

ENGAGING THE MEDIA

**A practical guide to meeting child nutrition
advocacy goals through working with journalists**



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This publication was produced by Alive & Thrive and GMMB based on a media engagement and capacity building project executed in Bangladesh in partnership with Management and Resources Development Initiative (MRDI). The contents are the responsibility of the Alive & Thrive project, managed by FHI 360.

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HASANUL HAQ INU MP
MINISTER
Ministry of Information
Government of the People's
Republic of Bangladesh

Message

Over the past several years, child nutrition stakeholders in Bangladesh have come together to share the story of child undernutrition with our nation's media. Work has included journalist trainings and briefings, ongoing information sharing through study circles, site visits to deepen reporter understanding of the issue, and more. The result has been unprecedented coverage that has elevated awareness among our policymakers, program leaders, and cross-sector partners about the impact of undernutrition on the broader social and economic development goals of the entire country.

Today, the quantity and quality of child nutrition reporting in Bangladesh is at its highest level ever. Journalists are equipped to tell the story of child nutrition in our country, using the right data and compelling story-telling techniques. Issue experts are more willing to conduct media outreach and act as spokespeople. And our leaders have come to expect that child nutrition will receive the media attention typically achieved by other issues.

This guide provides a step-by-step roadmap for engaging the media to tell the story of a pressing development issue. Opportunities remain to build on the lessons learned and progress made. Whether you work directly on child nutrition and infant and young child feeding issues or not, we hope it is a useful resource and we encourage you to tailor its recommendations to your unique needs and goals.

By leveraging the media's power for telling our most important stories, together we can continue to increase awareness and action in support of health and nutrition issues throughout our country. We hope you will join us in this effort.

May Bangladesh Live Forever.

HASANUL HAQ INU MP

Preamble

ENGAGING THE BANGLADESH MEDIA TO BUILD POLITICAL AND CULTURAL SUPPORT FOR INFANT AND YOUNG CHILD FEEDING

Bangladesh has long been a country with one of the highest burdens of malnutrition in the world—and poor infant and young child feeding practices (IYCF) have been a major contributing factor. For nearly a decade, child feeding rates remained stagnant: only 43 percent of infants were breastfed within one hour of birth and 43 percent of infants under six months of age were exclusively breastfed (Bangladesh Demographic Health Survey 2007). However, the latest results from the Bangladesh Demographic Health Survey (2011) show that Bangladesh has finally changed this trend, with 64 percent of infants exclusively breastfed for their first six months. Attention is still required to maintain these gains and also improve complementary feeding practices, with the ultimate goal of reducing stunting rates.

In 2009, a coalition of government and non-government partners accelerated collaborative efforts to combat child nutrition in Bangladesh across a range of interventions. At that time, opinion leader research with government leaders, NGO representatives, and business, religious, and academic leaders revealed that key decision-makers did not have access to information on infant and young child feeding and child nutrition, nor was the impact of child undernutrition on national social and economic development outcomes widely understood. The research also revealed that the media was an effective communication channel to reach policymakers—yet there was a lack of coverage of child nutrition issues in the media.

A media assessment identified that there was an opportunity to develop more in-depth coverage by improving journalists' knowledge of IYCF issues and their importance. In response, a training program was developed to increase knowledge and capacity among national broadcast, print, and online health reporters. The training featured presentations from issue experts and academic leaders on the state and impact of child nutrition in Bangladesh. Journalists received tips and tools for how to develop in-depth reports and practical experience on developing IYCF stories through mock interviews and critique by seasoned journalists.

Journalists were then invited to participate in a three-month fellowship program to increase both their understanding of IYCF and their capacity for writing compelling stories. Additional activities provided regular information on child nutrition sub-topics including related policy issues, the importance of hand washing linked to complementary feeding, and more.

The media engagement and capacity building program delivered both a significant increase in media coverage on child nutrition issues and increased engagement of involved stakeholders. Journalists participating in the trainings or fellowship program produced more investigative and in-depth reports than prior to the program. Representatives from the Institute of Public Health Nutrition, multiple government ministries, and non-governmental partners were deeply involved in the program. This facilitated closer collaborations across organizations and resulted in both increased dialogue and news coverage.

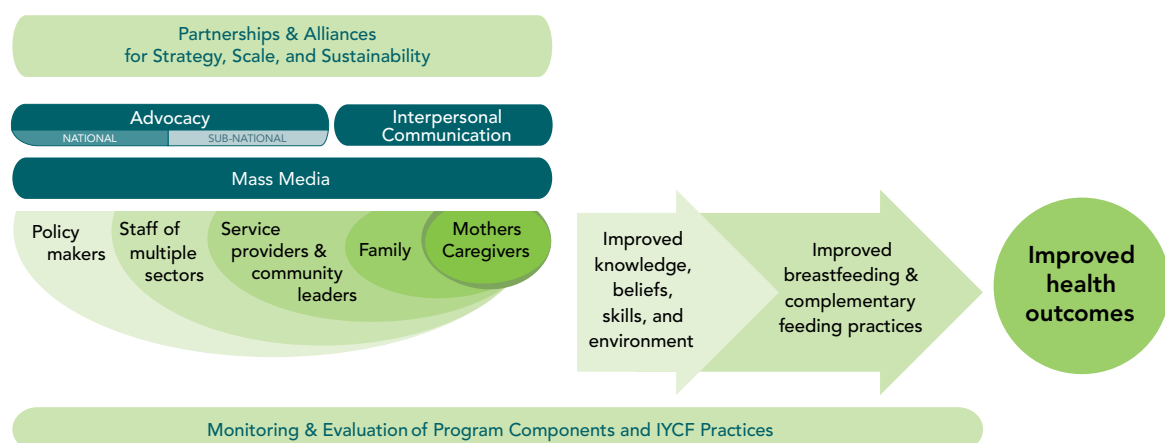
Activities included:

- **Journalist training:** To increase knowledge and capacity among national print and online health journalists
- **Study circles:** To connect issue experts with the media and drive coverage and deeper content
- **Division-level training:** To raise awareness outside of Dhaka on IYCF best practices and build support for regional reporting
- **TV producers workshop:** To sensitize television producers to IYCF and encourage them to dedicate future programming
- **Mentorships:** To shape stories and troubleshoot journalists' issues with reporting
- **Media training for issue experts:** To increase the number of issue experts (medical professionals) willing to speak with the media
- **Media gatekeeper sensitization workshop:** To sensitize editors and news directors on IYCF to increase their support for media coverage

Ultimately, the program built understanding of the work being done to improve IYCF throughout Bangladesh, and helped build support for continued progress toward stronger IYCF policies and programs. Today, work remains to ensure that the media's commitment to IYCF and child nutrition continues into the future. With the Bangladesh media's strong foundation of understanding about IYCF, now is the time for all health, nutrition, and IYCF partners to build media engagement into ongoing program activities.

ALIVE & THRIVE PROGRAM COMPONENTS FOR IMPROVING INFANT AND YOUNG CHILD FEEDING (IYCF) PRACTICES

Mothers are the central focus of Alive & Thrive's comprehensive strategy. The main program components—advocacy at national and subnational levels, interpersonal communication, and mass media—are designed to support and motivate mothers to adopt the recommended breastfeeding and complementary feeding practices. This multi-pronged approach is required to reach the many audiences that influence IYCF practices and to achieve scale. Partnerships and alliances are critical for strategy, scale, and sustainability. The role of policy and advocacy is to provide an enabling environment for improved practices.



