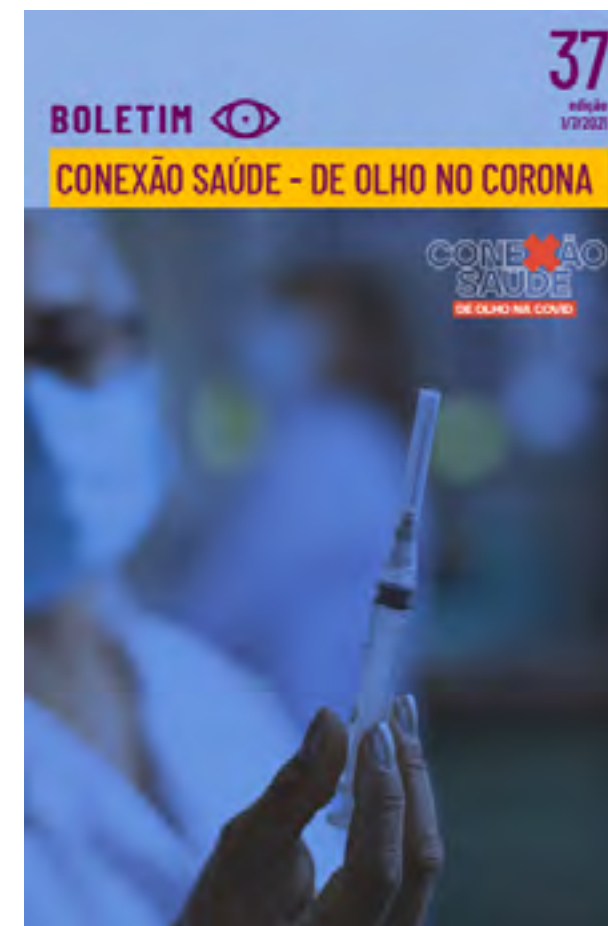
Based on multiple and reliable primary data sources, such as the number of cases and deaths registered in the Rio Covid Panel, from Rio de Janeiro City Hall, the testing records of the Dados do Bem application, the telehealth care provided by SAS Brasil, the vaccination data from the primary healthcare units and the health and food security demands recorded by Safe Home Isolation, the project's data team constantly worked on crossing and checking information throughout the existence of the Conexão Saúde - De Olho na Covid.

All this production was first systematized in the Eye on Corona newsletter, produced by Redes da Maré, and - as of February 2021 - incorporated into the Conexão Saúde - De Olho na Covid bulletin, which is now under the responsibility of the Conexão Saúde - De Olho na Covid project, through editorial and graphic reformulation and addition of data from Manguinhos.

Created from the need to produce data that portrayed the situation of the pandemic in Maré, at a time of low testing and underreporting of cases, the publication was originally published weekly. Over the period, it changed to biweekly and then monthly - always following the themes and challenges forced at each moment - reaching 44 issues, the last one in January 2022.

