



Research Article

## Public Relations Strategies for Promoting Maternal Health Awareness in Anambra State

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### About Article

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### ABSTRACT

Maternal health is still a major issue of public health concern in Anambra State, Nigeria, despite the government efforts, such as the free maternal healthcare policy, to improve the situation. Socio-cultural factors, poor awareness, and inefficient communication methods are the main problems standing in the way of proper maternal health practices. A qualitative approach using secondary data was employed to analyse public relations strategies for raising maternal health awareness in Anambra State. Thematic analysis was applied to literature, government reports, media publications, and documented health campaigns to explore women's awareness of maternal health, socio-cultural effects on maternal health practices, and the role of PR in increasing awareness. Among the points made in the literature, culturally tailored PR campaigns, engagement of community stakeholders, and multi-channel communication approaches are cited as effective methods for promoting maternal health awareness and changing health-seeking behaviour positively. Various strategies are proposed like audience-centered messaging, collaboration with opinion leaders, and continuous monitoring and evaluation of PR campaigns to accomplish the goal of sustainable improvement in maternal health outcomes. The study noted the critical importance of public relations in supporting government policies and tackling socio-cultural hindrances to maternal health in Anambra State.

## 1.0 INTRODUCTION

Maternal health is still a major issue affecting the population's health in Nigeria and especially in Anambra State. Maternal deaths are still considerably high, being mainly due to haemorrhaging, obstructed labour, infection, and ruptured uterus (World Health Organization [WHO], 2018). All these causes can be avoided with appropriate prenatal care, availability of skilled birth attendants, and efficient medical services for emergencies (Okafor, 2022). To tackle these issues, the Anambra State Government initiated a free maternal healthcare policy in September 2023, which offers no-cost antenatal and delivery services at public hospitals and primary health centres (PHCs) (The Cable, 2023). The first 18 months of operation saw more than 102,000 deliveries, including 343 caesarean sections, which indicates the enhanced accessibility to maternal healthcare services (Vanguard, 2025).

In addition to free services being provided, socio-cultural factors still have a major impact on maternal health outcomes in Anambra State. Women's autonomy, according to studies, is one of the major determinants of seeking medical care, since making a decision is usually a matter of agreement with the male members of the family (Eze & Okeke, 2021; Ezeaka, et.al 2025). Meanwhile, the place of giving birth is likely to be swayed by both family and community standards, which points out the need for more focused public health communication (Ijeoma, 2020).

Public Relations (PR) techniques can help a lot when it comes to these issues. With the help of strategic communication, stakeholder involvement, and awareness campaigns, PR could raise the level of knowledge about maternal health, change the people's mindset, and make them use the services of qualified healthcare workers (Grunig & Hunt, 1984). The government policies could be backed up by PR campaigns under the condition that they would work on such non-financial barriers as culturally rooted beliefs,

wrong information, and unawareness, thereby, boosting maternal health.

This paper discusses and evaluates the public relations strategies that could be applied for spreading awareness about maternal health in Anambra State. It covers the identification of the main audiences, selecting the communication channels, presenting the messages, engaging the stakeholders, and deciding on the measurement of the impact. The ultimate outcome of this paper is to suggest PR measures that will not only help in reducing maternal death figures but will also improve the overall health of mothers across the entire state.

### 1.1 Statement of the Problem

Maternal health is still an issue in Anambra State even though the government has come up with ways to help with the free maternal health care policy. The policy has allowed women to have more access to antenatal care and skilled delivery services, but still there are some deaths during delivery and some complications that could have been prevented through prenatal care. Some of the reasons are the following: socio-cultural norms, women not knowing about the health services, lack of power among women, and wrong information about the health care practices that keep the health services from being used optimally.

In addition, poor communication and insufficient public awareness strategies have led to the health interventions having little impact on maternal health. There are still many women and communities that do not know about the advantages of early antenatal care, safe delivery practices, and postnatal follow-up. As a result, the cycle of maternal morbidity and mortality continues and this undermines the free healthcare policy's goals.

In light of these difficulties, it is necessary to find out the public relations strategy that will best promote maternal health awareness, deal with

socio-cultural barriers, and involve the community in Anambra State. The government policies, if not supported by strategic communication interventions, might not cause the decrease in maternal mortality that is desired or the improved maternal health outcome across the state.