ADVOCACY IN THE CONTEXT OF THE ALIVE & THRIVE INITIATIVE

The media engagement and capacity building work described throughout this guide was central to the advocacy component of the Alive & Thrive initiative, which aimed to reduce undernutrition and death caused by sub-optimal feeding practices during the first 24 months of life. In Bangladesh, the initiative worked to improve IYCF practices using multiple program platforms. A community component focused on integrating IYCF interventions into existing health services; a behavior change communication campaign targeted mothers and the general public with key messages through mass media; and a partnership component worked to bring businesses, civil society organizations, and national and international NGOs working in diverse sectors into a conversation about their role in supporting optimal feeding practices.

Within this context, advocacy's role was to support a sustainable, enabling environment for the implementation and scale-up of IYCF programs by increasing support at the policy and opinion leader level. The media engagement program helped increase support for IYCF in Bangladesh by initiating and sustaining a dialogue with national opinion leaders using the following approaches:

- Developing and testing a new message framework and key messages, and disseminating materials to drive up awareness and action on IYCF
- Deploying messages and materials through sustained engagement with journalists to increase the prominence of IYCF in national media coverage
- Engaging policymakers, program managers and journalists directly through national and district-level advocacy meetings and workshops

Details on Alive & Thrive's advocacy and media engagement activities are included throughout this guide, with specific insights on implementation throughout and a summary chart on pages 24-25.

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Introduction

BENEFITS OF MEDIA ENGAGEMENT AND CAPACITY BUILDING



The use of media can broadcast high priority messages quickly and effectively. It can increase understanding, generate buzz, build momentum, and unify voices at national, district and community levels behind an important issue. Media coverage can change perceptions and influence leaders who are making decisions that affect families and children throughout Bangladesh.

Some of the unique benefits of engaging journalists or earned media include:

- **Credibility** – Information presented by the media often has a higher degree of credibility because it is likely to be perceived as coming from an independent and respected source
- **Reach** – The media can reach large audiences at one time, and is less constrained by geographic limits or administrative levels
- **Targeting** – A news story can reach target audiences through different channels, including specific news outlets and programs

In Bangladesh, media outreach can be an effective advocacy tool. Policy- and decision-maker support is critical to fund and implement programs and advocate for policies that support proper health practices. Opinion leaders, like doctors and religious leaders, are important influential groups that the media can engage and influence around key moments and opportunities.

Earned Media

Earned media is publicity gained free of charge or at low cost through news and editorial coverage in newspapers and on television, radio and online. It may include articles, broadcast interviews, TV talk shows, letters to the editor, or editorials.

HOW TO USE THIS GUIDE

This guide draws on the experience of a media engagement and capacity building program in Bangladesh. The topic in Bangladesh was specific to child nutrition, but the guide provides a step-by-step roadmap of activities, recommendations, and best practices for conducting media outreach on any health or development issue. While the activities are designed to be conducted together, many of them can also serve as independent tactics around individual events or announcements. The recommendations are examples and can and should be tailored according to exact needs, resources, and capacity.

Step 1

ASSESS THE NEED AND OPPORTUNITY FOR MEDIA ENGAGEMENT



Determine the role that media can play in a broader advocacy strategy

Your organization or program has a specific set of objectives it aims to achieve. The media can support those objectives by:

- Elevating the visibility of your issue or the success of your program
- Increasing understanding of your issue's broader impact on the nation
- Creating a sense of urgency and motivating action
- Changing or elevating a dialogue
- Calling for an explicit action, such as policy change or implementation

There is no standard, one-size-fits-all approach to media relations, and every organization and advocacy effort has its own unique priorities and approaches. Assess the needs and opportunities of using media as part of a broader advocacy strategy by considering these questions:

Does the media effectively cover your issue?

- Is the issue covered frequently enough to build momentum?
- Is there in-depth reporting, or is coverage limited to events and brief mentions?
- Is the issue covered accurately?
- Are multiple story angles provided?
- Does the issue get humanized through personal stories?

Do target audiences understand your issue?

- Is there confusion about the issue and its relevance?
- Is there a sense of urgency for action?
- Is it clear how target audiences can take action?
- Do policymakers and program leaders understand the role that government agencies must play?

What are the current advocacy needs?

- Are supportive national policies in place and widely known?
- Do policies need greater support from opinion leaders and decision-makers (funding and implementation)?
- Could media advocacy play a role in mobilizing partners and promoting implementation and sustainability of existing programs?

The answers to these questions will help clarify how conducting media outreach can advance specific advocacy goals—and on what scale it can happen. Media engagement can range from building relationships with a few key reporters to sustained efforts for building a larger group of media participants' capacity to cover an issue effectively over the long-term in multiple ways. Capacity building requires more time and greater resources to work with the media over the long-term.

Identify existing support and obstacles for media outreach

Before launching a program, consider the various opportunities and obstacles when conducting media outreach.

Which partners will contribute to a media engagement program?

To be effective in generating consistent coverage over a long period of time, reporters need access to newsworthy data and information, government leaders, expert spokespeople, and demonstrations of progress and success. Are relationships with relevant government and other agencies in place?

What data and information are available to support the issue or cause?

Reporters need research that demonstrates the importance of any issue to have compelling and newsworthy story content. Prepare a list and gather the kind of information you anticipate providing to the media over the course of a year, including new data and information, as well as interviews, site visits, or newsworthy events.

What are the risks associated with engaging the media in a long-term program?

With support from partners, determine any risks involved with a program. For example, will the media bring a sensationalist perspective that could result in negative coverage? Could the advocacy lead to controversy that would compromise important relationships? Anticipate and troubleshoot these problems before they arise.



Insight: IYCF Media Engagement in Bangladesh

Research conducted in Bangladesh identified the media—particularly television news and newspapers—as an important and untapped opportunity to broadcast messages to change how opinion leaders and policymakers viewed the impact of child feeding practices and nutrition. More voices from NGOs, local community leaders, academic and religious leaders, and others were needed to talk about IYCF in the media. Such insights from the media landscape analysis created a foundation for partners to work together in a long-term media capacity-building program.

Activity checklist

- ✓ Determine needs and opportunities for media advocacy
- ✓ Identify target audiences for media engagement
- ✓ Identify partners and stakeholders who will support outreach
- ✓ Conduct an initial audit of information to be provided to the media
- ✓ Identify and assess any risks involved in media engagement

Step 2

CONDUCT A MEDIA LANDSCAPE ANALYSIS



Reviewing the media landscape is key to understanding how frequently and how effectively an issue is covered. It will help identify opportunities for engaging the media to meet advocacy goals, and serve as a baseline against which to evaluate goals and progress.

Key considerations for a media landscape analysis

A media landscape analysis may contain several components—a media scan, a content analysis of past coverage, and in-depth or insight interviews conducted with a sample of reporters and editors, stakeholders, and target audiences. To ensure objectivity, this type of analysis can be conducted by an external partner or consultant with media expertise.

Media scan

A media scan is a systematic review of media outlets to determine the level and quality of coverage on an issue over a certain period of time, and its reach among target audiences.

