



JFPR 9005: IMPROVING NUTRITION OF POOR MOTHERS AND CHILDREN IN ASIAN COUNTRIES IN TRANSITION

Issues Paper on Communication Activities

Beyond Creation of Consumer Demand
for Iodized Salt and Flour Fortification in Central Asia



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I. INTRODUCTION

1. Success of the ADB/JFPR funded projects Improving Nutrition for Poor Women and Children in central Asia, has depended upon several factors related to the projects overall communication and social mobilization strategy. These include:

- a. Effective policy and regulatory advocacy and
- b. Generation of additional resources,
- c. Creation of new alliances and
- d. Motivation and training of different governmental and non-governmental cadres on new concepts and rationales for better micronutrient nutrition,
- e. Community Communication: promotion of behavior change resulting in sustained consumer demand for iodized salt and fortified flour fortified.

2. The Bishkek Communication Roundtable on Social Mobilization to support Iodized Salt and Vitamin and Mineral Fortified Wheat Flour emphasized four main strategic components. These were:

- a. Advocacy and the generation of resources
- b. Alliance building and Organizational Motivation and
- c. Community information, education and communication leading to the use of improved nutritional products (fortified salt and flour) and better practices.
- d. Mechanisms for area wide and international project documentation and sharing of lessons learned (mainly through a project web site developed by a national organization with area wide "reach").

3. The communication strategy called a country level adaptation of a multi-level complex, model. The projects received funding and technical support in developing and implementing this model from the ADB/JFPR grant and, also from UNICEF, Critical to implementation of communication activities were in-kind, volunteer participation and private sector marketing efforts from national groups. JFPR9005. International communication specialists from ADB and UNICEF planned and facilitated an area-wide technical workshop that outlined three-tiered communication strategies for each country project and an area wide strategy to be implemented by the Kazakhstan Academy of Nutrition (KAN) and the Regional Coordination and Administration Office (RCAO).

Recommendation:

Despite the substantial progress, more work on policy advocacy, regulatory development and resource generation is still required.

Urgent Advocacy Examples:

Convince Uzbekistan Ministry of Finance to allow Uzdonmakhsulot access to foreign currency to buy flour premix.
Convince foreign donors of wheat for Mongolia to provide premix.

Many bakery owners need to become full partners in fortification efforts and be convinced of fortified bread:

Convince UNICEF to remain active and supportive of national and area-wide fortification efforts through their Regional Office is the CARK Area offices closes down at end of 2004

II. EFFECTIVE POLICY AND REGULATORY ADVOCACY

4. It was understood that communication support of the project needed to go well beyond work to generate consumer demand. A simple social marketing approach would have required that the fortified “products” be available prior to the onset of activities focused primarily on consumers. However, in this project, each national communication strategy had to consider support for policy advocacy and alliance building needed to create national mandates for iodized salt production and to allow the production of fortified wheat flour.

5. Overall, each Country Project Office (CPO) has done well at the advocacy level. The ADB JFPR9005 project was clearly recognized by the UNICEF Country Offices and Ministries of Health as the “leader” in support for flour fortification and often iodine deficiency disorders/universal salt iodization (IDD/USI) activities as well. Working with UNICEF, advocacy work guided work toward passage and/or better enforcement of national USI laws and toward policies needed to introduce vitamins and minerals fortification of wheat flour. There was evidence of good access and credibility of CPO staffs with Government and other agencies. Advocacy activities also developed in most countries to a state where numerous examples of activities and materials that brought information about IDD and IDA into discussions among Government officials at national and lower levels.

6. As outlined for the project in 2002, also at the highest tier of the communication strategies, were activities focused on building supportive regulatory environments for fortified flour and iodized salt.

7. Regarding salt, a major portion of JFPR9005 Project resources were allocated to activities aiming to create national situations where only iodized salt was available in the market. These activities aimed toward increased and more regular production of iodized salt, laws requiring the iodization of salt, new and better professional alliances among major salt producers and stronger enforcement and monitoring of the iodized salt sales. The JFPR9005 projects assumed further support would be generated through an active alliance between their regional management and implementation units and the respective UNICEF Area and Country Offices in central Asia.