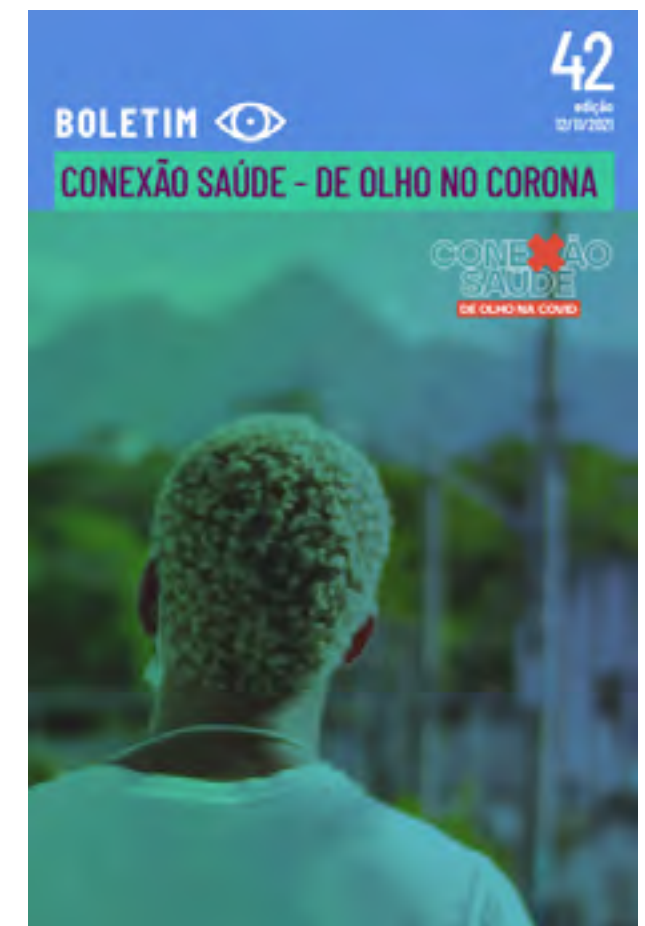
Interviews with experts were published in each issue and exclusively covered by Maré de Notícias Online, bringing analyzes and perspectives from researchers and specialists, such as Margareth Dalcomo, Fernando Bozza, Eliana Silva, Carlos Machado, Daniel Becker, Luciana Costa, Thiago Wendel, Valcler Fernandes, Adriana Mallet and José Cerbino, among others. An Editorial Board was formed with representatives of the partner organizations to debate topics and approve the guidelines for each issue.

Apart from its availability on the Redes da Maré website (Publications tab) and on the project webpage, the newsletter was sent to different WhatsApp broadcast lists for audiences such as: Redes da Maré weavers, journalists, researchers, health professionals and partner organizations. On different occasions, the press used unpublished data released by the bulletin in its articles.



Cards for social networks, with the main analyses, data and information collected by the bulletin were produced in each edition and disclosed on the profiles of Redes da Maré and partner organizations, and sent to WhatsApp groups used by the residents of Maré, with the objective of reaching wider audiences, and democratizing the information produced.

In addition, the partnership with the Maré de Notícias newspaper allowed the distribution of data and information generated by the newsletter to different platforms and formats, such as articles and news, publication of interviews and advertisements in the form of panels and posters pasted on the walls of Maré.



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7. OTHER LISTENING AND DATA PRODUCTION STRATEGIES: OPINION POLLS AND FOCUS GROUP

To further ascertain the residents' perception of specific issues, opinion polls were applied between March and April 2021, opening up another front of data production and qualification used in the creation of mobilization and communication strategies - also of subsidies to other fronts of the project. A total of 318 valid questionnaires were considered, applied to residents of Maré, from different slums, with a minimum age of 12 years.

The questions ranged from self-care strategies (using or not the mask, decision to take the vaccine, social distancing etc.) to ways of talking and agreeing on the need for isolation with close people, and also the mental health situation - a recurring complaint from residents during the pandemic. From the perceptions and results of the research, communication materials were created targeting specific demands, such as the feeling of discomfort when wearing the mask, for example.

Another listening strategy was the formation of focus group, similar to those carried out in qualitative research, with the aim of deepening certain issues and understanding the perception of specific groups about the pandemic. Focus groups were held between April and May 2021 with the following target groups:

shopkeepers, young people participating in social projects and NGOs and religious leaders, each bringing together between five and six people.

The guiding questions of the groups followed the line of the opinion poll, delving into the specificities and realities of each group, including the impact during the first lockdown and financial, affective, and mental health issues.

One of the groups, composed of the body of the First Baptist Church of Parque

União, highlighted the difficulty in getting followers to respect safety protocols, the urgency in offering psychological treatment and staple food basket, in addition to discussions held between religious institutions about prevention of Covid-19 among believers.

Young people emphasized the creation of care strategies, artistic production, and the concern with mental health. There were made reflections on family and friendships strengthened virtually, in addition to the appreciation of the places where they live, since they do not walk around in other places of the city.

Shopkeepers reported the difficulty of respecting safety protocols, including verbal aggression from customers because of the strategies adopted - which led many to give in to not using the protocols in their establishments, even though they were concerned about the risk of contaminating family members in the process.