ELEMENTS OF A MEDIA SCAN

- Major media outlets in a geographic area, including national, regional, and local outlets
- Broadcast or publication language(s) suited to target audiences
- Readership demographics to determine how likely each outlet is to reach segments within a target audience
- Journalists, assignment desks, editors, editorial boards, or other outlet leaders with a demonstrated interest or commitment to covering a certain issue
- Regular or special programming geared toward an issue, including special health news segments, pages, or shows

Content analysis of past coverage

With media outlets identified, analyzing past media coverage will help determine needs and opportunities for future coverage.

ELEMENTS OF A MEDIA CONTENT ANALYSIS

SUBJECT

- What are the common subjects for each outlet and how is the issue represented?

DEPTH

- Is issue coverage light (reviews of events or announcements) or does it provide more in-depth analysis (issue analysis, research, or spokesperson quotes)?

FREQUENCY

- How often does an outlet cover the issue in question?
- Are there periods of increased coverage, such as annual events or regular meetings, and why?

LENGTH

- How does relevant news coverage compare in length to other issues, including screen time, word count, or column length?

tone

- Is the tone of news coverage positive, negative, or neutral?

PLACEMENT

- Where is relevant news placed in coverage, such as top of a newscast, feature coverage, front or inside pages, or special coverage?

Insight interviews

One-on-one interviews or group discussions can provide unique insights. When paired with content analysis, interviews can help identify barriers to coverage and opportunities for increasing knowledge and capacity among reporters, editors, and news desks. Individual interviews often work best because of the difficulty in securing time with journalists, partners, and opinion leaders. Focus group discussions may yield more interesting or in-depth findings among special target audience groups, such as doctors or parents. Allow ample time for the insight interview process, as it can be lengthy.

ELEMENTS OF INSIGHT INTERVIEWS

Insight interviews typically use a facilitator to ask a series of questions to stakeholder groups—journalists and editors, issue experts, program partners, and target audiences—about their perceptions of a certain issue. Example questions include:

MEDIA

- How much importance does your media outlet give to this issue and why?
- Are there reporters who cover the issue and have they received training before?
- What issues would you like training on?
- What types of stories do you find most interesting or important and why?
- What are your main information sources for this issue and are they satisfactory?
- What obstacles do you face in reporting on this issue and how can they be overcome?

STAKEHOLDERS AND TARGET AUDIENCES

- What media outlets do you read or watch?
- What subjects do you like to read and why?
- Do you think that this issue is a problem, and is there adequate coverage of it?
- What type of information about this issue is most relevant to you?
- Do you have concerns about speaking with the media? What are they?

Activity checklist

- ✓ Conduct a media scan
- ✓ Conduct a media content analysis
- ✓ Conduct insight interviews
- ✓ Compile findings to inform program design



Insight: IYCF Media Landscape Analysis and Findings

A media landscape analysis conducted in Bangladesh in 2009 revealed key insights:

- Media coverage was often event-based and lacked in-depth analysis, including lack of spokespeople
- Journalists clearly articulated a lack of knowledge on IYCF issues, but cited an interest in playing a “watchdog” role for important policies, like the law regulating marketing of infant formula
- Spokespeople cited concern about being misquoted if they spoke with the media

Broadcast and print media had a very strong reach, especially among policymakers and opinion leaders. Nearly 90 percent of the country had access to the nation’s most highly viewed channel (BTV), and circulation of *Prothom Alo* (highest circulated Bengali daily) and *Daily Star* (highest circulated English daily) was high with an average daily circulation of 550,000 and 100,000 respectively. Findings from the media landscape clearly pointed to media engagement as an opportunity to raise awareness and change perceptions of IYCF.

Step 3

DEVELOP AND EXECUTE A MEDIA ENGAGEMENT AND CAPACITY BUILDING PROGRAM



With an understanding of national or local media, begin designing an engagement program that best suits your needs and opportunities. Work should begin by developing a clear strategic approach.

Goals and tactical approaches

Identifying goals, objectives, and tactics for the media engagement program, based on the media landscape analysis, will help create an actionable approach. Goals and tactics are unique to each media engagement program. It should be clear how media engagement will support broader advocacy planning and goals.

Goals

The goal should be an overarching, clear statement of what you aim to achieve. It should be specific, measurable, attainable, and time-limited. Here is an example of a media engagement program goal that supports an advocacy goal:

Advocacy goal example: To sustain and increase donor, NGO, and government investments in IYCF and child nutrition programs.

Media engagement goal example: To improve the quality and quantity of reporting on child nutrition over a 12-month period, including reports on the role that policymakers and program implementers must play.

“Quality” and “quantity” should be defined and measurable. For example, “quantity” may refer to increasing coverage by one to two stories per month, or increasing the number of publications and outlets covering the issue. “Quality” may refer to more in-depth coverage, use of data, research, and spokespeople, or improving the placement of media coverage.

Objectives

Objectives should reflect specific approaches to reach a goal and address barriers and opportunities identified in the media landscape analysis.

Objectives examples

- Enhance the capacity of reporters to conduct in-depth reporting with human stories and appropriate data
- Increase the availability of issue experts to speak with the media
- Among news or assignment editors, publishers, or others who decide what and how to place media stories (many known as media gatekeepers), increase the commitment to encourage reporters to cover an issue and publish news stories

Tactics

Each tactic should be a concrete activity that explicitly supports an objective.

OBJECTIVE	TACTICS
Enhance the capacity of reporters to conduct in-depth reporting	Journalist trainings. Develop a training course to inform reporters on an issue and address important elements of effective reporting. Site visits. Create site visits for journalists to experience the subject matter first-hand.
Increase the availability of issue experts to speak with the media	Spokesperson training. Host a training for issue experts to learn about journalists' needs and how to speak effectively with the media. Reporter briefings, roundtables, workshops, or study circles. Convene reporters for discussions with issue experts who can share the latest research, insights, or experiences.
Increase editor or media gatekeeper commitment to encourage reporters to cover an issue	Editor, producer, or news director engagement. Host a workshop with editors, news directors, and producers from prominent outlets to increase understanding of an issue and why it is urgent or timely and their important role in facilitating quality news coverage.

Developing timely and effective media materials

Delivering messages that are timely, relevant, and newsworthy is important to generating coverage. As new data, reports, and events are shared with the media, they need to be delivered with clear and concise messages that will help ensure the most important messages are reported and understood. Develop a core set of key messages—just one to two pages—to guide overall communication on the issue. Tailor messages to the research, the local context, and the motivations of target audiences. For example, motivating policymakers to act requires making the issue relevant to their decision-making process. Demonstrate how policymakers can achieve health and development goals by investing in your issue.

New information, research, and data should also be condensed into a brief set of key messages that quickly deliver the most important points. These messages can be referenced and incorporated into communication tools—like talking points for media interviews, materials (policy briefs, fact sheets), presentations, or media outreach materials such as press releases or op-eds (see Appendix A for a sample).

Best Practices for Message Development

- Tailor messages to specific audiences, like doctors, policymakers, and families.
- Be research-based and explicit. Develop supporting data points, preferably using new findings, which reinforce an overarching message.
- Be clear and concise. Messages should be easily understood and remembered.
- Avoid technical language. Use language that audiences without a scientific background can understand.

Media engagement tactics

The following tactics can be used in a long-term media engagement program or implemented independently (see Appendix B for a sample).