Recommendation:

Conduct rapid assessments to outline motivational factors (beyond funding) affecting NGO and health worker/teacher participation in projects activities and share recommendations based on analysis of results.

8. Regarding flour, a substantial portion of JFPR9005 project resources were allocated to equipping mills, providing premix and supporting the initial production of fortified flour in amounts that would justify and allow substantial population groups to use this new and healthier product.

9. Increasing iodized salt production and initiating production of fortified flour called for well-designed policy advocacy and a strategy to generate resources beyond those from the project to sustain and expand flour fortification to additional mills. As of the end of JFPR9005, the challenge remained of developing strategies acceptable to salt producers and millers for expanding fortification universally and on how regular and permanent supplies of potassium iodate (KIO₃) and

Recommendation:

*Convince each government to require that imported wheat flour and salt be fortified.
Backed by KAN and premix manufacturers advocate national/regional regulations to allow multiple premixes for additional special uses (fortified bread with FeSO₄ as iron source, premix form complementary cereals, etc)*

flour premix would be arranged. Communication support at the advocacy level for activities directed toward meeting these challenges will be required (see boxes).

III. ORGANIZATIONAL MOTIVATION AND TRAINING

10. Just as JFPR9005 communication activities had to include support for activities needed to make iodized salt and fortified flour widely available, another tier of each project's communication strategy focused on education and motivation of professionals, oblast and rayon levels health providers and teachers and consumer protection groups as well as others including retailers of salt and flour. At this level of communication and mobilization is what the JFPR9005 Project communication strategy called "organizational motivation. This refers to strategies and activities that inform justify and motivate project and alliance members work. These groups had to be made aware of the new products, their safety and benefits. They had to be oriented and trained in how to effectively communicate to community members about these new products and why they should select them. They also had to be motivated to make these products a priority.

Recommendation:

With support from KAN Communication Group and CPO's make major effort to collect, organize and share all materials used for orientation and education of professionals in education, health and other areas by JFPR9005. Share findings and recommendations among countries

11. All of these tasks required production of support materials and innumerable activities of various types across the five countries and they had to be carried out within a well managed and strategic time frame in order to achieve success. When policy support was rapidly followed by new production and distribution of the fortified flour and iodized salt it was critical that health workers, retailers, consumer protection units and similar groups had already been made familiar with the products and their active support obtained.

12. Delays in the initiation of fortified flour production, in the development and production of communication support materials occurred, and could substantially reduce the impact of training and education activities. Therefore coordination of each tier of communication activities from policy level to that of the community was important.

13. One method, often overlooked in terms of motivating those who should have a direct or indirect concern for project issues is to involve them in production of communication support materials. According to the Mongolia JFPR9005 head, a Deputy Minister of Health, that project has been especially good at involving a wide range of experts and overseeing their professional contributions in development of materials. These materials are wide ranging and appear to be among the most professional found in such projects. Among the most impressive are technical books for physicians, a technical manual on fortification and the manuals on quality assurance.

Recommendation:

Assure each CPO has activities planning chart that shows relationship of progress in producing communication support materials and IEC activities and progress and status of iodized salt and fortified flour supplies.

14. Materials developed within the project have been used materials in orienting several types of relevant groups ranging from medical and health staff at several key levels

Recommendation:

With support from the KAN Communication Group and CPO's undertake major effort to collect, organize and share all materials used for orientation and education of professionals in education, health and other areas by JFPR9005

throughout the country to those working in flour and salt production and those doing pre-service education. However, in Mongolia, for example this level of orientation and training is not complete, a key training resource while designed has not been printed and there are areas for content improvement in subsequent orientation materials. Additional training materials will be needed to support expanded orientation of medical personnel in the field to expand orientation and training into pre-service medical and health training facilities and to move toward coverage that is more national compared to the more targeted aimags that have been covered to date.

