

The Making of *Baro Kahan*



**An Impactful
Communication Toolkit
for ICDS Workers**



A joint initiative of the Department of Women and Child Development and Social Welfare, Government of West Bengal and UNICEF Field Office for West Bengal.

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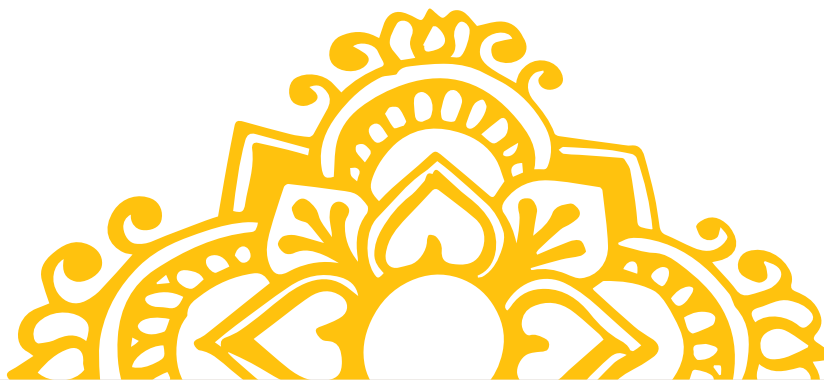
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**An Impactful
Communication Toolkit
for ICDS Workers**





A narrative that captures the story of *Baro Kahan* toolkit and its pilot roll-out in West Bengal

Purpose and organisation of this process document

In an endeavour to enhance the knowledge and skills of ICDS functionaries, the Department of Women and Child Development and Social Welfare, Government of West Bengal with technical support from UNICEF, developed the *Baro Kahan* toolkit. It aims to expand and shape their understanding about issues related to nutrition, health, hygiene, sanitation and early childhood development. It further intends to facilitate and enrich their interactions with target groups, namely mothers, caregivers and adolescent girls in the community. The toolkit comprises 12 thematic sections or stories that drive home key messages in a short, simple and structured manner. Use of eye-catching illustrations in the toolkit power the messages with a greater ability to stick and create an impact. The content of the toolkit is in Bengali and its design aligned to social and cultural sensitivities. On the request of the Department, UNICEF organised a process documentation for the preparation of *Baro Kahan* and its pilot implementation in Purulia and Malda districts. As part of the documentation, field level responses and feedback were gathered to guide its upscale across the state. The ICDS workers in the two districts found *Baro Kahan* to be a meaningful intervention with a potential to add to their skillsets.

This process documentation captures the genesis of *Baro Kahan* and elaborates the steps undertaken at different stages right from conceptualisation and designing of the toolkit to its implementation. It records and presents suggestions of end users, community members and health workers on how to take the *Baro Kahan* implementation to scale.

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MESSAGE

Integrated Child Development Services (ICDS) is one of the largest schemes of the world. The objective of the scheme is that all the children and mothers get the best care for their fullest growth and development. The scheme deploys thousands of ICDS workers family and community level contacts to deliver the services.

Community participation and behaviour change communication are the key pillars of ICDS. The AWWs play a pivotal role in interacting with mothers, children, adolescents and communities at large to bring about desired changes in their knowledge, skills and behaviours vis-à-vis their development and growth. Enabling and empowering frontline functionaries, AWWs, for effective delivery of the ICDS is extremely crucial for the performance of their role and responsibilities at community level.

“Baro Kahan”, a creative and comprehensive toolkit for ICDS workers, intends not merely to do the best; its contents demonstrate very clear knowledge of what it intends to do, and it also succinctly guides the frontline workers to do their best for educating their target groups – mothers, children and adolescents.

The toolkit consolidates the key nutrition, early childhood development and healthcare messages that frontline workers must reinforce among the communities. “Baro Kahan” presents these messages in an interesting story-telling format well-suited to the West Bengal context.

I am confident that “Baro Kahan” toolkit can palpably augment the communication skills of AWWs to do their best for effective delivery of the ICDS.

The Department of Women and Child Development and Social Welfare is happy to share the findings and experiences of a pilot implementation of the toolkit in Malda and Purulia districts in this process document. It further details out the process of development of “Baro Kahan”. It can serve as a useful guide to introduce the toolkit across the state.

Shashi Panja
(Dr. Shashi Panja)



Sanghamitra Ghosh, IAS

Secretary,
Department of Women & Child Development and Social Welfare,
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Message

There is widespread acknowledgement that Anganwadi Workers (AWWs) are the driving force behind the Integrated Child Development Services scheme. They remain the primary contact points of the communities and can bring about desirable behaviour change through effective interpersonal communication (IPC) and counselling. They need short, simple yet high impact training and self-contained communication tools. These tools should not only improve the knowledge and skills of AWWs, but also standardise and structure messages delivered by them during nutrition and health education sessions, mothers' meetings and Village Health, Sanitation and Nutrition Days (VHSNDs).

“Baro Kahan” is one such communication toolkit which has immense potential to support AWWs in effective community engagement. Developed originally in Bengali, the toolkit comprises three volumes on maternal, child and adolescent nutrition. It makes use of contextually relevant illustrations to deliver key nutrition, health and WASH messages to target communities. The toolkit has been piloted in two districts of Purulia and Malda and has shown positive results. Field functionaries and community members have placed on record their appreciation for its content and design. With its proven merit in field settings, the Department of Women and Child Development and Social Welfare is now ready to upscale “Baro Kahan” in other parts of the state in a phased manner.

Towards this end, the Department with the support of UNICEF has facilitated an independent process documentation to gather feedback from all relevant stakeholders to modify and further strengthen the “Baro Kahan” toolkit. This document presents feedback and suggestions to enhance the toolkit for a state-wide roll-out.

Sanghamitra Ghosh
(Sanghamitra Ghosh)
Secretary



Acknowledgements

“The Making of *Baro Kahan: An Impactful Communication Toolkit for ICDS Workers*” is a process documentation of the pilot implementation of *Baro Kahan*, an IPC and counselling toolkit. The need for the process documentation was felt post an overwhelming positive response from the two pilot districts, namely, Purulia and Malda. The toolkit proved highly effective in these districts. This built a strong case for taking *Baro Kahan* implementation to scale for achieving improved nutritional and health outcomes for children, women and adolescents. UNICEF and the Department of Women and Child Development and Social Welfare, Government of West Bengal (GoWB) agreed to systematically document the process adopted for toolkit preparation and pilot implementation to inform its scale-up in all 33 districts of the state. This document provides useful insights on the processes and impact of the toolkit for further replication and scale-up. It also presents the perspectives of relevant stakeholders and recommendations for the next phase.