### **1.1.1 Significance of the Study**

The study is significant in that it gives information about the impact of public relations strategies on maternal health awareness in Anambra State. The study not only assists in understanding the different socio-cultural and communication aspects that influence maternal health practices but also reveals women's perceptions, experiences, and knowledge of maternal health issues.

The study's findings and implications are particularly useful to the policymakers and health administrators, as they can direct the development of communication interventions and awareness campaigns aimed at specific groups and not just the general population, which will be complementary to the prevailing maternal health policies like the free maternal healthcare program. Consequently, these policies will be more effective and the issues of community participation and awareness among the public will be addressed.

For public relations professionals, this study unveils the opportunities and challenges in the area of maternal health promotion, as it recognises the strategies that have either worked or need to be revisited. It goes on to suggest specific areas such as audience segmentation, message framing, and communication channels, where an influence on women and families' health-seeking behaviour can be realised. From an academic point of view, the study makes a contribution to the understanding of health communication and public relations in Nigeria, especially in the maternal health context. It also can be a stepping stone to further qualitative

research on communication strategies, health promotion, and behavior change in similar socio-cultural settings.

## **2.0 THEORETICAL FRAMEWORK**

The study is rooted in Diffusion of Innovations Theory by Everett Rogers (2003) and Health Belief Model (HBM) by Rosenstock (1974). These frameworks render a sturdy basis for comprehending the interplay between maternal health awareness in Anambra State and public relations strategies applied there.

### **2.1 Diffusion of Innovations Theory**

Rogers (2003) put forth the Diffusion of Innovations Theory that serves as a guiding principle for deciphering the process of dissemination over time within a certain social setting of new ideas, practices, or technologies, and vice versa. The theory indicates that there are four main elements involved in the successful adoption of any innovation: first, the innovation itself; second, the communication channels through which information about the innovation is spread; third, the time span needed for adoption; and lurking behind all this is the prevailing social system in which the diffusion takes place. When looking at the promotion of maternal health in Anambra State, the debate surrounding public relations strategies managing the awareness and uptake of good maternal practices gets clarity through these elements.

What the target audience must comprehend as a whole, through the innovation that in this instance is maternal health communication, comprising the importance of antenatal care, safe delivery practices, government run maternal healthcare programmes that are free and postnatal care, namely the dissemination of such information and the like, the receivers of the information must perceive it as advantageous, consistent with the community's cultural beliefs, and comprehend it as a kind of situation that requires little effort. The communication channels constitute the most important factor in the innovation. In other words,

if the main targeted audience, the pregnant women or those intending to become pregnant does not hear about the various advantages of maternal health practices, it will not matter how compatible and easy the practices are. Hence, communication is far more important than the other factors. It is the duty of public relations practitioners to make sure that the pregnant women and families of the region see maternal health issues in a light that focuses on the benefits and compatibility with the community's morals thus, making it more probable for adoption by women and their families.

Communication channels, the second element, are at the heart of the PR practice. Diffusion Theory makes a distinction between mass media and interpersonal channels. To illustrate, mass media such as radio, television, and social media are very effective in creating awareness, but interpersonal communication especially through trusted figures in the community is more powerful in changing attitudes and thus facilitating actual adoption. In the case of maternal health promotion, PR strategies that combine both approaches are more effective. For instance, through radio programmes, health services for pregnant women will be made known, while community health workers, traditional leaders, and women's groups will mingle with the mass and conduct one-on-one conversations where they will be discussing the religion of maternity, women will be hearing, and thus it is all going to be only one way, the way of adoption with them.

Diffusion also refers to the phases an individual experiences before finally giving in to adopting an innovation: becoming aware, being persuaded, making a decision, and implementing and confirming the new behaviour. Therefore, the PR activities need to be a continuous process and not one-time activities, the switching on and off of the marketing and public relations campaigns. Maternal health movements which are constantly providing their target audience with remembrance of the message are much more

successful in evoking women's going from mere knowledge to actively utilising health services. According to Rogers (2003), adoption is almost never instant; therefore, the communications practitioners in public relations should devise long-term communication strategies that take the women through each stage of the decision-making process.