15. There have been major achievements in organizational motivation in each country. For example:

- Retail salt sellers in the Kyrgyz Republic are much more active selling iodized salt since they became involved in testing the salt they sell for KIO₃.
- Technicians at a flour mill in Ulaanbaatar fabricated a broken gear in a microdoser in order to quickly bring fortified flour production back on line. One flour mill has already purchased its own microdoser and others are requesting technical assistance in locating such equipment.
- Numerous NGOs officials and volunteers have spent untold hours at community level and sometimes at much higher levels in the service of the project, often with no compensation.
- A major marketing effort for fortified flour was carried out independently by a mill in Astana when project social marketing activities were delayed.
- Even among the international consultant team for this effort, some employed by ADB and others by UNICEF, a sense of camaraderie developed and much uncompensated time was spent promoting these efforts and building linkages to related organizations and activities inside and outside the project area.

Recommendation:

Assure modules on micronutrient nutrition including IDD, IDA, and Vit. A Deficiency, FA Deficiency become well established and a regular part of both pre-service and in-service training for health professionals, and teachers and a topic of regular orientation for k media staff.

Recommendation:

In collaboration with UNICEF Country Offices, translate relevant Vitamin and Mineral Deficiency Country Damage Assessment Reports download from (www.micronutrient.org), and use them in combination with national data and activities as a major advocacy source for generating interest of media and government in fortification and better micronutrient nutrition

16. However, beyond these easily observable cases, there remain substantial gaps in the documentation on activities related to organizational motivation. For example:

- “How” the levels of motivation noted above were achieved and what can be learned and applied elsewhere?
- What strategies and activities, if any, were used to motivate those such as health workers, teachers, mass media producers and the NGO rank and file who are the most directly involved with communication at household levels. What can be learned and applied from these?
- What procedures were used to assure that those who were assisting the project (NGOs) or had normal responsibilities (doctors, feldshers, teachers etc) workers)

Recommendation:

One of the first activities of the new JFPR project should be to consider reformulation of “steering committees” into national micronutrient nutrition alliances. Such an alliance will be larger than those of specific producers but will be linked to them. These groups will need to focus on policy, high quality production of fortified foods, supplementation, regulation, quality assurance and consumer education and demand. Emphasis should be on:

Alliance goals
How goals specifically benefit each member.
Alliance member obligations
Alliance communication and sharing
Monitoring and signposts of success

to promote better nutrition, had accurate and clear messages? Such messages need to go beyond simple technical details to include where to obtain fortified products, quality assurance and safety issues, etc.

- The new JFPR project has a major opportunity to exploit recent international events for advocacy purposes. A new advocacy tool, the Vitamin Mineral Deficiency Report was launched internationally at the 2004 Economic Summit meeting at Davos, Switzerland and has now been followed up with individual VM Deficiency Country Damage Assessments that include all of the countries covered by the new JFPR project. UNICEF offices around the world are committed to national “launchings” of as advocacy tools to bring current status and new plans for improving micronutrient nutrition higher on national agendas. Plans for launchings of the VMD reports can be discussed with UNICEF offices and serve as a springboard for renewed and focused advocacy efforts by those working on fortification in each country. The Economist carried a major story on nutrition and micronutrients in its 3 August 2004 education and there have been new calls better national efforts to eliminate IDD and Vitamin A Deficiency and to prevent and control IDA (Copenhagen Conference, WHO Annual Health Report and Analysis of the Burden of Disease).

IV. CREATION OF NEW ALLIANCES

17. At this level of mainly organizational communication, there was considerable achievement while major challenges lie ahead. The JFPR9005 Project Steering Committees in themselves were a framework for new public/private/research/academic/donor/NGO alliances devoted to food fortification. However, the potential of these groups along with others created at national level, including “communication task forces” have not yet been subject to adequate review searching for their full potential. They also need to optimize linkages among them and harness potentially complementary resources to fully achieve shared project objectives.

18. This need for better linkage is particularly true of the variety of professional groups, national and international NGOs and consumer groups working on consumer demand. The opportunity to share a project’s resources does not define an alliance. Additional work is needed to move project alliances well beyond linkage based primarily on having a share of project resources used to undertake relevant but essentially independent activities. Nor should alliances be defined mainly by needed technical skills or administrative responsibilities that results in only a membership on a project committee. To create a permanent system of support and advocacy for fortified foods in these countries, the next project needs to include greater and more sophisticated work on alliance membership. Alliance membership needs to be defined by a set of shared objectives, an understanding of how mutual contributions benefit the whole alliance, mutual cooperation and respect for other organizations in the alliance.