UNICEF, in consultation with the Department, engaged New Concept Centre for Development Communication (NCCDC), an independent professional agency, to conduct the process documentation. The work for the documentation was conducted during February-March, 2019 in Purulia and Malda districts. The documentation captures logistic and intellectual contributions of officials from the Department of Women and Child Development and Social Welfare, district and block level ICDS functionaries in developing and rolling-out *Baro Kahan*. Their inputs were invaluable to the success of this undertaking. Special thanks are due to the AWWs, mothers and adolescent girls who candidly shared their views and feedback about the toolkit and gave their time to the documentation team.

Finally, I would like to thank the Secretary, Department of Women and Child Development and Social Welfare, for her able leadership and guidance. I also appreciate the hard work put in by UNICEF C4D and Nutrition Specialists for their painstaking efforts in helping review and finalise this document. I hope that the process document will guide the successful roll-out of *Baro Kahan* across the state.

Mohammad Mohiuddin
Chief of Field Office
UNICEF, West Bengal



Note from the NCCDC Documentation Team

Innovative tools such as *Baro Kahan* can have far-reaching results in equipping AWWs with correct knowledge and skills while interacting with the target audience, specifically mothers and young girls. During this process documentation assignment, our effort was to capture the responses of ICDS functionaries, AWWs and community members on the toolkit. Through a multi-method approach involving the use of in-depth interviews, focus group discussions and observing *Baro Kahan* sessions in progress, efforts were made to understand the perspectives of community members and AWWs on the toolkit. We also sought feedback on its content and illustrations from AWWs, community members and block, district and state officials of the Department of Women and Child Development and Social Welfare. We further retraced the processes followed to ideate, design and implement the toolkit.

The document is structured into various sections. In the initial sections, the need for a toolkit like *Baro Kahan* and its unique characteristics have been explained. The subsequent sections bring to the fore, the detailed processes followed to develop and implement the toolkit. The initial responses and perspectives of various stakeholders and the impact of the toolkit in the pilot implementing districts have also been articulated. A set of key recommendations have been presented in the final section.

It is expected that the document will be a useful resource for the programme implementers, partners and practitioners who intend to develop, implement and use innovative IPC toolkits such as *Baro Kahan*.



List of Abbreviations

ANC	Antental Care
AWC	Anganwadi Centre
AWW	Anganwadi Worker
C4D	Communication for Development
CDPO	Child Development Project Officer
DPO	District Programme Officer
ECCE	Early Child Care and Education
GoWB	Government of West Bengal
ICDS	Integrated Child Development Services
IEC	Information, Education and Communication
IFA	Iron and Folic Acid
IPC	Interpersonal Communication
JWT	J. Walter Thompson
MCP	Mother and Child Protection
MWCD	Ministry of Women and Child Development
NCCDC	New Concept Centre for Development Communication
NFHS	National Family Health Survey
NHED	Nutrition and Health Education
SBCC	Social and Behaviour Change Communication
ToR	Terms of Reference
ToT	Training of Trainer
VHSND	Village Health, Sanitation and Nutrition Day



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Background

Why a structured and self-contained toolkit for ICDS workers?



Empowering the cadre of ICDS workers or grassroots functionaries with tools, training aids and equipment can facilitate their interactions and add value to their relationship with the community members and go a long way in bringing about the desired change.

There is growing consensus around the need to prioritise development interventions, so that poor nutrition among children, women and adolescent girls can be addressed. In developing countries like India, this continues to be a major factor impacting the overall well-being, productivity and economic status of families and communities. The Government of West Bengal (GoWB) has adopted targeted approaches through focused actions directed at adolescent girls with a view to impact nutritional outcomes.

Recent years have seen West Bengal recording a considerable improvement in its nutritional and health status. As per the National Family Health Survey-4 (NFHS-4, 2015-16), there has been a reduction in the rates of anemia and stunting since NFHS-3, 2005-06. However, more than 50 per cent children and over 60 per cent women continue to be anemic. Further one-third of children under five years are stunted while one-fifth are wasted. West Bengal also features among the states with high rates of child marriage¹ which is a strong determinant of undernutrition.

The Integrated Child Development Services (ICDS) scheme, under the purview of the Ministry of Women and Child Development (MWCD) is an important platform to deliver nutrition and health services to adolescent girls, children aged 0-6 years, pregnant and lactating women. It is one of the world's largest community-based programmes that aims to improve the knowledge, skills and attitudes around nutrition, health and early childhood development. Its integrated package of services includes supplementary nutrition, immunisation, medical check-ups, referral services, pre-school non-formal education and Nutrition and Health Education (NHED).

A large cadre of frontline functionaries, the anganwadi workers (AWWs), form the backbone of the ICDS scheme. The AWWs have primary contact with key target groups including pregnant women, lactating mothers, newborns, children and adolescents. Through their interactions and dialoguing with community members, AWWs disseminate important

¹NFHS-4, 2015-16.

information on nutrition, health and early childhood development. Therefore, capacity building of AWWs on information, education and communication (IEC) has immense potential to bring about desired change in people's knowledge, skills and attitudes. Adequate training and use of culturally appropriate IEC toolkits can play an important part in strengthening AWWs' interpersonal communication (IPC) skills and assisting them in imparting knowledge while bringing about a change in attitudinal actions of both service providers and their recipients.

Investing in grassroots functionaries and enriching their community interactions

The rationale behind introducing an IPC toolkit with a novel approach was to improve the quality of interactions of AWWs with pregnant

By having a self-contained and dedicated toolkit at their disposal that lists out a schedule with a month-wise agenda, the AWWs are better prepared and organised to share key messages with target groups. Also, the target audiences in communities are able to relate the theme to the month and reflect on the content shared with them.

and lactating mothers and young adults including adolescent girls around positive care practices.

The *Baro Kahan* toolkit was conceptualised and finalised through a collaborative and consensual approach. A reputed design agency was engaged, backed by sound technical support from UNICEF. The toolkit "*Baro Kahan*" which means 12 stories, each of which was based on a dedicated nutrition theme, was introduced in two districts of West Bengal, namely Malda and Purulia in 2017-18.



Birth of an idea:

Baro Kahan, a unique interpersonal communication tool



A large network of anganwadi centres (AWCs) with nearly 115,000 AWWs are operational in West Bengal. A workforce of this scale, if equipped with user-friendly and well-designed IPC tools, can achieve far-reaching results in educating communities on nutrition, early childhood development, health and WASH. Such tools can enhance the connect of AWWs with target groups and have a strong recall factor among both the communities and the frontline workers.

The development of *Baro Kahan* and its final look and feel have been largely determined by this premise of reinforcing critical messages related to nutrition, health and WASH and positive care practices. It aims at developing correct knowledge, skills, attitude and practices amongst pregnant and lactating mothers, young adults, adolescent girls and frontline workers.

