



Enhancing Grains for Healthier Lives

Fortification Communications Toolkit

A guide for advocacy and social marketing of grain fortification

This resource was created by the Food Fortification Initiative (FFI). Through an international network of multi-sector partners, FFI offers advocacy and technical support to countries interested in fortifying cereal grains. For more information on FFI's work, please visit www.ffinetwork.org.

Table of Contents

Introduction.....	3
<i>Communicating to Motivate</i>	3
<i>Purpose of This Toolkit</i>	4
<i>Identifying Communications Leaders</i>	5
<i>The Armenian Example.....</i>	5
Chapter 1: Identify Audiences and Objectives	6
<i>Identifying General Target Audiences</i>	6
<i>Narrowing Target Audiences.....</i>	7
Chapter 2: Audience Research & Strategy Development.....	10
<i>Determining Strengths, Weaknesses, Opportunities, and Threats</i>	10
<i>Learning More About the Audience</i>	12
<i>Identifying Barriers & Benefits</i>	19
<i>Determining the Four Ps of Marketing</i>	21
Chapter 3: Activity Development	22
<i>Creating a Logo</i>	22
<i>Testing Logos, Messages, or Activities</i>	34
<i>Establishing Priorities and Budget.....</i>	36
<i>Sample Activities</i>	37
Chapter 4: Monitoring, Evaluation, and Implementation	45
<i>Developing an Evaluation Plan.....</i>	45
<i>Revisiting the Budget.....</i>	49
<i>Logic Models.....</i>	49
<i>Implementing the Plan</i>	49

Introduction

Effective grain fortification programs require multiple stakeholders to work towards fortification, and it can take a lot of time, energy, and money. Various stakeholders must be involved, including policy makers to create legislation making fortification mandatory; millers to correctly fortify; government authorities to monitor for compliance with the legislation; bakers to accept and bake with fortified flour; and consumers to purchase and consume fortified products.

An effective way to garner support and foster action for cereal grain fortification is through a communications campaign. This is more than simply sharing the scientific evidence for fortification. Effective communications must also inspire people to take action.

Communicating to Motivate

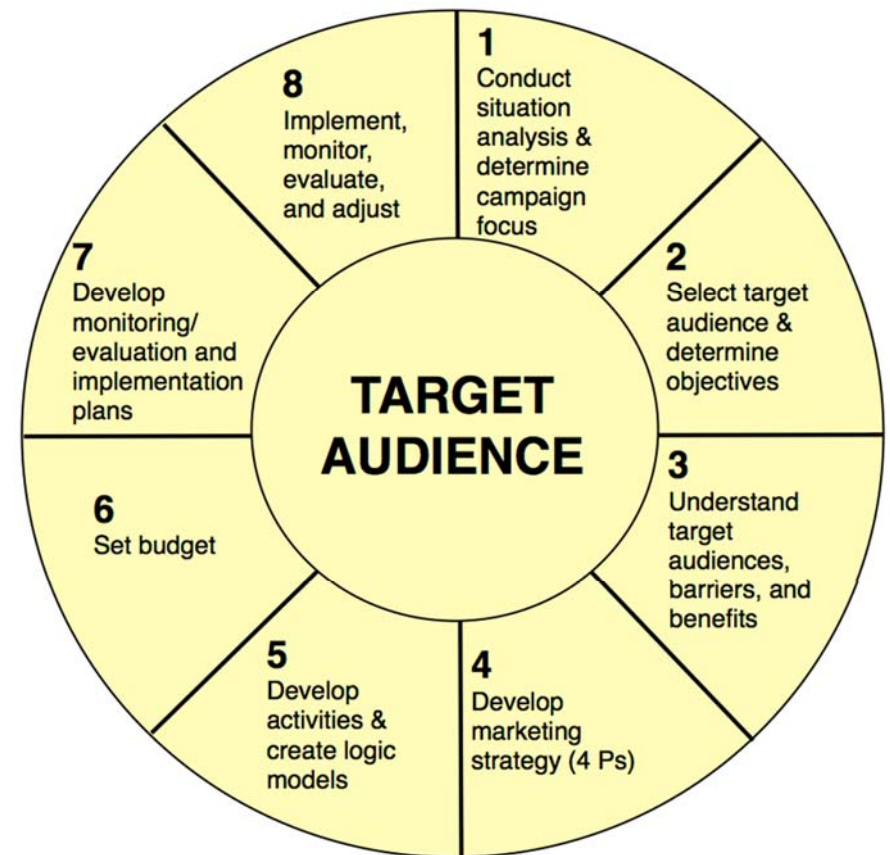
Social marketing uses traditional marketing principles to influence behavior to improve the health and well-being of individuals and populations. In other words, instead of trying to sell a product, social marketing focuses on changing a behavior.

The principles of social marketing can be applied to every fortification stakeholder group to increase the communication's effectiveness.

The components of a communications campaign are illustrated at right, as adapted from similar outlines used globally. The entire campaign centers on the target audience. The numbers on the wheel indicate the phases of a campaign.

Step one is discovering vitamin deficiencies in your region or country and identifying whether cereal grain fortification is an effective intervention for those health issues. For help with step one, contact the Food Fortification Initiative (FFI) at info@ffinetwork.org.

The following pages will walk you through the remaining seven steps to create an effective grain fortification campaign. This is often not a linear process. Please feel free to jump to different sections in the toolkit as needed.



Purpose of This Toolkit

This toolkit is designed to support fortification of wheat and maize flour and rice. However it can be used to develop a communications campaign for other types of food fortification as well.

This toolkit will:

1. Provide a framework for structuring a campaign around specific target audiences.
2. Help you obtain information about your target audiences and develop a strategy for communicating with them.
3. Outline steps to determine which behaviors need to be performed by these individuals and groups for a fortification program to be successful.
4. Guide you to select and develop materials and activities to carry fortification messages.
5. Offer examples of previous campaigns from a variety of countries.
6. Suggest ways to monitor and evaluate the communications campaign

The **Fortification Communications Toolkit Workbook** is a separate document containing blank templates of forms in this toolkit. Look for items marked in gold throughout the toolkit to indicate that blank templates are in the workbook. Feel free to copy the forms as needed.

This toolkit assumes that your country or region is considering grain fortification to address vitamin and mineral deficiencies, and that no actions towards a fortification program have begun. However, you may be in a different situation. For example, a law may exist to make fortification mandatory, but it is not happening. If this is the case, you will need to examine the situation (i.e. what is keeping fortification from happening) and identify behaviors that need to change. A discussion of how to determine which behaviors to target will be presented in the first chapter.

This toolkit outlines a strategy to promote mandatory legislation. Mandatory legislation is preferred because it creates a business environment where all industrial mills must fortify and thus incur similar costs. It also makes it much more likely that fortified products will reach the majority of the population. Voluntary fortification has been tried in many countries, but countrywide access to fortified foods is rarely reached in this way. Thus the health benefits are not broadly distributed in most voluntary programs.

Is A Communications Campaign Needed?

The book *Guidelines on Food Fortification with Micronutrients* published by the World Health Organization and the Food and Agricultural Organization of the United Nations only recommends fortification impact evaluations if at least 80 % of the population is consuming foods made with fortified grains.

Likewise, the time and financial cost of a communications campaign may not be justified if 80 % of the population is not expected to be consuming foods made with fortified grains when the program is fully implemented.

Identifying Communications Leaders

When planning for grain fortification, a national alliance is highly recommended to help build consensus for fortification, foster commitment from key stakeholders, and move fortification forward. Seek participation and commitment from country leaders such as:

- Relevant government ministries
- Public institutions that oversee food quality and safety
- Business and industries providing staple foods
- Health groups and consumer associations
- United Nations or other multilateral agencies
- Scientific and academic groups involved in nutrition

Ideally, the communications campaign is led by a committee within the national alliance. If no alliance exists, any dedicated group can lead this campaign. Past examples have included ministries of health, UNICEF country offices, civic groups, and international non-governmental organizations.

The Armenian Example

In 2013, the UNICEF Armenia staff requested assistance from the Food Fortification Initiative (FFI) with creating a social marketing / advocacy strategy for wheat flour fortification. Throughout this toolkit, you will find many examples from the FFI-UNICEF Armenia collaboration.

Chapter 1: Identify Audiences and Objectives

If your country or region is interested in grain fortification, then the campaign's focus is already defined. It is:

To encourage target audiences to accept, support, and take action to encourage fortification of grain products.

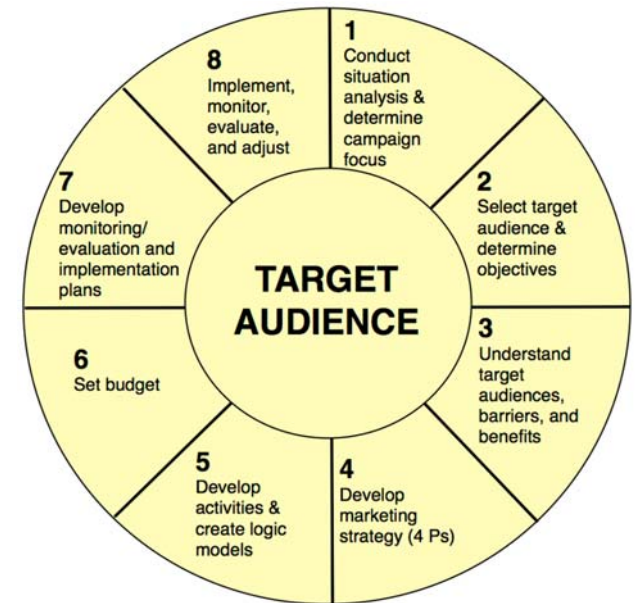
This chapter will help identify target audiences and behaviors needed to facilitate fortification. These will become your campaign objectives. This chapter will discuss step two on the wheel to the right.

Identifying General Target Audiences

The focus of every grain fortification campaign is to add vitamins and minerals to grains to improve the population's nutrition. Identifying people who are instrumental in this process is the first step in a communications campaign. Typical target audiences include:

- **Policy makers** – primarily responsible for creating mandatory legislation and for external monitoring and evaluating to ensure the correct amount of vitamins and minerals are added. Key players are ministries of health, agriculture, economy, business, trade, and finance.
- **Millers** – primarily responsible for fortifying and internal monitoring of the process to ensure correct amounts of vitamins and minerals are added. Millers will also need to change their packaging to indicate that fortification is occurring, but that is a one-time change. Some national milling associations advocate for fortification.
- **Consumers** – primarily responsible for accepting, purchasing, and consuming fortified products. While their acceptance may seem insignificant when fortification is mandated, consumers can disrupt fortification if they are unhappy, for example, with increased bread prices or with anything being added to their food.
- **Nutritionists** – primarily responsible for helping set standards for amounts of vitamins and minerals to include in fortification. They may also be involved in gathering data to evaluate fortification's health impact.
- **Bakers** – primarily responsible for baking goods with fortified flour. Some countries or areas even have an association of bakers that can organize to support the campaign. Bakers can also assist in educating consumers about fortification with materials in their shops or special packaging. On the other hand, bakers can organize against fortified flour, so it is important to engage them and bring them on board if you suspect there is potential for resistance. (This group is most likely not relevant if fortifying rice.)

Other target audiences may include international non-governmental organizations such as UNICEF or Helen Keller International, civic groups, consumer protection associations, health providers etc.



Narrowing Target Audiences

Narrow each of your general target audiences into smaller, more manageable groups. This will help minimize resources used and maximize impact. A campaign that is trying to reach everyone is likely to reach no one. Some examples are below, but other specific audiences that are relevant to your campaign may not be mentioned.