19. In many cases, the challenge of alliance building rests with working with the senior most officials in the allied groups. Only when they can be persuaded to act beyond their own

organization’s role and provide support for the alliance and its other members will major goals such as prevention and control of anemia and iodine deficiency benefit from highly effectively work with other alliance members. In reviewing the JFPR9005 projects, all groups involved agree that no

Recommendation:

The concept of alliance remains unclear in operational terms to most of the project participants and also too many of those in the Country Project Offices. Far too many of the communication support activities, although valuable in themselves, have been carried out in relative isolation. Complementary activities by different groups were relatively rare and this substantially reduced their potential impact. Needed are better coordinated, mutually reinforcing messages sharing both a common theme and common styles across media. These weaknesses need to be corrected in any new phase of communication strategies development and implementation.

agency or project can tackle these problems alone. However, significant challenges remain to create fully effective, national and area-wide alliances for improving micronutrient nutrition in central Asia.

Recommendation

The more that can be done to involve millers and salt producers in leadership positions in project alliances and communication activities the better off the projects are likely to fare.

V. COMMUNITY COMMUNICATION: GENERATING DEMAND FOR IODIZED SALT AND FORTIFIED FLOUR

20. The third tier, but by no means a less important aspect of the project's communication strategies and activities, was generating consumer acceptance and demand for these improved staples. In the case of iodized salt, this often was complicated by the requirement that consumers pay more to have the iodized product. For fortified flour complications include alternative sources of flour including large areas where wheat is grown and milled locally in facilities far too small to fortify their output cost effectively.

21. This wide range of target groups and participants in JFPR9005 communication activities was facilitated greatly by ADB project leaders' recognition from the earliest stages of design that a multi-level communication strategy was needed. The four-tiered strategy model was built into each country's overall project's design base and each country team was required to develop a draft strategy around this model. These were reviewed and refined at the Regional Communication Workshop in Bishkek, Kyrgyz Republic in February 2002.

Recommendation

At consumer level, new projects will need to improve and carefully monitor and manage the linkage between supply of iodized salt and fortified wheat flour and activities related to generation of demand. Demand creation will be seriously frustrated by inadequate or irregular supplies or supplies or less than promised quality or pricing.

22. Strategies to promote iodized salt were further developing by country teams (excepting Mongolia) at a UNICEF sponsored workshop in Astana, Kazakhstan in August of that year. Follow-up workshops involving broad-based communication groups were also held at country level. The country level follow-ups on social marketing planning were done in close collaboration with Project Steering Committees and in accordance with the overall communication strategies and budgets outlined at the area-wide roundtable. Resources were further supplemented by UNICEF for IDD related communication support materials.

23. Consumer level communication strategies have ranged from use of mass media and activities that focused on involvement of retailers of salt to communication by volunteers at community and neighborhood levels. Some flour producers (Kazakhstan, Mongolia) initiated marketing campaigns on their own. In Uzbekistan, fortified salt reached a level of production where consumer demand activities were warranted in order to promote its use compared to that of unfortified and unrefined salt that continued to be widely

Recommendation

Despite the fact that the overall project website took much longer to develop and make public than planned, this mechanism should now be reviewed, modified if needed and further developed or reinforced as a major channel by which countries share their communication lessons, experiences, activities and products,

available. Many schools became involved in promoting fortified salt and wheat flour with in-class demonstration tests and art and essay contests being the predominant activities.

24. A wide variety of professional organizations, NGOs and national consumer protection groups participated in efforts to create consumer awareness, acceptance, demand and regular use of fortified salt and wheat flour, most often using resources from the JFPR9005 grants. A notable exception that should be reviewed for longer term consequences involved wheat flour in Uzbekistan where initially, there was seen to be little need to educate consumers about fortified wheat flour because production and distribution was Government controlled and did not provide for consumer choice.

25. The communication/social mobilization budgets of JFPR9005 supported both supply and demand components. Major project resources and effort went to each at all levels. Project monitoring and reviews by various project support staff often noted problems in what was viewed as a lack of adequate coordination among the many groups who obtained resources to participate in generating consumer demand for fortified wheat flour and iodized salt. Such observations relate to earlier comments on the challenges of alliance building. It is not surprising to find such situations when there is competition among NGOs and professional groups the external resources needed to fund activities. However, most project reports indicate universal agreement that the majority of participating groups were committed to their project activities and, in most cases, contributed far beyond any scope of "payment" from project resources and often in volunteer time.