Twelve stories in the toolkit correspond to AWWs' visiting schedule planned for the entire 12 months of a year. The toolkit is quite appropriate for use by AWWs during home visits, mothers' meetings, Village, Health, Sanitation and Nutrition Days (VHSNDs), monthly Early Child Care and Education (ECCE) days at the AWC and other platforms, all through the year.

Triggered by traditions

Baro Kahan, which in local parlance means 12 stories, has been developed as an interactive and participatory communication toolkit that is sequenced in three flipbooks. Each of these flipbooks is visually appealing with culturally and socially relevant images.



Baro Kahan's creative use of traditional folklore as an instrument of change

The concept of *Baro Kahan* toolkit is deeply embedded in the Bengali traditional and cultural heritage. It imbibes the spirit of celebrating community festivals throughout the year and draws inspiration from Bengali folklore such as "*Baro Mase Tera Parbo*" (13 festivals during the 12 months of a year).



Likewise, the *Baro Kahan* toolkit harmonises 12 key themes around nutrition, early childhood development and WASH, guiding and motivating AWWs to discuss and transact these among communities. The 12 different themes through the flipbooks are told as stories so they can easily attract the attention of those they are meant for. Captured in a sequential form, each of these 12 themes is meant to be discussed in each month of a calendar year. The creative and technical teams responsible for developing the toolkit have focused on keeping the stories simple, structured and easy to understand. The toolkit envisages behaviour change communication (BCC) as continuous, therefore, it is contextually sensitive to be able to engage the target audience on an all-year round basis.

Strong case for a standardised and self-contained IPC toolkit for frontline workers

The mandate for ICDS frontline workers is to impart knowledge, skills and information on nutrition, health, early childhood development and WASH, and provide key services to improve nutritional and health status of community members. Technically sound, carefully designed and creative communication tools can make AWWs' interaction with the community members structured and engaging.

“A pictorial and structured tool is very effective as it reduces the need to instruct too much or too little. There has been a longstanding vacuum in having such a uniform and self-contained tool. It has been a timely initiative to introduce the *Baro Kahan* IPC toolkit which addresses most of these concerns.”

Sanghamitra Ghosh, Secretary, Department of Women and Child Development and Social Welfare, GoWB

“Lack of awareness and motivation to change are major barriers to the adoption of good behaviours. *Baro Kahan* is a behaviour change tool that has been acknowledged as both relevant and timely, since AWWs have so far not had any significant training aid to facilitate their interactions. Rolling out *Baro Kahan* across the state will prove to be a wise and well-timed decision.”

Mohammed Mohiuddin, CFO, UNICEF, West Bengal

Consultative and collaborative processes shape *Baro Kahan*

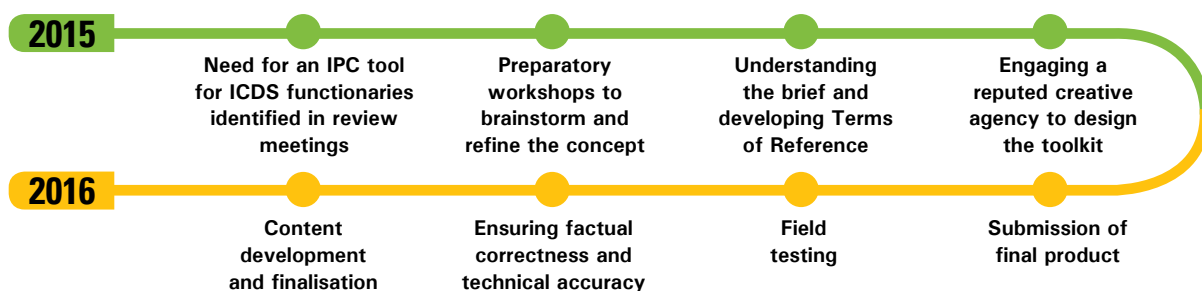


Development of *Baro Kahan* toolkit was a rigorous and iterative process involving high level of consultation and collaboration between the Department of Women and Child Development and Social Welfare, and UNICEF.

Chronology of developing *Baro Kahan*

Review meetings in 2015 identified the need for a comprehensive and dedicated IPC tool for ICDS functionaries: On 9th July 2015, the Department of Women and Child Development and Social Welfare, and UNICEF had a joint review meeting to discuss the annual work plan. This was followed by two review meetings that were spaced within the year at intervals of approximately six months. It was at one of these meetings that, the then Joint Secretary, Department of Women and Child Development and Social Welfare, GoWB expressed the need to build capacities of the AWWs on BCC skills. Towards this end, the idea to develop an IPC toolkit with storytelling format covering 12 themes, one for each month, was mooted. The toolkit was given an endearing name of "*Baro Kahan*" which could be appreciated, referred to and owned by the community.

Preparatory workshops help brainstorm and refine the concept: UNICEF supported the Department for the development of the toolkit through a consultative process. At the preliminary stage, a workshop was organised to brainstorm, ideate and conceptualise the IPC toolkit. Participants in this process included a mixed representation from the Department, ICDS Directorate, district level ICDS functionaries such as District Programme Officers (DPOs), Child Development Project Officers (CDPOs) and AWWs along with UNICEF's technical experts. Inputs of the Department and Directorate were taken while UNICEF worked closely with all stakeholders to ensure need-based content which was technically correct and appealing. This was followed by two workshops at the State level to understand the expectations of state, district and block level officials and field functionaries. During these workshops, suggestions were sought on messages and information to be included, and how the toolkit should look and be received and interpreted.



Timeline of *Baro Kahan* development

“The process of developing the toolkit was long since it was based on multi-stakeholder involvement. All partners were actively engaged in writing, finalising and approving content and developing the artwork. A lot of planning preceded the actual development of *Baro Kahan* and inputs from all stakeholders were incorporated, making it robust, evidence-based and relevant. Series of workshops were organised which were attended by the government, field functionaries and NGO partners before testing it in select settings.”

*Sanjoy Dey, State Consultant for ICDS Strengthening and Nutrition,
Department of Women and Child Development and Social Welfare, GoWB*

Understanding the brief and developing Terms

of Reference (ToR): UNICEF, as a leading development partner, was expected by the State Government to support the preparation of the toolkit and its rollout. Communication for Development (C4D) and Nutrition Programmes of UNICEF prepared detailed brief and ToR for the assignment. While developing the brief, the UNICEF team explained how they perceived *Baro Kahan* as a series of messages to be disseminated in a storytelling format across 12 months. They presented a concept to the Department outlining the 12 themes around which *Baro Kahan* was to be developed.