Policy makers: Not every member of government is relevant to grain fortification. For instance, the Ministry of Culture most likely would have nothing to do with grain fortification. Instead, target your advocacy efforts towards the Prime Minister or President, Ministry of Health, Ministry of Agriculture, the Ministry of Economy/Finance, and the legislative members who will pass the legislation. Important people to target within ministries may include ministry leaders and divisions of nutrition, national/international commerce, agricultural industry, fortification subcommittees, etc.

Millers: Grain fortification typically targets large, industrial mills. If the largest mills produce flour that reaches 80% of the country's population, for example, small mill owners are not a target audience. For assistance with an industry analysis to determine the number of mills in your country, their capacity, and their market saturation, please contact FFI at info@ffinetwork.org.

Consumers: Every person does not need to be educated about fortification for the program to be effective. For example, grain fortification can benefit children immensely, but children rarely purchase their food. Thus caregivers of children are a more specific target audience.

- Consider shopping habits. Who typically buys groceries in your country? Are they men or women? Target this group in consumer messaging.
- Women of childbearing age are a good group to target, as well as newlyweds or new parents, because women have more nutritional requirements when they conceive and bear children.

Dealing with Opponents

If you identify people who are completely against fortification, do not spend a great deal of time trying to persuade them to change their minds. You are not likely to be successful, and your efforts are better spent with audiences that are open to the idea. Try to build support among other audiences, and together they may eventually influence the opponent.

At the same time, be prepared to address negative arguments with solid scientific information. If the opponent introduces his or her views in the media, you want to be prepared to reply immediately.

For help with key advocacy messages, contact FFI at info@ffinetwork.org.

To further narrow your target audiences, think about the most important individuals who will help reach your campaign goals. They become your specific target audience. You can use the following characteristics to group people into even more precise audiences:

- Demographics – people with the same age, gender, income, residence, language, education level, etc.
- Common behaviors – people who do similar things (e.g. the people who typically buy groceries)
- Common desires – people who want the same thing (e.g. mothers who want healthy children)
- Common barriers – people who are held back by similar challenges (ex: segments of the population that are more prone to nutritional anemia)
- Common willingness, awareness, or ability to do the desired behavior

The more detailed you can be, the better! With more specific target audiences, you can make your communications messages more precise, which will in turn resonate more with the audience. A template for listing specific target audiences is in the **Fortification Communications Toolkit Workbook**.

Determining Behaviors to Change & Setting Objectives

After you have selected the specific target audiences, the next step is to identify what you want each of them to do. Because grain fortification is a long-term intervention, it is best to make short-term, mid-term, and long-term objectives. These will help focus your campaign design and implementation.

- The **mid-term objective** is the behavior(s) that you want that audience to adopt. Determine this objective first.
- The **short-term objectives** are factors that will influence their ability to perform the desired behavior. Plan your initial communications campaign to address these areas.
- The **long-term objective** is the sustained targeted behavior. A second phase of the communications campaign may be needed to reach these objectives.

An example from Armenia is on the next page. Notice that each of these objectives is written from the perspective of the target audience. Bakers were not included as a target audience, because UNICEF Armenia felt that Armenian bakers do not have an association and therefore were not likely to reject fortified flour as a group. Health providers were included because in Armenia, they are trusted professionals who can be instrumental in educating patients about fortification and associated health issues.

A template of the form below is in the **Fortification Communications Toolkit Workbook**.

Stages of Change Model

The stages of change model emphasizes five steps in behavior change:

1. Pre-contemplation
2. Contemplation
3. Preparation
4. Action
5. Maintenance

It may be helpful to think of this model as you write objectives. The action stage is your mid-term objective or what you ultimately want this audience to do. Your short-term objective is what will move people from pre-contemplation, contemplation and preparation to action. Your long-term objective is what it will take to keep this audience in the maintenance stage.

	Armenia Target Audiences			
Objectives	Policy Makers <i>Specific group:</i> Parliament members and the Ministry of Economy: men and women ages 30-55	Millers <i>Specific group:</i> Mill owners/operators: men ages 40-60	Consumers <i>Specific group:</i> Women of childbearing age (ages 25-49); parents and caregivers	Health Providers <i>Specific group:</i> Physicians (doctors, nurses, obstetricians, pediatricians, etc.); men and women
FACTORS THAT INFLUENCE (Short-term objectives)	<ul style="list-style-type: none"> • Understanding flour fortification and need for it • Motivation to create legislation • Belief that flour fortification is something Armenia can and should do 	<ul style="list-style-type: none"> • Understanding how to fortify wheat flour and monitor for quality assurance • Motivation to fortify 	<ul style="list-style-type: none"> • Understanding flour fortification • Accepting flour fortification • Motivation to purchase fortified products • Understanding relevant health issues 	<ul style="list-style-type: none"> • Understanding flour fortification • Motivation to discuss fortification with patients • Confidence in ability to counsel patients
BEHAVIOR (Mid-term objectives)	<ul style="list-style-type: none"> • Voting to approve the law mandating flour fortification • Establishing measures to monitor quality of fortified flour 	<ul style="list-style-type: none"> • Fortifying flour on a regular basis • Monitoring fortification process on a regular basis • Changing packaging to indicate fortification is happening 	<ul style="list-style-type: none"> • Accepting, buying, and consuming fortified flour and byproducts 	<ul style="list-style-type: none"> • Supporting and promoting fortified flour
SUSTAINED BEHAVIOR (Long-term objectives)	<ul style="list-style-type: none"> • Not repealing fortification law • Monitoring and evaluating fortified flour on a consistent basis for quality control 	<ul style="list-style-type: none"> • Continue fortifying and monitoring 	<ul style="list-style-type: none"> • Continue buying and eating fortified flour and byproducts 	<ul style="list-style-type: none"> • Continue supporting and promoting fortified flour

Chapter 2: Audience Research & Strategy Development

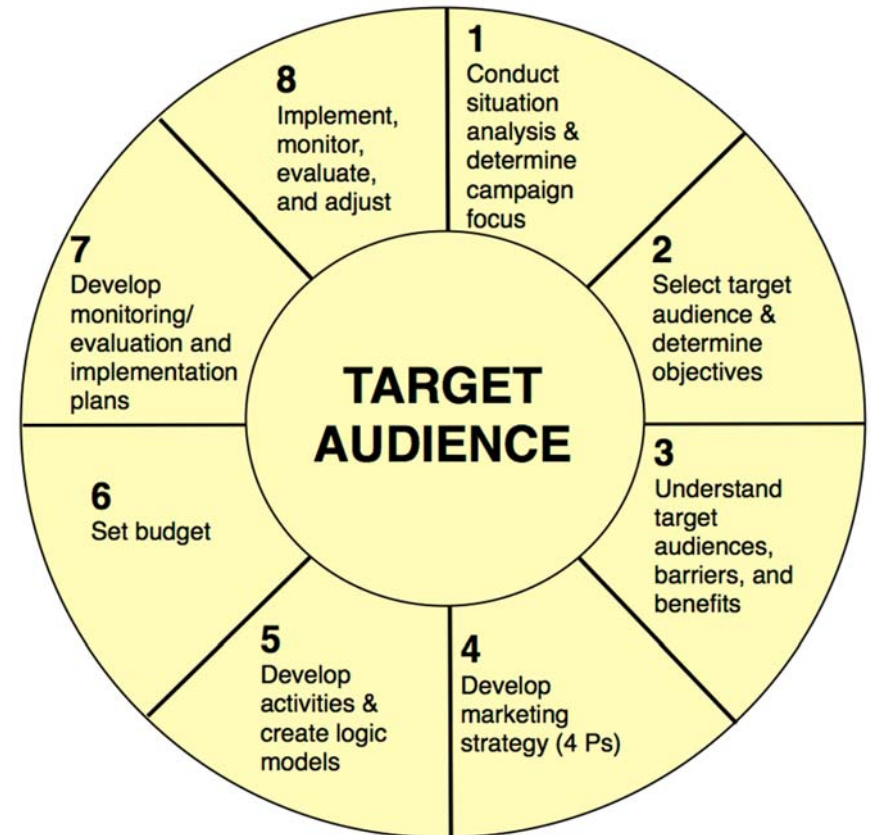
It is important to know more about the specific audiences. By learning about their motivations and barriers to performing the desired behavior, you can more effectively reach them through communications. This chapter will cover steps three and four on the wheel to the right.

Determining Strengths, Weaknesses, Opportunities, and Threats

First, document what you already know. An easy way to organize information on each of your target audiences is through a Strengths, Weakness, Opportunities, and Threats (SWOT) chart. This chart can help identify where you might need more information and identify areas of the campaign that may be challenging. Write this from your perspective, but throughout the rest of the toolkit, try to see everything from your audience's point of view.

- Strengths can help promote grain fortification
- Weaknesses could work against grain fortification
- Opportunities have potential to be a strength.
- Threats could possibly derail the entire grain fortification program.

Samples of SWOT charts for two specific target audiences from UNICEF Armenia's campaign are on the next page. A template is in the **Fortification Communications Toolkit Workbook**.



ARMENIAN MILLERS SWOT

Specific Target Audience: Mill owners/operators; usually men age 40-60

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Articulated commitment to fortify flour after law is passed • Health issues are well documented in Armenia (Surveys and other sources show high rates of anemia and spina bifida) • Associate with iodized salt success (people understand the benefit of iodine in salt and see salt fortification as positive) • Benefits of flour fortification well documented • Feeders (equipment to add nutrients to flour) already in country 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Premix (blend of vitamins and mineral to add to flour) not yet secured • Necessary lab equipment not yet secured • Need equipment, capacity building, monitoring and evaluation, and continuous technical support
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Have knowledge of flour fortification and its benefits 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Impatience with lawmakers' timeline • Will not fortify without a law • Uncertainty of sustainability

ARMENIAN CONSUMERS SWOT

Specific Target Audience: Women of childbearing age (25-49); Parents & Caregivers

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> • Health issues are well documented in Armenia (Surveys and other sources show high rates of anemia and spina bifida) • Associate with iodized salt success (people understand the benefit of iodine in salt and see salt fortification as positive) • General trust of healthcare providers 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> • Little or no knowledge of what flour fortification, anemia, and neural tube defects are • Concern that flour fortification causes obesity (insight gained from consumer focus group) • Concern that fortified flour has a different taste (insight gained from consumer focus group)
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> • Benefits of flour fortification well documented in scientific studies • Use parental education centers in health clinics to education parents on fortification • Find a physician as a spokesperson 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> • Increases in bread prices • Myths that may sway beliefs

Learning More About the Audience

Now look at fortification from the audience's point of view. Learning how they perceive the barriers and benefits to fortification will help you create effective communications messages. To gain this insight, you need to survey members of the target audience. You may get answers that you were not expecting, so having these conversations is highly recommended. Interview individuals or conduct focus groups within your specific audience.

Include open-ended questions to allow your audience to talk about their experiences and interests. For example: Ask consumers what they know about vitamin and mineral deficiencies. You can then ask more direct follow-up questions, such as "what have you heard about anemia?" or "what have you heard about spina bifida?" Another example would be to ask policy makers how they would prefer to learn about fortification and ask them to explain why. Their answers will help you plan which activities or communication channels will be best for your target audience.

Sample questions to ask your audiences:

(Note: Questions will vary by audience, and this list is not exhaustive. You will also need to adapt these questions to your specific fortified grain. You may want to follow these questions with probing questions. The sample question guides below have examples of probing questions.)

