



GOVERNMENT OF UGANDA

Report for the Review of Food Fortification Marketing Strategies, and Promotional Messages, Materials and Interventions

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Acronyms

CSO	Civil Society Organization
FACT	Fortification Assessment Coverage Tool
FFI	Food Fortification Initiative
FGD	Focus Group Discussion
GAIN	Global Alliance for Improved Nutrition
GMO	Genetically Modified Organism
IEC	Information, Education, Communication
IPC	Interpersonal Communication
KAP	Knowledge, Attitudes, and Practices
KII	Key Informant Interview
MOES	Ministry of Health, Education and Sports
MOH	Ministry of Health
NCD	Non-communicable Disease
OPM	Office of the Prime Minister
PSFU	Private Sector Foundation Uganda
SBC	Social Behavior Change
SBCA	Social and Behavior Change Activity
SPRING	Strengthening Partnerships, Results, and Innovations in Nutrition Globally
VHT	Village health teams
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic Health Survey
UMA	Uganda Manufacturers Association
UNBS	Uganda National Bureau of Standards

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Executive Summary

Uganda has made considerable progress in enforcing and complying with the food fortification regulations through support from the public and private sectors; development partners, including USAID—and through projects including USAID Micronutrient Operational Strategies and Technologies (MOST) project, A2Z; Strengthening Partnerships, Results, in Nutrition Globally (SPRING); USAID Advancing Nutrition; the Global Alliance for Improved Nutrition (GAIN); Food Fortification Initiative (FFI); and other stakeholders. The uptake of fortifiable products varies from vehicle to vehicle. The Fortification Assessment Coverage Tool (FACT) 2015 found household consumption levels for salt at 99.5 percent, oil at 90 percent, wheat flour at 11 percent, and maize flour at 92 percent. Of these, 93 percent of households consume fortified salt, 54 percent consume fortified oils, 9 percent consume fortified wheat flour, and 7 percent consume fortified maize flour. The low consumption of fortified foods can be attributed to several factors, including supply and limited access to fortified products, but also knowledge gaps, myths, and misconceptions among priority audiences.

This report analyzes the formative research conducted to understand the market environment around fortified foods and how awareness for these foods can be increased. To unearth barriers to and motivators toward the uptake of fortified foods, the assessment was conducted through Key Informant Interviews (KIIs) and point-of-sale observations. The assessment revealed limited knowledge about fortified foods among the respondents and many pre-existing gaps that need to be bridged. The biggest knowledge gap was the lack of awareness about the fortification logo (F-logo), and to a number of respondents the logo was not only insignificant but had no meaning. This is mostly attributed to the lack of deliberate efforts to market and promote fortified foods, including sharing information on their benefits among population groups. The formative assessment also provided insights around barriers and facilitators of food fortification and current marketing strategies, and provided proposed solutions or strategies that can be used to market fortified foods in a rational manner and protecting healthy diets and habits. Barriers included limited knowledge about food fortification among the general population, who share a common belief that fortification changes the taste and color of food, and that fortified foods are similar to genetically modified organisms (GMOs). Other misconceptions include the belief that eating fortified foods causes cancer, and that fortified foods are expensive and only for the rich. Enablers included sensitization of the general population about food fortification, improving the branding to make it uniform, and providing samples of fortified foods to customers.

The report also shares a review of previous food fortification campaigns to identify their strengths, gaps and errors, and to propose solutions on how future campaigns can be developed and rolled out to produce better results. Furthermore, the report provides insights into the discussions held during the co-creation workshop and key areas of focus, and dives into the health check of the fortification brand. From the co-creation workshop, several deliverables were developed, including a creative brief, intent statement, consumer journey map, and audience profiles. Details on these products are included in this report.

I.0 Background

Food fortification is defined as the practice of adding micronutrients (vitamins and minerals) during the processing of food to improve the nutritional quality of the diet and to provide a public health benefit with minimal risk to health. Food fortification is a high impact intervention in scaling up efforts to reduce micronutrient malnutrition. Uganda has made considerable progress in enforcing and complying with the food fortification standards and regulations with support from the public and private sectors and partners, including USAID Advancing Nutrition, Strengthening Partnerships, Results, Innovations in Nutrition Globally (SPRING) and predecessors USAID-sponsored projects, Global Alliance for Improved Nutrition (GAIN), Food Fortification Initiative (FFI), and other stakeholders.

However, uptake of the fortified varies from fortifiable commodity to commodity. Findings from the Fortification Assessment Coverage Tool (FACT) study conducted in 2015¹, reported that 99.5 percent of households consume salt, 90 percent consume oil, 11 percent consume wheat flour, and 92 percent consume maize flour. However, of these, only 93 percent of households consume fortified salt, 54 percent consume fortified oils, 9 percent consume fortified wheat flour, and 7 percent consume fortified maize flour. The low consumption of fortified foods is attributable to several factors, including insufficient supply and limited access for the population, but probable also knowledge gaps regarding the health benefits of fortified foods, existing myths, common misconceptions, and perceived high cost. .

As the country continues to invest in efforts to scale up and strengthen the food fortification program through the public and private sector, concerted efforts and investments are needed in awareness creation on the benefits of fortified foods and preferential use of fortified foods by institutional feeding. These efforts should target policymakers, processors, and consumers by leveraging advocacy and social behavior change communication interventions. To achieve this, the Ministry of Health (MOH), with support from USAID Advancing Nutrition, engaged members from the Ministry of Education and Sports (MOES), producers, point-of-sale attendants (supermarket and shop attendants), institutions (schools and hospitals), members of the National Working Group on Food Fortification (NWGFF), and the general population to understand underlying factors around food fortification to support the development of a tailored strategic marketing plan for fortified food products in Uganda, and which is compatible with the promotion of healthy diets and habits.

The objectives of the formative assessment were to—

1. Conduct a review of current and former promotion messages, interventions, materials, and tools for fortified foods.
2. Review industry marketing strategies, interventions, materials, and tools of fortified foods.
3. Identify existing knowledge, attitudes, and practices of the various audiences along the food fortification chain.

¹ Centers for Disease Control and Prevention (CDC). 2017. *Global Alliance for Improved Nutrition (GAIN), Makerere University. Fortification Assessment Coverage Tool (FACT) Survey in Uganda*. 2015. GAIN, Geneva, Switzerland.

2.0 Methodology

To achieve these objectives, we employed a mix of qualitative methods for data collection, including a review of secondary data sources or literature review, point-of-sale observations, face-to-face key informant interviews (KII) with selected respondents, and stakeholders' consultations.

2.1 Point of Sale Observations

The field team conducted observations at different points-of-sale stations, including Carrefour supermarket, Game supermarket, Standard supermarket, Global supermarket, and JEBZ supermarket, which are located in both urban and peri-urban settings. These stores usually rely on branded merchandise. Observation helped to identify and understand how the fortified foods were displayed, and how the displays affected client purchase, issues around brand identity, if clients were specifically and intentionally choosing fortified foods, if point-of-sale attendants understood the concept around food fortification, and if they were assisting clients in this regard.

2.2 Interviews with Key Informants

The aim of the KIIs was to identify issues and opinions on food fortification, existing gaps, barriers to consumption, motivating factors, influencers, current marketing strategies used, as well as potential streamlined marketing strategies to be used for future endeavors. Key informants were purposely selected based on their roles, experience, and knowledge on the subject matter. These were categorized as follows: the general population; point-of-sale managers and operators from shops and supermarkets; representatives from mass drug administrations, particularly MOES, Office of the Prime Minister, and MOH; heads of institutions, such as schools and hospitals; civil society organization (CSO); and the private sector, including retailers, grain millers, and Private Sector Foundation Uganda (PSFU). Technical and policy level respondents were selected randomly. [Annex 1](#) indicates the list of organizations that participated in the KIIs. The key information guide used to interview these key informants is presented in [Annex 2](#).

2.3 Co-creation Workshop

We conducted a stakeholders' consultation of key institutions and agencies that influence the success of the food fortification program. Seventeen participants attended the workshop from the MOH, MOES, private sector, and academic institutions. The objectives of the co-creation workshop were:

1. To have a deeper understanding about food fortification programming in Uganda.
2. To understand the specific barriers and enablers to uptake of fortified products in Uganda.
3. To review available marketing strategies, approaches, tools, and communication materials on food fortification used currently in Uganda.
4. To develop a tailored marketing plan that defines key audiences and approaches to affect the desired behavior change.

See [Annex 3](#) for a list of attendees and their respective organizations. Facilitating this stakeholders' consultation provided an opportunity to listen and understand the local context, views, and plausible strategies that can help champion and improve the success of the program for awareness, marketing, and institutionalization. The workshop organizers used multiple method to solicit feedback. The participants from USAID Advancing Nutrition made presentations on the results from the point of sale observations and the key informant interviews alongside a presentation from the MOH on the food fortification status in Uganda. A team from USAID social and behavior change activity (SBCA) presented the draft IEC materials on food fortification that they were currently developing in collaboration with

USAID Advancing Nutrition and the MOH. Audience response to both these presentations is presented in [Annex 4](#). We carried out two specific sessions on audience segmentation and brand health check.