All these perceptions and feedbacks were reported in team meetings and considered in the mobilization strategies and communication materials, supporting agendas, messages, and scripts throughout the work, at different times.

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8. INSTITUTIONAL COMMUNICATION: LINKING PARTNERSHIPS AND ADDING OTHER AUDIENCES

Alongside the communication focused on the territory, aimed directly at the residents, an institutional communication strategy was designed to align the project's image and narrative of the project, relationship with partners, referrals, agreements, and deadlines with the Redes da Maré institutional communication and information about the actions to wider audiences.

Within this aspect, the audiovisual record of the project was made, capturing both the street activities and the actions that took place at Galpão Ritma, including the coverage of specific topics, such as meetings, focus groups, mobile testing, Fiocruz research on the vaccine, technical visits, etc.

The purpose of this record was to feed both the communication materials and the institutional materials of the project for the territory, such as presentations produced for supporters and sponsors, and to provide videos and images to the press and partners.

A webpage was produced and hosted on the Redes da Maré website to directly and accurately inform both residents and the external audiences (press, researchers, health professionals, partner institutions, etc.) about the project.

The webpage brings the main information and results of the project, in its four pillars: mass testing, telehealth, home isolation and communication in the territory – and also contains links to access materials published by the project (Guide to Safe Home Isolation and issues of the Conexão Saúde – De Olho na Covid bulletin), as well as the team, an institutional video, press coverage, and a photo gallery on Flickr.

Another fundamental form of communication with the external audience were news, articles and interviews published in the press. Since the beginning of the project, Conexão Saúde has featured more than 500 articles in the regional, national and international media – including print, digital media, radio and TV.

Most of these articles and news were proactively articulated, through the work of the press office, by sending press releases and topic suggestions to journalists and press editors, in addition to publishing data from the Conexão Saúde – De Olho na Corona Corona bulletin. Another part was generated spontaneously, from the results of the project and critical moments of the pandemic when the press sought to portray the issue from the perspective of slums and peripheral residents.



The webpage address is: <https://www.redesdamare.org.br/conexaosaude/>

The modus operandi created by the team to serve the press deserves special mention: journalists were first served by the project's institutional communication coordination, in order to align the topics and clarify actions, results and specificities of the Conexão Saúde – by supporting and preparing the press for arrival in the territory and for interviews with project spokespersons and residents.

This first service was coordinated with the field team, which provided journalists – if they were interested in capturing images and interviews in loco – with a route to visit the residents assisted by the project and the street actions. Thus, the press teams arrived at Galpão Ritma and became familiar with the testing and movement actions of the team, made their records, and followed with the field articulators to monitor the distribution of

pamphlets, staple food basket, and other street actions.

The interviews were only carried out with the consent and express authorization of the residents, always accompanied by the organizers. Throughout the process, there was a concern with the way the slum is depicted in the mainstream media and with respecting the intimacy and boundaries of the residents – in view of the additional fragility of facing a pandemic, involving cases of the disease and deaths among people close to them.

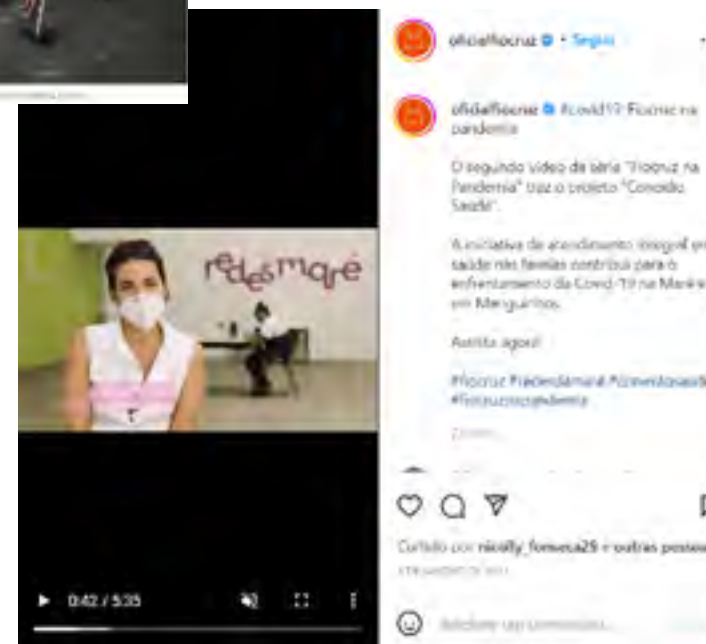
This preparation, monitoring and guidance of journalists ensured a large number of positive stories about the project in the press, helping Conexão Saúde – de Olho na Covid to be recognized nationally and internationally as a model for combating the pandemic in slums.