- What do you know about vitamin and mineral deficiencies?
- What can someone do to prevent or treat vitamin and mineral deficiencies?
- What do you know about grain fortification?
- How do you feel about grain fortification?
- Where do you get credible advice about health problems?
- What do you think would motivate people to buy and eat fortified products?
- What would motivate you to promote fortified grains and products?
- What is the best way to communicate messages about fortification? (Television, billboards, radio, pamphlets, posters, etc.)
- What would make messages about fortified products trustworthy to you?
- What might people think are the hidden motives of the people communicating these messages?
- Why might someone dislike fortified products? What can be done to prevent this?

Data on how many people own a television/radio, their demographics, and how often they watch/listen to it will also be very helpful. Communications companies may already have this data. If such data are not available, incorporate questions about the audience's access to communication channels into your research methods.

A focus group is a moderated group discussion. You prepare a list of questions for a group to discuss. Gather the group, ask your questions, and allow participants time to respond to you and each other. The idea is not to interview focus group participants one-by-one, but rather to allow them to talk with one another and respond to each other's ideas.

With a focus group, you will need people to act as a moderator and a note taker. You may also want a tape recorder or video camera to record the discussion. Focus groups should ideally have six to eight participants. If the focus group is too large, it is difficult to moderate. A typical focus group is about 90 minutes long. It is not usually less than an hour and should not go over two hours. You can vary the types of participants by focus group, i.e. have a focus group for young women of childbearing age, another one for newlyweds or new parents, another one for the typical grocery shoppers in your country, etc. A nearby university or public health school may be able to assist you in conducting focus groups.

For more information on how to conduct a focus group, go to

<http://www.fhi360.org/sites/default/files/media/documents/Qualitative%20Research%20Methods%20-%20A%20Data%20Collector's%20Field%20Guide.pdf>

Below are example discussion guides to use as a reference in creating your own questions for target audience members. The first is a focus group discussion guide. The italics are pieces that you can adjust for your personal style, but the plain text should be read verbatim. Following the icebreaker are sample questions for specific audiences. In the questions for consumers, main questions are numbered. The alphabetical questions below are follow-up or probing questions to help foster discussion.

Grain Fortification

Focus Group Discussion Guide

Consumers

Place _____

Date _____

Time _____

Moderator _____

Recorder _____

Introduction

Welcome

Welcome the participants and thank them for agreeing to participate.

Introduction of moderator and recorder

Introduce yourself.

Confidentiality

This discussion will be confidential. We ask that all participants not repeat what is said in this room. However, there is no way for us to strictly enforce this, so you should avoid making any comments that you would not want shared outside this group. Your name and position will not appear in reports and presentations. All your comments will be used for research purpose only. We will take notes throughout the session. Also with your permission we will tape record the discussion to make sure that all of your ideas are correctly included in the analyses. Can we proceed with tape recording?

Review of the program and participation

We are conducting an assessment of people's knowledge, perceptions and attitudes in relation to food fortification. Your sincere participation and practical suggestions will help us develop useful ideas for recommendations to the government on ways to implement food fortification in the future.

Icebreaker

You are involved in this study as a key decision maker. Please introduce yourself and briefly tell us about yourself.

Introduction of topic

Now we would like to ask questions about food fortification.

1. What do you know about food fortification in general?
 - a. What is the purpose of food fortification?
 - b. What kind of food do you know is fortified here?


2. What is your attitude toward food fortification, for example such as your attitude towards iodized salt?
 - a. Is it a positive or a negative thing? Please explain why.
 - b. What do you think about other food fortification?
 - c. What would make you more likely to purchase fortified foods?

3. What kind of salt do you prefer to use, iodized or not iodized?
 - a. Would you use other fortified foods?
 - b. For what reason would you use fortified foods and for what reason would you not use fortified foods?

4. In what format (oral, written, cartoon, posters, etc.) should nutritional information be presented to the general population?
 - a. What means of communications for effective dissemination of such information could be used (TV, radio, newspapers, printed materials, etc.)?
 - b. Why do you think these means of communications would be effective?
 - c. Which persons would most effectively disseminate the information? (Specialists, famous persons, government representatives, community leaders, etc).

5. Do you know anything about grain fortification?
 - a. What do you think about flour or rice fortification?

6. What would be an effective short message that would grab the attention of the general population to stress the importance and benefits of flour or rice fortification?

- 
7. Do you think that fortified food should be identified in the markets? If yes, how should it be identified?
 8. What other ideas or suggestions do you have?

Try to sum up what has been said to get a consensus of general themes and trends from the conversation.

Thank you for participating in our study – your answers were very useful, interesting and helpful!

You may have to adapt your methods with each audience. For instance it may be difficult to gather a group of policy makers, so one-on-one interviews might be better than a focus group discussion for this audience. Below are sample interview guides for policy makers and millers.

Interview Guide for Policy Makers

Logistics

- Where are we in the legislative process of getting fortification passed as legislation?
- What are the next steps to making this become law?
- Are there any current roadblocks?
 - If so, what are they? How can we address them?
- If the legislation is passed, what else needs to be done in terms of implementation and maintenance?
- Have you decided what the fortification standards will be (i.e. what micronutrients you will fortify with and how much of each)?
- What government branch will monitor fortification?
 - Do you believe they will monitor effectively? Why?

Thoughts & Attitudes

- Do you believe fortification is important? Why?
- How can fortified grains have an impact on health?
- Is the health benefit worth the cost of fortifying? Why?
- Do you think people will appreciate fortification? Why?
- Do you think the president/prime minister believes flour fortification is important? Why?
 - Can he or she see how fortified grains can have an impact on health?
- Do you think the president/prime minister believes the health benefit is worth the cost of fortifying? Why?
- Do you think the president/prime minister believes the people will appreciate fortified products? Why?

Interview Guide for Millers

Logistics

- Have you heard about fortification and the processes involved?
- Have you heard about a potential law for mandatory grain fortification?
- Do you know how to fortify?
- Is this something you have discussed with other mills?
- Is your mill currently equipped to begin fortifying?
- Have you identified a premix supplier?
- Do you foresee any issues with quality assurance?
- Where do you get information about changes in your industry?
- What challenges do you anticipate with fortification?

Thoughts and Attitudes

- How do you feel about fortification? What will it mean to you?
- How do other large industrial millers feel about fortification?
- Do you believe fortification is important? Why?
- What motivates you to fortify?
- Can you see how fortified flour or rice can have an impact on health?
- Is the health benefit of fortifying worth the cost of premix?
- Do you think your customers and the population will appreciate fortified products?

Identifying Barriers & Benefits

After conducting your research, review the notes and transcriptions from your interviews and focus groups. Look for themes within each specific target audience to identify the competition, barriers, and benefits related to fortification.

- Competition is what the audience sees as the alternative to performing the target behavior.
- Barriers are the things that keep your audience from doing the targeted behavior.
- Benefits for adopted the new behavior are the things that could act as an incentive or motivation to perform the targeted behavior.
- Benefits for keeping the old behavior are incentives for choosing the competition rather than adopting the fortification behavior.

Barriers and benefits include the non-monetary items such as time or pride. In your messages, emphasize benefits and either minimize barriers or offer ways to overcome them.

The following elements can influence a person to perform or not perform a behavior:

- Positive or negative consequences the person thinks will result from engaging in that behavior
- Willingness to deviate from the thoughts or actions that are perceived to be typical within a social group
- Level of confidence a person has about doing the behavior
- Belief that fortification can be an effective intervention for micronutrient deficiencies
- Perceived severity of micronutrient deficiencies in the country
- Ability to remember to do the behavior or the steps involved in doing the behavior
- Capacity to perform the behavior
- Having a policy in place that would mandate action or no action

The aim of your communications plan is to make fortification seem better than keeping the old behavior. The new behavior must be adopted quickly, performed often, and continued. Consider each of these elements as you identify barriers and benefits for all of audiences.

A sample of benefits and barriers for two Armenia audiences is on the next page. A blank template is also in the **Fortification Communications Toolkit Workbook**.

Specific target audience: Policy Makers in Armenia

Targeted behaviors: Passing a law to make fortification mandatory and monitoring flour fortification for quality control

Competition: Not passing a mandatory fortification law; focusing on competing areas of attention

BARRIERS for adopting new behavior	BENEFITS for adopting <u>new</u> behavior	BENEFITS for keeping the <u>old</u> behavior
<ul style="list-style-type: none"> • Fear of unpopularity with the public for increasing the bread price • Feeling that the science of fortification isn't strong enough 	<ul style="list-style-type: none"> • Saving the government's healthcare costs associated with spina bifida • Improving economic productivity because anemia rates are lowered • Improving citizens' lives 	<ul style="list-style-type: none"> • Avoiding consumer outrage over the bread price increase • It is one less thing to do

Specific target audience: Armenian women of childbearing age (25-49); parents and caregivers

Targeted behaviors: Accept, buy, and consume fortified products

Competition: Continuing to buy and consume unfortified products

BARRIERS for adopting new behavior	BENEFITS for adopting <u>new</u> behavior	BENEFITS for keeping the <u>old</u> behavior
<ul style="list-style-type: none"> • Anger over increased cost of bread • Fear from myths about fortified flour saying it can make people fat or doesn't taste good 	<ul style="list-style-type: none"> • Eagerness to improve the health of themselves and their families • Potentially improve family productivity if someone has nutritional anemia • Make Armenia healthier and more prosperous 	<ul style="list-style-type: none"> • Saving money by buying unfortified flour, which is slightly cheaper • Guaranteeing that the quality of flour/bread doesn't change, if that is a fear

Determining the Four Ps of Marketing

A central model in marketing is the Four Ps: Product, Price, Place, and Promotion. In fortification communications, the Product is the desired behavior change, and you want to promote it at the right Price, in the right Place, and at the right time. The Four Ps are defined as follows:

Product is a behavior. Although fortified grains are an actual product, the communications campaign is about the action necessary for fortified grains to be produced and consumed. The behavior must be something the audience can *do*. It is not just knowledge or awareness. The behavior should be something that will further the agenda of fortifying grains.

Price is the cost of the behavior. It is what the audience has to give up by doing this. Price can be monetary or non-monetary (e.g. increased time or effort). Use the barriers and benefits list you created to determine what the new behavior will cost the audience.

Place is the location where the behavior can be performed by your target audience. Place is not simply the town or country of the audience; it is where your target audience will perform the behavior, where they access products or services, or where they are thinking and hearing about a health issue. Place is where the audience lives, works, shops, prays, gathers, etc. By determining where your audience is, you can make decisions about the channels you will use to reach your audience. You want your campaign to be where your audience is.

Promotion is how you get your message to your audiences. Various kinds of communication channels include advertising (paid or unpaid), newspaper articles, promotional items, signage, word of mouth, special events, etc. Each communications message needs to include an element of motivation or a call to action, such as “Talk to your doctor about nutrition if you have concerns about fortification.”

By defining these elements for each target audience, you will be able to further synthesize the information gathered in your market research and begin to think about what types of activities are best suited to reach your target audiences. A blank template is in the [Fortification Communications Toolkit Workbook](#).

<i>Four P's for Armenia Policy Makers</i>	
Product	A. Pass a law making flour fortification mandatory B. Monitor and evaluate fortification process
Price	A. Unpopularity due to flour/bread slight cost increase B. Time required for monitoring and evaluating
Place	Parliament where the law will be passed
Promotion	Fact sheets, meetings with key stakeholders, study tour, public hearings

Chapter 3: Activity Development

This chapter will focus on how to design communications activities to reach your specific target audiences effectively. This chapter covers steps five and six on the social marketing wheel to the right.