Recommendation

The project made some contributions to international literature on related topics (ICCIDD Newsletter, ADB Newsletter and ADB/BBC IDD Film). However, sharing of relevant and useful information from other countries and international organizations and NGOs working on micronutrient nutrition was not as substantial as it could have been; both coming into and going out of the project.

26. New, repeat or expanded communication activities in the new project aimed at further demand creation would benefit from these adjustments noted in the recommendations and below.

27. Critical analysis of the totality of each country's communication work at the level of consumer demand creation should be the first phase of designing the new strategies. It will be critical that the country teams actively participate in these analyses and orientations on the characteristics, dynamics and benefits of alliances in terms of improving policy, organizational motivation and community communication.

28. At consumer level, new projects will need to improve and carefully monitor and manage the linkage between supply of iodized salt and fortified wheat flour and activities related to generation of demand. Demand creation will be seriously frustrated by inadequate or irregular supplies or supplies or less than promised quality or pricing.

Recommendation

The called for integrated approach to the "style" of all communication support messages aimed at consumers needs to be given far greater emphasis in the new project. Individual message styles are often not shown to be seen by consumers are being related to the same product and issues and do not "build" from awareness of a new product toward acceptance, trial, and sustained use. Not only well developed content, but greater integration in the style of messages should increase consumer attention, recall and persuade them to choose fortified salt and flour on a regular basis.

VI. RECOMMENDATIONS REGARDING LESS ACTIVELY IMPLEMENTED COMPONENTS OF THE JFPR 9005 COMMUNICATION STRATEGY MODEL

29. There were some planned the aspects of the JFPR9005communication model of that were only minimally operationalized for a variety of reasons. Some retain their importance for the next project and are recommended as priority areas as it is planned and implemented.

- While commitment to introducing fortified flour and bringing universal salt iodization was strong within five countries' projects, the mechanisms and commitment to sharing activities and lessons learned were not developed as far as initially planned. There is a still a need for each country in the project to better consider the value of lessons learned in other project countries. For example:
- Developing trade associations in the areas of both salt and flour production and distribution.
- For iodized salt production and distribution, the model developed in the Kyrgyz Republic and being set up in Tajikistan may have strong potential value in Mongolia.
- There are instances of communication and training materials developed in one country being adapted or used outright by others which is precisely what was intended.
- More sharing has taken place through the regional workshops and also through facilitation by the KAN communication group. For example, materials developed in Uzbekistan and other countries were shared widely and have been adapted appropriately. Some countries have made greater efforts to share developed through KAN on a timely basis.

Recommendation

Monitoring and adjustment of communication messages and activities based on feedback and analysis should be key mechanism in the ongoing improvement of communication activities. To achieve regular use of these new products by a majority of a population where there is consumer choice requires a long term, iterative communication model. The JFPR9005 projects generated a plethora of community level activities and materials that ranged from strategy development and formative research to direct and mass communication focused on households and potential consumers of the improved products. While some monitoring of these activities were carried out, a more systematic approach is needed with feedback feeding into improved messages and other activities. This will require better orientation of country teams in skills related to this creating and sustaining consumer demand.

VII. SUMMARY AND CONCLUSION

30. Communication activities were a dominant aspect of the JFPR9005 project. These activities ranged across three tiers of "audiences" ranging from policy makers to consumers. Perhaps the least recognized set of communication activities were those that went on setting up and developing the organizational channels within the project at various levels. These included relations with other international organizations, particularly but not exclusively UNICEF; external public relations as demonstrated by production of an ADB/BBC video on iodine deficiency and its prevention in central Asia, to collaboration with other agencies and NGOs on training, consumer communication and monitoring and evaluation. The area-wide and country project's communication strategies, although complex did serve as a model guiding, or at least defining the outline of their communication activities.