Consider developing rapport early with high-level journalists, editors, or media experts and invite their input into the process. Expert insight is invaluable in designing journalist capacity-building efforts—and experts may volunteer to participate by presenting at a training on topics like using data effectively, writing compelling stories, or how to work with editors and gatekeepers.

Resources permitting, another option is to hire a local media consultant to help design and execute a long-term engagement strategy.

After completing each tactic, solicit feedback. This may include an evaluation form completed by participants at the end of a training or workshop to help identify what worked and areas for improvement. Share real-time lessons learned with partners to improve ongoing outreach efforts.

Journalist training

Journalist trainings will increase reporter knowledge, leading to more accurate reporting of your issue, and can provide practical support for covering issues in more impactful ways. Example training topics include:

- Current and local landscape for the issue
- Evidence base for the issue's impact and importance
- Methods for effective reporting
- How to identify and build rapport with spokespeople and issue experts
- How to humanize a story
- Developing new and unique story angles
- Troubleshooting obstacles

An effective training will feature experts who can present information in a compelling way, and who will be available over the long-term as a resource to journalists. Provide communication tools—drawn from key messages—that journalists can keep at the conclusion of the training, such as issue briefs or infographics.

Real-time Feedback

Journalists who attended the first IYCF training in Bangladesh said that presentations were too technical. In response, work was done ahead of time with presenters at trainings to help them distill their technical information into easy-to-understand messages and graphics.

In-depth trainings can be provided over one full day, or over the course of several days. A longer training allows more opportunity to build in elements to increase knowledge and awareness of an issue, as well as practical sessions including:

- Mock interviews with issue experts
- Mock press conference or briefing sessions
- Sessions with mentors from broadcast, print, radio, and online media
- Individual sessions on issue sub-topics
- Group workshops to develop news stories
- Group discussions and presentations of sample stories

Trainings are also an opportunity to identify potential reporters for inclusion in a long-term fellowship program (see Appendix B for a sample).

Interactive Training Exercises

The best trainings include practical experience. Conduct mock interviews or a press conference featuring an issue expert, or convene a story development practice session. Include a session in which participants report and solicit feedback from the training group.



Training & Assistance for Health & Nutrition Foundation (TAHN) Chairperson Dr. Rukhsana Haider presents on IYCF best practices at a journalist training in August 2010.

Journalism fellowships

Truly building media capacity requires long-term, sustained engagement with journalists to permanently shift their understanding and prioritization of an issue. A fellowship program is one way to provide specific and regular opportunities for journalists to learn about an issue and write about it more frequently and effectively.

Journalist ‘fellows’ may receive a small stipend to participate in a program over a period of time, like three or six months. The stipend supports their work, research, and meeting or site visit travel for covering the issue. In return, participating journalists commit to creating a certain number of news stories during the fellowship program.

Fellowship Mentors

Pair fellowship reporters with a senior newsroom mentor who can help shape and improve stories and troubleshoot issues.

Begin by developing a fellowship program brief—including details on the topic, duration, required level of commitment, and expected deliverables—and invite reporters to submit an application. Evaluation criteria and questions that applicants are asked should include the following (see Appendix C for a sample):

- What is your interest and commitment to reporting on the issue?
- Briefly summarize the story angles you would like to investigate.
- What research will you do to support your stories (e.g., site visits, interviews, desk research, investigative, etc.)?
- In what news outlet(s) will your articles appear?

Reporters should be selected from a cross-section of outlets and mediums (print, broadcast, radio, and online) that reach the target audience. Determine where invitations should be sent—some reporters will need approval from news editors, producers, or other media gatekeepers, and some can receive and accept invitations individually. Refer to the media landscape analysis to identify target reporters and publications. A child nutrition program should include health reporters—but given the multi-sectoral nature of the issue, may also include reporters that cover agriculture, women’s issues, education, poverty reduction, or the economy.

Once fellowships have been offered and confirmed, the work turns to developing regular and timely opportunities to present newsworthy content to journalists.

Briefings and study circles

Convening journalists in workshops, briefings, and study circles is a good way to increase awareness and depth of coverage. Each can be used to connect reporters with experts who can present the latest information or findings. Briefings are the most formal approach, with a prepared agenda and an expert presentation. Study circles are often smaller and less formal, typically lasting two to three hours. Following an expert presentation, journalists often work together to explore a particular topic.

Study circles are one way to bolster a fellowship program and can be conducted on a regular basis, provided that relevant and timely information is available. Speakers can include policymakers, government leaders, NGO or stakeholder representatives, advocacy specialists, and doctors.

EXAMPLES OF IYCF STUDY CIRCLES

IN-DEPTH SUBJECT ANALYSIS

- National policies (International Code of Marketing of Breast-milk Substitutes, maternity leave)
- The science behind IYCF and stunting

PREVIEW OF UPCOMING EVENTS

- World Breastfeeding Week
- Launch of a new national campaign or strategy
- Effect of religious observances on IYCF practices

SUMMARY OF NEW DATA

- Demographic Health Survey data
- Global reports that compare country progress side-by-side



Insight: IYCF Study Circles

When the Government of Bangladesh launched its new National Nutrition Services (NNS) program, journalists needed clear information about the role of the new program and how it would address IYCF. A senior representative from the Institute of Public Health Nutrition briefed fellowship journalists in a study circle and clarified the program's goals, approach, and strategies to address IYCF. Resulting coverage included spokesperson quotes highlighting the NNS's decision to target under-two nutrition as a top priority. Additional study circle topics included:

- Impacts of poor complementary feeding practices
- Troubleshooting barriers to IYCF coverage
- Translating lessons learned from site visits into effective stories
- Background and importance of World Breastfeeding Week
- Role of hand washing in child feeding
- Preliminary findings from the 2011 Bangladesh Demographic and Health Survey

Site visits

Site visits provide journalists first-hand experience—which some journalists have trouble finding the time and opportunity to do—and help communicate the impact of a program or issue. By introducing a human element, journalists create a closer connection with the issue and see how a program works to address everyday barriers and impact lives.

Potential IYCF site visits include:

- Visit a community intervention site where IYCF practices are being taught to mothers and families
- Visit an IYCF-friendly worksite to demonstrate the connection between employer policies (like maternity leave or on-site daycare) and proper feeding practices
- Visit an area that has unique circumstances—like limited to no access to media—to show how vulnerable populations are receiving important messages through innovative approaches

A journalist during a site visit asks about IYCF issues first hand



Workshops for news editors and producers

A lack of issue awareness and support from newsroom decision-makers can inhibit reporters from covering an issue. Workshops help increase awareness and motivate support for more quality coverage by outlining the issue, its broader impact on the nation, and opportunities for improved media coverage. Consider inviting a well-respected media expert to moderate an interactive discussion on the role gatekeepers play in supporting journalist coverage. If appropriate, ask participants to make a specific commitment to increased coverage, and follow-up periodically.

Spokesperson and issue expert media training

A lack of spokespeople can be a major barrier to improving the quality of media coverage. Spokespeople can provide rich detail, a first-person perspective, and can often reference important data and research. A spokesperson that is too technical or provides incorrect information can hinder advocacy efforts. Media training can help increase spokesperson comfort with media interviews and facilitate long-term media relationships. Training can be conducted in groups (small is best) or individually. Opportunities for hands-on practice in message delivery and handling tough questions are important elements of the training.

