UPDATED

Toolkit for infant and young child feeding counseling services: A social franchise model

January 2015

MẶT TRỜI Bé thơ
Dinh dưỡng hôm nay, sức khỏe cho ngày mai

THE LITTLE SUN
Nutrition today, health tomorrow

Alive & Thrive is an initiative to improve infant and young child feeding practices by increasing rates of exclusive breastfeeding and improving complementary feeding practices. The first two years provide a window of opportunity to prevent child deaths and ensure healthy growth and brain development. Alive & Thrive is funded by the Bill & Melinda Gates Foundation and managed by FHI 360. The social franchise model for infant and young child feeding counseling services was developed and implemented in Viet Nam in close collaboration with the National Institute of Nutrition, Viet Nam, and Save the Children.

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Foreword

Social franchising is a business model that enables rapid growth of a product and/or service of a specified standard to increase impact of a social initiative.

Social franchises in the health sector typically operate by franchising a specific package of services through private health facilities that are already offering a wide range of both curative and preventive services. In Viet Nam, Alive & Thrive and the National Institute of Nutrition introduced the Mat Troi Be Tho (MTBT) social franchise model for provision of quality infant and young child feeding (IYCF) counseling services primarily in public health facilities at province, district, and commune levels. The MTBT franchises aim to increase the availability of timely and accurate information on IYCF through effective interpersonal and group counseling beginning in the third trimester of pregnancy and continuing through the child's first two years of life. They offer five standardized packages of services to encourage and enable clients to practice early, exclusive, and continued breastfeeding and age-appropriate complementary feeding.

To be franchised, facilities must meet established criteria including a room for providing IYCF counseling, health staff and community workers trained in IYCF, and available IYCF job aids and client materials. Those qualifying earn the MTBT brand: name, logo, tag line, and uniform design of the counseling room. Good quality counseling services delivered in a branded counseling room are intended to create a positive experience for clients and staff.

The franchise model is supported by policy efforts and an innovative mass media campaign to ensure an enabling environment for IYCF.
This tool-kit includes resources that provide an overview of the MTBT social franchise model for IYCF; manuals and guidelines for establishing and implementing a franchise and for generating demand for services; and job aids and client materials.

How to use this toolkit

The toolkit includes a brief description of resources in various formats on the Mat Troi Be Tho social franchise model; manuals and guidelines for the design, implementation, promotion, supervision, and monitoring of the MTBT social franchises; and job aids and client materials. Although designed specifically for use in MTBT health facilities and for training those who will be involved in providing and promoting these services, the resources and tools will be of interest to anyone who wants to improve the quality of delivery of infant and young child feeding services.

Program designers and managers, trainers, supervisors, counselors, monitors, and communication specialists will find tools that can be readily adapted to their context. All resources can be viewed and downloaded by clicking on the links. We hope that this compilation of resources will make it easy for users to quickly find the resource that can help them plan and scale up programs to improve infant and child nutrition.

Acknowledgments

Many people were involved in development and implementation of the innovative Mat Troi Be Tho franchise model in Viet Nam and the subsequent development of this toolkit. Words of appreciation are extended to the entire Alive & Thrive team who participated in all aspects of the implementation – from conducting feasibility assessments to set-up, training, development of job aids and client materials, certification, launching, and monitoring of the franchise model.

Thanks go to the National Institute of Nutrition, the co-franchisors of the model, and to the Government of Viet Nam partners in 15 provinces who created an enabling environment to test this model at scale. We are particularly grateful to the managers, counselors, and supervisors of Mat Troi Be Tho facilities who made the model a reality. We thank the community-based workers who helped generate demand for services.

Individuals and contractors who supported various aspects of the model development include Julie McBride for conducting the initial feasibility assessments and drafting the franchise manuals; Gabrielle Appleford for participating with Julie McBride in the review of the franchise model in 2012, updating the manuals and protocols, identifying plans and strategies to improve franchise performance and preparing the draft toolkit; Luck House for designing the Mat Troi Be Tho brand; Leonito for preparing the environmental guidelines; and Ogilvy for developing the creative job aids and client materials.

Thanks go to Nguyen Thi Mien for translating the resources into English. Rica Rosario and Jill Vitick were responsible for the attractive layout and design of this toolkit, formatting of the English versions of the tools, and placement of all documents on the Alive & Thrive website.

Acronyms

A&T	Alive & Thrive
CBW	Community-based worker
MTBT	Mat Troi Be Tho
IYCF	Infant and young child feeding

Introduction to the Mat Troi Be Tho Social Franchise Model

You can learn about the Mat Troi Be Tho franchise model for infant and young child counseling services developed in Viet Nam in several ways. The most comprehensive document that pulls together all of the elements of the model is the 25-page overview. A four-page document answers frequent questions about the model. Highlights of the model are featured in a presentation and two short videos. Two-page profiles summarize feeding practices and franchise activities in each province.