Cultural norms, family structures, opinion leaders, and community networks which together form the social system determine to a large extent the gains made in the adoption of maternal health innovations. In some parts of Anambra State, decisions with respect to pregnancy and childbirth are influenced by husbands, mothers-in-law, and sometimes even elders through religious leaders' teachings. These people are the so-called opinion leaders, and the diffusion theory is centered around this concept. According to Rogers (2003), opinion leaders are the gatekeepers who either make it easier or harder for innovations to be spread. Hence, public relations strategies that are employed involving such leaders directly are more likely to succeed. It is through advocacy meetings, community dialogues, and participatory campaigns that PR practitioners can bring the acceptance and adoption of maternal health innovations by the social system faster.

Besides, the theory of diffusion defines the categories of adopters: innovators, early adopters, early majority, late majority, and laggards. In the promotion of maternal health, the innovators might be those women who are already health-conscious, educated, or in a way exposed to the media; these women can turn out to be the ambassadors influencing others. The PR strategy aiming at the early adopters, who are usually regarded as community role models, can considerably speed up the process of diffusion if they are engaged well through focused PR initiatives. On the other hand, the late majority and laggards may need more culture-oriented communication strategies that are quite intensive

in nature to help them overcome skepticism or resignation to their strong traditional beliefs.

Rogers' Diffusion of Innovations Theory provides an extensive viewpoint for recognizing the ways maternal health practices promotion can be realized in Anambra State. The public relations personnel can considerably increase the distribution and acceptance of good maternal practices by utilizing communication channels, engaging the opinion leaders, highlighting the advantages of innovations in maternal health, and grasping the social system of the adoption process. The theory highlights that maternal health promotion is not only about transferring knowledge but also about skilfully encouraging the slow acceptance of the practices that save lives among the different population groups.

### **2.1.1 Health Belief Model (HBM)**

The Health Belief Model (HBM), created by Rosenstock (1974), is one of the topmost theoretical frameworks that unambiguously tell why the human beings do or do not do the health-related activities. The model shows that an individual's decision to take preventive health actions is determined by psychological and perceptual factors; these are perceived susceptibility, perceived severity, perceived benefits, perceived barriers, cues to action, and self-efficacy. The health behavior of mothers in Anambra State is significantly influenced by the interplay of these six constructs. Perceived Susceptibility is a term that describes a person's evaluation of how likely they are to suffer from a particular health problem. In the context of maternal health, it means the woman's perceived probability of going through pregnancy complications or even dying during childbirth. A number of women, particularly those in the countryside, may not even be fully aware of these risks, as they might be rooted in their cultural beliefs or simply due to a lack of health information, which is the case with the majority of rural women. One way to tackle this is to inform and persuade women through a publicity campaign, among others, about the reality of

pregnancy and childbirth complications and respiratory hazards, using real-life stories, statistics, and testimonies (Rosenstock, 1974).

Perceived Severity is a concept that influences people's judgments on the matter of health. When maternal complications such as hemorrhage or eclampsia are not considered as very serious, women are not likely to give priority to antenatal care or skilled delivery. PR messages that delicately and at the same time effectively inform regarding the situation with maternal complications can be a big help in women's acknowledging the necessity of timely and constant maternal care, as the latter is implied.

Perceived Benefits pertain to the favourable results that people think will be the outcome of the health action. The campaigns in public relations can draw attention to the pros of the antenatal care, among which are the early detection of complications, safer delivery, and the taking over of the health advice by professionals. When women realize that the attending of an antenatal clinic increases their chances of a healthy pregnancy and delivery, they will be more inclined to take part in the action and thus will become more empowered.

Perceived Barriers, conversely, refer to all the factors that may make women shy away from the health action. Among these factors are the culture, fear of hospitals, costs even in free healthcare environments, negative past experiences, or lack of support from husbands or other family members. PR activities can be one of the tools to combat the barriers by disseminating clear information, involving men and family elders, correcting misperceptions, and telling the stories of women who have received maternal health services positively. Another important part of Cues to Action, which are signals that prompt the decision-making process. Public relations tactics such as radio jingles, community announcements, posters, outreach programs, and messages from influential community leaders act as cues that stimulate women to go to antenatal clinics or acquire skilled delivery services. Moreover, Self-

efficacy is the belief of a woman in her success in taking the action of her own choice. A lot of women might feel powerless because of their lack of education, being financially dependent on their husbands, or cultural limitations. PR campaigns that support women, reaffirm their health care access, and present relatable role models can really help self-efficacy grow.