Recommendation

Strategies for generation of resources for ongoing communication/social marketing activities promoting widespread and sustained consumer demand for iodized salt and fortified flour have not been well developed at national level. Work in this area is required and should be done in close collaboration with producers of fortified flour and iodized salt and other allies.

31. It will be necessary to carefully and fully define the communication goals and strategies for each tier of the new projects. These will include advocacy and resource generation, alliance building and organizational motivation and social marketing and community communication. New project leaders need to be develop strategic approaches that do not include the incentives of equipment, supplies and funding for many the types of activities available through within JFPR9005. As new project alliances and leadership develops flour and salt producers will need to become alliance leaders, no longer asking "if" or "why" they should fortify flour and iodize salt but actively searching out ways to do so and to pay for the improved products. The use of resources for community level communication and/or social marketing in the new project should therefore focus on helping the producers and other who are major users of wheat flour and salt in their own businesses define successful marketing strategies.

**Annex: Guidelines, Regional and Country Communication Plans, Revised Country
Communication Plans with Advisor's comments and Final Country Report Sections on Social Mobilization**

32. The communication activities of the various country projects and of the Kazakhstan Academy of Nutrition are contained in their various reports. However, in addition to the general review provided, it may be useful to the reader to recall what was planned near the beginning of the project. For this reason the following tables provide examples from February 2002 of ADB JFPR9005 Regional and Country Communication Plans. They are provided to illustrate the project's base communication model which was worked out with the RPCO, KAN and the Country teams at the onset of the project. They show examples of communication planning by Country Program Offices and the Regional Plan by KAN.

Table 1: Sample Plan (2001) Communication Suggestions or Each National Investment Plan (Project requires most communication. Social mobilization be managed through Civil Society Groups (NGOs))							
Project Public relations and Organizational Communication	Activity	Objectives	Period	Target Audience/ participants	Actions required	Resources	Outputs
	Promote national Broadcast of ADB/BBC Video	Public and Governmental awareness of project and its importance	10/01-11/01	National Audiences		ADB Info Budget Central Project budget	Public Awareness increased Governmental support
	Local coverage of IDD/IDA problem	Increase national awareness	09/01-10/01-	National audiences	Request to national/oblast TVs	Steering Committee/Country Project Office request and advice	Public Awareness increased Governmental support
	Roundtable news coverage	Increase national awareness of project focus and objectives	9/01 – 10 /10		Request Kaz TV to distribute to all countries	Organize by Country Project Office and Steering committee Country Project Office budget	Public Awareness increased Governmental support
	Roundtable Videos	Motivate National Audiences to support project	11-12 /01	National audiences Donors	Arrange national broadcast Copies of film 1 VHS3 VHS PAL for each country	Organize by Country Project Office and Steering committee Country Project Office budget	Public Awareness increased Governmental support
	Others film broadcasts for public relations	Motivate National Audiences to support project				Organize by Country Project Office and Steering committee	Public Awareness increased Governmental support

Table 1: Sample Plan (2001) Communication Suggestions or Each National Investment Plan (Project requires most communication. Social mobilization be managed through Civil Society Groups (NGOs))							
	Activity	Objectives	Period	Target Audience/ participants	Actions required	Resources	Outputs
	Bi monthly fact sheet One-three pages	Widely publicize project to national and oblast levels		National and oblast government officials and producers of commodities	Local NGO contracted to develop and disseminate fact sheet in local language Country Project Office's to provide regular information (1/3 local, 2/3 regional) Regional Country Project Office to collect and disseminate facts NGO to take information from website and adapt	Funds to pay NGO work Translation of materials	
	Web page (bilingual) for PR purposes	National and regional audience awareness	11/01-01/02	Project Sectors International Audience	Organize for country contribution to Regional Project page	To be estimates buy Country Project Office/Steering Committee	Improved awareness and commitment
Organizational Communication	Website (bilingual) for technical information Sharing	Share activities and technical information on ongoing basis	12/01	All those involve with project Donors and others	Design web site Orient countries on their roles and use Ongoing contributions Updating	Funds to NGO to collect and write up local information Funds for participants to regional web use seminar	Improved coordination
	Consultants contributions to websites and fact sheets	Regional dissemination of technical information and specific solutions	10/01-11/02	All project related technical personnel and concerned donors	ToR component of consultants to be written and distributed	Organized by Country Project Office and RCAO	Improved sharing of technical information and lessons learned
	Collection and dissemination technical information from Region and International	Update/improve technical skills related to the project	10/01-12/02	Country technical personnel	Country Project Office, Technical Committee Costs of Translation English to Russian and country pages website updating	To be estimates buy Country Project Office/Steering Committee	