The audience segmentation session asked the participants to prioritize the barriers they face for consuming fortified foods, any motivators, and possible marketing strategies. We used the following guiding questions:

1. Who are we targeting?
2. What works for them?
3. How do we reach/engage them?
4. What are the priority behaviors we should promote for this audience?
5. What do they lose if they do not adopt the desired behavior?
6. What are they scared of in relation to the behavior or required change?
7. What barriers should we prioritize/address?
8. Who are their key influencers (trusted sources of information)?

The participants used the discussions from this session to develop food fortification marketing products during the workshop, specifically creative briefs, intent statements, consumer journey maps, and audience profiles.

In the session on the brand health check, participants were asked to share their opinion on the food fortification brand in Uganda – its heritage or history, major identifiers and traits, its significance, and key issues related to the brand. They were then asked to score the brand (out of a total score of 10) on four key areas:

1. Differentiation - What's the brand's reason for being?
2. Esteem - How highly regarded is the brand?
3. Relevance - How widely appropriate is the brand?
4. Knowledge - How well established is the brand?

3.0 Key Findings/Results

3.1 Key Findings from the Review of Previous Food Fortification Awareness Campaigns and Materials

3.1.1 Materials Developed with Support from GAIN and SPRING Projects

From the review conducted, several materials were developed under the GAIN and SPRING projects and the content was still found to be relevant, as outlined in [Table 1](#).

Table 1: Materials Developed with Support from GAIN and USAID SPRING Project

Material	Presentation (see detailed list and examples in Annex 5)
Factsheet	Provides important information about food fortification in Uganda, economic and health benefits of food fortification, national food fortification logo, micronutrients essential for health and productivity in Uganda and food fortification for health and productivity
Fortification Poster	Graphical representation of fortifiable foods and snapshot of the benefits or slogans to create awareness, and promoting consumption of fortified foods
Danglers	Dummy of common containers or packages of fortifiable food products that provide a visual attraction to food fortification promotional messages

3.2 Key Findings from Point-of-Sale Observations and KIIs

3.2.1 Knowledge about Food Fortification

The assessment revealed that knowledge levels about food fortification and its benefits among the general population is low, in addition to several gaps that need to be addressed. This was mainly explained because efforts to make the population aware of the benefits of fortified foods among priority audiences have not been done. The following are key insights regarding knowledge on food fortification:

- Of the respondents, 33 percent (2/6) pointed out that food fortification is eating food that enables you to grow and fight diseases. Other respondents defined food fortification as the addition of folic acid in staple foods that are consumed by vulnerable audiences (especially pregnant women and children). These foods include wheat, maize flour, and cooking oil. They also pointed out that other fortified foods have ingredients like vitamins C, D, A, iron, and zinc.
- Respondents clearly pointed out that the biggest identifier of fortified foods and products is the “**F** logo”. However, 85 percent of attendants from shops and supermarkets pointed out that the “**F**” alone is not enough to promote fortified products. A deliberate effort needs to be made to help audiences understand what the “**F**” stands for, why they need to pay attention to it, and why they need to appreciate its benefits.
- Most respondents, especially the general population, had misconceptions about fortified foods which acts as a consumption barrier. Some of these misconceptions included the idea that fortified foods are related to GMOs, and the unfounded fear that this is leading to cancer; and fortified foods were introduced to reduce the African population, among others.
- Not all point-of-sale attendants know what fortified foods are. Only the Game stores manager was aware of fortification and knew about the fortified food products.

3.2.2 Brand Awareness

The assessment also set out to unearth issues around the food fortification brand, existing strengths, and weaknesses/gaps that need to be addressed. Below were the main insights about the brand:

- There is limited knowledge regarding which food brands are fortified irrespective of the fact that they have the “**F**” logo.
- The audience isn’t aware of the meaning of the “**F**” logo and find it insignificant. Some have never even noticed it on packaging.
- According to some consumers, the “**F**” logo on most products is very small, almost not visible, and believe that it is not strategically placed.
- Of the general population interviewed 66 percent (4/6), as well as all supermarket and shop attendants, did not know what food fortification means and what the meaning of the symbol.
- There is no standardized branding for fortified food products, something that confuses consumers. Because of this, it is hard for the consumers to know which products to consider as fortified. The Uganda National Bureau of Standards (UNBS) and the MOH need to ensure standardization of branding for the fortified foods produced in the country. This will make the marketing efforts easier and should clear up the clients’ confusion.

3.2.3 Key Marketing Strategies Currently used by Stakeholders

Currently, several food processors are producing fortified foods, but their marketing strategies are still lacking. From the different interactions with processors of fortified foods, the following marketing strategies are being used.

Civil Society Organization

The Spina Bifida and Hydrocephalus Association of Uganda has a campaign that runs every year in four regions of Uganda. The campaign primarily focuses on pregnant women to encourage them to consume foods rich in folate such as peanuts, chickpeas, beans, and orange juice, and fortified with folic acid as a way to fight spina bifida. Additionally, the campaign focuses on community-level interpersonal communication to ensure that the population understands the gravity of having a low intake of folate. However, this is not a nationwide campaign. The theme for this year’s campaign is “a call for a national action to reduce the prevalence of neural tube defects (NTDs) with food fortification; folic acid supplementation and dietary diversity in the country.” Under SPRING, the MOH tried to give guidelines to schools to consume fortified foods, but this wasn’t enforced and there were no indicators to monitor success.

Producers

- Specifically, Mandela Millers use a white packaging with attractive bright colors and have included the health benefits of food fortification on the packaging. Previously, their packaging was brown and the “F” was hard to see. With the aid of audience feedback, they changed the brown color packaging to the current white and blue. With the packaging changed from brown to white and blue, the “F” became clearer and more visible to customers.
- Some producers directly advertise their food products through mass media as fortified. For example, Mandela Millers market their supreme maize flour and wheat as fortified products and BIDCO does the same for their cooking oil. However, because most consumers do not understand what food fortification means, there is little impact for the uptake of fortified foods. On the other hand, most producers and not all put an “F” on the product packaging but do not make a deliberate effort to promote the products.
- Some producers also pay an extra cost for points-of-sale to display their fortified products in a way that is easily seen and noticed.



Government

The government of Uganda has not made efforts independently to market fortified foods except through close collaboration with implementing partners, to design the “F” Logo

3.2.4 Barriers to Production and Consumption of Food Fortification

The research pointed out several barriers toward production and consumption of fortified food products, including—

Consumption barriers

- The “F” logo on fortified foods is too small, not visible, and not strategically placed, and its use is voluntary by industries.
- Intended consumers have limited knowledge and awareness of fortified foods and its benefits.
- Most fortified foods vehicles have had a correlation to non-communicable diseases (NCDs), which makes it hard for them to market given the health implications they carry.
- Some consumers think fortifying foods makes them change taste and color and thus might be harmful to their health. For instance, respondents said fortified posho changes color from white to brown, which is perceived to be of poor quality and potentially harmful to the body.
- Respondents who had an idea of fortification thought it means GMOs, which they relate unfoundedly to diseases like cancer.
- Some consumers perceive fortified products to be more expensive and for the rich/elites.

Production barriers

- The fortificants/ premix- raw materials used in fortification is hard to store and has a very short shelf life
- Weak government enforcement of the regulation for increased production of foods.
- Institutions like schools and prisons grow and mill their own food which are not fortified, and in cases where the foods are purchased, it is mostly not fortified. As a result, having these schools and prisons buy fortified foods from other producers is difficult
- Producers also pointed out that some fortified foods have a short shelf life that makes it hard to store for a long time and may lead to business losses.

Quotes from respondents

- “We need to mobilize people to understand food fortification, how to identify foods that are fortified and promote the Logo,” said one of the respondents.
- “Most women think all fortified foods contain folic acid only,” said another respondent.
- “The Ministry of Education has a large followership through the school that it can influence to consume [healthy diets, including] fortified foods,” suggested one of the respondents.
- “Food fortification needs to be prioritized across the board by all stakeholders, especially the MOH, because it plays a key role in preventing most of the health issues they are prioritizing,” suggested one of the respondents.
- “If 4 different product brands were randomly selected from both fortified and non-fortified brands and people were asked to identify which ones are fortified, very few could,” said one of the interviewees.
- “What the public needs to know now is what fortified foods are, the benefits of eating fortified foods and how to know that a product has been fortified. Giving them more information may just confuse them,” said one of the respondents.