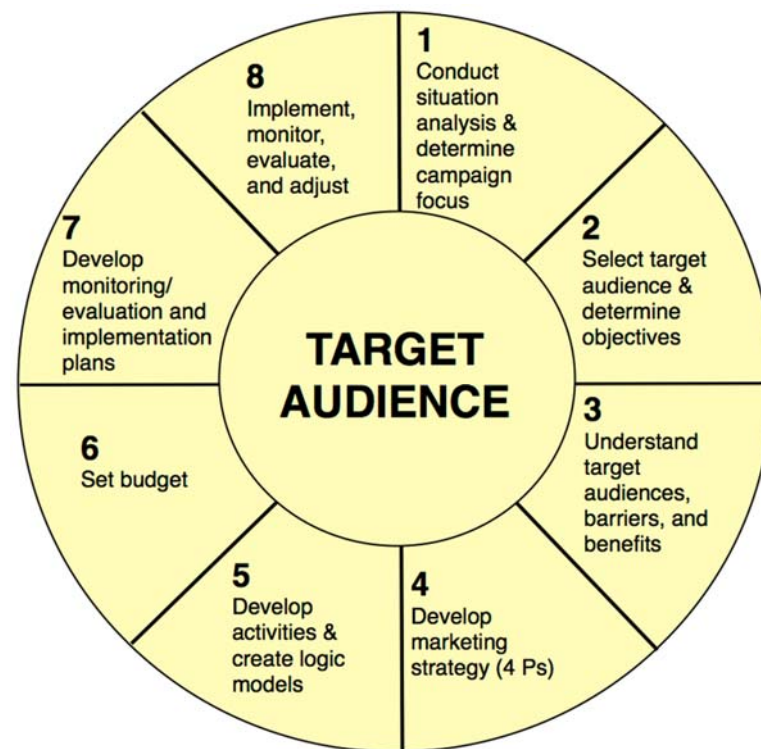
Creating a Logo






One of the most important tools in a fortification campaign is a logo because it creates an identity for your campaign; meaning that when people see the logo, they will know that it means that product is fortified. A logo helps consumers identify which products are fortified regardless of the company brand. In addition, a logo can assist regulators in identifying which products claim to be fortified. Your logo will be included in almost all campaign activities, so it is important to develop it first.

Base the logo design on something that will easily communicate the message that this product is fortified. The colors and images should appeal to the target audience who will purchase the product. Design several possible logos then test them with your target audience to get feedback on what appeals to them and what does not.

The logo should go on all fortified grain products, and this requirement could be included in the country's fortification legislation. If your logo is printed on woven plastic flour sacks, then very fine details (e.g. the Nepal logo below) may not print very clearly. Often times flour sacks are printed in one or two colors. Adding colors will be more expensive for millers. Consider using only one or two colors. The simpler the design, the easier it will be to print and be understood.

Logo examples are on the next page. Armenia created three logos to test among consumer and policy maker audiences. Two logos Armenia considered are presented for illustration below.



<p style="text-align: center;">Tanzania</p>  <p style="text-align: center;"><i>Translation: Vitamins and minerals have been added for better health</i></p>	<p style="text-align: center;">Nepal</p>  <p style="text-align: center;"><i>Translation: Iron, Folic Acid, Vitamin A added. Nutritious food. Healthy family.</i></p>	<p style="text-align: center;">West Africa Region</p>  <p style="text-align: center;"><i>Translation: Enriched</i></p>
<p style="text-align: center;">Armenia #1</p>  <p style="text-align: center;"><i>Translation: Fortified flour for a healthy family</i></p>	<p style="text-align: center;">Armenia #2</p>  <p style="text-align: center;"><i>Translation: Fortified flour for Fortified flour for better health</i></p>	<p style="text-align: center;">Kenya</p>  <p style="text-align: center;"><i>Translation: More nutrients added for better health</i></p>

Case Study: South Africa

After having voluntary fortification for some years, South Africa passed a law mandating that all who manufacture, import, or sell wheat flour and maize meal must fortify with iron, zinc, vitamin A, thiamin, riboflavin, niacin, folic acid, and pyridoxine. The law also stated that fortified shelled goods should be labeled properly with the fortification logo (right) and provide a statement of the added vitamins and minerals in the nutrition declaration table. This logo was chosen after being tested with various consumer groups.

Advocacy campaigns were conducted in 2000 and 2001 to educate and encourage consumers to buy and eat voluntarily fortified products. However in subsequent evaluations, many consumers were still unaware of fortification. After the law was passed in 2003, social marketing was seen as an important component going forward.

South Africa's Department of Health used market research to analyze which methods were most effective in reaching consumers. Radio, television, and billboards were found most effective. A campaign was launched in 2003 consisting mostly of radio spots and limited television spots targeting low-income consumers. In 2004, another campaign was introduced that had radio and print media components. A third campaign was launched in 2006 that had a 13-week program on all South African radio stations. Each week the show was a 30-minute discussion with provincial nutrition representatives from South Africa's Department of Health. The shows covered a range of nutritional issues, such as maternal nutrition, food fortification, healthy eating as a part of a healthy lifestyle, folic acid, healthy and economical food choices, etc. Listeners were able to call with questions, which helped the Department of Health representatives understand consumers' concerns. These were addressed in subsequent messages. In 2007 a fourth campaign was launched with radio and television spots. Fortification messages have been incorporated into other nutrition messages sent out by the Department of Health.

In evaluating the entire program, campaign leaders identified creating awareness and value for the logo as one of the most important lessons learned. Most of South Africa's campaigns focused on educating consumers about health issues that fortification can address, and radio messages were the primary means of communications. Even though the radio scripts encouraged consumers to look for the fortification sign on products, it was difficult to associate the logo with the message because consumers could not see the logo. A similar situation occurred in Ghana when they used radio as their primary communication channel. Ghana eventually revised its strategy to include more visual pieces with posters and television spots to highlight their logo.

Radio can be a valuable tool for sharing information in countries where radio is popular, but it needs to be balanced with channels that employ visuals that create awareness of the logo.



Examples from South Africa's social marketing campaign:

Radio advertisement South Africa fortified food 1

This is an important announcement from the Department of Health.

Fact: Vitamins and minerals are essential for everyone's good health.

Fact: One out of two children gets fewer vitamins and minerals than they need. This could cause them to become weak and suffer from serious illnesses. The Department of Health has passed laws that require some food be strengthened with vitamins and minerals. This is called fortification. Look for the fortification sign on maize meal, bread flour, and bread and ensure a healthier future for you and your children.

Radio advertisement South Africa Fortified food 2

This is an important announcement from the Department of Health.

Fact: Children do not always get all the vitamins and minerals they need even if they get enough to eat.

Fact: Children need these vitamins and minerals on a daily basis to grow healthy and strong.

The Department of Health has passed laws that have required certain foods to be strengthened with added vitamins and minerals. This is call fortification. Look for the fortification sign on maize meal, bread flour, and bread and ensure a healthier future for you and your children.

FOOD FORTIFICATION
means *strengthening* food with vitamins and minerals

Choose fortified mealie meal, white and brown bread flour and bread baked from fortified flour with this sign on the package

FORTIFICATION HELPS:

- Keep our bodies healthy
- Give strength and energy
- Fight certain diseases
- Children grow better
- Prevent certain birth defects

health
Department of Health
REPUBLIC OF SOUTH AFRICA

gain

unicef

Bread and mealie meal are Fortified for Better Health

- Fortified foods are packed with vitamins and minerals
- They help prevent disease and make children grow
- They are good value for your money

Department of Health

Creating Messages and Activities

The four main components to developing messages and activities are:

1. **Messages** – what you want to communicate to your audience, based on the desired behavior change
2. **Messengers** – who will deliver or sponsor your messages
3. **Creative strategy** – how you communicate your messages or the words you actually say (e.g., the slogans, scripts, or headlines used)
4. **Communication channels** – where and when your messages will appear

Messages

Review your SWOT chart and the lists of benefits and barriers for each specific target audience. Write messages that are simple and clear. Highlight the audience members' perceived benefits, which are probably not the medical facts.

For example, in 2011 FFI conducted a media campaign to call attention to the success of adding folic acid to industrially milled wheat flour to reduce the risk of birth defects of the brain and spine. These are called neural tube defects (NTDs). The scientific facts gathered to support the media campaign included:

- A randomized control trial published in 1991 confirmed that folic acid would prevent many NTDs, such as spina bifida.
- Countries that fortify wheat flour with folic acid reported a NTD prevalence of less than 10 per 10,000 births.
- The cost of fortifying wheat flour with folic acid is far less than the medical cost of treating children with spina bifida.

These facts were not the key message of the campaign, however. FFI learned via a Facebook survey that Oman began fortifying wheat flour with folic acid to prevent NTDs in 1996. The country has one mill and consequently reached national scale distribution of fortified flour quickly. A journal article supported the information supplied in the Facebook survey and documented Oman's decline in NTDs since fortification.

A barrier among leaders in other countries was the perception that fortifying with folic acid was a new intervention that could not yet be trusted. The desired behavior change was for policy makers and nutritionists to accept fortifying wheat flour with folic acid as a trustworthy strategy. Consequently, the main message in the media campaign was the 15-year proven history of the intervention. This message was highlighted in stories in [Sight and Life](#) magazine and Business Wire. The logo at right was used consistently, and the three-word slogan "Fortify for Life" implied that action was needed.

The case study from the United States on the next page is an example of scientific facts not being enough to motivate policy makers to take action.



Case Study: The United States of America

[Note: The following events are based on the recollection of Dr. Godfrey P. Oakley Jr. who was the Director of the Division of Birth Defects and Developmental Disabilities at the U.S. Centers for Disease Control and Prevention from 1985 to 1998. He is now Director of the Center for Spina Bifida Research, Prevention, and Policy at Emory University, Atlanta, Georgia, USA.]

Wheat flour has been fortified in the United States (U.S) since 1941. Folic acid was added to the mandated list of fortificants in 1996, but the addition was not simple despite sound scientific evidence for it. In 1991, results of a randomized controlled trial, the most rigorous of scientific research methods, gave irrefutable evidence that folic acid could prevent the vast majority of neural tube defects (NTDs) such as spina bifida. When this discovery was made, Dr. Oakley felt that folic acid would be added to fortification legislation relatively quickly. He was confident because the scientific evidence was strong, the potential to reduce the number of children with NTDs was significant, and the amount of money that could be saved in medical bills was high. However, it took more than five years for the US fortification law to be amended to include folic acid.

For folic acid to be added to the fortification legislation, the Food and Drug Administration (FDA) needed to approve the change. The addition stalled as multiple parties argued about folic acid's efficacy despite the published study.

Folic acid eventually was no longer discussed at FDA meetings. This prompted the March of Dimes, a large American non-governmental organization, to get involved. March of Dimes leaders got a coalition of medical professionals to write to the FDA in support of adding folic acid to wheat flour. Shortly after, the FDA signed the legislation in 1996 making fortification with folic acid mandatory in the US. The legislation gave millers until 1 January 1998 to fully comply with the law.

Dr. Oakley said this experience illustrates that sometimes to gain political will, science alone is not enough. The human toll of not fortifying was an important factor in making folic acid fortification a mandate in the US. People with NTDs are productive members of society, though they often spend their entire lives in wheelchairs and deal with an array of health issues that cannot be cured.

Although many more scientific and cost:benefit studies since 1991 have shown the benefit of fortifying with folic acid to prevent birth defects, it is often the connection to people who struggle with these health issues that pushes them to action.

