

Communication for Behavior Change in Nutrition Projects

A Guide for World Bank
Task Managers

Michael Favin
Marcia Griffiths

August 1999

Human Development Network
The World Bank

Prepared for The World Bank, Human Development Network
by the Manoff Group, Washington, D.C.

Glossary **vii**

Preface **ix**

1 **Communication that Improves Nutrition** **1**

Two Myths 1

What Is Communication for Behavior Change? 5

 Social Marketing 5

 Communication for Behavior Change 10

What Roles Can Communication for Behavior Change Play? ... 11

 Promoting Healthy Behaviors 14

 Improving Services and Their Utilization 15

 Advocacy 16

2 **Planning and Implementing Communication
for Behavior Change** **19**

Carry Out a Communication Situational Analysis 21

Determine Broad CBC Objectives 22

Review Existing Information and Analyze Information Gaps ... 24

Complete an Assessment of Institutional Capacities
and Decide on Basic Responsibilities 24

Plan and Conduct Formative Research 25

Design a Comprehensive Behavior-Change Strategy 29

Stakeholder Meetings to Complete the Behavior-Change
and CBC Strategy 34

Assign Responsibilities for Materials Preparation
and Pretesting 35

Prepare Message and Media Plans 35

Draft, Pretest, and Finalize Messages and Materials 42

Produce the CBC Materials and Buy Media Time 43

Prepare to Implement Communication and Other
Components of the Behavior-Change Strategy 44

Plan, Conduct, and Analyze a Baseline Survey	45
Implement CBC Activities	46
Monitoring and Adjust Project Activities	48
Plan, Conduct, and Analyze a Final Evaluation	48
Disseminate Project Achievements and Lessons Learned	49
3 Managing Communication for Behavior Change	51
Assigning Responsibility	51
Contracting for Services	56
Managing Resources and Costs	57
Monitoring	64
Evaluation	65
4 Challenges in Implementing Effective Communication for Behavior Change	69
Giving Due Importance to Formative Research	69
Beginning Formative Research Prior to the Project Being Funded	71
Lack of Understanding in Government Ministries of Social Marketing and the Need to Focus on Behaviors	72
Getting Effective Help for Social Marketing Planning	73
Measuring Impact for Decision-Makers	74
Making Training More Effective	76
Turnover among Individuals Responsible	77
Finding the Right Funding Level for Social Marketing/CBC	78
Bibliography	81

Appendices

A: Examples of Nutrition CBC Projects that Had Measurable Impact	89
B: Improving Child Feeding Practices: Lessons Learned	93
C: Improving the Effectiveness of Iron Supplementation for Pregnant Women	107
D: General Guidelines for Media Selection and Use	111
E: Working with Private Sector Agencies: Advertising Agencies or Market Research Firms	115
F: Terms of Reference for CBC Consultants	119

Tables

1. Roles of CBC in Support of Improved Nutrition	12
2. Overlay of World Bank Project Phases with Steps in Communication for Behavior Change	20
3. Social Marketing of Vitamin A-Rich Foods: The Learning Process in West Sumatra, 1986–1987	32
4. Organizational Support for CBC Activities	58
5. Estimated Breakdown of CBC Budget by Phase	63

Boxes

1. Cost Effectiveness of a Behavioral Approach to Nutritional Improvement	2
2. Reasons for Social Marketing Effectiveness	8
3. Examples of CBC Objectives by Role	23
4. Worksheet: Assessment and Counseling Guide for TIPs	28
5. General Outline for Final Formative Research Report	30
6. Typical Barriers to Selected Nutrition Behaviors	36
7. Considerations for CBC Program Management	53

ANEP: Applied Nutrition Education Project (Dominican Republic)

CDD: Control of Diarrheal Disease (program)

Communication for Behavior Change (CBC): Planning, implementing, monitoring, and evaluating communication activities oriented toward changes in practices that will lead to improvements in health and nutrition; the communication component of a comprehensive behavior-change strategy based on formative research.