Key Findings from Co-creation Workshop

This section presents results from the audience segmentation and Brand health check from the co-creation workshop, as detailed below:

Audience Segmentation

The participants used the discussions from this session to develop food fortification marketing products during the workshop, specifically creative briefs, intent statements, consumer journey maps, and audience profiles. The creative brief ([Annex 6](#)) details audiences, themes, campaigns, and awareness and marketing materials to be used in a food fortification marketing strategy by different agencies. The food fortification consumer journey ([Annex 7](#)) used a hypothetical consumer decision making scenario to identify areas for engagement with consumers. The food fortification audience profile ([Annex 8](#)) details the needs and characteristics, identify desired behavior and key messages, and Strategies and channels to reach five groups – households, institutions, producers and retailers, policymakers, and community leaders and influencers. An intent statement ([Annex 9](#)) outlines a short-, medium-, and long-term vision of the food fortification program in Uganda and highlights what it will take to get there from the current state.

Brand Health Check

From the brand health check session ([Table 2](#)), it was quite clear that the brand is popular with consumers, but it is doing well with producers and heads of institutions. Most consumers have not been sensitized about food fortification and have very little to no information about it. However, most of the producers and heads of institutions are well versed with food fortification but might have a few gaps that need to be bridged.

Table 2: Health Check of the Fortification Brand

Heritage	<p>What is the brand’s history? What made it famous?</p> <ul style="list-style-type: none"> • The history was well known to a few members of the group. • Regarding what made the brand famous, there was a question whether the brand is famous and that something needs to be done to make it famous among priority audiences.
Identifiers	<p>What are the tangible characteristics associated with the brand? All participants agreed that the brand’s tangible characteristics include</p> <ul style="list-style-type: none"> • Capital “F” • sunshine • colors • wording
Personality	<p>What is the brand’s 2 or 3 most distinguishing traits?</p> <ul style="list-style-type: none"> • Capital “F” • sunshine • colors • wording
Brand Belief	<p>What does the brand stand for? What unique point of view gives it its reason for being? The team agreed that the brand stands for:</p> <ul style="list-style-type: none"> • fortified food products • added nutritional value • better health • a few people might understand it as a new product, a GMO, or related it to enforcement • presence of micronutrients in food • quality

Key Issues	<p>From all that is known about the brand (1) What is the opportunity for it in the marketplace? and (2) What issues need to be addressed?</p> <p>The issues that need to be addressed include:</p> <ul style="list-style-type: none"> • The brand is owned by nongovernmental organizations. • Limited supply of the premix. • Limited knowledge among priority audiences. • Existing myths and misconceptions among priority audiences. • The correlation between fortified foods and Non-Communicable Diseases (NCDs). <p>Following are the suggestions from the participants:</p> <ul style="list-style-type: none"> • Need to rethink the brand and how it is promoted to priority audiences. • Continuous sensitization among priority audiences.
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The overall scores for the four areas - differentiation (brand’s reason for being), esteem (how highly regarded the brand is), relevance (how widely appropriate the brand is) and knowledge (how well established the brand is) averaged out to a total of 4.9 out of 10 ([Table 3](#)). This indicates that it is a growing brand and has the potential to become a leadership brand if marketed and positioned well. While all the areas were scored high among producers ([Table 4](#)) and institutions ([Table 5](#)), they scored low among participants from households ([Table 6](#)).

Table 3: Average Scoring Food Fortification Brand Stature by All Groups

Brand Pillar	Food Fortification Stature Average Scoring
Knowledge	5.6
Esteem	3.6
Differentiation	5.3
Relevance	5.3
Total Average Score	4.9

Table 4: Food Fortification Brand Stature Scoring by Producers

Brand Pillar	Food Fortification Stature Scoring by Producers
Knowledge	8
Esteem	4
Differentiation	7
Relevance	7

Table 5: Food Fortification Brand Stature Scoring by Institutions

Brand Pillar	Food Fortification Stature Scoring by Institutional Leaders	
Knowledge	7	
Esteem	5	
Differentiation	7	
Relevance	7	

Table 6: Food Fortification Brand Stature Scoring by Households

Brand Pillar	Food Fortification Stature Scoring by Households	
Knowledge	2	
Esteem	2	
Differentiation	2	
Relevance	2	

4.0 Recommendations

4.1 Recommendations from Review of Previous Materials

1. Consumer use of fortified foods sustained by public awareness interventions/campaigns, is critical in raising appreciation of food fortification in Uganda.
2. As public awareness is strengthened, the food processors and distributors/retailers need to be refocused and targeted to encourage them to take up food fortification.
3. Retailers hold a strong position in the supply chain because besides determining the type of foods to stock, they are a pivotal communication point in influencing the consumption habits of their clients.
4. Communication efforts for food fortification should strongly target retailers to enable them to understand why they should stock fortified foods and get their *buy-in*. Additionally, producers and distributors/retailers should understand that by dealing in fortified products, they are giving back to their communities (corporate social responsibility) and will be seen as socially responsible companies that care for the well-being of their clients.
5. For sustainability purposes provide the different stakeholders with ready to print information, education, communication (IEC) materials so they can make their own printouts, whenever necessary. This will spread the burden of printing expenses, which limits dissemination.
6. For future campaigns, we recommend using interpersonal communication (IPC) as a key tool in educating communities about good dietary habits, including the appropriate consumption of fortified foods, modeling priority behaviors, addressing myths and misconceptions, and influencing the uptake of fortified products. With IPC, the general population will be educated about the importance of fortified foods. , village health teams (VHTs), or other community structures that influence the populations. Populations will be reached through home visits, men only and women only seminars, church groups, savings groups, among others. Through those avenues, populations will understand food fortification better and it will also be an opportunity to address any information gaps and burst existing myths and misconceptions. IPC has been found to be very effective in influencing behavior change; it allows for one-on-one discussions, instantaneous feedback, as well as a demonstration of product use.
7. We recommend that the USAID Advancing Nutrition project develop the implementation plan, in collaboration with the USAID SBCA, given their expertise in this area. To address some of the misconceptions and information gaps about fortified products, flyers with specific information on the importance of fortified foods can be distributed to the consumers. We suggest that the USAID Advancing Nutrition team oversee the development of this flier and then work with other partners across the country to support dissemination. It was also recommended that it would be a good tool to integrate into the nutrition interventions, particularly those targeting women of reproductive age before, during, and after delivery. In this regard, we suggest that antenatal and postnatal caregivers in the primary health care system be involved in rolling out and implementing this program.
8. For future campaigns, we recommend developing materials that are suitable for low literacy audiences because most of the priority audience members are semi-illiterate and may not be able to read. The materials should be mostly pictorial and translated into local languages that audiences can clearly understand.
9. Additionally, we recommend that more audience targeted materials be developed to meet the audience's specific needs and address their concerns about food fortification. This should be done

through applying the *human centered design* and *behavioral science* principles to ensure the audience insights are captured, have secure buy-in, and harvest the benefits of consumer co-creation. With this, the marketing efforts are likely to yield more. By human centered design, we mean working with audience representatives to understand their perspectives about food fortification and collaboratively design materials that work for them. On the other hand, behavior science refers to understanding the reasons behind people's behaviors and why human beings act irrationally sometimes, despite having the correct information that would help them decide.

4.2 Recommended Marketing Strategies

Key strategies include—

- Sensitize point-of-sale operators because they interact with consumers and can advise them accordingly.
- Rebrand fortified products to ensure that consumers can easily identify them. To start, consider increasing the size of the “F” on the packaging, placing it more strategically, and sensitizing people on what it means.
- Create uniformity in branding because while “F” is the common identifier of fortified products, some products have the word “fortified” in full while others just have the ingredients. This might confuse consumers, especially those who cannot read.
- Sell the fortification benefits to the audiences and position fortified products as healthier as compared to the non-fortified ones.
- Work with the MOH and the MOES to revise the school feeding program to ensure that all schools consume fortified foods. Additionally, schools need to be supported to fortify the food they produce as a starting step toward achieving the desired goal. The MOH and MOES should work together to inspect schools and ensure the foods prepared for pupils are fortified.
- Intensify audience sensitization through mass media, social media platforms, interpersonal communication, their leaders, and other suitable avenues. Increased consumer awareness will lead to increased appreciation for fortified foods.
- Leverage partnership with hospitals especially through maternal sections to make sure intensified sensitization are in such sections.
- Ensure the consumer influencers understand what food fortification is, how it benefits the country, so they can get involved in promoting it and passing favorable policies.
- Using appropriate channels, demystify myths and misconceptions regarding fortification.
- Involve CSOs in sensitization because they are on the ground.
- The government should take the lead in sensitizing people through a nationwide campaign to increase awareness rather than leaving it to development partners.
- Help producers and distributors/retailers understand that by fortifying foods, they are giving back to their communities and they will be seen as socially responsible companies that care for the well-being of their clients.
- Target younger populations who are willing to try out new things and work with them to apply the same in their own communities

4.3 Recommendations from the Co-creation Workshop

Following the co-creation workshop, a creative brief was developed with identification of key audiences, message themes, and proposed marketing strategies as highlighted below that can be further designed for the different audiences. The detailed creative brief is found in Annex 6 below.