Engaging a reputed creative agency to design

the toolkit: Through a due process, J. Walter Thompson (JWT) India² was engaged by UNICEF from August 2015-December 2016. The scope of work included finalising alternative design and copy approaches; entire copy for all flipbooks; including illustrations and creative designs; undertaking pre-tests; and getting print-ready artworks. JWT was briefed by the C4D Specialist, UNICEF to maintain originality of the local cultural nuances while creating content and design.

The brief emphasised the need to conceive and create the content and design, first in Bengali³ and then to translate the same in English and then back to Bengali. The conscious decision to directly develop the content in Bengali instead

of English was taken to avoid loss of meaning and sense during translation. In line with this approach, the content was developed in Bengali to retain the cultural essence and local flavour of Bengal.



“The brief was to use the fascinating medium of storytelling in a visual format with illustrations and photographs depicting scenes from the local cultural milieu so that the content could be relatable, impactful and inspiring enough to bring about change.”

*Avijit Mitra, Joint Secretary
ICDS, DWCD, GoWB*

² J. Walter Thompson India is one of South Asia’s leading marketing communications agency that provides powerful 360 degrees communication solutions to its clients through an integrated national network.

³ The toolkit content was back translated from Bengali into English for non-Bengali colleagues involved in the preparation of *Baro Kahan*.



The original conceptualisation of *Baro Kahan* toolkit in Bengali entailed intense involvement of the Department. *Baro Kahan* was completely attuned to the local context of West Bengal and had all the features that could make it an asset for the AWWs. Its simplicity and artistic format with liberal use of visuals made it a high impact product.

Nasir Ateeq, C4D Specialist, UNICEF

Since the visual aspect of the toolkit was central to its acceptability, appropriate illustrations were finalised after deliberation. The agency suggested different options for the pictorial part, including the use of well-known Bengali artist Jamini Roy's illustrations to match the rural aesthetic taste and context of Bengal. This process demanded creativity and due diligence for technical aspects. A considerable amount of time was spent to reach an appropriate number of sections and volumes which would be enough for a final set of flipbooks capturing all the essential information and key messages. The present set comprising three flipbooks emerged through this process.

Over 100 Illustrations were selected for the "must have" messages where required. Each of the three flipbooks had four themes with every theme spread across four flip-pages containing messages for weeks 1-4. The agency submitted batches of themes to the Department and UNICEF for review and approval or revision, as required.

⁴ Jamini Roy, celebrated painter from West Bengal (April 1887-April 1972), was one of Rabindranath Tagore's most famous pupils. Most Bengalis are familiar with his work and take pride in what he achieved through his originality and contribution to the emergence of modern art in India.

Multiple options and creative routes explored to get the right look and feel

Three creative routes or options that captured the essence of *Baro Kahan* were presented to the Department and UNICEF and each one was then taken up for discussion.

Option 1: Direct demonstrative style with direct prose, giving the facilitator flexibility to build on the points and save on time.

Option 2: A Jamini Roy-based theme with rhymes that made the messages easier to remember and recall.

Option 3: Paper-cutting with storytelling to engage audience attention. Here, the presenter would need more time to disseminate messages compared to other formats.



By popular consensus, Option 2 was finalised using the Jamini Roy style with illustrations handpicked from his well-known artworks. Twelve rhymes were used to express 12 important thematic messages which appeared on theme-separator sheets. Each had four message sheets with illustrations. An innovation of 'Ask Questions Later' was included in all sections to be asked by the facilitator at the end of the session and then taken up in the subsequent session to ensure better retention and recall of messages.

Content development and finalisation:
Content development for the toolkit entailed the identification of important messages and main nutrition themes. The State Consultants from the Department and UNICEF Nutrition

and C4D Specialists finalised the content. Extensive desk review and online research on maternal nutrition and infant and young child feeding was factored in before finalising the 12 themes:

12 themes

1



Early initiation with colostrum feeding and exclusive breastfeeding

2



Timely initiation of complementary feeding and age appropriate complementary feeding, including breastfeeding

3



Prevention and management of diarrhoea

4



Prevention and management of child undernutrition

5



Full immunisation by one-year of age

6



Bi-annual Vitamin A supplementation bundled with de-worming for children till 60 months of age

7



Iron and Folic Acid (IFA) supplementation for children aged 6-60 months

8



Promote usage of adequately iodised salt at household level and at institution-based feeding programmes

9



Feeding and hygiene

10



Promotion of psycho-social development of children under three with reference to development milestones

11



IFA supplementation with bi-annual de-worming and promotion of nutrition and care for adolescents

12



Maternal nutrition

The first draft of the content took shape in about five months. It was important to cover the essential nutrition messages in an easy-to-use way avoiding any 'information overload'. The messages were kept simple to match with existing skills and knowledge of AWWs, allowing them to use their own language and to facilitate discussion with the participant group instead of lecturing and making it a one-way monologue. Every session was designed to have an interactive beginning with a catchy rhyme and ending with a set of questions to recap the messages and check participants' comprehension of the same.

Ensuring factual correctness and technical accuracy: Fact checking for scientific accuracy and authenticity of content was ensured by UNICEF's Nutrition and C4D Specialists and State Consultants, Department of Women and Child Development and Social Welfare. They divided the themes amongst themselves, verified facts and ensured if pictorials matched the information. Revisions were suggested by the team through several rounds of review to check suitability, relatability, political, social, cultural and religious aspects. A guideline to use the toolkit, as part of the introductory chapter of the toolkit, was included to guide the AWWs for choosing themes for IPC sessions, place of sessions and how to hold and use the flipbooks.

Field testing: Field testing of the toolkit was carried out by the PRDG Research and Consulting Services. Two themes each from three flipbooks (total six themes) were pre-tested. Key pre-test aspects included format of the communication tool, user-friendliness, look-n-feel, comprehension of messages and illustrations. The toolkit was pre-tested in the community using focus group discussions and in-depth interviews in Rasopunja block in South-24 Parganas and Chakdah block in Nadia in November 2016. The findings of the same were shared with the Department in December 2016. Field testing provided valuable feedback from the community. A range of comments

and suggestions were received with most emphasising the positive aspects of the toolkit.

Subject matter found to be relevant and much needed: Most respondents had positive feedback on all topics and found them informative, enlightening and easy to understand. They expressed interest and curiosity, especially on subjects like correct posture for breastfeeding, anemia in adolescents and role of supplementary food in child nutrition.

Well-illustrated and engaging: Communities and government officials found the messages to be clear and distinct with no ambiguity. They could relate them to their routine lifestyle and habits. The illustrations added to the visual appeal and easy comprehension.

Triggering the curiosity to know more: The narrative and scenarios that were presented in the toolkit during the pre-test study stimulated participants' thought process to question their current practices and how they could adapt the information to fine tune their nutrition and WASH behaviours and actions. Importantly, they could establish the link between nutrition, hygiene and health.