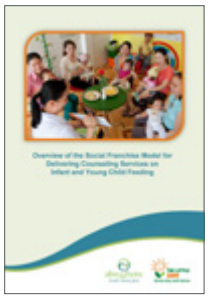
FAQ on the social franchise model for infant and young child feeding counseling in Viet Nam

Hanoi, Viet Nam: Alive & Thrive, 2013

This 4-page document answers frequently asked questions about the social franchises for IYCF counseling.

Click here to download the FAQ

Overview of the social franchise model for delivering counseling services on infant and young child feeding



Hanoi, Viet Nam: Alive & Thrive, 2013

This 25-page summary document describes the development and evolutionary path and presents lessons emerging from the delivery of infant and young child feeding counseling services in franchised health facilities in Viet Nam.

Click here to download the overview

Video on launching the MTBT social franchise model

Washington, DC: Alive & Thrive, 2011

This 3-minute video presents an overview of the development and the opening of MTBT franchises across Viet Nam.

Click here to view the video

Video on MTBT social franchises in Viet Nam

Washington, DC: FHI 360, 2013

This 3½ minute video describes how health facilities are applying social franchising principles to the delivery of timed, quality counseling services on infant and young child feeding in Nha Trang, Viet Nam.

Click here to view the video

Presentation on social franchises for IYCF counseling in Viet Nam

Hanoi, Viet Nam: Alive & Thrive, 2013

The presentation describes social franchising as applied to infant and young child feeding counseling in health facilities in Viet Nam

Click here to download the presentation

Profiles of provincial and reproductive health centers offering infant and young child feeding counseling services

Hanoi, Viet Nam: Alive & Thrive, 2013

These sets of 15 two-page provincial profiles and 15 two-page reproductive health center profiles provide an overview of infant and young child feeding practices and MTBT social franchise activities. Each profile lists the franchise facility and contact information.

Provincial Profiles:
Click here to download the PDF

Reproductive health center profiles:
Click here to download the PDF

Set-Up

Setting up a social franchise for infant and young child feeding counseling services requires development of a brand for the franchise and standards for its use.

Branding guidelines: Logo, materials, and merchandise for MTBT social franchises

Hanoi, Viet Nam: Alive & Thrive, 2010

A characteristic of a franchise is an easily identifiable brand. The branding guidelines ensure appropriate use of the logo and tagline in all forms of communications.

Click here to download the guidelines

Room & spaces: Environmental branding guidelines for MTBT social franchises

Hanoi, Viet Nam: Alive & Thrive, 2011

This document provides detailed information on the Mat Troi Be Tho (MTBT) environmental branding guidelines including instructions for setting up the MTBT counseling room in a franchise facility with various options and configurations for a range of facility types.

Click here to download the guidelines

Capacity Building

The success of a franchise depends on the quality of its services and its ability to generate demand for services. Alive & Thrive trained franchise managers, counselors, and community-based workers to manage the franchises, deliver the services, and support the franchises.

Trainer manual and trainee handbook 1: Management and operation of the MTBT social franchise

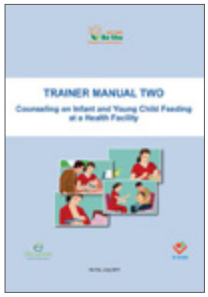
Hanoi, Viet Nam: Alive & Thrive, 2011

Trainer Manual 1 is designed for use by trainers to enhance capacity of IYCF franchise management for franchise managers and staff who are working at health facilities that offer IYCF franchise services. The accompanying handbook is a reference for trainees on topics discussed in the training. The manual and handbook provide an overview of social franchising and the IYCF franchise model. They describe the IYCF service packages, communication materials, demand generation, operational procedures, monitoring, and supportive supervision.

Trainer manual 1
Click here to download the PDF

Trainee handbook 1
Click here to download the PDF

Trainer manual and trainee handbook 2: Counseling on infant and young child feeding at a health facility



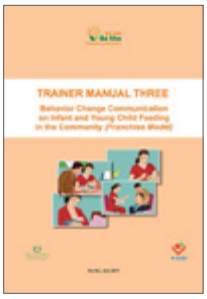
Hanoi, Viet Nam: Alive & Thrive, 2011

Trainer Manual 2 is designed for use by trainers to prepare health-facility workers to deliver good quality IYCF counseling services. This manual offers an overview of IYCF, nutrition and health care for pregnant women and lactating mothers, breastfeeding, complementary feeding, hygiene, and child feeding during illness. The manual's principal purpose is to provide essential counseling and communication skills to health workers who are responsible for the direct provision of IYCF counseling services at health facilities. The accompanying handbook is a reference for participants on topics discussed in the training.