4.3.1 Audiences and Reasons for Targeting Them—Who Are We Talking To?

- Primary Audiences
 - Household members including men, mothers, and other caregivers in homes: These are the needed target groups and those most likely to make purchase decisions.
 - Institutions including schools, prisons, the army, hospitals: These feed large groups of people and are a big opportunity to tap in and to improve consumption of fortified foods.
 - Industry- Producers and retailers: These are very key because the process of food fortification starts with them.
- Influencing/Secondary Audiences
 - Policymakers: They have the power to formulate and enforce policies as well as an enabling environment for food fortification to thrive in the country.
 - Community leaders and influencers at different levels: They have the power to set the agenda and influence adoption of behavior.

4.3.2 Proposed message themes by target audience

- Household members
 - Seek information regarding fortified foods.
 - Consume fortified foods.
 - Recognize the importance of healthy diets, including the presence of fortified foods.
- Institutions
 - Promote the use of fortified foods in the institutionalized feeding programs.
 - Integrate food fortification into their everyday programs.
- Industry – Producers and retailers
 - Appreciate the importance of food fortification and the impact it has on the community.
 - Make an effort to have good compliance of the food fortification standards
 - Follow government policies on food fortification.
 - Brand fortified foods well.
 - Be champions for food fortification.
- Community leaders and influencers at different levels
 - Understand and appreciate food fortification and its benefits.
 - Be aware of the food fortification programs and their role in a healthy diet.
- Policymakers

- Allocate funding for keeping the governmental functions for the food fortification programming.
- Develop and implement favorable policies.
- Provide a conducive working environment for food fortification (e.g., removing the value added tax).
- Enforce mandatory regulations, stop inflow of unfortified products, stop importation of inferior fortificants.
- Seek information on food fortification and mandate.
- Advocate for budget allocation.
- Effective monitoring of food fortification programming.

4.3.3 Proposed marketing strategies by target audience

- Household members
 - Use IPC to address knowledge gaps (foot soldiers, CSOs, VHTs, gatekeepers).
 - Use mass media to address knowledge, attitudes, and practices (KAP), radio, print, social, TV, and audio visuals.
 - Stage exhibitions in the hot spot areas (market days, schools, outreaches).
 - Break down fortification in a layman’s language to help them understand what it is and the benefits for the family.
 - Position the benefits of food fortification for the different family members.
 - Address the myths around fortified foods.
 - Leverage the point-of-sale to address issues around knowledge and access.
- Institutions
 - Create partnerships between institutions and food processors.
 - Use the regional industrial parks—put the technology in the industrial parks to reach upcountry institutions and the community at large.
 - Work to improve the health of the community served by the institutions.
 - Ensure continuous engagements at different level:
 - Review Public Procurement and Disposal Agency guidelines to prioritize fortified food products.
 - Invite big suppliers to attend the district general Head Teachers’ meetings.
 - Beginning and End of Terms.
 - Invite big millers and producers to conduct outreach promotional events to the community.
 - Let them carry fortified food.
- Industry – Producers and retailers
 - Place tax incentives on premix and dossiers.
 - Enhance access and affordability of premix, dossiers, and laboratory equipment.
 - Apply and update the food fortification standards. Ensure the dosage rates are achievable.

- Give rewards/recognition to the ones who comply.
- Talk regularly with stakeholders.
- Increase awareness for fortified foods and their role in healthy diets.
- Policymakers
 - Hold high level engagement meetings.
 - Hold advocacy engagement sessions including breakfast meetings.
- Community leaders and influencers at different levels
 - Continuously engage to bridge their knowledge gaps.
 - Hold values clarification sessions.
 - Maintain interpersonal communication: briefings, meetings.
 - Use print media: talking points, newsletters, among others.

5.0 Annexes

Annex I: List of Organizations and Companies who Participated in the Key Informant Interviews

Category	Organization/Company	Respondents/Departments and Description
Industries/Manufacturers	BIDCO (U) Ltd	Quality Assurance Department
	Mandella Millers	Marketing Department
	Aponye (U) Ltd	Marketing Department
Key stakeholders	Private Sector Foundation of Uganda	Manager Membership Services
	Uganda Grain Milling Council	National Coordinator
Civil Society Organizations	Spina Bifida and Hydrocephalus Association of Uganda	National Coordinator
Policymakers	Ministry of Education and Sports	National Coordinator- Liaison office Karamoja School feeding program
	Office of the Prime Minister	UNAP Coordination Office
	MOH	Department of Health Promotion, Education and Communication
Points-of-Sale	JEBZ supermarket Bukoto	Manager - stores
	Global Supermarket	Two attendants
	Carrefour Supermarket	Two attendants
	Game Supermarket	Two attendants and the manager
	Standard Supermarket	Two attendants
Institutions	Steppingstone Academy	School director
	The Bright School, Kawempe	Head teacher
	Buganda Road Academy	Head teacher
	Mpigi High School	Head teacher

	Makerere University School of Public Health	One person
Retail shops	Six shop attendants	<ul style="list-style-type: none"> • Attendants were selected randomly to eliminate bias. • The retail shops were typically informal and at village level. • Products sold are usually in small quantities (i.e., 3 tablespoons of cooking oil and this is based on the customer demand levels). • The maize products are mostly purchased from places like Owino market or the local millers and are not non-fortified. • The shop attendants did not know anything about food fortification.
Members of the general population	Six members of the general population	<ul style="list-style-type: none"> • Respondents were randomly selected to eliminate bias. They reside in peri-urban areas of Kawempe, Nansana, Nateete, Wakiso, and Buwaate. • Four worked in the informal sector and had low levels of income while the remaining two worked in the formal sector and had moderate income levels. • The two respondents from the inform sector had some knowledge about food fortification though not comprehensive, especially regarding the fortified foods available in the market.

Annex 2: Formative Research Tools

KEY INFORMANT INTERVIEW GUIDE: FOOD FORTIFICATION PROGRAMMERS AND PRODUCERS

Date: _____ Interviewer: _____

Key informant: _____

(45 minutes total)

Introduction

Welcome: Explain purpose of the interview

- Thank you for agreeing to do this interview.
- My name is [NAME], and I'll be talking with you today.
- This work is part of an initiative to support and advance communication and advocate for consumption of fortified food in Uganda.
- The purpose of this interview today is to learn more about your experiences with and recommendations related to food fortification in Uganda. Specifically, the information you share will be used to develop a marketing and advocacy plan for Food Fortification Uganda.

Ground rules

- The interview will last about 1 hour.
- I am giving you this consent form for you to read to better understand the purpose of this interview and how we will use the information we collect from you and other participants.
- Everything you tell us will be confidential. To protect your privacy, we won't connect your name with anything that you say.
- At any time during our conversation, please feel free to let me know if you have any questions or if you would rather not answer any specific question. You can also stop the interview at any time for any reason.
- Please remember that we want to know what you think and feel; there are no right or wrong answers.
- Do you have any questions?
- If you agree to continue, please sign the consent form now.
- Is it OK if I audiotape this interview today? If not, I will only take written notes.
-

[Turn on recording equipment.]

Start time: _____

BACKGROUND

I'd like to begin by asking you a few questions about your current work and role in relation to food fortification.

1. What is your position at [company]?
2. Describe what your organization does and your major responsibilities/activities.
3. How long have you been with [company]?
4. Given what you know or understand about food fortification, how does your work support or advance its programming?
5. What fortified foods do you deal in as a company and who are your major clients?

AWARENESS, KNOWLEDGE, AND PREVIOUS MARKETING CAMPAIGNS

1. How do you usually market your products to your clients? Have you rolled out any food fortification marketing campaigns in the past? When was this and to what magnitude did the campaigns run? Probe for channels, priority audiences, geographical areas of concentration, etc.
2. What were the major successes, lessons learned, and points of improvement from those marketing campaigns?
3. In your opinion, how can you be supported to market your fortified products better?
4. What is your take about using the “F” as an identifier for fortified foods? Is it working? Why or why not? What can be done to revamp this brand?
5. Have you done any audience research in the past in relation to consumption of fortified foods? If yes, what were the audience insights around barriers and motivators of consuming fortified foods?

WAY FORWARD

1. In your opinion, how could we interest communities to consume fortified foods in Uganda? Probe for some viable marketing and advocacy strategies.
2. How best could we reach communities with food fortification messages? Probe for modes or channels of communication.

Points-of-Sale Observation Checklist

1. Which types of fortified products are present—cooking foods, wheat, salt?
2. How many options of fortified foods are present?
3. Which product appears to be selling fastest?
4. How fast do people pick up products from the shelves?
5. Are people just picking products or are they taking time to look for and pick a particular brand (fortified)?
6. Do clients call the attendant to ask for specific fortified products?
7. Are clients asking attendants about the meaning of the “F” mark?
8. Look at the products—how prominent and visible is the “F” mark? Is it clear and appealing? Are there bits of fortification benefits on the packaging to elaborate the benefits; is the language used easy to understand?