Identify and invite a select group of well-respected issue experts who are interested in serving as media spokespeople—from government, civil society, academia, or partner organizations. A media training session provides the opportunity to share key messages and materials, review tips for effectively working with the media, and practice tough questions through on-camera mock interviews. During the training, open a dialogue with participants about obstacles they or the media face—including nervousness or fear of being misquoted or short deadlines. Review best practices for working with the media, such as:

- Responding to a media inquiry
- Controlling an interview
- Building trusted relationships with reporters
- Reaching the target audience with your key messages
- Interviewing, including handling tough questions and on-camera interviews

If possible, invite a prominent media expert to facilitate training sessions to provide their insight and experience with effectively telling a story and working with the media.



Bangladesh media gatekeepers receiving a briefing on IYCF issues



Insight: TV Producer Workshop

In Bangladesh, talk show programs on BTV and other television stations reach a significant number of policymakers and opinion leaders. These programs represented a strong opportunity to raise awareness and increase dialogue on IYCF issues.

The media engagement program hosted a workshop for news and talk show producers, directors, and writers. By highlighting the importance of IYCF and providing unique ways that IYCF can be covered, the workshop yielded coverage in eight shows over a period of three months.

Talk shows featured guests including the Institute of Public Health Nutrition Director, Bangladesh Paediatric Association President, and Bangladesh Breastfeeding Foundation Chairman.

Additional media engagement strategies

There are multiple ways to generate news coverage without sustained media engagement, including:

- **Press releases** – Develop an announcement or event press release to deliver a news story to many outlets and reporters at one time. A press release should read similarly to a news story, so that media contacts can use the content quickly and effectively. The final news release can be shared with media contacts by email. Example press releases can be found in UNICEF's online Press Centre: <http://www.unicef.org/media/index.html>.
- **Media advisories** – A media advisory is similar to a press release, but is delivered to media in advance of an event to invite them to attend. A media advisory should cover the “who, what, when, where, and why” of a story, with details on how to participate. Here is an example UNICEF media advisory: http://www.unicef.org/media/media_30317.html.
- **Press conferences** – A press conference is typically held when the news is so significant that it warrants live speeches by recognized leaders, visuals for television news, and possibly a live Q&A session between reporters and spokespeople. Press conferences often require substantial preparation of both media materials and event logistics.
- **Op-eds** – An opinion-editorial from a leader—especially in a publication with large circulation—can catch the public eye and demonstrate commitment from leaders for a particular issue. An op-ed is typically written from the first-person perspective and shares the unique insight of a more recognizable author; unlike news reporting, an op-ed typically reflects the opinions of the author (see Appendix D for a sample).

Budget and timeline

There are several considerations when aligning a budget and timeline with a program's broader goals and activities. Consider both internal and external capacity for conducting the work. Are there individuals involved that can dedicate time and resources to designing and implementing important actions? What is their level of expertise, and how much guidance will they need?

If there is limited capacity, it may simply mean being judicious about how many and which tactics to implement. Resources permitting, it could also mean that a media engagement consultant should be hired to help design and implement a program. A consultant can also provide unique expertise on the more technical elements, like a formal media scan and analysis.

Even without a consultant, a budget will need to be developed that addresses out-of-pocket expenses for various tactics. Anticipate all related event costs, per diems, honorariums, and other fees.

The key to developing a successful timeline is to capitalize on key moments, scheduled events, and opportunities to tell a story, while also creating a steady drumbeat of information. Identify those opportunities—like the release of new data, global awareness events, or the launch of a new campaign—and aim to implement specific activities before or as they happen.

Media capacity building takes time; allow enough time to lay the groundwork, like developing key messages and materials and soliciting presenters and spokespeople. By undertaking a methodical approach, from groundwork through execution, you help ensure a strong final product and more sustainable results.

Activity checklist

- ✓ Determine program goals and objectives
- ✓ Identify media engagement tactics that meet program objectives
- ✓ Develop timely messages and materials
- ✓ Determine budget and timeline
- ✓ Implement media engagement and capacity building activities
- ✓ Solicit real-time feedback from partners, stakeholders, and participants

Step 4

MONITOR AND EVALUATE PROGRAM RESULTS



Monitoring, sharing, and evaluating elements of a media engagement plan (activities and resulting news coverage) should begin prior to program launch and last throughout the effort. Aim to be responsive to feedback in real time and adjust your approach and tactics to ensure maximum impact.

Monitoring and dissemination

Daily monitoring of news clips is ideal to track progress—and also to identify any challenging media issues that may require a response. In addition to reviewing print newspapers, establish a set of search terms to monitor outlets' websites. Be sure to request audio and video files from any TV or radio outlet that covers your news. Broadcast clip monitoring services may also be available to notify you when a specific issue has been covered, even if it was not the result of your outreach.

Keep stakeholders aware of the latest news and events by sharing high-profile news as it happens, and a regular weekly clip compilation report. Reports should include all relevant coverage—not just that which resulted from your outreach. Part of the goal is to support broader dialogue.

When reporters develop a noteworthy article, thank them for their coverage. It's a good way to strengthen relationships and lay the groundwork for future outreach.

Evaluation

Evaluating the quality of coverage is more nuanced than tracking the quantity of media hits—though quantity of coverage is certainly important. You can measure quantity by looking at the overall increase in stories, the increase by target media outlets, and the change in specific types of media (print, broadcast, and online).

If resources permit, analyze articles by qualitative measures, like:

- Was a spokesperson quoted?
- Was the information accurate and targeted to your issue?
- Did key messages appear?
- Was the story in-depth?
- Did the story receive priority placement?

These qualitative questions—and their answers—should directly link to the goals and objectives established when the program was planned.



Insight: Results from Long-term IYCF Media Capacity Building

In Bangladesh, an IYCF media engagement and capacity building program took place over the course of three years. Activities included journalist trainings; fellowships for broadcast, print, radio, and online reporters; study circles; and site visits. Additional tactics included workshops with editors and producers; a spokesperson training session; and proactive media outreach.

An independent evaluation revealed that IYCF and child nutrition reporting increased during the program period. Between 2009 and 2011, approximately 24 percent (495 out of 2,097) of news reports on health and nutrition were focused on IYCF and child undernutrition, including an increase from 24 IYCF reports in 2009 to 261 in 2011. Journalists who participated in the trainings and the fellowship program produced more investigative and in-depth reports, and the dialogue between issue experts and the media improved dramatically.

Reviewing news coverage is not the only way to evaluate what has been accomplished through a media engagement program. To understand the broader impact of your work, conduct a second media landscape analysis with insight interviews to understand how coverage has shifted and perceptions towards your issue in the media have changed. If the program has succeeded, you will find that stakeholders, media contacts, and target audiences report a greater understanding of your issue and its importance.