Drawing attention to neglected areas like adolescent nutrition and health: Most families acknowledged that they had not been part of any focused discussions like these relating to adolescent nutrition and health. This was particularly the case with school girls who had no one to share their concerns. They felt happy that the toolkit covered adolescent nutrition as an important theme.

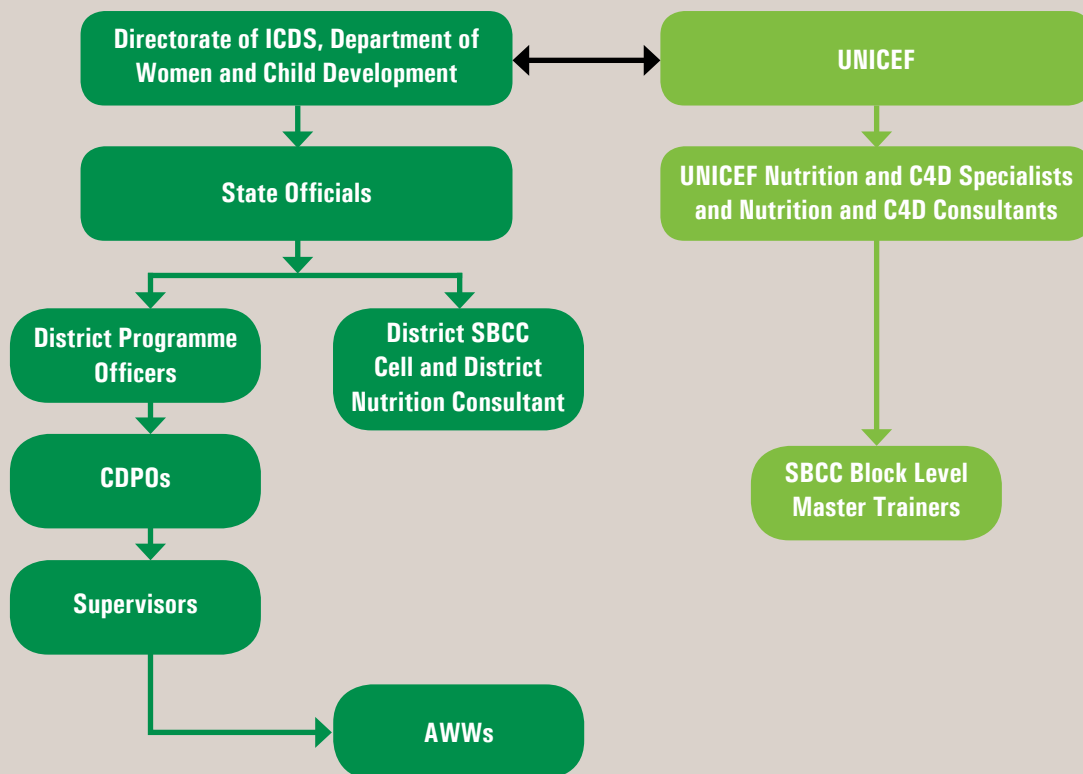
Making maternal and child nutrition and health a family issue: Concerns related to maternal and child development were taken up as the ICDS worker demonstrated to family members how each one could play a role in improving the health and well-being of the mothers and children. They could see how this would in turn create a ripple effect on other areas of their family life.

Final product: To finalise the toolkit, two rounds of workshops in Kolkata and North Bengal were held in December 2016. The workshops were attended by AWWs, CDPOs, DPOs and other officials. They shared inputs on how they would like to see the toolkit and its contents. Everybody from the field to the state level were involved in reviewing the contents of the draft toolkit. Efforts were made to simplify the text and minimise the use of jargon without compromising on technical correctness. The team worked closely with the design agency JWT, to synchronise and balance the text with appropriate illustrations. Once the draft document was ready, it was reviewed by Nutrition and C4D Specialists and State Consultants who undertook the final editing. The finalised toolkit was then presented to the Department for approval in December 2016.



Figure 1:

Some of the key stakeholders involved in *Baro Kahan* development and pilot roll-out



Demonstrating results through a pilot intervention in two districts



Baro Kahan pilot was initiated in 2017 in the two high priority districts of Malda and Purulia. The implementation of *Baro Kahan* hinged on high quality training and capacity building along with several innovations.

UNICEF has identified the four districts of Malda, Purulia, Murshidabad and South 24 Parganas as high priority districts which need special attention as many indicators including those of health and nutrition are below the national average. Among these, nutrition indicators are especially low in Malda and Purulia. The idea of introducing the *Baro Kahan* toolkit in these two districts was to test how the communities would respond and to record the experience of the frontline workers.

District level pilot roll-out

UNICEF in collaboration with the Department drew up a plan for the pilot roll-out of *Baro Kahan* in Malda and Purulia districts. At the district level, the UNICEF team facilitated the planning and execution of Training of Trainers (ToTs) for the CDPOs and supervisors. The DPOs supported the district level pilot. All communication filtered down from state level regarding training in pilot districts. Once trainers (CDPOs and supervisors) were trained, they rolled out the training in

Baro Kahan in Malda

In November 2017, the toolkit was piloted through a quality cascade training model in (four ICDS Project areas (English Bazar Urban, Old Malda, Bamongola and Chanchal –I) of Malda district

Baro Kahan in Purulia

In March 2018, the ToTs, steered by a team of UNICEF Nutrition Specialists and Consultants, were conducted. Following this, toolkit was implemented in all 21 blocks of the district.

New districts added and planned

District level ToTs was conducted in Murshidabad on 10th October 2018 which was jointly facilitated by C4D and Nutrition Specialists. Plans are on the anvil to introduce the toolkit in other districts including South 24 Parganas and cascade it in Murshidabad.

cascade mode. The cascade covered more than 1010 and 1780 AWWs in Malda and Purulia, respectively. District social and behaviour change communication (SBCC) Cells and District Nutrition Consultants and ICDS supervisors and CDPOs supported the training, roll-out and monitoring.

High impact training and capacity building

The toolkit was piloted through a well-designed cascade training model. At the first stage of cascade, district orientations were conducted by UNICEF specialists in Malda, Purulia and Murshidabad. However, the pilot cascaded only in Malda and Purulia. First ToTs were done for DPOs, CDPOs and supervisors who in turn trained the AWWs in different batches at the *gram panchayat* level. The training involved detailed sessions on content and methodology to use the toolkit with different groups including women and adolescents.