9. Where and how are the fortified products displayed? Are they easily noticeable depending on their position?
10. Are people in the supermarket trained to talk about food fortification?
11. Profile the kinds of stores (supermarkets, wholesale, and retail shops) selling the fortified products, where they are located, the kind of people who shop from there.
12. Check: What are the common fortificants (iron, vitamin A, vitamin C, vitamin B complex) used for the different products?

Key Informant Interview Guide – Food Fortification – Heads of Institutions

Date: _____ **Interviewer:** _____

Key informant: _____

(30 minutes total)

Introduction

Welcome: Explain purpose of the interview

- Thank you for agreeing to do this interview.
- My name is [NAME], and I'll be talking with you today.
- This work is part of an initiative to support and advance communication and advocate for consumption of fortified food in Uganda.
- The purpose of this interview today is to learn more about your experiences with and recommendations related to food fortification in Uganda. Specifically, the information you share will be used to develop a marketing and advocacy plan for Food Fortification Uganda.

Interview Questions

1. What is your position at [company]?
2. Do people from your institution consume fortified food products? Why or why not?
3. If yes, how did you decide to start purchasing and consuming fortified food products?
4. Why do you think people from other similar institutions are not consuming fortified food products?
5. In your opinion, how could we interest institutions like yours to consume fortified foods in Uganda? *Probe for some viable marketing and advocacy strategies.*
6. How best could we reach institutions like yours with food fortification messages? *Probe for modes or channels of communication.*

Annex 3: List of Co-creation Report Participants

	Name	Organization
1	Abele Joseph	MOES
2	Ngonzi Doris	UCU
3	Florence Basiimwa Tushemerire	MAKSPH & NSU
4	Sebwaato William	Dreamline Products
5	Saba Ghirmai	BIDCO (U) Ltd
6	Nakimera Christine	MOH
7	Sarah Ngalombi	MOH
8	Jennifer Kajjbugere	USAID Advancing Nutrition
9	Mabel Naibere	USAID SBICA
10	Natumanya Julius	Products
11	Cinderella Wright	Products
12	Tumwesigye Edward	Aponye (U) Ltd
13	Kenneth Mulondo	Products
14	Levi Kabatabarukye	BIDCO
15	Sharon Anyinge	USAID Advancing Nutrition
16	Nancy Adero	USAID Advancing Nutrition
17	Mike Mazinga	USAID Advancing Nutrition
18	Barry Wujega	Independent Consultant
19	Mubiru Paul	Mukwano (U) Ltd
20	Denis Sabagala	Head teacher, Mpigi
21	Pearl Kobusingye	USAID SBICA
22	Atuhaire Roderick	MOH
23	Wakoko Stanley	Research assistant

Annex 4: Participant Feedback on Presentations Made at the Co-creation Workshop

Table A5.1: Feedback from the Presentation on Food Fortification Status in Uganda

Question	Response
How often does MOH conduct the fact surveys?	MOH proposes studies; Uganda Bureau of Standards (UBOS) conducts the surveys. Food consumption surveys are not conducted as often as required. MOH is looking for funding to carry out a food consumption survey that is due soon.
Uganda's consumption rate of maize—is it true?	Yes, Uganda is a leading producer but lowest consumer as per existing studies.
How do you measure how much iron folic acid supplements a pregnant woman and a non-pregnant woman is supposed to take; body requirements for iron folic acid?	By following specific guidelines by World Health Organization.
The issue of counterfeit labels or goods, how do we handle that?	The issue of enforcement comes in, there are different levels of enforcement.
On the slide of stakeholders, some private sector players should be mentioned (e.g., Uganda Manufacturers Association [UMA], PSFU, Uganda Consumers Protection Association, The Grain Council Uganda); some have not been adequately reached or engaged with.	These have been engaged though there are quite many bodies.

Table A5.2. Feedback on the Draft IEC Materials

Presentation Proposed Food Fortification Brand Inputs	Participants Feedback
Review of catalog of available materials tools and marketing strategies used for food fortification and new campaigns that SBCA is working.	<ul style="list-style-type: none"> Request to include all fortified brands in the messages. The word “pawa” appears to be biased to the fortified foods, only giving energy yet there are other benefits. We also need to consider the guidelines/regulations of marketing food and unhealthy beverages to children—on the poster with a child, can we remove the child? The word “pawa” is more associated with energy drinks than micronutrients. The messages focus so much on teenagers, they should focus on the parents; we need to encourage consumption of whole meals and not snacks. Mixing languages is not culturally proper.

Presentation Proposed Food Fortification Brand Inputs	Participants Feedback
	<ul style="list-style-type: none"> It is important that the MOH review the materials, including the national technical working groups and different stakeholders.

Annex 5: Existing IEC Materials

List of Materials Developed with Support from GAIN and USAID SPRING Projects

Material	Content	Review Notes
Food Fortification Fact Sheet– Eat fortified foods for a healthy life	<ul style="list-style-type: none"> What is fortification? Benefits of eating fortified foods What food products are fortified 	<ul style="list-style-type: none"> The information in the Food Fortification brochure is still relevant in educating the consumers about the fortified products and can still be used to educate clients/communities about food fortification. There is need to breakdown fortification in a lay man’s language for easy comprehension.
Video targeting adolescents – For very little, gain more	<ul style="list-style-type: none"> Fortified foods can contribute to improvement in school attendance, concentration, and performance Fortified foods support healthy pregnancies (Pregnant segments) 	<ul style="list-style-type: none"> Content in the video is relevant. However, there is need to develop audio-visual materials that are more relatable to the adolescents. These videos should have models that are relatable to the audience we are trying to target. There is also a need to explore use of testimonies and positive deviants as the videos are being executed. Research has shown that these have a bigger impact on adoption of behaviors. There is also a need to translate the messages in the video to ensure that the adolescents understand it.
Radio spot targeting pregnant couples – If your unborn baby could speak to you from the womb	<ul style="list-style-type: none"> Mommies and babies grow strong, healthy and have a brighter future with fortified foods Fortified foods provide your children with essential vitamins and 	<ul style="list-style-type: none"> The message is still relevant and carries a lot of weight since it targets men as well and not just women. However; Consider translating it to more local languages to ensure that more

	<p>minerals that their regular food may be lacking.</p>	<p>people around the country can understand it.</p> <ul style="list-style-type: none"> • Consider having different versions of radio products including DJ mentions, audience engagement guides, talk show guides, among others to make the communication more comprehensive.
<p>Radio spot targeting pregnant couples – If you could hear the thoughts of your breastfeeding baby</p>	<ul style="list-style-type: none"> • Mommies and babies grow strong, healthy and have a brighter future with fortified foods • Fortified foods provide your children with essential vitamins and minerals that their regular food may be lacking. 	<ul style="list-style-type: none"> • The message is still relevant and carries a lot of weight since it targets men as well and not just women. However; • Consider translating it to more local languages to ensure that more people around the country can understand it. • Consider having different versions of radio products including DJ mentions, audience engagement guides, talk show guides, among others to make the communication more comprehensive.
<p>Radio spot targeting the general population – Identifying fortified foods</p>	<ul style="list-style-type: none"> • Look for the foods with the “Big Blue F” • Fortified Foods contain nutrients necessary for good health. • Fortified foods are guaranteed quality products. • Fortified foods are better value for money. 	<ul style="list-style-type: none"> • The message is still relevant and carries a lot of weight since it targets men as well and not just women. However; • Consider translating it to more local languages to ensure that more people around the country can understand it. • Consider having different versions of radio products including DJ mentions, audience engagement guides, talk show guides, among others to make the communication more comprehensive.

<p>Video targeting the general population – Make the healthier choice, eat fortified foods</p>	<ul style="list-style-type: none"> • The video provides details about food fortification and how it helps to improve a person’s health. 	<ul style="list-style-type: none"> • Content in the video is relevant. • However, there is need to develop audio-visual materials that are more relatable to the population we are targeting. These videos should have models that are relatable to the audience we are trying to target. • There is also a need to explore use of testimonies and positive deviants as the videos are being executed. As mentioned above, research has shown that these have a bigger impact on adoption of behaviors. • There is also a need to translate the messages in the video to ensure that the general population understands it. • The video could also be utilized to breakdown the science around food fortification and this needs to be done by a technical person to ensure that the message is received with credibility.
<p>Point of sale print materials – danglers and a poster</p>	<ul style="list-style-type: none"> • These are basically promotional materials that trigger audiences to buy fortified foods. 	<ul style="list-style-type: none"> • Materials are still very relevant. • However, there is need to for a variety of point-of-sale materials to capture the interests of different potential customers. Other options may include t-shirts, stickers, wrist bands, aprons, among others. • The messages on these materials should also be translated into local languages for effective communication.