Try to make the consequences of not fortifying real to people who may have no experience with a person with an NTD such as spina bifida. Invite people with spina bifida and their families to your meetings with policy makers. Or ask someone who has had anemia caused by a nutritional deficiency to describe the level of fatigue this caused. Such personal stories will help make the health issue more real. Exposing policy makers to people who deal with these health issues helps them feel the consequences of these preventable health problems. Touching that emotional nerve with policy makers may encourage them to take action.

Messengers

Messengers are those who influence people in your specific target audience. In some cultures, health care providers may be trusted people of influence, and in other countries university professors may be more influential. For elected officials, the person's spouse may be the messenger who is easier to reach and persuade. If the messengers are particularly influential, it may be wise to spend most of your communications efforts on convincing messengers to persuade your specific target audience. In the Four P model, refer to the Place section and identify people of influence there who can persuade your target audience.

Study tour:

Some stakeholders may be influenced by seeing fortification in action. A study tour is a trip that key fortification stakeholders make to a host country that is already fortifying successfully. Leaders of the host country become messengers to influence the visiting country's stakeholders. The purpose of a study tour is to encourage decision makers to pass a law making fortification mandatory. They are most worthwhile in two circumstances:

1. Your country is close to passing the law and leaders need a final push to convince various parties to vote yes.
2. Your country has fortification legislation, but needs help convincing people to implement.

When to Use a Study Tour

The study tour is a final push to action rather than a catalyst to start the process of developing a national fortification plan. Study tours are expensive and a substantial time commitment for the host country. These resources should not be used unless you feel that your country is close to passing legislation and initiating fortification.

Study tour participants should be a diverse group, including representatives from all involved ministries, a member of the milling industry, a member of the community affected by a related health issue like spina bifida (this can help make the health issues more real), and a member of any other key stakeholder group. The group should be less than nine people as it can be difficult to manage a larger group.

The ideal study tour would be four to five days with an itinerary that includes:

- A welcome meeting that gives an introduction to the fortification experiences of the host country, explains the milling process in brief, and reviews the goals of the study tour attendees
- A mill tour to see the fortification process and internal quality control activities
- A meeting with leaders of the milling association, if the country has one
- A visit with the Ministry of Health and food protection agency to hear about their experiences with fortification and the processes for monitoring the quality and safety of the fortified food at the government level
- A meeting with relevant doctors to learn about the medical needs of individuals born with spina bifida and to understand the impact fortification has had on its prevalence. It might also be beneficial to hear directly from individuals who are living with spina bifida

Conducting a survey before and after the study trip that asks attendees about their thoughts, attitudes, and questions about fortification is highly recommended. One of the first objectives of surveying participants is to measure an increase in knowledge and motivation as well as satisfaction with the study tour. Other objectives are to gain insight into what issues participants have with flour fortification in the baseline survey to ensure that those issues are addressed during the tour.

Media:

Frequently, media representatives are key messengers for a specific target audience. Consider the following tips for working with the media:

Mandatory fortification being considered by a governing body is likely to draw media attention. Identify someone within the government to be the media spokesperson about fortification. This person could be a part of the parliament or assembly, Ministry of Health, the prime minister/president, or the spouse of the prime minister/president.

If no one from the government is available, designate another advocate as the media spokesmen. This will help ensure that consistent messages are presented. If the spokesperson does not have experience talking to the news media, practice a mock interview.

Develop key talking points to cover the main information in the campaign, and bring up these points in all media interviews. Three key talking points are ideal, because an audience can easily remember three points. Prepare short answers to questions about the perceived barriers to fortification so the spokesperson is ready to address these topics if they are raised.

In addition to reacting to requests for interview, you can submit stories or story ideas to newspapers, blogs, television/radio news spots, magazines, etc. News coverage is free in most cases and provides a wide reach, but you may have little control over the story. To submit a story idea, present compelling facts about fortification. If you cannot imagine reading your story in a newspaper or hearing it on the news, then the journalist is not likely to consider it either.

Ways to use the media include:

- Press release
- Op-ed (opinion) pieces
- Writing a letter to the editor
- Call-in to talk radio (You can do this even if fortification is not the topic of discussion, but try to make it relate. For example, if the topic of discussion is education, talk about how low levels of iron can affect a child's cognitive development.)
- Media event such as a press conference
- Self-publishing interviews and news releases on your website

A significant challenge with news media is articulating the issue simply. The designated media spokesperson should practice answering questions about fortification in one or two sentences. Most countries fortify grains to address two problems - nutritional anemia and neural tube birth defects. Focus on those two problems and one solution – fortification. Even though the country may have multiple strategies for addressing these problems, the spokesperson should focus on fortification during an interview. A factsheet for journalists is also a good way to present simple information that they can take with them.

For more assistance designing a media advocacy campaign, visit these sites:

<http://www.phaiwa.org.au/component/attachments/download/259>

<http://www.thcu.ca/infoandresources/publications/ma%20workbook%20v104.pdf>

For more information on how to create a news release, write a letter to the editor, or design other media, visit here:

http://www.apha.org/NR/rdonlyres/A5A9C4ED-1C0C-4D0C-A56C-C33DEC7F5A49/0/Media_Advocacy_Manual.pdf

Creative Strategy

To help you think about creative strategy, look for inspiration from your interviews and focus groups. Begin brainstorming sample slogans and images. Focus on maximizing the benefits as the audience perceives them. Remember to highlight the campaign logo in all activities to create visual brand identification.

Also think about other organizations or groups that can support the campaign efforts. Armenia’s campaign incorporated UNICEF, various ministries (especially the Ministry of Health), regional health departments, the Association for Protection of Consumer Rights, and others. Empowering partner groups to educate audiences on fortification can be very effective. For example, you can increase the capacity of health providers by helping them know when to discuss fortification with their patients and how they can address potential concerns from their patients.

A creative brief is a tool to outline your strategy. Creating one and following it will help ensure that your messages are simple and clear, messengers are credible, creative strategy is effective, and communication methods are best suited to your target audience. The creative brief is an integration of your previous research.

Developing a creative brief can create consensus among the partners involved in the advocacy campaign. It can help keep multiple team members reach agreement with their part of the process, especially if you are working with a creative team to design posters or write and film a commercial. The elements of a creative brief are listed in the first column on the next page and explained in the second column. In 2014 FFI changed its name from the Flour Fortification Initiative to the Food Fortification Initiative. The creative brief used for that rebranding campaign is in the third column on the next page. A blank template is in the **Fortification Communications Toolkit Workbook**.

Creative Brief

Element	Explanation	Sample from FFI rebranding campaign
Background	<i>A brief statement about the purpose and focus of the campaign.</i>	Alert people to the change in FFI's name and encourage consideration of rice as a staple food to be fortified.
Target Audience	<i>Describe the audiences that you want reached with the communication. Be specific with your audience segmentation and include insights about them you learned in your research.</i>	Public, private, and civic sector leaders in countries where at least 75 grams of rice daily is available for consumption but rice fortification is not practiced
Target Behavior	<i>Describe what you want your target audience to do after they see, hear, or experience this communication.</i>	To seek information from FFI as they see FFI as a partner in the journey to discover practical solutions for fortifying rice.
Key Benefit	<i>Describe the main benefits – from the audience's perspective - that the target audience will receive from adopting this new behavior.</i>	Consumers have more nutrition in their routine foods without having to change behaviors
Support Statements	<i>Describe the reasons why the benefits outweigh the costs.</i>	<ul style="list-style-type: none"> • Rice available for human consumption is more than 75 grams per person per day in 59 countries. • These countries have a combined population of 4.1 billion people • Regions with highest rice consumption (South and Central Asia and West Africa) also have the world's high burden of anemia.
Style and Tone	<i>Describe the feeling that this communication should have. Authoritative, light, emotional, etc. Note any existing graphic standards that need to be considered.</i>	Tone should imply that we are working together to discover best practices for rice fortification. Must include new FFI logo used in consistent color scheme
Media	<i>List what communication channels that should be addressed. For example, posters, factsheets, television commercials, radio spots, etc.</i>	Direct e-mail, story on FFI website and newsletter, story in partner and industry publications, word-of-mouth, booth at Micronutrient Forum and future industry trade shows.
Creative Considerations	<i>What languages should be used, what images you would like depicted, different nationalities that should be represented, etc.</i>	Colors and global photos should be consistent with FFI slogan of "Smarter. Stronger. Healthier."

Communications Channels

Feedback from your focus groups and interviews will identify which communication channels the target audiences prefer. Review the list of pros and cons for sample activities on the next page. Also, see sample activities at the end of this chapter for ideas. In the Four P model, refer to your ideas in the Promotion section.

To be the most cost-effective, maximize the number of people exposed to your communications. Therefore consider timing and location. For example, if you are producing a factsheet for policy makers, deliver it when their inbox will be less full to reduce the chance it getting lost among competing messages. If you are producing a commercial for consumers, find out what shows your segmented audience is most interested, what time of day the shows air, what channel they are on, and run your commercial during that time frame.

For example, in Armenia, television news stations should be a primary target because 39% of Armenians say they watch news more than any other content. The three TV channels that should be used in this campaign are Shant TV, H1, and Armenia TV. News shows on these channels should be targeted to carry news stories of the campaign. Also, commercials should be played most during the most popular soap operas on these channels. This will help focus the campaign on two viewing consumer audiences and split costs most effectively.

Pros and Cons of Different Communications Channels

Channel	Pros	Cons
Factsheet	<ul style="list-style-type: none"> Easily shares scientific or in-depth information (good for policy makers and health providers) Good to answer frequently asked questions or provide how-to information Inexpensive 	<ul style="list-style-type: none"> Can be difficult to reach large groups Audience must have interest and desire to read it Difficult for less literate audiences
Poster/Billboard	<ul style="list-style-type: none"> If placed well, can reach lots of people Can reach larger than intended audience Can be placed where fortified products are sold Inexpensive 	<ul style="list-style-type: none"> Only provides a small amount of information Might be difficult to get businesses to hang posters Audience usually must be literate
Television commercial	<ul style="list-style-type: none"> Can reach many people Can reach beyond immediate target audience Repetition of messages Can show visuals and model behaviors visually 	<ul style="list-style-type: none"> Expensive Message can be obscured by commercial messages Audience may skip over commercials
Radio commercial	<ul style="list-style-type: none"> Inexpensive Has a large reach Opportunity for audience involvement if they call in 	<ul style="list-style-type: none"> Hard to communicate the logo part of the brand due to lack of visuals Often reaches smaller group of consumers than television
Study tour	<ul style="list-style-type: none"> Shows how effective and simple fortification can be Can act as a final push for policy makers to pass the law 	<ul style="list-style-type: none"> Expensive Takes time to plan and coordinate
Events (town hall meetings, parties, etc.)	<ul style="list-style-type: none"> Can be inexpensive Can reach beyond immediate target audience Can be an opportunity to share the experience of those with micronutrient deficiencies 	<ul style="list-style-type: none"> Can be expensive Harder to provide tailored messages
Newspapers, television news, or other news media	<ul style="list-style-type: none"> Coverage can be free Can reach larger than intended audience Can provide detailed information 	<ul style="list-style-type: none"> Often little control over the content of the story shared Print media not good for less literate audiences

Testing Logos, Messages, or Activities

The target audience will ultimately make this campaign successful or unsuccessful, so it is very valuable to gain their insight into your proposed campaign before it is launched. Audiences may not react to activities and materials the way creators expect. Testing will help determine the most effective concepts, logos, and other communication materials. After showing several concepts or material drafts to your target audiences, refine your work based on their feedback.

Through this toolkit process, you have developed drafts of logos and other communications materials. Narrow your items to two or three to use during testing. More than that will overwhelm the people being tested.

Below is a list of testing methods, but this list is not exhaustive.