The CDPOs and supervisors underwent training for each part of the toolkit. It took the ICDS system about three months to roll out *Baro Kahan* with CDPOs taking the lead. UNICEF handed over the responsibility to them and trained them towards the goal of training the frontline workers. Keeping in mind the field realities and existing capacities of AWWs, the CDPOs decided to adopt a step-ladder training model. This entailed training the AWWs on the first flipbook and

“First batch of training in Purulia saw active participation and involvement of supervisors and CDPOs. In the second batch there was lesser involvement but finally at the block and GP level, their involvement was once again active in the roll-out.

*Debashish Bhandari,
SBCC Consultant, UNICEF*

then the workers came back after one month for training on the second flipbook. During this time, feedback on use of the first flipbook was sought from the trainees before training them on the second one. Similarly, the AWWs were trained on the third flipbook adequately. This helped them to become familiar with the contents of one volume, before the training on next volume was imparted.

ToTs in Malda

In Malda, a two-day ToT was conducted. First day of the training focused on the background, context and need for developing *Baro Kahan* along with the different processes of behaviour change cycle with successful examples of public health scenarios. The training also dwelt upon what constitutes qualities of a good communicator and characteristics of adult learning.



Post the ToT, a discussion with CDPOs was conducted wherein they were asked to develop the action plan for rolling out *Baro Kahan* in their blocks. They prepared the action plans and suggested a practical step-ladder model while calculating the time-frame to complete the training. The cascade plan for roll out and supportive supervision was prepared to ensure training of all AWWs in the four project areas by January 2018. Around 62 participants attended the ToT. During the block and *gram panchayat* level training of AWWs, interactive discussions were encouraged so they could clarify their doubts and concerns while conducting IPC on nutrition and health issues. This brought to the fore difficulties faced by AWWs in the field and suggestions on overcoming them. An informal quiz helped recapitulate main points. A hands-on training on using *Baro Kahan* through role play by participants was also included.

ToTs in Purulia

In March 2018, UNICEF facilitated a two-day ToT for roll-out of *Baro Kahan* in Purulia district. Training was steered by UNICEF Specialists, Consultants, the District SBCC Cell and the District Nutrition Consultant. In the first phase of the training, eight low performing blocks identified by the district administration with high concentration of malnourished children were covered. Phase 1 of training was completed by 31st March and this was followed by the district level ToT in May 2018.

Since Purulia happened to be a high burden district having a strong and active SBCC Cell, it was decided to saturate the district. Resultantly, *Baro Kahan* was piloted in the remaining blocks. The ToT for these blocks was anchored in December 2018 by the UNICEF Consultant and District SBCC Cell. From there on, block and *gram panchayat* level trainings continued.

Printing and dissemination of the toolkit

UNICEF supported the printing of a limited quantity of the toolkit. At the printing stage, UNICEF ascertained the use of good quality and durable printing materials. The printed toolkits were disseminated to ICDS functionaries for the



pilot in Malda and Purulia. The DPOs and CDPOs were assisted by UNICEF and District SBCC Cells in planning the introduction of *Baro Kahan* at the block and *panchayat* levels.

As clarified earlier, UNICEF adopted a collaborative approach while developing and implementing the toolkit. The UNICEF team ensured that state level officials and consultants and district level ICDS functionaries owned the *Baro Kahan* toolkit and took a lead in promoting its use among the AWWs. This has been the key for the acceptability of the toolkit in the two districts.

Other activities that helped leverage the positive attributes of *Baro Kahan*

To leverage the impact of the capacity built during the pilot implementation of *Baro Kahan*, the toolkit was included in several other social mobilisation activities. The intent was to continuously drill messages through multiple formats for higher retention of the messages among community members. Therefore, key messages such as pregnant women going for four antenatal care (ANC) check-ups, exclusive breastfeeding of children for first six months and handwashing before feeding the child were promoted. The toolkit was included and used in a number of social mobilisation campaigns and activities in districts of Malda, Purulia, Murshidabad and South 24 Parganas.

Expanded Utility of the Toolkit

Social mobilisation for World Breastfeeding Week planned in August 2018: Like other states, West Bengal too planned and implemented various activities under a week-long campaign which successfully concluded on 7th August, 2018. C4D UNICEF supported the government in systematic planning, implementation and monitoring of social mobilisation through the District SBCC Cell in four districts, namely Malda, Murshidabad, Purulia and South 24 Parganas, during the World Breastfeeding Week. During the campaign, the frontline workers actively used *Baro Kahan* toolkit to transact key messages on the importance of breastfeeding among pregnant and lactating women and other community members. *Baro Kahan* became an integral part

of the localised IEC materials including banners, flex panels, leaflets, and audio-visual materials for Malda and Purulia districts.

“Go further with food” Campaign: This was another campaign organised in September 2018 as part of the Nutrition Week. The C4D and Nutrition teams of UNICEF played an active role in the conduct of Nutrition Week from 1st September in the State. Activities for the special event during Nutrition Week were facilitated by the four District SBCC Cells in Murshidabad, Malda, South 24 Parganas and Purulia. *Baro Kahan* was used by the frontline workers to disseminate key messages on maternal, child and adolescent nutrition during the week along with other IEC materials.

Expanding the IPC package with a new audio-visual aid

A significant and innovative off-shoot of *Baro Kahan* is the development of a complementary audio-visual training aid. For upscaling the toolkit and minimising the human resource intensive training, an instructional video has been made by Metamorphosis Films⁵. It depicts how to effectively use the toolkit for the target audiences with details on how to hold the toolkit; transact messages; and facilitate discussions during Nutrition and Health Education (NHED) sessions at AWCs. A field recce provided insights into the context and how AWWs took *Baro Kahan* sessions in Purulia. Detailed observations during the recce captured information on gestures, expressions, body language and dressing style of AWWs, community women and adolescent girls. Inputs and suggestions were gathered from district officials and the team of District SBCC

Cell. Based on field observations, the final script was developed. Once the preliminary version of the video was readied, it was pre-tested and finalised.

The 40-minute video was made in a way that it could be spliced into smaller sections of 10-12 minutes for each theme of every part of the toolkit. Both the long and short versions of the video were prepared and handed over to UNICEF. The video can be played on different platforms including YouTube, WhatsApp, LCD projectors, etc. A proper dissemination strategy for the toolkit and video has also been prepared for use during upscaling. Arrangement of digital infrastructure such as clean screen, power back up requirements to be notified to trainers before screening the video have been listed. A two-pager on how to use the video is being developed to make sure that the protocol for using it has been standardised and there is no ambiguity on its use, relevance and maintenance.



⁵ A reputed film making and audiovisual development agency based in Delhi.

Immediate Response and Initial Impact



Perspectives of stakeholders at state, district, block and community levels on content, illustrations and overall look and feel of *Baro Kahan* toolkit contributed to making each of the sections relevant and easy to identify with. The pilot in two districts brought out the positive effect the tool has had on community members, frontline workers and ICDS functionaries in the areas covered during this phase.