Snapshots of the Food Fortification I.E.C Materials

Food Fortification Brochure with Support from GAIN

What food products are fortified?
 The fortified food products are:

- Vegetable cooking oil
- Wheat flour
- Maize flour
- Salt (Salt is fortified with iodine that is necessary for every one)

Note:
 The Ministry of Health, the World Health Organisation (WHO), the Food and Agricultural Organisation (FAO), the National Drug Authority (NDA) and the Uganda National Bureau of Standards (UNBS) support food fortification.

For more information please contact the Ministry of Health
 Telephone: 0414 340874 or 0414231566/8

**Eat Fortified Food
 For a Healthy Life!**

What is food fortification?

Food Fortification is the addition of vitamins (e.g. Vitamin A and B) and minerals (e.g. iodine, zinc and iron) to improve the nutritional value of foods.

Why are food products fortified?

Many Ugandans do not get adequate vitamins and minerals from the foods they eat every day. Fortified foods have added vitamins and minerals, which are vital for health and development.

Food fortification helps to eliminate problems such as mental retardation; poor brain development and abnormalities of the spinal cord and brain.



Who should eat fortified foods?

Vitamins and minerals are necessary for everyone, but they are especially important for young children and women in the reproductive age. They are needed for young minds and bodies to grow. They are also very important for pregnant women and breast feeding mothers because they are needed for the health of the mother and baby.

Fortified food products can be identified by this symbol



What are the benefits of consuming fortified foods?

Minerals and vitamins are critical for physical and mental development.

Vitamin A

Helps build the body's defense system to fight illnesses and prevent death.

Folic Acid

Prevents birth defects such as abnormalities of the spine and brain.

Iron

Helps prevent anemia (lack of blood).

Zinc

Treatment of illnesses such as diarrhoea and pneumonia, thereby preventing death.

Iodine

Iodine prevents goitre which is a swelling in the throat.



Extract from the Factsheet (with support from USAID SPRING Project)

7. What role does the government play in fortifying foods?

Government is responsible for making sure that food is fortified correctly, is safe for human consumption and of high quality. It ensures that food labeled as fortified is actually fortified by monitoring and regulating the use of the Logo to prevent false, exaggerated, or misleading claims. The government also promotes food fortification among the population through social marketing activities.

8. What are the requirements for industry to fortify?

Good manufacturing practices to ensure hygiene and safety of the products are fundamental. The product should be produced, stored, and distributed under hygienic conditions, well packaged and labelled.

9. How much does fortification cost?

The costs of food fortification are relatively small—typically, less than 2% of the product's retail price, so the cost can be passed on to consumers without significant effects on their purchasing power.

10. What is the status of food fortification in Uganda?

Food fortification in Uganda is on a Public Private Sector Partnership and is on voluntary basis. This means within the same products some industries are fortifying and others are not, which makes the market uncompetitive for those industries that are fortifying due to the additional cost incurred through fortification. It is desirable that government explores the policy for mandatory food fortification for some industry sectors in order to introduce fair competition.

11. How can mandatory fortification be achieved?

Mandatory fortification is possible for some products and demand profiles. Some of the areas where mandatory food fortification is possible and justifiable include; cooking oil, wheat flour, maize flour where all the producers are on large scale, few and manageable. On the demand side, institutional buyers that use public resources like schools, prisons, army, police and hospitals can be required to purchase and feed their clients with fortified food. The issue of unfair competition in the market can be solved by the government itself supplying the fortificants to industries so that they reduce on the additional production cost they incur on fortification and this would also encourage the small scale industries to also fortify. The responsibility of declaration of mandatory fortification lies with government and requires establishment of the necessary policy, legal, and regulatory framework. This would in addition to creating fair competition, increase access to fortified food products by the most vulnerable section of the population.



Nutrition Now; Brighter Future!

Sticker

Fortified food products can be identified by this symbol



Danglers



Photos of Fortified Products



Annex 6: Creative Brief to Develop Advocacy and Marketing Materials

WHY ARE WE CAMPAIGNING/ADVERTISING?

The Uganda Demographic Health Survey (UDHS) 2016, registered anemia at 53 percent, and vitamin A deficiency at 9 percent among children 6–59 months. Anemia is at 32 percent among women of reproductive age (15–49 years) and 33 percent for adolescent girls (15–19 years). The UDHS 2016, also indicates relatively high levels of anemia in men, with 16 percent of men (15–49 years) and 26 percent of adolescent boys (15–19 years) anemic. This situation points to the need for improvements in micronutrient intake across key demographic groups. Given the role that large-scale food fortification can have in reducing micronutrient deficiencies, coupled with the favorable public and private sector environment, this intervention forms a key part of Uganda’s national strategy to reduce micronutrient deficiencies.

Uganda has made considerable progress in the enforcement and compliance of the food fortification regulation through support from the public and private sector, USAID, GAIN, FFI, and other stakeholders. Findings from the FACT study conducted in 2015 reported household coverage of fortified foods: of the 99.5 percent who consume salt, 93 percent of households consumed fortified salt; of the 90 percent who consume oil, 54 percent consumed fortified oils; of the 11 percent consuming wheat flour, only 9 percent consumed fortified wheat flour; and of the 92 percent that consume maize flour, only 7 percent consumed fortified maize flour. The lower values of consumption of fortified foods can be explained by insufficient supply and population access to fortified foods, as well as other factors including knowledge gaps on the health benefits of fortified foods among the population.

Objectives

1. Conduct a review of current and former promotion messages, interventions, materials, and tools for fortified foods.
2. Review industry marketing strategies, interventions, materials, and tools of fortified foods.
3. Identify existing knowledge, attitudes, and practices of the various audiences along the food fortification chain.

AUDIENCES AND REASONS FOR TARGETING THEM—WHO ARE WE TALKING TO?

Primary Audiences

- **Household members (men, mothers, and other caregivers in homes):** These are the neediest target groups and those most likely to make purchase decisions.
- **Institutions (schools, prisons, the army, hospitals):** These feed large groups of people and are a big opportunity to tap in and to improve consumption of fortified foods.
- **Industry - Producers and retailers:** These are very key because the process of food fortification starts with them.

Influencing/Secondary Audiences

- **Policymakers:** They have the power to formulate and enforce policies as well as an enabling environment for food fortification to thrive in the country.

- **Community leaders and influencers at different levels:** They have the power to set the agenda and influence adoption of behavior.

WHAT ARE THE AUDIENCES' BARRIERS TO CHANGE?

The barriers can be placed at different levels including:

Primary audiences

Household members

- Lack of knowledge on the value and availability of fortified foods.
- Presence of myths and misconceptions (i.e., food fortification causes cancer and other diseases).
- The high cost of fortified food products compared to the non-fortified ones.

Institutions

- Lack of awareness about fortified food products.
 - Accessibility: You may have the money but may not be aware of the sources of fortified food products.
- Price: Institutions may worry about the cost of the fortified food products, given the added value.
- Low shelf-life of some fortified food products.
- Institutions have their own produce—conflict of interests (e.g., prisons, schools).
- Lack of partnerships between institutions and big millers.
- Lack of inter-government communication about fortified foods.

Industry – Producers and retailers

- Increased cost of production through process control, production, and procurement.
- Gaps in enforcement of the food fortification standards (unlevelled ground in the implementation of food fortification).
- Knowledge gap in fortification for some relevant food producers.
- Perceived and real costs of fortifying foods.
- Lack of technical capacity in terms of human resource and equipment.
- Low purchasing power of clients.
- Industrial infrastructure not favoring maize fortification by small scale producers.

Policymakers

- The gravity of micronutrient deficiency is not appreciated.
- The policymaking process is too long.
- Issues of health and nutrition are viewed as the donor's concern.

Community leaders and influencers at different levels

- Suspicion due to political differences.
- Inadequate information.
- Some may be resistant to change.
- Misconceptions on food fortification that depends on the packaging and introduction to the communities.

WHAT SHOULD THEY FEEL/THINK AFTER SEEING THE COMMUNICATIONS?

After seeing the communication campaign, the audiences should feel that consumption of fortified foods is:

- Easy and doable.
- The new norm.
- Will improve the quality of their lives.
- Will help them live a disease-free, healthier, and more productive life.

WHAT HAPPENS IF THE AUDIENCES DO NOT PRACTICE THE DESIRED BEHAVIORS OF DIETARY DIVERSITY?

If the audiences do not practice the desired behaviors, the likely outcomes are:

- A population prone to micronutrient deficiencies: anemia, vitamin A, iodine, zinc.
- Unhealthy, inactive children.
- Mental impairment among children.
- Compromised immunity.
- Birth defects.
- Lowered productivity of the population.

SINGLE MINDED PROPOSITION

- Consumption of fortified foods helps to prevent micronutrient deficiency diseases.

CAMPAIGN TONE

- Factual.
- Compelling.
- Triggering a sense of responsibility.

MESSAGE THEMES**Household members**

- Seek information regarding fortified foods.
- Appreciation for fortified foods.

- Consume fortified foods.