### **2.1.2 Combining the Diffusion of Innovations theory and the Health Belief Model**

This study has created a thorough framework for the comprehension of maternal health behaviour change in Anambra State through the integrating of the Diffusion of Innovations Theory with the Health Belief Model. On the one hand, the Diffusion of Innovations Theory is more concerned with the flow of new ideas and practices through the layers of a social system, while, on the other hand, the Health Belief Model puts the emphasis on the psychological and perceptual factors that play a role in the individual decision-making process.

The merging of these two paradigms facilitates the public relations approach in a number of ways:

1. Diffusion theory shows the route and the key players of the maternal health information dissemination, indicating the role of the opinion leaders, the channels of communication, and the social networks as very significant.
2. HBM is concerned with the process of how persons interpret and assimilate the given information, thus determining their readiness to take up and practice new health habits like going to antenatal care or selecting a skilled birth attendant.
3. The combination of these theories guarantees that the PR messages are not only very accessible in large quantities (Diffusion theory) but also personally significant, convincing, and culturally appealing (HBM).

The dual-theoretical approach highlights that maternal health promotion should be conducted through social stratification as well as through individuals. PR efforts adhered to these frameworks are more capable of creating a lasting impact since they tackle both the structural processes of information flow and the personal motivators for behavior change. In the end, combining both theories make it possible for maternal health information to be delivered to the women of Anambra state in ways that are pertinent, trustworthy, and encouraging thus, facilitating the uptake of healthier maternal practices.

## **3.0 METHODOLOGY**

This study employs a qualitative research design and relies on secondary data to analyse the public relations techniques to promote maternal health awareness in Anambra State. The qualitative method is suitable since the study intends to gather information on the experiences, perceptions, and contextual factors rather than quantify them (Creswell & Poth, 2018).

The study draws from secondary sources such as:

- (I) Scholarly journal articles on maternal health, public relations, and health communication.
- (ii) Official reports from government bodies and health ministries outlining maternal health policies and program evaluations.
- (iii) Press articles and online media coverage shedding light on the execution and acceptance of maternal health projects.

## **4.0 LITERATURE REVIEW**

### **4.1 Women's Awareness and Understanding of Maternal Health in Anambra State**

Maternal health awareness is a major factor that decides health-seeking practices and finally the maternal outcome. Knowledge of maternal health includes knowledge of antenatal care, safe delivery practices, postnatal care, and availability of health services (Okafor, 2022). The World Health Organization (2018) reports that poor

awareness of maternal health services has a great impact on seeking care late and therefore, on maternal morbidity and mortality. In Nigeria, as well as Anambra State area, maternal health awareness is not uniform. It varies among different socio-economic and geographic groups. Higher educational levels and exposure to mass media made women more aware of the benefits of antenatal care and skilled delivery services, as Eze and Okeke (2021) pointed out. Always, women living in rural areas or having restricted access to the media were the ones who suffered from a lack of knowledge about maternal health practices greatly influencing their health-seeking behavior negatively.

Moreover, along with these factors, cultural beliefs and family decision-making structures also have a huge impact on the awareness of maternal health. Ijeoma (2020) mentioned that a lot of women in the communities of Anambra State have their husbands and older family members decide on the places of delivery, the times of prenatal visits, and the acceptance of medical interventions through their influence. This socio-cultural factor thus highlights the necessity of public relations campaigns that not only target women but also the key influencers in the community in order to achieve effective maternal health awareness.

Globally, public relations strategies have been applied successfully to elevate health consciousness. Grunig and Hunt (1984) pointed out that PR is a communication process that is planned and aimed at creating a relationship that is beneficial to both parties between organizations and their audiences. In the case of maternal health, PR strategies like community sensitization programs, media campaigns, stakeholder engagement, and advocacy can lead to increased awareness and the adoption of healthy behaviors (Okafor, 2022; WHO, 2018). In Anambra State, the government has implemented a free maternal healthcare policy along with the already existing initiatives that include media announcements,

community outreach, and public engagement activities (The Cable, 2023; Vanguard, 2025). These interventions reveal the power of communication in shaping women's awareness and supporting the adoption of maternal health practices. However, there are still some shortcomings regarding the reach, consistency, and adaptation of these messages to the local culture, which means, there is a need for specially designed and prolonged PR interventions.