Trainer manual 2
Click here to download the PDF

Trainee handbook 2
Click here to download the PDF

Trainer manual and trainee handbook 3: Behavior change communication in the community on infant and young child feeding (franchise model)



Hanoi, Viet Nam: Alive & Thrive, 2011

Trainer Manual 3 is designed for use by trainers to enhance the capacity of community-based workers (CBWs) in IYCF. Trainers can apply the interactive training methods included in this manual or creatively adjust sections in accordance with trainees' educational level, demands, and cultural characteristics. The manual contains an overview of IYCF, the franchise model, and behavior change communication for IYCF in the community. The purpose of the manual is to prepare CBWs to generate demand for franchise services and ensure appropriate linkages between the community and franchise facilities. The accompanying handbook is a reference for participants on topics discussed in the training.

Trainer manual 3
Click here to download the PDF

Trainee handbook 3
Click here to download the PDF

Job Aids and Client Materials

Guidelines inform counselors how to use counseling cards and videos as visual aids in their counseling sessions. Posters on franchise walls reinforce messages on recommended practices, as do booklets and leaflets distributed to clients.

Counseling cards on infant and young child feeding

Hanoi, Viet Nam: Alive & Thrive, 2012

A set of 21 counseling cards enables health workers to counsel mothers and other caregivers about IYCF. Specific cards are used to facilitate the delivery of messages for each of 15 defined counseling sessions over a 27-month period, from the third trimester of pregnancy through two years of age.

Click here to download the counseling cards

Posters on breastfeeding, no formula, complementary feeding, and the first 1,000 days

Hanoi, Viet Nam: Alive & Thrive, 2012, 2013

Seven posters are placed in health facilities to reinforce messages received during counseling. They focus on no water in the first six months, exclusive breastfeeding, frequent breastfeeds, timely introduction of complementary foods, feeding iron-rich foods, and the critical 1,000 day window for brain growth and physical development.

Breastmilk for brain development poster:
Click here to download the PDF

Breastfeeding posters (3):
Click here to download the PDF

Complementary feeding posters (3):
Click here to download the PDF

1,000 days poster:
Click here to download the PDF

Client leaflets on infant and young child feeding

Hanoi, Viet Nam: Alive & Thrive, 2012

Four leaflets are provided to mothers and other caregivers at health facilities and community events. Leaflet 1: exclusive breastfeeding, Leaflet 2: breastfeeding techniques including breastmilk expression, Leaflet 3: timing of introduction of complementary foods and appropriate quantities, Leaflet 4: complementary feeding instructions, including hygiene.

Click here to download the leaflets

Client leaflets on feeding the fussy eater and the 1,000 golden days

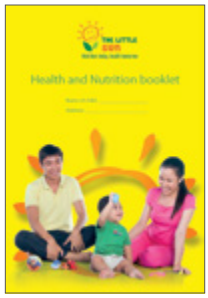
Hanoi, Viet Nam: Alive & Thrive, 2013

The fussy eater leaflet gives tips on how to prevent fussy eating and ways of dealing with the child who shows little interest in eating. The 1,000 golden days leaflet emphasizes the importance of those days to a child's physical and cognitive development.

Fussy eating:
Click here to download the leaflet

1000 days:
Click here to download the leaflet

Booklet on infant and young child health and nutrition



Hanoi, Viet Nam: Alive & Thrive, 2012

The colorful 50-page booklet for franchise clients provides information on feeding and child growth and development and space to record developmental milestones.

Click here to download the booklet

Booklet on complementary feeding

Hanoi, Viet Nam: Alive & Thrive, 2013

This booklet for mothers and caregivers of children under 2 focuses on the importance of the first 1,000 days of a child's life as the best investment for child growth and development. It focuses particularly on complementary feeding and explains how to introduce and prepare nutritious foods using different food groups, offers tips on how to avoid and deal with fussy eating, and answers questions frequently raised by mothers.

Click here to download the booklet

Brochure on franchise service packages

Hanoi, Viet Nam: Alive & Thrive, 2011

The brochure, provided to clients visiting social franchises offering IYCF counseling services, lists the topics and times for counseling during pregnancy and the first two years of a child's life.

Click here to download the brochure

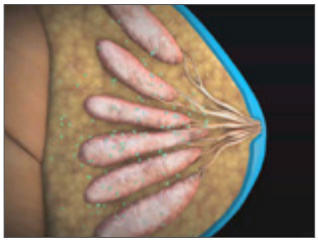
Invitation cards

Hanoi, Viet Nam: Alive & Thrive, 2012

A set of 4 cards invites mothers and other caregivers to counseling sessions. Two cards focus on exclusive breastfeeding and two on complementary feeding.