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Estadão O Dia Extra
UOL Meia Hora Época
Brasil de Fato
TV Record TV Brasil
BBC BRASIL O Globo

AFP TVT
El País G1
Jornal Hoje



Fiocruz lança projeto de combate à Covid-19 em comunidades do Rio em parceria com conselhos comunitários e ONGs

Modelo de vigilância inclui telemedicina, testagem e rastreamento. Os pesquisadores contam com a ajuda de representantes das comunidades, que terão papel importante na articulação das ações.

RJTV 1ª Edition
Folha de São Paulo
France 24 Radio France

Reuters - USA
DPA - Germany

Radio France Internacional
CBN Radio Rádio Nacional
EFE - Spain

Art - French TV



Canal Saúde Fiocruz
Agência Brasil
SBT Brasil
Globo Comunidade



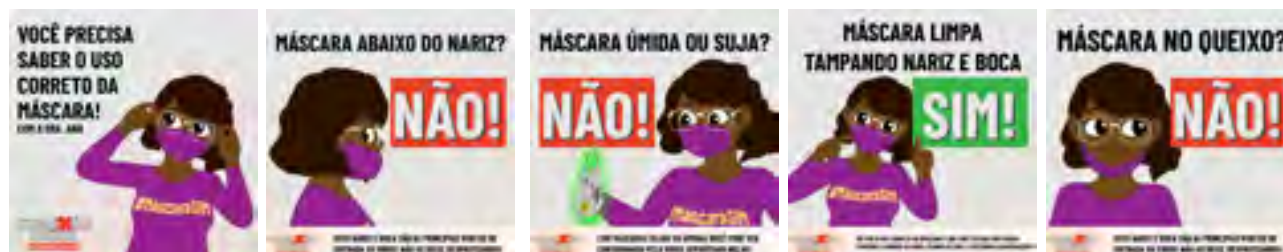
More than 500 articles
published in the local, national,
and international press



30 VIDEOS
produced for
social networks
(feed and
stories)

**MORE THAN
500,000
ACCOUNTS**
reached in
project posts on
social networks

20 CARD EDITIONS
of the character Dr. Ana



**Distribution
of 72,000** informative
brochures about the project and
20,000 pamphlets
about mobile testing



Distribution of 2,000
Safe Home Isolation Guides

1,000 POSTERS
pasted on strategic locations
(stores, partner institutions,
neighborhood associations,
health units, etc.)



News, panels, and
advertisements
published in
**10 printed
issues of the
newspaper Maré
de Notícias**

28 BANNERS pasted on the streets of the slum
in partnership with the newspaper Maré de Notícias

9. LESSONS LEARNED AND NEW EXPERTISE

The territory of Maré is dynamic and plural, each of the 16 slums has its own specificities. Balls, churches, shops, street markets and sports and leisure facilities also present their own dynamics, expanding the layers of unique characteristics of the groups that coexist in such a territory.

Understanding and working with all this diversity, by an attentive and continuous listening in order to rapidly and

assertively respond to the challenges of each moment was one of the great – if not the greatest – learning of this process.

This made street actions and organizers' agendas respect the specificities of each public, such as days and times when certain groups could be found or where specific activities are taking place, such as morning services on Fridays in the Nova Holanda territory, Rubens Vaz and Parque Union.