The existing body of literature suggests that several factors are at play in determining the level of maternal health awareness in Anambra State, namely: education, socio-cultural factors, media exposure, and communication strategies. Good public relations practices can close the gaps in awareness, change the prevailing societal views and eventually make women and their communities more health-seeking.

#### **4.1.2 Socio-Cultural Factors Influencing Maternal Health Practices**

Socio-cultural factors have been considered the main reason for the different maternal health practices not only in Nigeria but also in Anambra State. These factors include rumors, faiths, gender roles, and family decision-making structures, which can either help or hinder women's access to maternal healthcare services (Eze & Okeke, 2021). In a lot of societies, the costs and benefits regarding maternal health are not just for women to decide, but they involve their husbands, the main family members, and elders, which automatically affects women's seeking to antenatal care or health facilities for delivery or even adopting suggested maternal health practices (Ijeoma, 2020).

Studies have indicated that the first thing that forms the perception of pregnancy and childbirth is cultural beliefs. For example, there are communities that prefer home births conducted by traditional birth attendants rather than hospital deliveries. That is because of the trust they have on the traditional practices, fear of medical

interventions, or previous experiences with formal healthcare (Eze & Okeke, 2021). These cultural orientations are not only in the choice of delivery location but also in the timing and frequency of antenatal visits, which leads to receiving less than proper maternal care for mothers and their babies (Okafor, 2022).

There exists certain communities where religious beliefs in turn affect women's attitudes towards health and their behavior regarding maternal health. Certainly, among those, women may be more inclined to turn to spiritual-related and faith-based treatments rather than medical assistance if the pregnancy has some complications. Definitely, such beliefs may hinder the uptake of certain practices that are medically recommended, hence killing the initiative by health practitioners to mitigate maternal morbidity and mortality (WHO, 2018).

The next focus is on gender relationships that are another crucial factor. Research indicates that women's independence is frequently hampered, as fathers and husbands are the ones making all decisions pertaining health, finance, etc. (Eze & Okeke, 2021; Ezeaka, 2024). The absence of power to decide may restrict women from getting antenatal care or obstetric emergency services even when these services are free or close to their communities. Maternal health PR campaigns thus have to acknowledge these power relations and develop interventions that not only include women but also the family members who have a say in the matter, thereby creating a conducive atmosphere for healthy practices regarding mother and child (Ijeoma, 2020).

Additionally, socio-cultural factors interlink with socioeconomic and educational attributes. Women with more education or access to media tend to be better informed about maternal health practices and more likely to use healthcare services than less educated women who perhaps still follow the practices dictated by the culture (Okafor, 2022). This indicates that campaigns aiming at raising awareness are not enough unless

they are culturally appropriate and well thought out to tackle social norms and obstacles.

In Anambra State, health practices of mothers are greatly influenced by socio-cultural factors. It is important to be aware of these factors for the purpose of the public relations strategies that will be effective in whole and be made up of the elements of awareness raising and behavioral change. PR actions should not only be about the sharing of information but also about the involvement of the community, advocacy, and the use of messages which are respectful of the culture, so that the new practices in maternal care become the norm and are maintained.

#### **4.1.3 Public Relations Strategies for Promoting Maternal Health Awareness**

Public relations (PR) is a very effective communication tool that has become indispensable in health communication, especially in areas where socio-cultural factors limit the dissemination of maternal health awareness. PR is the process of building relationships through communication between organizations and their customers with the help of a plan and by communicating in a way to achieve a specific goal (Grunig & Hunt, 1984). In terms of maternal health in Anambra State, PR strategies are important for the education of the communities, changing their attitudes, and leading them to adopt the desired health-seeking behaviors.

PR strategies for health promotion in different countries usually consist of a mix of media engagement, community outreach, stakeholder collaboration, and advocacy campaigns. Research demonstrates that these methods not only bolster awareness but also make knowledge transfer easier and, thus, communities empower themselves to take on better practices (Wakefield, Loken, & Hornik, 2010). A good example of this is when a media campaign through local radio, television, and social media platforms reaches women in different socio-economic and geographical areas who have no knowledge of

antenatal care and safe delivery practices (Okafor, 2022).