Key findings highlight merits of the toolkit

The response to *Baro Kahan* IPC toolkit established the fact that an interactive communication tool had a far deeper impact on the minds of different target groups. It encouraged reflection, dialogue and desire to change habits, behaviours and actions. It empowered the AWWs to effectively communicate messages, ideas and information in a more participatory and interactive way. The tool has been well received in each of the intervention districts. Key findings of the process documentation are presented in the following sections.

Packaged as all-in-one resource: The state, district and block officials, ICDS supervisors and AWWs unanimously agreed that *Baro Kahan* encapsulated the key nutrition, health and WASH messages in a clear and succinct format. It served as an all in one resource package for AWWs, minimising the need to

refer to multiple IEC materials. They described *Baro Kahan* as one of the most comprehensive tools ever developed for ICDS functionaries. At the community level, mothers and adolescent girls really liked the pictures. They were happy to see that their issues were being recognised and that agencies were investing in their health and well-being. This helped them provide examples from their lives, making the informal group discussions lively and engaging. This provided the trainers an opportunity to reinforce desired behaviours like complementary feeding, handwashing, nutrition and WASH.

“Baro Kahan has all the necessary information related to child, adolescent and maternal nutrition in one place. We don’t have to refer to multiple materials. This makes our work smooth and easy.”

*Kanchan Mondal, AWW, Salalpur,
Old Malda, Malda*

NHED sessions became well-planned and structured: One of the most desirable outcomes noted by the AWWs and ICDS supervisors is that they could plan and structure their NHED sessions well with the help of *Baro Kahan*. The toolkit provided messages in a sequential manner with designated topics for each month. This enabled the AWWs to prepare for each session in advance and according to their target audience, viz., mothers and/or adolescent girls.



“Baro Kahan describes topics in a proper order. For example, for children, first child nutrition is explained, then nutritional deficiencies and management of childhood diseases. Based on this sequence, AWWs are now able to decide before hand which topic they should cover and prepare well for their sessions.”

*Pampa Banerjee, ICDS Supervisor,
Hura, Purulia*

“Community and end user (AWWs) perspective was ensured during toolkit development. We are actively using it. Supervisors and CDPOs too are seeing a change in how NHED sessions are held and mothers’ meetings conducted in the field. These activities are far more structured, organised and engaging now. They have enhanced our skills and knowledge base. We know how to use the toolkit, communicate messages and engage mothers, caregivers and adolescents in active discussions and they too know what and how to communicate since they are aware of correct messages.”

*Kironi Mistry, AWW, Dasarath Colony,
Old Malda, Malda*

Hit the right emotional and cognitive chord:

There was strong approval for the toolkit. The trainings made sure that correct messages were imparted. The AWWs and accredited social health activists (ASHAs) found immediate response from the community, recording better attention, absorption of messages and their recall. They found people asking questions as they reflected and introspected on their own behaviours and actions. Each family member could view her/his nutritional response and see what needed to be done going forward.

Encouraged critical discussions: *Baro Kahan* brought a palpable change in the way NHED sessions were conducted. The block officials spoke about AWWs being able to engage target groups in critical discussions around issues of child marriage, early pregnancy and prioritising the nutrition of adolescent girls. Paving way for discussions during NHED sessions marked a significant shift from the earlier one-way lecture mode to enabling participants share their perspectives. In the West Bengal context, messages on prevention of child marriage are important as the state has high child marriage prevalence (NFHS-4). The community especially liked messages for adolescents that covered anemia, adolescent health and impact of child marriage. They agreed that adolescence is a stage of life where nutritional requirements are high and undernutrition can have serious implications.



“Adolescent health problems must go beyond the nutrition perspective and look at child marriage, balanced diet, adolescent nutrition and anemia. The toolkit in the sense was contextualised to the current scenario in the state.”

Nilanjan Das, CDPO, Old Malda block, Malda



“Most often AWWs would lecture the mothers or adolescent girls and could not elicit any response from them but *Baro Kahan* is structured to engage the target audience, so that they discuss the messages specifically related to social practices such as child marriage impacting adolescent health and nutrition.”

*Pankaj Biswas, CDPO, Bamongola
Old Malda, Malda*



“After the *Baro Kahan* sessions, we understand the importance of good nutrition for proper growth of our child. We know the symptoms of undernutrition as it is very nicely explained in the pictures. We try to prepare and serve food (according to 3 colours of flag shown in the toolkit) to our children.”

*Priya Mandal, Community Woman
Old Malda, Malda*

Handy toolkit for multiple platforms:

The physical attributes of the toolkit were widely appreciated by the AWWs and ICDS supervisors. *Baro Kahan* was found suitable for both one-to-one and group communication. The space provided in the spiral bound toolkit was found very useful by AWWs for ease of handling.

Ripples of change felt: Owing to consistent use of the toolkit, AWWs and target groups reported changes in their knowledge, skills, attitudes and practices. The key changes reported included:

- **Initiation of complementary feeding for children at the right time:** The CDPOs mentioned that delay in initiation of complementary feeding was the primary reason behind malnutrition among children. *Baro Kahan* toolkit laid much needed emphasis on complementary feeding and AWWs were able to discuss with mothers the time, frequency and types of complementary foods to be given to children along with active feeding practices.

- **Better identification of symptoms of malnutrition and anemia:** Visual depiction enabled better recognition of symptoms of malnutrition and anemia by women and adolescent girls. A number of AWWs mentioned that women and girls began consulting them if they saw any of these symptoms among themselves or children in their families.



“Earlier we did not know what problems undernutrition can cause to our children. Now when we see pictures of malnourished babies, we know what the symptoms of malnutrition are. Pictures help us in understanding what AWW says.”

Sakina Bibi, Community Woman, Hura, Purulia

- Increased consumption of IFA tablets by adolescent girls:** Discussions with adolescent girls revealed that earlier many of them were not consuming iron and folic acid (IFA) tablets. However, once they were sensitised on multiple effects of iron deficiency on their mental and physical well-being through illustrations, they began consuming IFA tablets regularly.



“We used to miss taking IFA tablets but after we saw the photos of iron deficiency in *Baro Kahan* book and how it affects our studies and makes us feel tired, we take tablets regularly. Pictures have had a very good impact on us.”

*Sangeeta Kora, Adolescent Girl
Bada Bazaar, Purulia*

- Hygiene and sanitation practices improved:** Mothers picked up hygienic food handling practices during *Baro Kahan* sessions. They talked about washing their and children’s hands before feeding them. Use of clean utensils to feed the child and keeping the food covered were some of the other practices they learnt through the toolkit.