Institutions

- Use fortified foods for institutional feeding.
- Sensitize the community to buy and consume fortified foods.
- Integrate food fortification into their everyday programs.

Industry – Producers and retailers

- Appreciate the importance of food fortification and the impact it has on the community.
- Make an effort to comply well with the fortification standards.
- Follow government policies on food fortification.
- Brand fortified foods well.
- Be champions for food fortification.

Community leaders and influencers at different levels

- Understand and appreciate food fortification and its benefits.
- Appreciate the role of fortified foods in the healthy diets.
- .

Policymakers

- Promote awareness of the importance of fortified foods.
- Allocate funding for food fortification programming.
- Develop and implement favorable policies.
- Provide a conducive working environment for food fortification (e.g., removing the value added tax).
- Enforce mandatory regulations, stop inflow of unfortified products, stop importation of inferior fortificants.
- Seek information on food fortification and mandate.
- Advocate for budget allocation.
- Effective monitoring of food fortification programming.

MANDATORY INCLUSIONS

- All partner logos guided the USAID Advancing Nutrition team.

KEY PROMISE

- If the audiences consume healthy diets, including fortified foods, we will have a healthier and more productive population.

OTHER CREATIVE CONSIDERATIONS

- Use human centered design process to develop the campaign: Work with audience representatives to co-design the campaign.
- Translate campaign toolkit into local languages.
- Develop several formats of the campaign to meet the needs of the different audience segments.
- Consider a more pictorial angle for the communication toolkit.

PROPOSED MARKETING STRATEGIES

Household members

- Use IPC to address knowledge gaps (foot soldiers, CSOs, VHTs, gatekeepers).
 - Use mass media to address knowledge, attitudes, and practices (KAP).
 - radio
 - print
 - social
 - TV
 - audio-visuals.
- Stage exhibitions in the hot spot areas (market days, schools, outreaches).
- Break down fortification in a layman’s language to help them understand what it is and the benefits for the family.
- Position the benefits of food fortification for the different family members.
- Address the myths around fortified foods.
- Model behaviors through influencers (celebrity).
- Leverage the point-of-sale to address issues around knowledge and access.
- Use mass media to address KAP.

Institutions

- Develop guidelines on the importance of fortified food products.
- Create partnerships between institutions and food processors.
- Use the regional industrial parks—put the technology in the industrial parks to reach upcountry institutions and the community at large.
- Work to improve the health of the community served by the institutions.
- Ensure continuous engagements at different level:
 - Review Public Procurement and Disposal Agency guidelines to prioritize fortified food products.
 - Invite big suppliers to attend the district general Head Teachers’ meetings.
 - Beginning and End of Terms.

- Invite big millers and producers to conduct outreach promotional events to the community.
- Let them carry fortified food.

Industry – Producers and retailers

- Place tax incentives on premix and dossiers.
- Enhance access and affordability of premix, dossiers, and laboratory equipment.
- Apply and update the food fortification standards. Ensure the dosage rates are achievable.
- Give rewards/recognition to the ones who comply.
- Talk regularly with stakeholders.
- Increase awareness and appreciation for fortified foods.

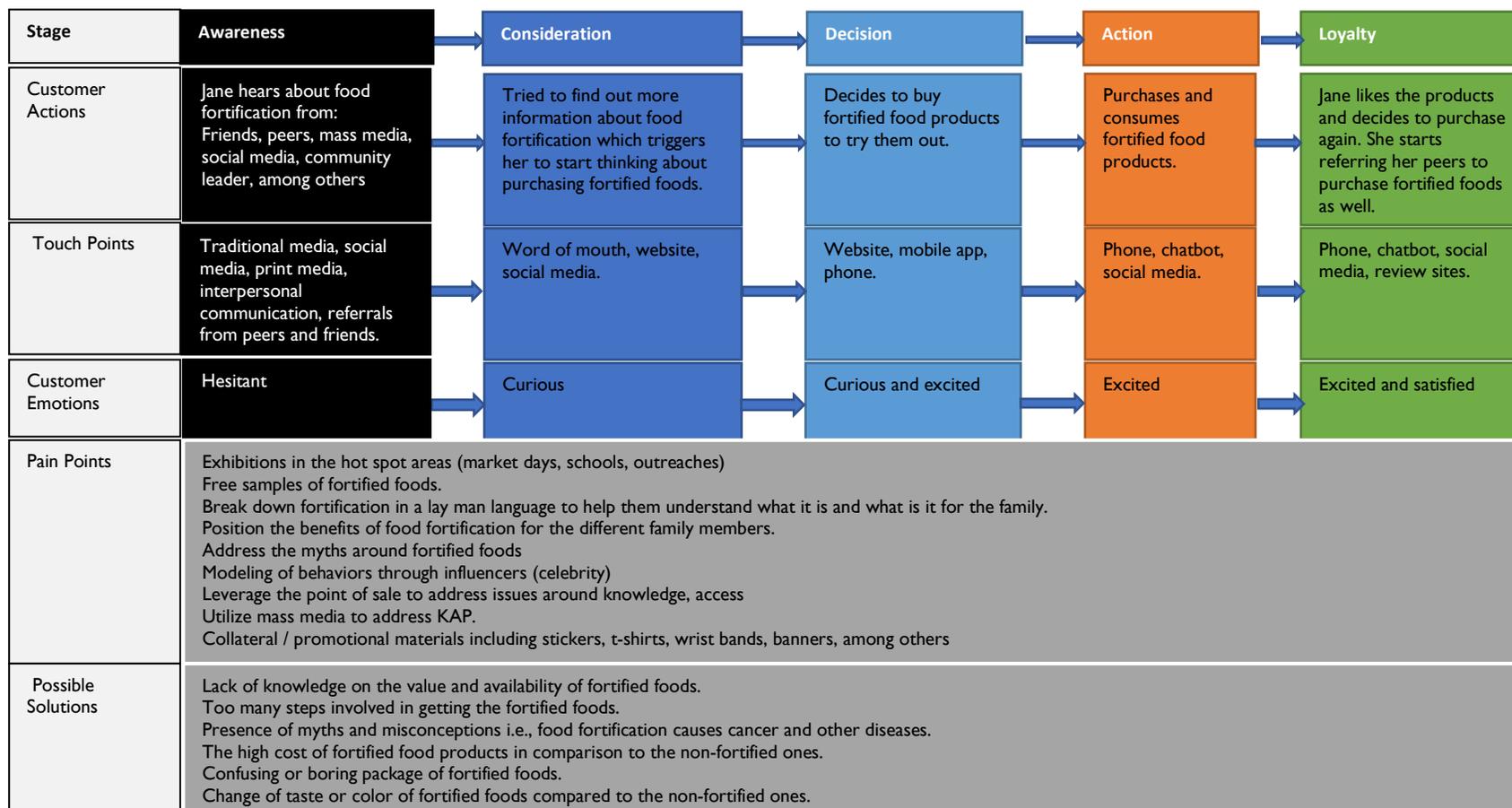
Policymakers

- Hold high level engagement meetings.
- Use advocacy tools including policy briefs, factsheets, among others.
- Hold advocacy engagement sessions including breakfast meetings.

Community leaders and influencers at different levels

- Continuously engage to bridge their knowledge gaps.
- Hold values clarification sessions.
- Maintain interpersonal communication: briefings, meetings.
- Use print media: talking points, newsletters, among others.
- Use mass media: audio and visual materials.

Annex 7: Food Fortification Consumer Journey



Annex 8: Food Fortification Audience Profile

Audience segmentation is an important component of all social behavior change (SBC) plans. For this specific plan, it is important to have a deep understanding of each priority audience group to strategize well on how to reach them and create the desired impact. An SBC matrix will, therefore, be formulated for each specific group of the target audience. Audience segmentation will help to define the needs and characteristics (age, geographical locations, gender, income status, etc.) of the different target audience groups and provide audience insights, which will be crucial for creating highly targeted marketing tools and interventions. By dividing consumers into segments, we will be able to understand the audience's barriers to change and increase the likelihood of positive response. The primary and influencing audiences of this SBC plan include the following.

Priority Audience	Audience Characteristics	Desired Behavior/ Key Message	Strategies & Channels
Primary Audiences			
Households	<ul style="list-style-type: none"> • Audience members include everyone who lives in a household (i.e., women of reproductive age, children, and men). • Both male and female. • Peri-urban and rural. • Aged 18–40 years old. • Low-income earners • Have little to no information about food fortification. Apart from the F-logo on label, packaging and billboards, there is little consumer awareness. • A few who know about food fortification have many myths and misconceptions (i.e., food fortification causes cancer and other diseases). 	<ul style="list-style-type: none"> • Seek correct information regarding fortified foods. • Demand for fortified foods. • Consume fortified foods. 	<ul style="list-style-type: none"> • Radio: radio talk shows, drama, adverts. • Prints: point-of-sale pictorial material • Interpersonal communication: • Saccos, empowered retailers, health education at health facilities, school children.