In Anambra State, the free maternal healthcare initiative among other government activities has been aided by PR activities such as press releases, community outreach, and collaboration with local influencers (The Cable, 2023; Vanguard, 2025). For instance, the government and non-governmental organizations have been in touch with the health sector and the public through various means including the press, community meetings, and social media to make women aware of the services provided and also men, elders, and pastors as the main influencers who decide over maternal health. Studies confirm the data that the use of community leaders and opinion influencers in the awareness campaigns does increase the credibility of the message, its acceptance, and the adoption of the recommended health behaviors (Ijeoma, 2020).

Another major PR strategy for the promotion of maternal health is advocacy and stakeholder engagement. If PR professionals work with NGOs, churches, medical practitioners, and traditional leaders, they can easily push the maternal health messages out and at the same time deal with the cultural resistance or misconceptions that are the cause of those attitudes (Eze & Okeke, 2021). This method that uses multiple channels will not only make health communication to reach many people but also make it to be in the culture and be acceptable socially and hence, more likely to bring about changes in behaviors.

Moreover, for the implementation of any PR campaign the right way, the strategic message framing is vital. The audience's acceptance is higher when the messages about maternal healthcare benefits, risks of insufficient care and the steps to be taken are presented (Rimal & Lapinski, 2009). Moreover, when communication materials are presented in local languages and with culturally familiar examples, even the most

difficult people to reach, e.g. rural women or those with limited formal education, will find comprehension and acceptance easier.

Along with government policies, public relations strategies are the main instruments for overcoming socio-cultural barriers to maternal health. PR interventions, by using media, community participation, stakeholder collaboration, and culture-specific communication, can greatly increase the awareness, change the attitudes, and encourage the behaviours favouring the maternal health improvement. These strategies are in line with governmental policies and act as major instruments for removing the socio-cultural barriers to maternal health.

## 5.0 CONCLUSION

Maternal health in Anambra State is a major public health issue that still needs to be addressed even though there has been an increase in the number of people using free maternal healthcare services. The aforementioned issues more than the availability of the facilities and services still influence women's health-seeking behavior making their use of antenatal and skilled delivery services less fortunate.

Public relations approaches have been regarded as very important to the solution of the above issues. PR can raise women's health practices to the level of awareness, attitude and consequently adoption through effective communication, the use of media, community involvement, stakeholder collaboration, and cultural adaptation of the message. Evidence from Anambra State suggests that when PR strategies are working together with the government policies like the free maternal healthcare program, they not only increase the number of women reached but also the impact of the maternal health initiatives.

This research emphasizes the necessity for public relations to play a major role in maternal health awareness. PR activities do not only provide

information and education to women but also involve the community's main stakeholders, breaking down socio-cultural barriers, and supporting positive behavioral change. It is thus important to incorporate communication strategies that are both culturally sensitive and audience-centered in order to enhance maternal health in Anambra State.

### 5.1 RECOMMENDATIONS

To boost maternal health awareness in Anambra State, the following recommendations are suggested:

1. **Culturally Sensitive PR Campaigns Implementation:** Public relations campaigns need to be designed in a way that they mirror the cultural and social aspects of the respective communities. The messages must be in local languages, reflect the cultural values, and the community leaders must be a part of the whole process to make the women and families more accepting and trusting.
2. **Involve Community Stakeholders and Opinion Leaders:** The public relations experts should get in touch with the religious leaders, local rulers, celebrities, and even the men in the households to spread the word about the maternal health issues. Getting these key stakeholders involved is a good way to get rid of the socio-cultural hindrances and thus make the practice of safe maternal health widespread.
3. **Use Multiple Media Channels:** A communication approach would be to make use of multiple media at once, that is, radio, television, the internet, print media, and community outreach programs at the same time. This way, the message of maternal health would get to the different people, like rural and urban women, and they would also hear it so many times that it would change their behaviour.
4. **Support Audience-Centered Messaging:** PR campaigns should be geared towards

audience-centered communication which underlines the advantages of prenatal care, skilled delivery, and postnatal services while at the same time dealing with perceived barriers. Message framing should highlight practical steps, personal importance, and health consequences to inspire behavior change.

5. **PR Interventions Monitoring and Evaluation:** Continuous monitoring and evaluation of PR campaigns are crucial for assessing effectiveness, recognizing loopholes, and adjusting tactics. The opinions of the target audience will be the basis for improvement of campaign content, delivery methods, and stakeholder engagement thus ensuring continuous improvement.

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