BANGLADESH MEDIA ENGAGEMENT BY THE NUMBERS (2010 – 2012)

MEDIA OUTLETS, JOURNALISTS, AND SPOKESPEOPLE ENGAGED

- 200+ media placements, including 98 fellowship articles by 21 journalists
- 40 media outlets engaged, including 24 print and online outlets, 15 TV stations, and one radio station
- 90+ media contacts trained on IYCF
 - 21 journalism fellows engaged over sustained time period
 - 21 TV and radio producers, directors, and writers sensitized to IYCF issues
 - 26 division-level journalists trained on IYCF reporting (Sylhet)
 - 17 media gatekeepers sensitized on IYCF issues
 - 9 senior journalists engaged as mentors
- 19 medical professionals trained on IYCF key messages and speaking with the media

MEDIA ENGAGEMENT ACTIVITIES

- 2 intensive multi-day journalist trainings hosted on IYCF reporting
- 7 study circles on topics including IYCF practices, IYCF policies, and IYCF data
- 1 media gatekeeper workshop hosted to encourage newsroom support for coverage
- 1 spokesperson training hosted to train issue experts on key messages and speaking with the media
- 1 TV talk show producer workshop hosted to encourage dedicated programming to IYCF
- 1 division-level journalist training hosted in Sylhet
- 10+ major national events hosted or coordinated with partners, like Global Handwashing Day and World Breastfeeding Week events
- 1 media colloquium hosted to discuss the critical roles and responsibilities that media and issue experts have in creating compelling news stories
- 1 op-ed placed in support of extending maternity leave to six months
- 10+ site visits to observe IYCF interventions and programs at the community level
- 1 disc jockey workshop to sensitize ABC Radio disc jockeys to IYCF and encourage coverage in their programming

MEDIA OUTLETS ENGAGED

- 24 Print Outlets: Amar Desh, Bangladesh Sangbad Sangstha (BSS), BDNews24.com, Daily Bangladesh Pratidin, Daily Bhorer Kagoj, Daily Inqilab, Daily Ittefaq, Daily JaiJaiDin, Daily Janakantha, Daily Jugantor, Daily Naya Diganta, Daily Sangbad, Daily Shyamal Sylhet, Daily Star, Daily Sun, The Financial Express, The Independent, Kaler Kantho
- 15 TV Stations: ATN Bangla, ATN News, Bangladesh Betar, Bangla Vision, Boishakhi TV, BTV, Channel i, Channel 9, Desh TV, Ekattur TV, ETV, Independent TV, NTV, RTV, Shomoy TV
- 1 Radio Station: ABC Radio

BANGLADESH MEDIA ENGAGEMENT BY THE NUMBERS (2010 – 2012) *continued*

PARTNERS ENGAGED

- Media engagement program collaboratively designed and executed by Alive & Thrive, Management and Resources Development Initiative, and the Institute of Public Health Nutrition, with collaboration and input from numerous partners
- Opinion leader research conducted by Somra-MBL Limited
- Media scan conducted by AC Nielsen
- Media materials, messages, and issue expertise provided by Alive & Thrive, Asiatic Marketing Communications LTD, Bangladesh Breastfeeding Foundation, Bangladesh Paediatric Association, BRAC, CARE International, Department of Public Health Engineering, Fanta II, Food and Agriculture Organization of the United Nations, Helen Keller International, ICF Macro International Inc., Institute of Public Health Nutrition, Micronutrient Initiative, National Institute of Population Research and Training (NIPORT) of the Ministry of Health and Family Welfare, UNICEF, USAID, Training and Assistance for Health and Nutrition (TAHN) Foundation, and the World Food Programme

MATERIALS DEVELOPED AND DISTRIBUTED

- IYCF – nutrition booklet: 10-page advocacy booklet outlining the health, economic, and social impacts of undernutrition for doctors, policymakers, and child nutrition stakeholders; more than 16,750+ copies distributed in-country by child nutrition stakeholders, government, and media
- Doctor advocacy video: 8 minute video featuring prominent medical leaders speaking out in support of IYCF best practices; nearly 800 copies distributed in-country by medical associations, child nutrition stakeholders, and government
- National Nutrition Services policy brief: 4-page policy brief outlining the Government's approach to the National Nutrition Services; 130,000+ copies distributed by the Government
- Hand washing issue brief: 4-page issue brief on the link between hand washing and IYCF; nearly 4,000 copies distributed in-country by child nutrition stakeholders and the Government

Activity checklist

- ✓ Conduct daily news monitoring
- ✓ Disseminate relevant media coverage to stakeholders on a regular basis
- ✓ Develop and use criteria for evaluating quality of media coverage
- ✓ Share lessons learned with partners and stakeholders

Conclusion

Media advocacy can be an effective tool to raise awareness, increase dialogue, and shift opinion leader perceptions on child nutrition. It can advance the advocacy goals and priorities of any global health initiative—especially when designed to support and coordinate with broader communication and awareness-building activities underway.

Ideally, media engagement and capacity building will involve comprehensive and long-term activities to ensure a sustainable impact on the media. This is best achieved by using a systematic approach that includes opinion leader research and a media landscape analysis; sustained interaction and training for reporters and editors; and monitoring and evaluating results and lessons learned. Every step and activity along the way can and should be tailored to meet your program's unique needs, resources, and capacity.

By following this process, advocates can achieve greater visibility for their issue and cultivate true champions in the form of news reporters, editors, and spokespeople—whose commitment to the issue will last long after the program is complete.

“The support I’ve received through the fellowship program has been exceedingly important. It has really opened up my horizons and helped me write more nutrition stories in 6 months than I might have done in 6 years...I feel nutrition has now become a lifelong passion. I will continue to cover this issue as long as I work as a reporter.”

- Syed Zain Al-Mahmood, Reporter,
United News of Bangladesh

It is clear that the media engagement program in Bangladesh has had a positive impact: the independent program evaluation study reported a clear and significant increase in coverage of IYCF and nutrition, and an improvement in the quality of reporting. There was also a significant shift of mindset among journalists who participated in the training and fellowship programs, and journalists indicated their belief that nutrition should be prioritized in the government's agenda. The overall behavior change program, including advocacy, reached national scale, progress was achieved on Government policies and plans, and donor resources totaling over \$50 million were committed for IYCF.

For more information on how the IYCF media engagement and capacity building work was conducted in Bangladesh, and to access additional media advocacy materials and coverage not included in this guide, please visit: <http://aliveandthrive.org/resources/advocacy>.

Appendix A

EXAMPLE: IYCF KEY MESSAGES

- For infants and young children, poor nutrition during the first 24 months of life can have a permanent impact on life-long health, social and economic outcomes.
- Poor nutrition weakens the immune system, stunts growth and development, impairs physical, mental and brain development, and increases the risk of contracting infectious diseases. Survivors are more likely to start school later and to drop out of school. It's estimated that children who are undernourished have 10 percent lower earnings over their lifetime.
- When multiplied across our nation, undernutrition takes a devastating toll on the health and economic development of Bangladesh. It's been estimated that poor nutrition can cost up to 3 percent of a country's gross domestic product.
- Proper infant and young child feeding (IYCF) practices can improve nutrition and save millions of lives. Proper IYCF practices include:
 - Initiating breastfeeding within the first hour after birth.
 - Exclusively breastfeeding through the first six months of a child's life.
 - After the completion of the first six months, feeding babies and children a variety of healthy foods (preferably homemade) in sufficient quantities, along with continued breastfeeding until a child reaches two years of age.
 - Washing hands with soap before preparing food and feeding young children.
- Complementary feeding in particular is key to reducing stunting. Unfortunately, in Bangladesh only 21 percent of children between six and 23 months of age are fed an appropriate diet according to global recommendations.
- Proper handwashing practices linked to child feeding are also critical. Even when families feed their children the right foods in the right quantities, good nutrition can be undermined when children become repeatedly sick from infections due to poor handwashing practices.
- Evidence shows that we can successfully improve IYCF practices. Findings from the 2011 Bangladesh Demographic and Health Survey show an increase in exclusive breastfeeding rates from 43 to 64 percent. Mothers and families are willing and able to properly feed their children when provided with accurate and unbiased information.
- We can prevent poor child nutrition by supporting simple, proven solutions that give women and families the tools and information they need to make the best choices when feeding their young children—solutions that all families can implement. Together, we can strengthen our nation for generations to come.

