Social Franchise Model for Infant and Young Child Feeding Counseling in Vietnam

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Franchise components

**Standardized services**
- Good quality IYCF counseling services by trained providers
- 9-15 contacts over 27 months (3rd trimester of pregnancy through first 24 months of life)

**Fee for service**
- To be established by provinces
- Dependant on level of facility

**Brand**
- Easily identifiable brand that gains equity over time
- Commodities (posters, client leaflets, and a scheduler for parents or “baby diary”)

**Ownership**
- Public health facilities (province, district, commune)
- Private health facilities
Problem description

- **Poor feeding practices:**
  Low exclusive breastfeeding (10%)
  High stunting (1 in 3 children)

- **Barriers to good practices:**
  Misperceptions
  Aggressive marketing of infant formula
  Lack of support from family & employers
  Limited health worker commitment and skills
Why a social franchise model for IYCF?

Nemat Hajeebhoy
Alive & Thrive Country Director
Brand identity and upgraded facilities

THE LITTLE SUN
Nutrition today, health tomorrow
What makes the model an innovation?

- First time applying a social franchise model to IYCF
- Applying the model through the public sector delivery system where more than 90% of pregnant women access antenatal care
From concept to launch: 2 year process

- Stakeholder consultations
- Franchise feasibility study
- Operations manuals
- **Approvals** at national and provincial levels: 45 MOUs and 14 sub-grant agreements
- **Provincial workshops:** orientation, detailed implementation plan, and operations
Formative research
7 provinces with 1,600 semi-structured interviews and trials of improved practices

Baseline survey:
4,000 households
40 facility assessments

Data collectors for baseline survey
From concept to launch (3)

- **Training** facility staff, village health workers, and members of the Women’s Union
- **Demand creation strategy** (branding)
- Site visits and facility selection
- Franchise agreements
- Facility upgrades
- Monitoring plan
- **Media and materials:** media audit, development of TV spots, job aids, and client materials
Current status

**June 2011** launch in 120 facilities

**August 2011** launch of media campaign

**December 2011** scale up to a total of 800 public and 5 private facilities

**2013** 100-200 more franchises
Criteria for success (franchise model)

- Doubling of exclusive breastfeeding rate
- Improved complementary feeding practices
- 2 percent reduction in stunting per year
- Widespread recognition of quality brand
- Consumer willingness to pay fee
- Scale up and sustainability in Vietnam
- Diffusion of lessons learned
- Replication in other countries
Culture of innovation

- Donor support for risk taking
- High value given to learning
- Respect for time needed for decision-making

**Challenge**: Meeting expectations for scale, results, and innovation --- simultaneously
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