- Focus groups
- Interviews
- Survey
 - Facebook poll or other online tool
 - Go to a place where your target audience likes to gather and ask people for their opinion. For example, for consumers, go to a grocery store and ask customers which logo or poster they like best.

Not all items can or should be pretested. For example, it may be difficult to pre-test a live event or expensive to pre-test a complete commercial.

For the messages you are testing, ask about seven characteristics of the communication material. The characteristics are listed below along with sample questions for each. Add any other questions that you think may be relevant.

Questions you can use in testing:

1. Comprehension
 - Tell me in your own words what _____ (logo, poster, etc.) says.
 - What is the _____ (logo, poster, etc.) about?
2. Attractiveness
 - What captures your attention about this _____?
 - What do you like about this message?
 - In comparison to other messages you see these days, how attractive do you find this message?
3. Acceptability/Credibility
 - Does this message contain anything that might be distasteful or offensive? If so, what is it?
 - Does this message say anything that isn't true? If so, what is it?
4. Involvement
 - Do you think this message is intended for someone like yourself? Someone different? Who?
5. Persuasion
 - Does this message ask you to do something in particular? What?
6. Alternate versions
 - Of the two or three versions you see here, which do you like the best? Why?
7. Recommendations
 - What is missing in this message? What could we do to improve it?

Establishing Priorities and Budget

The ultimate goal is for cereal grain fortification to be effectively implemented and monitored to improve the population's nutritional intake. Identify which of your specific target audiences are mostly likely to help you reach that goal. Communicating with those groups is your priority.

Based on your testing results, determine which activities are the most likely to influence your specific target audience(s) to adopt the desired behavior. Determine the best timing for those activities. Activities for policy makers and millers will come first to get the legislation in place and begin the fortification process. If media in your country cover government proceedings, use that opportunity to educate consumers on fortification, related health issues, and its benefits. Begin messages for consumers when fortified products become available in the market. Distribute messages promoting the fortification logo and brand when the products are available.

Next, estimate how much your ideal campaign will cost. Include funds for audience research, message testing, creative development and testing, distribution of materials (including buying media time) a campaign evaluation, and any other incidental fees.

Some grant funds may also be available for communications projects, and some resources may be available at little cost. Some suggestions are:

- Use existing market research. Universities or agencies often conduct research on the television channels and shows people watch, the types of social media people use, etc. Ask for free access to that data for this campaign.
- Adapt messaging from other campaigns. Learn from messages from other communications campaigns in your country or region.

So that no one is overwhelmed, ask other partners working toward fortification to lead part of the process. Their willingness to share the responsibility for this campaign may determine its feasibility.

A template in the **Fortification Communications Toolkit Workbook** will help you outline the factors listed above.

Sample Activities

Below are examples of fortification activities from around the world.

Flour fortification slogans:

Slogans are the short, memorable phrases used in your communications. Generally these will revolve around health and family.

- KENYA: “LOOK FOR THIS LOGO TO OPTIMIZE YOUR HEALTH. You will find this symbol on packets of porridge, wheat, cooking oil, and sugar.”
- KOSOVO: “Enriched Flour. Flour fortification for better health.”
- YEMEN and UZBEKISTAN: “Bread for iron health.”

Factsheets:

Using factsheets or brochures is a simple way to communicate the fortification health and economic benefits. While it may be difficult to have a wide reach with consumers, factsheets are best for smaller groups such as policy makers or health providers.

If you are creating fact sheets, keep the following tips in mind.

- The audience is most likely not composed of specialists in fortification, so use language that a non-specialist can understand.
- Present clear, simple arguments in favor of passing the law.
- People are also busy and will probably not have time to read a long report. Present the information in a succinct format. Using bullet points instead of full sentences will help. Consider using infographics or other visuals.
- Give a brief education on micronutrient deficiencies and what fortification is, then highlight why mandatory grain fortification is the recommended intervention. A helpful framework is to answer the questions: What is wrong? Why does it matter? What should be done about it?
- Include contact information or a website for more information.

Pakistan factsheet

صحت، طاقت، ذہانت اور انعامات

پائین سب فولادی آٹے کے ساتھ



آٹا ان کی اہمیت
 ذہنی اور جسمانی زندگی میں اہمیت رکھتا ہے۔ اس کو صحیح طریقے سے استعمال کیا جائے تو اس کا استعمال بہت ہی مفید ہے۔
 فولاد کے ذرائع
 کھانسی، سانس کی بیماریاں، ذیابیطس، ہائی بلڈ پریشر، گھٹیا ہیموگلوبن اور دیگر بیماریاں کے علاج کے لیے اس کا استعمال مفید ہے۔
 فولاد کی ایک کیلیم کیلوری
 ذہنی اور جسمانی زندگی میں اہمیت رکھتا ہے۔ اس کو صحیح طریقے سے استعمال کیا جائے تو اس کا استعمال بہت ہی مفید ہے۔
 فولاد کی ایک کیلیم کیلوری
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نوٹس برائے فولادی آٹا آگاہی مہم

تو ہی ہم کام برائے فولادی آٹا اور صحیح ذہنی طاقت کے ساتھ اپنے تعلق کو قائم کر سکتے ہیں۔

ان نتائج کا حصول فولادی آٹے سے ہوتا ہے۔ اس لیے اسے اپنی روزمرہ زندگی میں استعمال کریں۔

فولادی آٹا کی کئی خصوصیات ہیں جن کی مدد سے:

- 1 ذہنی اور جسمانی زندگی میں اہمیت رکھتا ہے۔
- 2 ذہنی اور جسمانی زندگی میں اہمیت رکھتا ہے۔
- 3 ذہنی اور جسمانی زندگی میں اہمیت رکھتا ہے۔
- 4 ذہنی اور جسمانی زندگی میں اہمیت رکھتا ہے۔
- 5 ذہنی اور جسمانی زندگی میں اہمیت رکھتا ہے۔
- 6 ذہنی اور جسمانی زندگی میں اہمیت رکھتا ہے۔
- 7 ذہنی اور جسمانی زندگی میں اہمیت رکھتا ہے۔
- 8 ذہنی اور جسمانی زندگی میں اہمیت رکھتا ہے۔

نوٹس برائے فولادی آٹا آگاہی مہم
 051-9206824 اور 051-2277085 پر کال کریں۔
 ایف 15 تاریخ 15 اکتوبر 2009ء ہے۔

Azerbaijan factsheet

Dəmir Defisitli Anemiya
damir çatışmazlığından yaranan anemiya

Dünyada 2 milyarda yaxın insanda damir çatışmazlığı mövcuddur. Respublikamızda da bu problem geniş yayılmışdır, bəzi əhali qrupları arasında hətta 70 - 90% -ə çatır.

Dəmir çatışmazlığının müxtəlif dəyişiklikləri:

- * böyüklüyün inkişafının ləngiməsinə
- * fiziki və zehni inkişafdan geri qalmaya
- * immunitetin zəifləməsinə
- * dərmanın qurulmasına
- * dərmanların kövrəkliliyinə
- * ümumi halsızlığa
- * yorğunluğa
- * istahsızlığa və s. səbəb olur.

DƏMİRDEFİSİTLİ ANEMİYA VƏ YÖDDEFİSİTLİ XƏSTƏLİKLƏRİN PROFLAKTİKASINDA HÖKÜMƏT NÜMAYƏNDƏLƏRİNİN ROLU

СИЛА ЖЕЛЕЗА - НА БЛАГО ЗДОРОВЬЯ!



healthy food
sağlam qidalanma

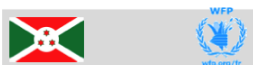
Burundi factsheet

LEGISLATION

L'enrichissement obligatoire des farines a plus de chances d'engendrer l'impact souhaité sur l'état nutritionnel et la santé que l'enrichissement volontaire. En d'autres termes, l'adoption d'une loi instituant l'enrichissement de la farine est une étape déterminante.

La législation identifie aussi qui va payer les taxes et les fonctions liées au coût de l'enrichissement des farines, y compris frais de douane et les taxes du gouvernement sur les fertilisants et l'équipement. Certains pays éliminent ces frais pour permettre aux meuniers d'enrichir la farine à moindre coût.

Exemples de produits à enrichir: la farine de maïs et de manioc

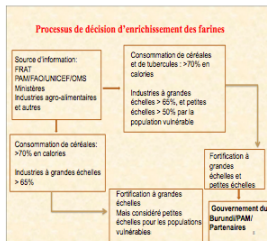


Janvier 2013



Les pays de la Communauté de l'Afrique de l'Est ayant adopté une loi sur l'enrichissement de la farine:

Pays	Enrichissement de la farine
Kenya	Obligatoire
Tanzanie	Obligatoire
Ouganda	Obligatoire
Rwanda	Planifié (FRAT) ¹
Burundi	Planifié (FRAT)



1FRAT: Fortification Rapid Assessment Tool (Outil d'évaluation rapide des aliments à fortifier)

ENRICHISSEMENT DE LA FARINE AU BURUNDI



MEILLEURE SANTE



PRODUCTIVITE ACCRUE



REUSSITE SCOLAIRE

Pourquoi enrichir la farine?

Une grande partie de la valeur nutritionnelle des céréales ou tubercules est perdue au cours de la mouture. Cette perte peut être facilement résorbée par l'enrichissement de la farine, une pratique qui consiste à incorporer à la farine des vitamines et minéraux, principalement le fer et le zinc ainsi que l'acide folique et d'autres vitamines B telles que la thiamine, la riboflavine, la niacine et B12. La farine peut être enrichie aussi en vitamines A et D.

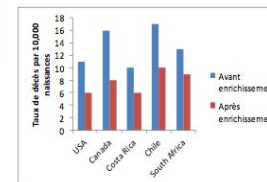


En utilisant cette farine enrichie, les aliments de consommation courante à base de farine, comme le pain, les pâtes et la bouillie deviennent plus nutritifs et les consommateurs en viennent à améliorer leur santé, sans être contraints de modifier leurs habitudes d'achat ou leurs habitudes alimentaires. Les aliments à base de farine sont largement consommés, et la technologie de fortification de la farine est bien établie. L'intégration des pratiques d'enrichissement de la farine dans la stratégie nutritionnelle globale d'un pays est prônée par des organisations mondiales telles que l'UNICEF, l'OMS, FAO et le PAM.

Bénéfices tirés de l'enrichissement de la farine

1. Améliorer la santé publique et lutter contre la malnutrition: l'enrichissement de la farine est une stratégie efficace, sûre et économique pour faire prendre des vitamines et des minéraux essentiels manquants dans le régime quotidien et éviter des problèmes de santé publique tels que :

- ♦ **Carence en fer chez les femmes et les jeunes enfants :** le fer est indispensable à la santé d'une femme enceinte et de son enfant à naître et au développement physique et mental de l'enfant. Au Burundi, les taux de prévalence de l'anémie chez les enfants de 6 à 59 mois et les femmes en âge de procréer ont été respectivement estimés à 45% et 19% selon l'Enquête Démographique et de Santé, 2010 (EDS 2010). Enrichir la farine en fer pourrait aider à réduire ces taux conformément au Plan National de Développement Sanitaire (PNDS) 2011-2015 ;
- ♦ **Carence en acide folique, une vitamine B,** chez la femme enceinte qui provoque des malformations congénitales, voire des décès à la naissance, dus à des lésions irréversibles du tube neural, telles que le spina-bifida. Les pays qui assurent le suivi des malformations à la naissance ont vu la prévalence des malformations du tube neural tomber à moins de 10 pour 10,000 naissances vivantes après avoir commencé à enrichir la farine avec de l'acide folique. Au Burundi le taux de décès néonatal est de 310 pour 10,000 naissances. Enrichir la farine en acide folique peut contribuer à réduire considérablement ce taux.