CRS: Catholic Relief Services

(D)GLVs: (Dark) green leafy vegetables, a source of vitamin A

EPI: Expanded Program on Immunization

Formative research: Planning research, specifically a combination of rapid, interactive information-gathering methods with mothers and other key people, during which important scientific information and key cultural and personal concerns are examined and “negotiated” to arrive at feasible, acceptable and effective strategies and practices that lead to improved health and nutrition.

Growth monitoring: Weighing a child and graphing the weight

Growth promotion: The process of weighing a child, graphing the weight, assessing the growth, and providing counseling and motivation for household or community actions to improve growth.

IEC (or IE&C): Information, education, and communication, a term often used to describe a variety of project-support communication activities that convey information. The activities may or may not be focussed on changes in behavior.

KAP: Knowledge, attitudes, and practices

IMCI: Integrated Management of Childhood Illness

MCH: Maternal and child health

NCBC: Nutrition Communication and Behavior Change Project in Indonesia, a project supported by the World Bank that demonstrated the positive effects of improved counseling and targeted nutrition education for the national Family Nutrition Improvement Program (UPGK).

NGOs: Nongovernmental organizations

Social marketing: A consumer-driven approach to defining and promoting socially useful practices and/or products and to making them accessible. For public health, a methodology for understanding the behavioral, cultural, or practical reasons for health or nutrition problems and for designing, implementing, monitoring, and evaluating a comprehensive strategy for enabling beneficiaries, influencers, and program personnel and supporters to adapt new or modified practices that will result in improvements in health and nutrition. It should include the full range of marketing disciplines: promotion, distribution, pricing, and placement.

TBA: traditional birth attendant

TINP: Tamil Nadu Integrated Nutrition Program (in India)

Trials of improved practices (TIPs): A formative research method in which, after current health problems and related practices are studied and compared to ideal practices, new or modified practice are negotiated with and agreed to by a sample of mothers or other persons for trial during several days to weeks. After the trial period, people's experiences with the new practices are analyzed.

UNICEF: United Nations Children's Emergency Fund

USAID: United States Agency for International Development

The record of World Bank loans to reduce malnutrition has been mixed. While a few outstanding projects have measured significant impacts on nutritional status and growth (e.g. in Indonesia and Tamil Nadu), many other projects or nutrition components have been less successful.

A recent review of the Bank's nutrition portfolio in the Africa region (Balachander and Bose, 1997) found that most projects have been unable to measure any impact. Two major explanations are suggested: (1) few projects focus exclusively or primarily on nutrition, so nutrition is often a small sub-component that does not receive sufficient attention; and (2) countries have weak institutional capacity to implement nutrition projects or components, whether in the health, education, or agricultural sector.

Other analyses of Bank nutrition work have pointed to the need for beneficiary involvement and more attention to improving attitudes and practices to achieve greater and more sustainable impact for the investment in both human development and material infrastructure (Berg and McGuire).

This guide offers an approach that should help Task Managers plan more effective nutrition projects. Although malnutrition clearly is a complex problem, in many circumstances it is possible for programs to improve nutritional status by helping families make small but important improvements in child feeding and maternal nutrition that require little if any additional food or major hardware investments. The investments are primarily in human resource development—in changing attitudes and behaviors among policy makers, health care or agricultural agents, and mothers and other persons in communities and households.

The approach described is social marketing, as applied to defining, promoting and making the practice of the key behaviors easier (with or without the presence of a tangible product). Many of its techniques are from social learning theory, which stresses the interplay of behavior, the envi-

ronment, and people's cognitive processes. This approach is at the heart of a broad program strategy to improve practices.

This is a general guide for the World Bank Task Manager. It is not a complete "do-it-yourself" manual. Expert assistance is recommended for many project planning missions and is needed at various strategic points during planning and implementation.