In other words, listening to demands and doubts, creating narratives and customized materials from this listening, and spreading information based on the needs and specificities of each moment and audience, was a constant methodology of mobilization and communication throughout the project.

The concern with assertive distribution, both of digital materials and printed materials, was also a keynote of the communication. Although dozens of materials have been created over the period, with different messages, urgencies and forms of distribution, the strategy consisted of working with a smaller number of materials – seeking assertiveness in the narratives and distribution, in order that the materials produced would be used to the maximum, reaching and impacting the target groups.

And, as previously mentioned, the formation of a team of articulators composed of residents of Maré – which reduced distances and relied on the sensitivity of those who live and know the territory and its demands – was a strategic choice that was part of the mobilization and communication methodology of the project.

In over a year and a half of this project, the team has shown resilience and agility to adapt, restructure and organize the daily work according to the numerous needs incurred (new outbreaks, increase in cases and deaths, testing and vaccination campaigns, doubts about new variants and vaccines, orientation at specific times, etc.).

CASOS DE COVID NA MARÉ
SALTAM 184
DE 5 PARA
EM APENAS UMA SEMANA

(AUMENTO DE 3.500% ENTRE 22 E 28 DE JULHO DE 2020)

BOLETIM

CONEXÃO SAÚDE – DE OLHO NO COTIDIANO

100% DE ADESIÃO

100% DE ADESIÃO

Integration of the communication team with the monitoring and data production team was essential for the information to be disclosed firsthand

The possibility of using primary data, numbers, and statistics, which reflected the different moments of the pandemic in the territory, in the communication materials for residents and in topics for the press also proved to be a great methodological differential for the communication of the project.

At this point, the integration of the communication team with the monitoring and data production team was essential for the information to be disclosed firsthand, with quality and scientific assertiveness, even in materials that required a simple and direct message.





Douglas Lopes/Redes da Maré

Some decisions were taken right in the structuring of the project, and they were shown to be right later on, such as the creation of an own communication team having autonomy in the production of materials. During the process, it was proved that the urgency of the pandemic required quick responses and that the project had demands, institutional seams and particular challenges, which imposed specific messages, solutions, and timing.

Another right decision, taken after discussing the matter in the Communication WG, was to rule out the possibility of creating specific profiles for the project and use the profiles of already existing social networks, notably those belonging to Redes da Maré - an organization with credibility and a large number of followers inside and outside the territory.

The Conexão Saúde project was also inspired, unfolded and improved the lessons learned from the “Maré says No to Coronavirus” campaign, using different street actions as social technology for communication and articulation of the territory, such as home deliveries of hygiene kits and meals, distribution of masks, replacement of hand sanitizer totems and data collection.

And much of what was done, forwarded, and strategically thought out was only possible thanks to the background of more than 20 years of experience of Redes da Maré in the territory. Its capillarity, influence and reliability among the residents were crucial for information to be absorbed and passed on in an organic and efficient manner.

It all means feet firmly grounded in the territory but with a permanent antenna for the dissemination of messages, information, narratives and news from Maré to Maré and to the world (literally). All this logistics relied on the expertise of professionals from inside and outside the territory, seeking scientific and safe sources and orientation to respond to the numerous challenges that the limiting situation implied for the population by the pandemic.

Actions, experiments, mistakes, successes, exchanges, and decisions that forged an innovative methodology for mobilization, communication and responses to crises in slum territories. A methodology that can surely be adapted and used in other emergency or non-emergency situations.



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ABOUT THE TERRITORY OF MARÉ

The territory that currently houses 16 slums which constitute was consolidated between the 1940s and the 2000s, based on the organization and initiative of residents or through housing programs promoted by the government. With about 140,000 inhabitants, Maré has a population greater than 96% of Brazilian municipalities. Located in the northern part of the city of Rio de Janeiro, Maré was recognized as a neighborhood in 1994, by a municipal law.

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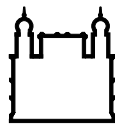
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REALIZATION



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redesdamare.org.br/conexaosaude

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