Appendix B

EXAMPLE: YEAR-LONG MEDIA ENGAGEMENT CALENDAR

JANUARY	Program Milestones <ul style="list-style-type: none"> - Conduct media landscape analysis - Determine goals / objectives of media engagement
FEBRUARY	Program Milestones <ul style="list-style-type: none"> - Host journalist training to provide IYCF / child nutrition background - Issue fellowship program brief - Select fellows / mentors
MARCH IYCF BACKGROUND	Program Milestones <ul style="list-style-type: none"> - Begin 10 month fellowship program - Host study circle on accurate reporting of Demographic Health Survey IYCF and nutrition data Calendar Opportunities / Story Ideas <ul style="list-style-type: none"> - Importance of IYCF practices in reducing malnutrition - Link between hand washing and IYCF and malnutrition
APRIL BUILDING SUPPORT FOR COVERAGE	Program Milestones <ul style="list-style-type: none"> - Host media gatekeeper training to build newsroom support - Host issue expert training to encourage media interviews, outreach, and op-eds Calendar Opportunities / Story Ideas <ul style="list-style-type: none"> - Nutrition indicator comparison of Bangladesh vs. regional countries - Role of families in promoting proper practices
MAY HEALTH, SOCIAL AND ECONOMIC IMPACT	Program Milestones <ul style="list-style-type: none"> - Host study circle on national IYCF policies - Host TV producers workshop on IYCF - Engage finance minister for op-ed on nutrition as a top development priority Calendar Opportunities / Story Ideas <ul style="list-style-type: none"> - IYCF and the National Nutrition Services - Relationship between malnutrition and the MDGs - Economic impact of malnutrition on families and Bangladesh - Cycle of malnutrition - National Vitamin A plus campaign
JUNE IYCF-FRIENDLY BUSINESS PRACTICES	Program Milestones <ul style="list-style-type: none"> - Conduct site visit to IYCF-friendly worksite; bring TV station to shoot footage for talk show on employer responsibilities - Place op-ed supporting expanding maternity leave to the private sector Calendar Opportunities / Story Ideas <ul style="list-style-type: none"> - Human interest story on working mothers - IYCF-friendly employer practices - Comparison of Bangladesh maternity leave practices vs. regional countries - Comparison of public vs. private sector maternity leave policies - Feature Prime Minister's support for expanding maternity leave to private sector

JULY BREAST-MILK SUBSTITUTES CODE	<p>Program Milestones</p> <ul style="list-style-type: none"> - Host roundtable discussion with major daily print outlet and issue experts to discuss ways to strengthen / enforce Breast-milk Substitutes Code - Conduct site visit to community intervention site to see IYCF practices at the community level; bring TV station to shoot footage for talk show <p>Calendar Opportunities / Story Ideas</p> <ul style="list-style-type: none"> - IYCF during Ramadan - Comparison of Bangladesh BMS Code policies vs. regional countries
AUGUST WORLD BREASTFEEDING WEEK	<p>Program Milestones</p> <ul style="list-style-type: none"> - Host study circle leading up to World Breastfeeding Week - Support IPHN's World Breastfeeding Week press conference <p>Calendar Opportunities / Story Ideas</p> <ul style="list-style-type: none"> - World Breastfeeding Week - Feeding practices and the monsoon season / climate change
SEPTEMBER MEDICAL PROFESSIONALS	<p>Program Milestones</p> <ul style="list-style-type: none"> - Engage a major daily print outlet to do a Q&A series on malnutrition from health professional perspectives (medical association president, leading pediatric doctor, community health worker) - Human interest story on community health workers - Host TV talk show on role of medical experts in reducing malnutrition <p>Calendar Opportunities / Story Ideas</p> <ul style="list-style-type: none"> - Updates to medical curriculum - Role of medical professionals in promoting IYCF practices
OCTOBER HAND WASHING	<p>Program Milestones</p> <ul style="list-style-type: none"> - Host study circle on national hand washing policies / practices - Conduct site visit with TV cameras to community intervention site to see hand washing behavior change communication project <p>Calendar Opportunities / Story Ideas</p> <ul style="list-style-type: none"> - Global Hand Washing Day - Feature story on how/why to integrate IYCF into WASH programs
NOVEMBER MULTI-SECTORAL APPROACH TO MALNUTRITION	<p>Program Milestones</p> <ul style="list-style-type: none"> - Host TV talk show on multi-sectoral approaches to address malnutrition - Engage a major daily to publish in-depth cover story on role of different sectors in improving IYCF and nutrition - Ten month fellowships conclude <p>Calendar Opportunities / Story Ideas</p> <ul style="list-style-type: none"> - Effect of food prices on proper feeding practices - Stories on nutrition-sensitive development in agriculture, education, social protection, public health, etc.
DECEMBER EVALUATION	<p>Program Milestones</p> <ul style="list-style-type: none"> - Evaluate fellowship program and share results with stakeholders - Evaluate TV talk shows and share results with stakeholders <p>Calendar Opportunities / Story Ideas</p> <ul style="list-style-type: none"> - Conduct ongoing media outreach

Appendix C

EXAMPLE: MEDIA ENGAGEMENT AND CAPACITY BUILDING PROGRAM BRIEF

Background and Objectives

The time between birth and age two is a critical window of opportunity to give children the best chance for a healthy and productive life by ensuring good nutrition. The damage caused by poor infant and young child feeding (IYCF) practices is permanent and can have a tremendous impact on the health, economic, and social development of Bangladesh.

Unfortunately, child nutrition is not viewed as a top national priority among policymakers and opinion leaders, and too many mothers and families are not aware of proper feeding practices. One reason for this is limited coverage of these issues in the Bangladesh media, and low awareness of the real impacts of poor nutrition on our entire country.

To increase understanding and urgency among opinion leaders to take action in support of stronger IYCF policies and programs, we will develop and execute a long-term media engagement program with the following objectives:

- Build the capacity of journalists and media gatekeepers to report on child nutrition using effective data, messages, and storytelling techniques.
- Increase the visibility of issue experts and credible spokespeople in media reports on child nutrition.

Timeframe

The media engagement and capacity building program will last 12 Months (January – December 2014).

Activities

Journalist training with print and electronic media

This day-long training will increase journalist knowledge on IYCF and child nutrition issues by providing key messaging, research, and materials, and connecting journalists with issue experts. Key activities will include a presentation of the latest IYCF research; recommendations for effective reporting and troubleshooting obstacles; a mock interview session with issue experts; and a group work session to identify in-depth story topics. A minimum of 20 health journalists are expected to attend.

- Outcome: 20 journalists trained with a strong foundation in child nutrition and IYCF; dissemination of reference materials to support story development; reporters connected to issue experts; minimum 12 journalists identified for six-month fellowship program.