Click here to download the invitation cards

Educational video on breastmilk production



Hanoi, Viet Nam: Nucleus Medical Media, 2011

The 3-minute three dimensional video presents the benefits of breastfeeding for baby and mother, explains how breastmilk is produced, and shows proper positioning and attachment and various breastfeeding positions. The video is shown in franchises and hospitals and during training.

Please e-mail aliveandthrive@fhi360.org to view

TV spot promoting the Mat Troi Be Tho franchise

Hanoi, Viet Nam: Alive & Thrive, 2012

The 17-second TV spot encourages people to visit the franchises for counseling on infant and young child feeding.

Click here to view TV spot

Animated TV spot on early initiation of breastfeeding

Hanoi, Viet Nam: UNICEF, WHO, the Ministry of Health's Center for Health Education in Viet Nam, and Alive & Thrive, 2010

The animated TV spot promotes initiation of breastfeeding immediately after delivery is shown in MTBT health facilities.

Click here to view the animated video

TV spots on No Water, Nurse More, and Iron-rich Foods

Hanoi, Viet Nam: Alive & Thrive, 2011, 2013

The 30- and 45-second spots using the "talking babies" developed for the national mass media campaign are also shown in the franchises to reinforce messages and attract the attention of those visiting the health facilities.

No Water TV Spot:
Click here to view the video

Iron-rich Foods TV Spot:
Click here to view the video

Nurse More TV Spot:
Click here to view the video

Certification, recertification, and de-franchising

Certification involves an assessment of a facility's commitment to franchising principles, the condition of its infrastructure and equipment, the training of staff in infant and young child feeding, the ability to generate demand for services , and compliance with regulation of marketing of breastmilk substitutes.

Certification, recertification, and de-franhcising of MTBT social franchises

Hanoi, Viet Nam: Alive & Thrive, 2013

The document describes the process and principles for certification, recertification, and de-franchising and includes the scorecard used to assess whether a facility meets the certification criteria for infrastructure, human resources, materials, and compliance with regulations on marketing of breastmilk substitutes.

Click here to download the PDF

Implementation

Manuals for the franchisor and the franchisee lay out clear guidelines for the operation of the franchises as do the guidelines for conducting counseling sessions. The monitoring manual and a supervision checklist are used to track and improve franchise performance.

Franchisor manual: Standards and procedures for selecting, developing, and managing franchisees to improve infant and young child feeding

Hanoi, Viet Nam: Alive & Thrive, October 2013

The manual includes an overview of the nutrition situation in Viet Nam, gives a detailed description of infant and young child feeding services delivered through a franchise facility, outlines selection and development procedures for franchisees, and discusses performance management, demand generation, and monitoring and evaluation. The manual is intended for franchise managers at national, provincial, and district levels and can serve as a resource for those considering replication of the model.

Click here to download the franchisor manual

Franchisee manual: Standards and procedures for managing franchisee operations to improve infant and young child feeding

Hanoi, Viet Nam: Alive & Thrive, October 2013

The manual is intended for facility managers and counselors that are operating IYCF counseling franchises. It presents the nutrition situation in Viet Nam and describes the structure of the IYCF franchise and service package, franchisee development procedures, franchisee performance management, franchisee demand generation, and franchisee monitoring and evaluation. The manual complements the more detailed franchisor manual.

Click here to download the franchisee manual

Supportive supervision protocol and checklist for MTBT social franchises

Hanoi, Viet Nam: Alive & Thrive, 2013

The document outlines the objectives of supportive supervision and includes the protocol to follow and checklists to be completed during supervisory visits to a Mai Troi Be Tho franchise.

Click here to download the protocol and checklist

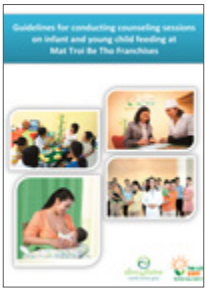
Franchise monitoring manual

Hanoi, Viet Nam: Alive & Thrive, 2014

The manual describes the data collected at MTBT social franchises and how they are aggregated and reported from individual franchises to district, provincial, and central levels. The manual includes the forms used at each level of the system, instructions for completing each form, and information about how data from each form are compiled into reports and shared from one level to the next.

Click here to download the manual

Guidelines for conducting group counseling sessions on infant and young child feeding at Mat Troi Be Tho franchises



Hanoi, Viet Nam: Alive & Thrive, 2013

The protocol helps counselors at Mat Troi Be Tho franchises facilitate group counseling sessions with mothers and caregivers on IYCF practices. It contains specific instructions for counselors on what to do, how to do it, and with which supportive tools.

Click here to download the guidelines

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