Prévalence des malformations du tube neural dans cinq pays après l'introduction de l'enrichissement de la farine en acide folique (Zimmerman S., 2011)

2. Augmenter la productivité et le développement économique: Outre leurs effets visibles et directs sur la santé humaine, les carences en micronutriments ont des répercussions profondes sur le développement économique et sur la productivité, notamment en termes de coûts potentiellement élevés pour la santé publique et de pertes au niveau de la formation du capital humain.

La nutrition améliorée prévient les maladies, renforce le système immunitaire et se traduit par des gains de productivité. La carence en fer est une des causes principales de l'anémie qui provoque:

- ⇒ 17% de productivité en moins pour les travaux durs ;
- ⇒ 5% de productivité en moins pour les travaux manuels légers.

En comparant aux autres interventions nutritionnelles, telle que la supplémentation, l'enrichissement des aliments est l'intervention la moins dispendieuse. Le coût de l'enrichissement de la farine est inférieur à 3 dollars des États-Unis par tonne, soit moins de 20 centimes de dollar par personne et par an. Les avantages économiques qu'un pays peut tirer de cet investissement peuvent être considérables.

Packaging:

A country's fortification legislation may outline packaging requirements for fortified products. It is usually the millers' responsibility to comply. The most common changes in packaging are the inclusion of a fortified logo, additional writing on the front that indicates fortification, and updated nutrition facts labels and ingredient lists.

United States



Tanzania



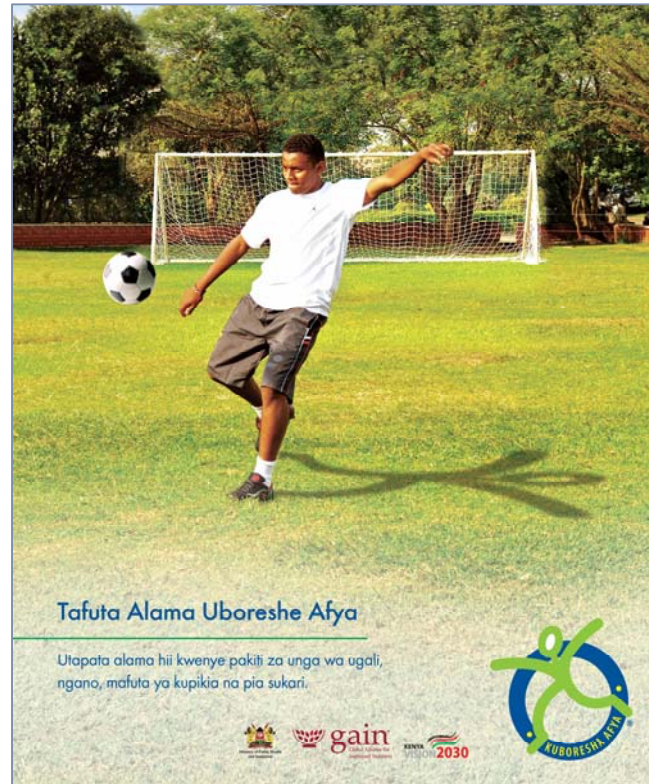
Posters:

Posters are a quick visual way to get the fortification message across. They are most commonly placed in shops and health clinics. Consider how you will distribute the posters. Ask partners to help with distribution. For example, the Ministry of Health may be able to assist in delivering posters to hospitals and clinics.

Georgia poster



Kenya poster



Turkey poster



Television commercials:

Television commercials can be played during popular shows. While they are one of the more expensive activities, they can have a wide reach if shown during peak times.

Senegal

<http://www.youtube.com/watch?v=0pfWhj-BdX8>

The English translation of the script from this commercial is below.

Boy: "Mommy, tell me a story"

Mother: "In the kingdom of food, once upon a time, there was bread and oil. The bread told the oil, 'I am made of baking flour fortified in iron and B9 vitamin. Because of this iron, I will give strength to those who will eat me.'"

Boy: "Strong like Daddy!"

Mother: "The oil replied, 'Because I am fortified in vitamin A, I will give a better health, and I will help all the children to grow up healthy.'"

Boy: "Like (name of soccer player)!"

Mother: "Yes, and like you my son and her [pointing to the pregnant mother's stomach] too."

Narrator: Today, flour and vegetable oil made in Senegal are fortified to bring you every day the strength and vitality that you need to make beautiful babies and help your children to grow up well and flourish. Fortified foods, better eat them for your health.

This commercial was used in Ivory Coast: <http://www.youtube.com/watch?v=F1zvl4TqrjU>

In English, the text on the billboard is translated "When I am on the packaging, well-being is inside." The translated script for the animated logo is: "My name is Fortified. I am here to add vitamins to foods that you eat every day. Before buying foods, carefully look at the packaging. If I am on it, then your well-being is inside. To keep healthy and be strong, eat better, and eat fortified foods.

West Africa (in French)

<http://www.youtube.com/watch?v=nFifiptP4uo>

<http://www.youtube.com/watch?v=OqGnhvdlybU>

Kenya

http://www.youtube.com/watch?v=Zab_Rme2-14

Other activities:

Following are samples of other activities that have been used in fortification communications.

Bangladesh - Community Theater



Azerbaijan – T-shirt



Turkey - Promotional Events in Bakeries



Turkey – Poster on a Truck



India – Parade Float



Chapter 4: Monitoring, Evaluation, and Implementation

This chapter focuses on how to develop a monitoring and evaluation plan to ensure that your target audiences are receiving your messages and taking action. It also includes a short discussion on implementation. This chapter covers steps seven and eight on the wheel.

Developing an Evaluation Plan

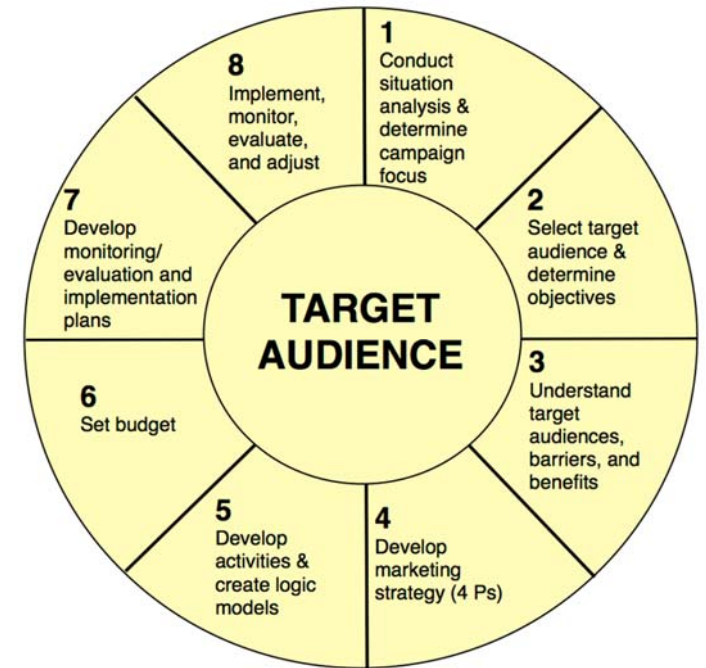
Grain fortification is successful when legislation is in place and enforced, grain is being fortified, and consumers are purchasing and eating fortified products. However, those things do not necessarily indicate whether your communications activities were successful.

Recall the example from South Africa. The campaign began with a number of radio spots and community health workers sharing information. After conducting a mid-term survey, organizers learned that few people had heard of fortification and even fewer could identify the fortification logo. They revised their activities to include more television commercials and visual components to raise recognition of the logo. This is an excellent example of how monitoring saved this campaign from wasting resources and/or being ineffective.

Monitoring is the assessment of how well your campaign's activities are adhering to their design and the extent to which they are reaching the target audience. It should occur while the campaign is in progress. If areas are ineffective, you can adjust them before the campaign has ended.

Evaluation examines whether your campaign goal and objectives were reached and if the behavior of your audience changed. It generally occurs after the campaign is over.

Before designing your monitoring and evaluation plan, determine what you need to evaluate in accordance with the campaign objectives. Refer to the objectives you wrote in chapter 1. To illustrate, the objectives for flour millers in Armenia are on the next page.



Target Audience:	
Objectives	Millers Focus: Mill owners/operators, typically men age 40-60
FACTORS THAT INFLUENCE (Short-term objectives)	<ul style="list-style-type: none"> • Understanding how to fortify wheat flour and monitor for quality assurance • Motivation to fortify
BEHAVIOR (Mid-term objectives)	<ul style="list-style-type: none"> • Fortifying flour on a regular basis • Monitoring the fortification process on a regular basis • Change packaging to indicate fortification is happening
SUSTAINED BEHAVIOR (Long-term objectives)	<ul style="list-style-type: none"> • Continue fortifying and monitoring

Create key evaluation questions for each of the targeted behaviors. For millers, fortifying and monitoring are ongoing processes, whereas changing the packaging is a one-time action. Therefore only a few evaluation questions are needed regarding the packaging. Sample evaluation questions for millers are below. Additional examples of evaluation questions can be found in the sample logic models at the end of this chapter. A blank template is in the [Fortification Communications Toolkit Workbook](#).

Audience: Millers	
Targeted Behavior (mid-term objective)	Evaluation questions
1. Fortifying grain on a regular basis	<ul style="list-style-type: none"> • Do millers have the knowledge, capacity and motivation to fortify? • Are they fortifying? • Do they have the capacity and motivation to continue fortifying? <ul style="list-style-type: none"> ○ If not, why not? How can this be addressed? • What measures are in place to help them do so?
2. Monitoring fortification process	<ul style="list-style-type: none"> • Do millers have the knowledge, capacity and motivation to monitor? • Are they monitoring? • Do they have the capacity and motivation to continue monitoring? • What measures are in place to help them do so?
3. Changing packaging	<ul style="list-style-type: none"> • Has the packaging been changed?

To assess progress, look at indicators. Monitoring indicators are typically numerical, for example the number of times a mill performs quality control tests for the added premix of vitamins and minerals, the number of posters distributed to shops and health clinics, how many bags of fortified flour were sold, etc.

Evaluation indicators go into more depth to understand the knowledge, attitude, and practice of audience members before and after your campaign. Evaluation indicators measure the change in behavior in your target audience and why it did or did not occur. The importance of evaluation after the campaign is illustrated in the New Zealand case study at right.

For example, one campaign objective for health providers may include increasing patient knowledge of fortification. Activities are to post flyers in hospitals or health clinics, conduct workshops for health providers, and create a flyer with answers to questions that patients frequently ask about fortification. Monitoring indicators could include:

- Number of posters placed in hospitals/health clinics
- Number of workshops provided for health providers
- Number of attendees at the workshops provided for health providers
- Location of workshops for health providers within an area
- Number of frequently asked questions flyers distributed

Evaluation indicators could include:

- Health provider attitudes and knowledge towards fortification
- Patient attitudes and knowledge of fortification
- How often health providers discuss fortification with patients

Case study: New Zealand

Attempts for mandatory wheat flour fortification legislation in New Zealand began in the early 1990's. All political parties in New Zealand announced their support of fortification in 2001, but they did not require immediate implementation.

During the delay, bakers argued that if 98% of bread is fortified, then consumers no longer have a choice about whether they want to eat fortified products. The issue went back and forth as stakeholders argued about safety and consumer choice. Elections in 2008 brought a different political party to power, and the new government was not as favorable towards mandatory fortification. Civic groups, such as the New Zealand Food and Grocery Council, then launched a commercial campaign against mandatory fortification.