Ten-month fellowship program for 12 print and electronic journalists

Following the training, 12 journalists will be selected to participate in a 10-month fellowship program, along with six senior media representatives to each serve as a mentor to two fellows. Fellows will be assigned to write analytical, in-depth stories based on the topics identified during the training. A fellowship stipend will be provided to support their research, site visits, and other story-building activities.

- Outcome: minimum of 45 in-depth reports published; deeper and sustainable journalist knowledge and connections made with IYCF experts and government officials.

Study circles

Throughout the fellowship program, four study circles will be held to strengthen journalist knowledge on specific IYCF and child nutrition topics, connect journalists with issue experts and the latest research, and troubleshoot barriers to reporting. Example study circles include exploring the link between IYCF and hand washing, and the importance of strong national IYCF policies. Presentations will be followed by an open dialogue with reporters.

- Outcome: increased journalist awareness and improved coverage depth on four specific IYCF topics.

Site visits

Each journalist will attend a minimum of one site visit to experience first-hand the impact of IYCF issues and programs at the community level. Journalists will be expected to identify specific story topics to explore at the community level in advance of the site visit.

- Outcome: 12 fellowship journalists introduced to nutrition issues and programs at the community level.

Media gatekeeper training

One half-day media gatekeeper training will be held to increase awareness and support for IYCF reporting among newsroom editors, with a specific call to action for gatekeepers to support journalist coverage of IYCF issues.

- Outcome: minimum of 15 newsroom editors sensitized to IYCF issues.

Issue expert media training

One half-day issue expert media training will be held with medical professionals and key nutrition actors to increase their comfort level with media interviews and facilitate relationships with reporters. Key activities will include sharing messaging and materials; reviewing tips for effective media engagement; and conducting an on-camera interview session with journalists to practice tough questions.

- Outcome: minimum of 20 medical/nutrition professionals trained on effective media engagement; more experts willing to speak with the media.

Evaluation and reporting

A clipping report of relevant news coverage will be disseminated to stakeholders each week. The fellowship program will be evaluated on an ongoing basis to determine each activity's effectiveness and to assess the quantity and quality of media coverage. At project conclusion, an in-depth report will be developed to share lessons learned for future media engagement.

CALENDAR (FELLOWSHIP PROGRAM JANUARY – DECEMBER 2014)												
Activity	JAN.	FEB.	MAR.	APR.	MAY	JUN.	JUL.	AUG.	SEP.	OCT.	NOV.	DEC.
Journalist Training												
Study Circles												
Site Visits												
Media Gatekeeper Training												
Issue Expert Media Training												
Project Evaluation												

Appendix D

EXAMPLE: MATERNITY LEAVE OP-ED

Suggested Title: Six-Month Maternity Leave: The Best Protection for Exclusive Breastfeeding

Suggested Byline: Prominent Decision-Maker, Policymaker, or Medical Professional

In Bangladesh, child undernutrition is a crisis situation. Almost half of children age five and younger suffer from poor nutrition. Thirty-six percent are underweight and 41 percent are stunted, or too short for their age. Poor nutrition weakens the immune system, stunts growth and development, impairs physical, mental and brain development, and increases the risk of contracting infectious diseases.

All of this leads to a lifetime of reduced productivity. Undernourished children are more likely to drop out of school early, have reduced cognitive abilities, and earn significantly less money as adults. But the impacts of poor nutrition go far beyond individuals and families. When multiplied across the nation, it takes a devastating toll on the health and economic development of our entire country. It's estimated that undernutrition can cost up to 3 percent of a country's gross domestic product.

But poor nutrition is also preventable. In fact, nearly every family in Bangladesh has all the food they need to feed a child for their first six months of life. According to most major international health organizations, including the World Health Organization and UNICEF, breast milk is the unparalleled first food for babies during the first six months of life—no other food or drink is needed (not even water). Research shows that if all mothers initiated breastfeeding within one hour of birth it could prevent one in five child deaths.

But balancing work demands with child feeding prevents many mothers from being able to breastfeed exclusively. And no mother should have to choose between saving her job and feeding her child.

There is a solution. Maternity leave is an essential employment benefit that can save lives, improve health, and embolden our economic future by ensuring that all mothers in Bangladesh can give their children the best nutrition. Early last year, the Government of Bangladesh demonstrated leadership and vision by implementing six months of paid maternity leave for public servants. This expansion of a key government policy is an example of leadership that will protect the health and well-being of thousands of government employees and their children. Soon after, in an address at the inaugural ceremony for World Breastfeeding Week 2011, the Prime Minister implored private employers to implement the very same policy.

One year later, we are observing World Breastfeeding Week again—yet mothers who work in the private sector still aren’t guaranteed the same benefits as government workers. In fact, some business leaders now suggest that the policy for private sector workers should be rolled back, from 16 weeks to 12 weeks. But to achieve the policy’s full social, health, and economic impacts, it’s critical that every employer across Bangladesh adopt the highest possible standards to protect our entire workforce.

Breastfeeding has widespread benefits to mothers and families: it helps space children, prevents the high costs of formula feeding, and reduces the risk of a mother experiencing diabetes, breast cancer, and anemia. Maternity leave not only benefits mothers and families—it benefits employers also. Research shows that it can reduce employee turnover and absenteeism due to child illness, which leads to a more stable and loyal workforce. And women are more likely to participate in the workforce when guaranteed employment security and a continued source of income following delivery, which results in more income tax and government revenues.

It should come as no surprise that the maternity leave expansion for government workers was supported by high-level officials within the Ministry of Finance, the Ministry of Establishment, the Ministry of Health and Family Welfare, and the Ministry of Women’s and Children’s Affairs. It had broad support because undernutrition affects us all—and its impacts cut across issues of poverty, health, and ultimately, our nation’s very economy.

The economic development of Bangladesh rests on a healthy, educated, and productive workforce—so it’s fitting that our business sector must play such a key role in promoting the health of its workers. This World Breastfeeding Week, let’s join together to ensure that working mothers can provide the best possible nutrition for their children—the children of Bangladesh.

Appendix E

ADDITIONAL IYCF RESOURCES

Additional IYCF advocacy resources and materials can be found on the **Alive & Thrive website** (<http://aliveandthrive.org/resources/advocacy>), including:

- **IYCF nutrition booklet:** This comprehensive booklet provides a summary of Bangladesh's Demographic and Health Survey IYCF and child nutrition data, outlines the impact of proper feeding practices and policies on health and economic outcomes, and provides policy recommendations.
- **Hand washing issue brief:** This issue brief provides evidence supporting proper hand washing practices before food preparation and child feeding.
- **National Nutrition Services policy brief:** This policy brief details the Government of Bangladesh's approach to mainstreaming and integrating IYCF through the National Nutrition Services.
- **IYCF advocacy video:** This video features remarks from preeminent child nutrition experts on the important role doctors have in promoting proper child feeding practices.
- **IYCF and hand washing infographic:** This infographic outlines proper feeding practices from birth to age two, and hand washing practices before food preparation and child feeding.
- **IYCF advocacy presentation:** This advocacy presentation provides an overview of proper child feeding practices and their impact on health and economic goals and outcomes.
- **IFPRI evaluation results:** This report analyzes the results and impact from Alive & Thrive's media engagement and capacity building project.