	<ul style="list-style-type: none"> • These are the neediest target group and are highly involved in making purchase decisions. 		
Institutions	<ul style="list-style-type: none"> • Audience members include management committees of schools, hospitals, and armed forces. • Those in urban areas have some elevated level of knowledge about food fortification and appreciate its benefits as compared to their counterparts in rural areas. • Some procure fortified foods as a way of obeying regulations but not because they appreciate the importance. • Most equally have knowledge gaps about food fortification. • Some of them have myths and misconceptions about consuming fortified foods. • Perceive fortified foods to have distorted taste. 	<ul style="list-style-type: none"> • Seek correct knowledge and information on fortified foods. • Procure fortified foods for the people under their care. • 	<ul style="list-style-type: none"> • Provide guidelines on healthy diets and the appropriate combination of fortified food products. • Partnerships between Institutions and food processors. • Make use of the regional industrial parks—put the technology in the industrial parks to reach upcountry institutions and the community at large. • To improve the health of the community served by the institutions. • Review Public Procurement and Disposal Agency guidelines to prioritize fortified food products for institutional feeding. • Invite big suppliers to attend the district general Head Teachers’ meetings.

			<ul style="list-style-type: none"> • Invite big millers and producers to conduct outreach promotional events to the community. • Channels of communication • Email, television, radios, short message services, posters, videos—to teach the community, flyers. • Interpersonal: seminars, drama groups and competitions.
Industry—producers and retailers	<ul style="list-style-type: none"> • These include decision makers (managing directors, chief executive officers, managers, etc.). • They have a gap between the perceived and real costs of food fortification. They perceive food fortification as costly. • Some lack technical capacity in terms of human resource and equipment. • They face a challenge of inadequate demand for fortified food due to the limited knowledge among intended consumers. • Regulatory requirements sometimes keep them from producing fortified foods. • Producers do not appreciate the gravity of micronutrient deficiency. • They do not look on issues of health and nutrition as their concern. 	<ul style="list-style-type: none"> • Include and maintain fortified foods in their product portfolio as per mandatory regulations. • Ensure fortified food reaches the point-of-sale. • Integrate food fortification into their Corporate Social Responsibility plan. 	<ul style="list-style-type: none"> • Tax incentives on premix and dossiers. • Enhance access and affordability of premix, dossiers, and laboratory equipment. • Applicability of the food fortification standards and updated. The dosage rates should be achievable. • Rewards/recognition for the ones complying. • Regular stakeholder conversations. • Increase awareness and demand for fortified foods.

	<ul style="list-style-type: none"> • Many produce fortified foods out of compulsion. 		
Influencing Audiences			
Policymakers	<ul style="list-style-type: none"> • These include parliamentarians (sectoral committees), • Members of local government. • Ministry officials (MOH, MITC, MOES, Ministry of Defense, MAAIF, Regulators; UNBS, National Drug Authority, Uganda Revenue Authority, Public Procurement and Disposal of Assets). • Industry Associations; Uganda Manufacturers Association (UMA), Uganda National Chamber of Commerce and Industry, Uganda Small Scale Industry Association, Kampala Capital City Traders Association, Consumers Association, Uganda Export Promotion Board. • International agencies: World Food Program, Food and Agricultural Organization, and World Health Organization. • Private sector associations: Uganda National Chambers of Commerce, PSFU, UMA, Uganda Grain Millers Council Association, East Africa Grain Council. • Some have knowledge gaps on food fortification and need to be engaged to bridge the gap. 	<ul style="list-style-type: none"> • Promotion of consumption of fortified foods. • Provide a conducive working environment for food fortification (e.g., removing value added tax). • Enforce mandatory regulations, stop inflow of unfortified products and importation of inferior fortificants. • Seek and disseminate correct information on food fortification and mandate. • Advocate for budget allocation for food fortification programming. • Create a conducive policy environment that supports, endorses, and facilitates food fortification. 	<ul style="list-style-type: none"> • High level engagement meetings. • Advocacy tools including policy briefs, factsheets, among others. • Advocacy engagement sessions including breakfast meetings.

	<ul style="list-style-type: none"> • Faced with inadequate resources (i.e., human, and budgetary allocation to support food fortification programs). • Some do not consider food fortification to be a priority issue. • Faced with many conflicting priorities. 	<ul style="list-style-type: none"> • Effectively monitor food fortification programs at all levels. 	
Community leaders & influencers	<ul style="list-style-type: none"> • These include religious, opinion, cultural, and political leaders. • Are both male and female. • Live in rural, peri-urban, and urban areas. • Usually aged between 30–65 years. • Are influential and respected in community. • Most are moderately educated (attained at least primary education). • Have existing platforms for disseminating information. • Have limited knowledge about food fortification, which requires boosting. • May hold suspicion due to political differences and connotations related to government programs like food fortification. • Influential, trusted, command respect and have a large following in the community. 	<ul style="list-style-type: none"> • Seek accurate information related to food fortification. • Demand for provision of fortified products. • Promote consumption of fortified foods through community mobilization. • Engage the private sector (health and non-health focused) to be part of the food fortification activities. • Use their natural platforms to advocate for food fortification as required. 	<ul style="list-style-type: none"> • Continuous engagements to bridge their knowledge gaps. • Values clarification sessions. • Interpersonal communication: briefings, meetings. • Print media: talking points, newsletters, among others. • Mass media: audio and visual materials.

- Some have clouded judgment due to pre-existing myths, misconceptions, cultural norms, practices, among others.
- They need values clarified because their values are negatively skewed.
- Equally have misconceptions on food fortification, which depends on the packaging and introduction to the communities.
- Some are overwhelmed with other priorities other than food fortification or nutrition.
- Require credible sources of information to address any pre-existing knowledge gaps.

Annex 9: Intent Statement

Intent Statement: Food Fortification

Purpose: *To understand current situation of food fortification in Uganda and develop a suitable and integrated marketing and advocacy strategy.*

CURRENT STATE

Where are we now?

Background

Uganda has made considerable progress in the enforcement and compliance of the food fortification regulation through support from the public and private sector, USAID, GAIN, FFI and other stakeholders. However, uptake of the fortified products is still low.

The challenge

Despite the widespread occurrence of micronutrient deficiencies in the country, there is still very low demand and consumption of fortified foods, particularly maize flour is attributable to several factors including knowledge gaps on the health benefits of fortified foods among the population.

Significance

Findings from the Fortification Assessment Coverage Tool (FACT) study conducted in 2015 with support from Global Alliance for Improved Nutrition (GAIN) reported household coverage of fortified foods, with 93% of households consuming fortified salt of the 99.5% who consume salt, 54% consuming fortified oils of 90% who consume oil, only 9% consuming fortified wheat flour of the 11% consuming wheat flour, and only 7% consuming fortified maize flour of the 92% that consume maize flour. The low demand and consumption of fortified foods, particularly maize flour is attributable to several factors including; knowledge gaps on the health benefits of fortified foods among the population.

THE CHANGE

How do we get there?

What are the shifts we are seeking to make?

From	➔	To
Limited knowledge on food fortification		Increased audience knowledge of food fortification
Limited purchase and consumption of fortified foods.		Increased consumption of fortified foods.
Unfavourable policy environment and lack of an enabling environment for food fortification.		Improved policies and an enabling environment for food fortification.

What are we going to do?

USAID/Advancing Nutrition as a project will follow a Human Centred Design (HCD) methodology to develop a marketing and advocacy plan to support adoption of fortified foods among priority audiences. The specific objectives include:

- Conduct a review of current and former promotion messages, interventions, materials and tools for fortified foods
- Review industry marketing strategies, interventions, materials and tools of fortified foods
- Identify existing knowledge, attitudes and practices of the various audiences along the food fortification chain.
- Develop advocacy materials to lobby for procurement and consumption of adequately fortified foods among public and private institutions.

FUTURE STATE

Where do we want to be?

Outcomes

Short term (1 year):

- Audience appreciation of the magnitude of micronutrient deficiencies and how consumption of fortified foods can help to prevent them.
- Improved knowledge and awareness about food fortification among priority audiences.

Medium term (2-3 years):

- Reduction in micronutrient deficiencies.
- Reduction in myths and misconceptions which stop audiences from consuming fortified foods.
- Sustained behaviour and attitude change in recommended prevention practices

Long term (5 years):

- Rates of micronutrient deficiencies have diminished to low or no risk levels across the country
- Greater coordinated collaboration between stakeholders.

Success from different perspectives

Uganda Ministry of Health will say:

"We are confident that we will begin to see a decline in the rates of micronutrient deficiencies among vulnerable audiences in Uganda."

Producers will say:

"We are receiving the support needed to provide fortified foods for the Ugandan population."

Household members will say:

"If one of us has micronutrient deficiencies, we are all affected equally. We now consume fortified foods without hesitation"

Focusing question

How might we improve production and consumption of fortified foods among priority audiences in Uganda?



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