In 2012, after much debate in the media, the Minister of Food Safety announced that New Zealand would not have mandatory fortification legislation. She stated that the decision was not based on science or research. Rather, the government chose to reject mandatory legislation for the following reasons:

- New Zealand consumers were worried about potential health risks
- Government officials thought only a portion of the country would benefit
- Consumers wanted to have a choice in fortified or unfortified products.

Fortification supporters were frustrated because they felt claims about potential health risks and the lack of a countrywide benefit were unsubstantiated.

Though government leaders in 2001 were convinced of the need for fortification, advocacy needed to begin again following the delay in legislation as a new set of government officials were in power in 2008.

For more information on fortification in New Zealand, see http://www.ffinetwork.org/about/stay_informed/publications/documents/IrelandNewZealand.pdf

Determine how you will gather information about your monitoring and evaluation indicators. To get the most accurate picture of the process and impact of your activities, use multiple methods to gather data. For instance if you want to evaluate a training:

- Observe: How many attended compared to how many were invited? Did they seem to be paying attention to the speaker? Did they ask questions for more information?
- Use a pre/post survey to measure the participants' gain in knowledge. Conduct follow-up surveys six months later to see if the material is remembered and being used.

Ideas for gathering data:

- Written survey (handout, read over the telephone, e-mail, internet, etc.)
- Personal interview (individual or group; formal or informal)
- Observation
- Analysis of existing documents and reports (for example, television consumer reports and other market research)
- Logs or activity forms (for example, mill fortification logs on frequency of adding premix, how much premix was added and monitoring for quality assurance)
- Debriefing sessions
- Focus group discussion

Evaluation helps demonstrate the value of your project and can be useful to show to your campaign funders. After your evaluation, you will be able to complete sentences such as:

- "After a healthcare provider campaign activity, we saw ___% more doctors talked to their patients about fortification and its health benefits compared to a previous monthly average of ___."
- "From the time we started social marketing activities, the percentage of healthcare patients who were knowledgeable about fortification increased by ___%. We have used the following data to measure this..."

Revisiting the Budget

It is easier and less expensive to conduct monitoring than evaluation. Evaluation often requires surveys that are large investments in time, energy, and resources. If your budget is tight, then you can choose which audiences or activities you would like to evaluate.

Monitoring without evaluation may be necessary due to limited time or financial resources, but it is not recommended. Monitoring can improve the likelihood of campaign's success by providing periodic updates on procedures. These be adjusted as needed. Monitoring and evaluation together can help improve future campaigns by indicating which methods and messages were most effective.

Logic Models

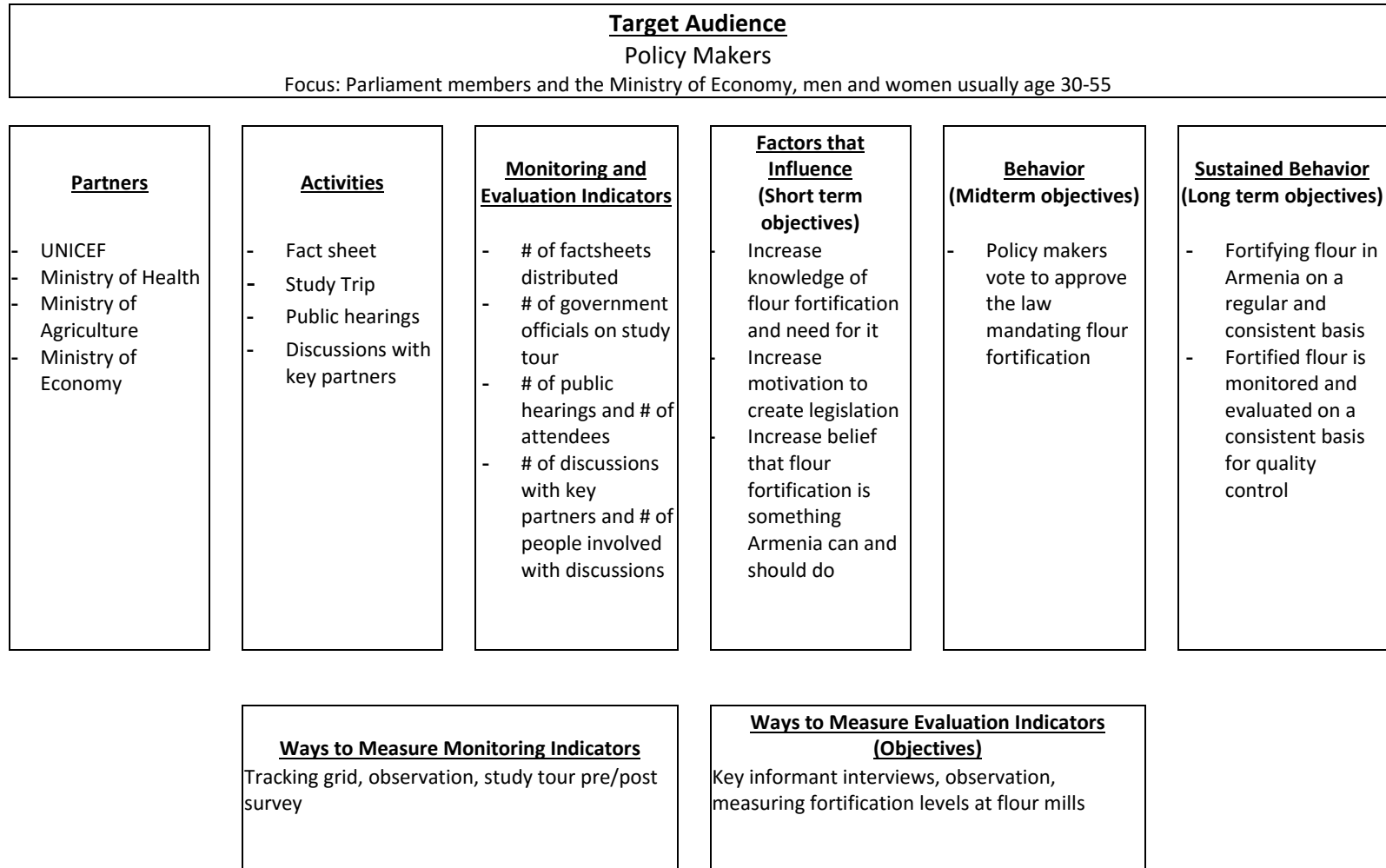
A logic model can help organize the campaign, and it can be used in a grant proposal for campaign funds. Consider creating a logic model for each target audience. Two examples of logic models created for UNICEF Armenia's campaign follow. A blank template is in the **Fortification Communications Toolkit Workbook**.

Implementing the Plan

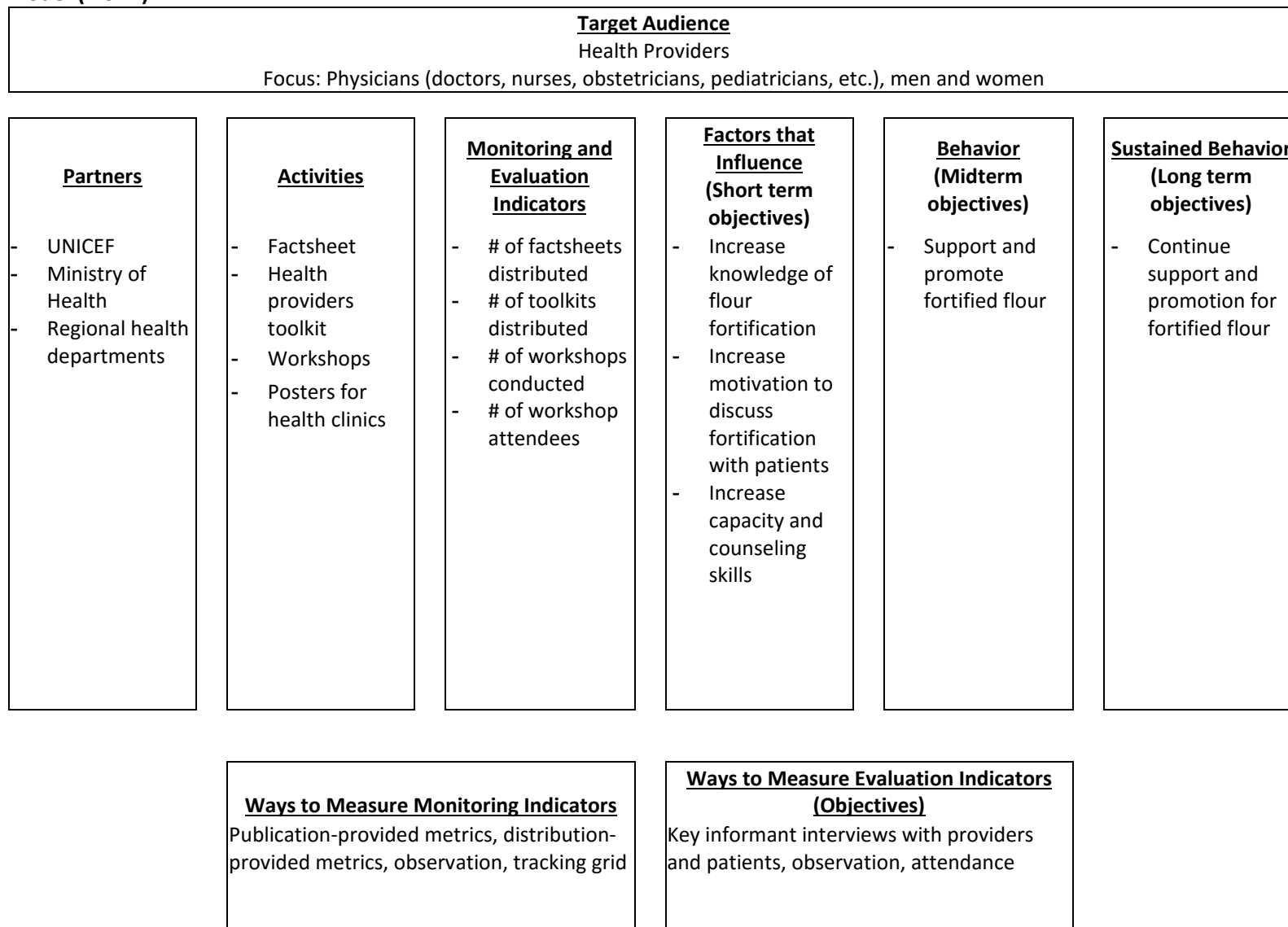
As you implement the communications plan, be flexible because the timing of some events is out of your control. Recruit partners to help with pieces of the plan, assign them tasks, and ensure that they carry out the jobs they are assigned. Avoid dates that conflict with holidays in your country so that the implementation campaign does not compete for attention with these events. Also, coordinate events with your other responsibilities in mind to ensure you can manage multiple activities at the same time.

Do not forget that this is an iterative process, and you may need to jump to different areas within the toolkit.

Sample Logic Model (1 of 2)



Sample Logic Model (2 of 2)



Thank you for using the Fortification Communications toolkit.

If you have any questions or need assistance, please contact FFI at info@ffinetwork.org and visit www.ffinetwork.org.

Additional Resources:

Making Health Communications Work: A Planner's Guide

http://www.cancer.gov/cancertopics/cancerlibrary/pinkbook/Pink_Book.pdf

CDCynergy: Gateway to Health Communications & Social Marketing Practice

Note: Folic acid examples are available in this tool

<http://www.cdc.gov/healthcommunication/cdcynergy/index.html>