Table 1: Sample Plan (2001) Communication Suggestions or Each National Investment Plan (Project requires most communication. Social mobilization be managed through Civil Society Groups (NGOs))							
	Activity	Objectives	Period	Target Audience/ participants	Actions required	Resources	Outputs
IEC/ Social Mobilization/ Marketing	Point of Purchase campaign in collaboration with producers of fortified salt and wheat flour products	Raise awareness and stimulate demand among retailers and consumers	3-02 -	Consumers	Develop national logos for fortified salt For fortified wheat flour products Develop point of purchase messages and materials (posters, handouts, etc)	Funds for advertising/marketing groups working with salt producers and flour products producers Funds for production of materials	Increased participation by producers Increased participation by retailers and wholesalers Increase purchase acceptance and demand by consumers
	Mass media campaign	Increase consumer awareness on IDD causes consequences and importance of iodized salt	1-02-12-02	National audience	Develop communication strategy and carry it out	To be estimates buy Country Project Office/Steering Committee	Increased awareness and demand
	Mass media campaign	Increase consumer awareness of micronutrient deficiencies demand for fortified wheat flour and wheat flour products	1-02-12-02	Regional/ national audiences where fortified wheat flour products will be available	Develop communication and carry it out	To be estimates buy Country Project Office/Steering Committee	Increased awareness and demand
	Seminars and messages for professional groups (teachers, medical staff, etc)	Increase professional understanding and ability to explain to consumers, students,	2-02 12-02	Doctors,Nurses,Teachers,Medical students	Develop materials Organize with Ministries And professional institutes	To be estimates buy Country Project Office/Steering Committee	Increased awareness and demand

Table 1: Sample Plan (2001) Communication Suggestions or Each National Investment Plan (Project requires most communication. Social mobilization be managed through Civil Society Groups (NGOs))							
Activity	Objectives	Period	Target Audience/ participants	Actions required	Resources	Outputs	
Student participation/debates on USI and WFF	Increase understanding	2-02 –6-029-02 –12-02	National Audiences	Organize debates Mobilize Media Organize media	Funds for NGO National Debate Centres) Organize Debates Translate and provide materials Manage debates Document outcome and share	Increased awareness and demand Nationally developed advocacy points	

Table 3: Revised 2002 Plan for Regional Communication Support by the Kazakh Academy of Nutrition (Consultant's Comments in brown and italics)	
Activity	.1 Creation of database through collection on information on project topics from countries, about
Focus	IDD and IDA problems in these countries; Activity on prevention of IDD and IDA; Salt and flour producing, producers' problems, legislation, achievements in production of qualitative fortified products, experience exchange between countries-participants. The overview of literature on project topics from international and regional sources. At necessity the translation of literature from English into Russian and providing the countries-participants by necessary literature through Internet.
Period	Constantly During Project time
Responsibilities	Country communication teams, all participants and interested persons/
Participants	Regional communication team of KAN with participation of country communication teams
Resources	Regional communication budget of KAN
Output	Quality and various information, available to all personnel, related project, timely providing of project teams by necessary data and literature and opportunity for experience exchange
<i>Comments: This should start with the communication plans of each country in the project (RCAO should assure that all plans and comments are being forwarded to the KAN Communication team)</i>	
Activity	2. Preparing of materials for web. Site and its constant information maintenance and updating. Materials in Web-site will be presented in English and Russian
Focus	Preparing of materials for site – 04. 2002-05.2002,
Period	Everything else – constantly
Responsibilities	Regional communication team of KAN, Country communication teams
Participants	National and regional audience, all project related personnel and all interested persons/
Resources	Regional communication budget of KAN,
Output	Well-designed, informative, constantly updated, available for all interested persons and wide audience Web-site