Voices from the field: Feedback from creators of the toolkit, end users and decision makers

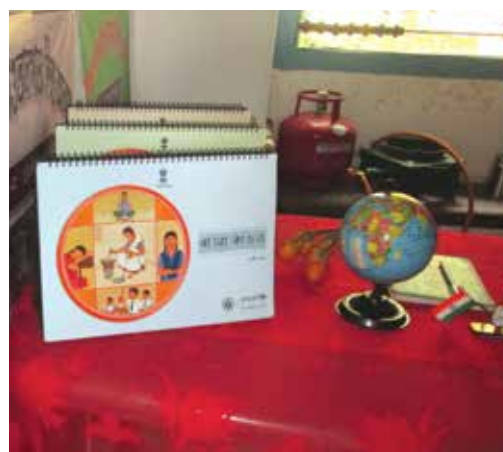
Details on how end users, namely ICDS functionaries, responded to the toolkit were made note of. Their feedback was sought on frequency of use, session facilitation and target group response. These nuances were captured through interviews, informal conversations, focus group discussions and observing *Baro Kahan* sessions in progress.

Government feedback on relevance, need and potential for replication

Owing to the positive results *Baro Kahan* has shown in the pilot districts, the Department of Women and Child Development and Social Welfare is keen to adopt it for state-wide use. This signifies high level of ownership on the part of the Department as the top leadership sees potential for scale up.

“I have been pushing for the roll-out of *Baro Kahan* with increased involvement of the Directorate, ICDS. Our goal has been to ensure that the Department and Directorate take ownership to make the effort sustainable and thereafter to institutionalise it so that it becomes part of the IPC tool package used by ICDS functionaries.”

Sanghamitra Ghosh, Secretary, Department of Women and Child Development and Social Welfare, GoWB



“I received excellent feedback on the toolkit. It is very useful and CDPOs and AWWs are finding it very helpful. I have visited some areas in Purulia, where the response is particularly very good. Based on this positive feedback, we are planning to upscale the roll-out of *Baro Kahan*.”

Avijit Mitra, Joint Secretary, ICDS Department of Women and Child Development and Social Welfare, GoWB

“There has been a dearth of comprehensive tools for AWWs and *Baro Kahan* has the potential to fill this gap. However, few modifications are required to make illustrations more gender and religion inclusive. For this, a thorough review of the toolkit from the Department will be required.

*Parthodas Gupta, Deputy Director, ICDS
Department of Women and Child Development and Social Welfare, GoWB*

“A toolkit like *Baro Kahan* has not been developed for AWWs earlier with all the information in one place. However, before upscaling, the toolkit should be adequately scrutinised to ensure that it is suited to West Bengal context.”

*NG Hira, Additional Secretary and Director
Department of Women and Child Development and Social Welfare, GoWB*



Those engaged in the development and roll-out process

Almost all state level officials concurred that there was no such comprehensive toolkit for ICDS functionaries. *Baro Kahan* was seen as a much-needed tool that had the potential to structure and organise the NHED sessions and other community level activities more impactfully.

At the district level and further down the line, officials were appreciative saying that this was a much-improved version than some of the other flipbooks that had been developed in the past. They were hopeful of the toolkit making an impact in the settings where it would be used, such as mothers' meetings, adolescent meetings, home visits and other events like the breastfeeding week, nutrition week and VHSNDs.



“Based on field visits, it can be said that the response to the toolkit among AWWs is tremendous and heartening. They are liking the toolkit, as it was developed taking into account their needs and expectations. Before developing the toolkit, their inputs were also sought. The AWWs are finding it very easy to use as it is very simple and is pictorial in nature. The Department is keen to take the ownership of the toolkit which is very critical to scale it up.”

Swati Dutta, District Nutrition Consultant, Purulia

“If there is one word to describe the end product, it would be “a huge value addition” over the previous toolkits. The *Baro Kahan* flipbooks are very detailed and exhaustive.”

Tapan Sen, JWT

“Changes in confidence levels of AWWs and comprehension of community members was apparent with each NHED session that was held. It stimulated and engaged people and improved receptiveness and retention of messages, especially among women and adolescent girls. This is one of the best communication products for disseminating the messages around health and nutrition at the community level.”

Debashish Bhandari, SBCC Consultant, UNICEF

Recommendations for scaling up and adding greater value



The findings of the process documentation established that *Baro Kahan* is a toolkit worthy enough to be scaled up without any delay. It has set a healthy trend that will now be refined and will guide the next phase of implementation and scale-up. The interaction with a cross-section of stakeholders in Malda and Purulia districts during this process documentation highlighted few suggestions for modification in the content and design of the current package.

Key recommendations listed below may be considered to strengthen the toolkit before its statewide scale up:

Ensure gender parity: Given the power that pictorials have in creating impressions on viewer's mind at a subconscious level, it was suggested to capture the response of the community towards the pictures to weed out any possibility of perpetuating stereotypes. The documenters were told by the Department to ensure that gender neutral and gender balanced messages are conveyed. The illustrations should have gender parity with equal or more number of pictures of girls as compared to boys. They should not foster any biases. Both men and women should be shown in roles of parenting. Also, the contribution of the mother-in-law could be enhanced since she played an important role in the rural large family household.

Design as self-contained modules: Effort must be made to promote the use of *Baro Kahan* toolkit with minimal involvement of human resources for training. It should be able to build the capacities of ICDS functionaries through a day or half day training. Use of audio-visual training aid will be useful in this regard.

More attuned to contextual sensitivities: Religious sensitivities should be taken into account. The illustrations should not seem belonging to a particular religion. The pictorial depiction should be faithful to local and cultural contexts. Realistic depiction of local scenarios should be ensured. Impractical realities should be avoided like children wearing ties in illustrations which is not how it is in AWCs.

Department to take the lead in further roll-out: All communication for further roll-out of *Baro Kahan* should be through the Department



for higher ownership and accountability. The roll-out process should be embedded in the Department's institutional processes and memory. Every effort must be made to capitalise on the current acceptance of *Baro Kahan* in the field before it fizzles out.

Plan robust training in the scale up phase: Even if some financial investment is needed, training for basic and advanced levels must be provided to the frontline workers. The system is trying to identify the required finances and then working out the roll-out plan and getting approved from the concerned authorities. Since the material of the flipbook is very good quality,

printing it will incur high costs. The Department has to arrange for resources for the same. This can become a major challenge. Thus, production and distribution of flipbooks should be planned strategically based on cost-benefit analysis.

Modify as per need: The team strongly believed that any communication tool is dynamic in nature which has scope for improvement. *Baro Kahan* should not remain static and be modified responding to evolving needs of the community and AWWs. Further, content enhancement could be considered with inclusion of more information on menstrual hygiene management.



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