<p><i>Comments: Closely coordinate with RCAO – Getting this site up and running should be a priority and RCAO (including the consultants who will work on this) should be careful that “ownership” of the work is well shared between the RCAO, the KAN and each country. Ongoing information sharing on the development of the web site among all groups including the country teams will be important for this to be achieved.</i></p>	
Activity	3. Creation of information bulletin in electronic version based on the data, regularly receiving from countries-participants and its dissemination to them through Internet.
Focus	All project related personnel, national and regional audience, all interested persons/
Period	Once in every three months
Responsibilities	Regional communication team of KAN with participation of country communication teams
Resources	Regional communication budget of KAN
Output	Lighting of all activities on Project topics, carrying out by all Project participants and all project related personnel and organizations
<p><i>Comments: Begin with the communication plans and copies of the presentations from the CMU workshop. If possible, summarize similar activities into one overall project communication schedule of activities for all the countries and the RCAO and the KAN. Secondly, share schedule of project activities that are already developing for the year.</i></p>	
Activity	4. Collaboration with mass media: Preparing of materials for periodic publications, radio and TV programs, and its recommendation for countries-participants.
Focus	Constantly
Period	Regional and national audience/
Responsibilities	Regional team of KAN
Resources	Regional communication budget of KAN, County budgets
Output	Attraction of attention of policy makers, food producers, mass media and population
<p><i>Comments KAN should concentrate on assuring that each country shares information on the development of communication</i></p>	

<i>materials and the materials themselves. This will contribute to overall production quality and effectiveness.</i>	
Activity	5. Development of logo
Focus	Producers of fortified products, population/
Responsibilities	Regional team of KAN
Resources	Regional budget of KAN=
Output	Logo for fortified products, all IEC materials
Comments Important activity. Drafts should be checked for correlation with most up top date prevention and treatment guidelines and products. KAN developed RDIs and ID deficiency levels should be incorporated.	
Activity	6. Development of methodical recommendations and IEC materials on IDD and IDA problem and their prevention for medical personnel, medical schools and institutes and population in collaboration with other participants of KAN regional project and recommendation of these materials to country-participants.
Focus	06.2002-09.2002
Period	National audience/
Responsibilities	Regional communication team of KAN with participation of country communication teams
Resources	Regional communication budget of KAN
Output	Increasing of knowledge level on IDD and IDA problem and methods of their prevention among medical personnel
Comments Some national institutions may have some materials in draft form that can support this process.	
Activity	7. Conducting of evaluation of regional communicative work effectiveness
Focus	a) Elaboration of questionnaire b) Conduct interviewing of Web-site users c) Data receiving and their evaluation
Period	To the end of Project
Responsibilities	National and regional audience, all project related personnel and all interested persons / Regional communication team of KAN
Resources	Regional communication budget of KAN

Output	The work evaluation
<i>Comments Maintaining a cross-country database on communication activities and products along with intended audiences and objectives would greatly facilitate design of their study and also allow for a more systematic mid-term review</i>	
Activity	8. Participation in the preparing of final report on KAN regional project.
Period	At the end of the Project
Responsibilities	The customer of the project, Countries of the region/Regional team of KAN
Resources	Regional Budget of KAN
<p><i>General Comments: This plan reflects both needed work and a reasonable set of tasks for the Communication section of the KAN which is itself making efforts to develop and expand. The process of carrying out these tasks as well as the KAN work within the framework of the Kazakhstan project should serve to assist the projects in all countries in significant ways and build the capacity of this section of the KAN. The KAN Communication section, with support from the RCAO, should reinforce the direct contacts made during the Bishkek meeting and send a follow-up e-mail to each of the country coordinators explaining how important it will be to share information on communication activities and share examples of the products and programs produced. KAN will need to organize with them (via phone and e-mail) whether they prefer to send reports and copies to the KAN for further distribution to each other projects or handle this distribution directly. In either case, they need to keep the KAN informed and the KAN needs to keep checking and providing encouragement in this area. The KAN should participate in as many of the Country level Communication Workshops as possible. One role in these workshops would be to brief the broader group of participants on the main agenda points of the Bishkek workshop and to facilitate documentation of these workshops for sharing among all of the countries. G. Gleason 20 March 2002.</i></p>	