



Certification, Recertification, and De-Franchising OF MTBT SOCIAL FRANCHISES



Certification as a Mat Troi Be Tho social franchise

The Mat Troi Be Tho (MTBT) social franchise in Viet Nam underwent a certification process for all franchise facilities during the start-up and implementation phase of the Alive & Thrive project. During this period, all franchise sites were certified by the National Institute of Nutrition together with the relevant Provincial Management Board. Only 14 sites failed to meet certification criteria mainly due to infrastructural reasons¹. The certification process for the “full franchise package” included a total of 26 standard criteria and 3 preferred criteria in five areas

- Facility’s commitment to implement the social franchise model for infant and young child feeding (IYCF) counseling services
- Presence and good condition of infrastructure and equipment such as a designated and equipped room for counseling on IYCF, the MTBT logo on walls painted according to the MTBT standards
- Human resources trained in the management and operation of the franchise and in counseling on IYCF
- Availability and good condition of communication and monitoring materials such as counseling cards and client leaflets
- Observance of Decree 21 on the marketing of breastmilk substitutes at the facility

A revised set of criteria was developed for a “basic franchise package” for use by Provincial Management Boards in replicating the franchise model in other facilities and in recertifying franchises on an annual basis. The basic package has 15 standard criteria and 6 preferred criteria. Some of the original criteria are preferred instead of standard in the basic package, especially criteria related to infrastructure, equipment, and engagement of community-based workers in demand generation. The certification criteria for the full franchise package and the basic franchise package are found in Annexes 1 and 2, respectively.

Certification is the purview of Provincial Management Boards which are expected to retain an updated list of all certified franchises in their province and submit this list annually to the National Institute of Nutrition (NIN). NIN is responsible for maintaining an updated master facility list of all franchises and making this list on the web site for ease of reference.

Recertification and de-franchising

1. General principles

- Recertification and de-franchising require clear criteria; criteria should be known by both franchisor and the franchise operator.
- Both recertification and de-franchising use tools (checklists) that assess quality. The certification checklist is more comprehensive while the supervision checklist provides a means for noting performance in relation to skills, knowledge, essential equipment, materials, protocols, etc.
- To ensure objectivity and reduce bias, the checklists are performed by the Provincial Management Board (PMB) or District Management Board (DMB).
- Franchises can also use self-assessment employing the checklists. This can be combined with external assessment by Provincial Management Boards and District Management Boards. Self-assessment allows a franchise operator to self-identify areas of weakness and address these in advance of external assessment.

¹ These franchises are currently in operation; however, in 2014, based on the re-certification process, it is likely that these franchises will be de-franchised.

- A poor score against objective criteria does not automatically lead to de-franchising but should trigger corrective action.
- The franchisor will work to avoid the need to de-franchise through careful selection/vetting of franchise facilities, supportive supervision and capacity building.

2.1 Recertification of existing franchises

Recertification of MTBT franchises is done on an annual basis by the PMB. A new certificate is not issued as part of this process; those that pass are allowed to continue to display their certificate and branding. The process allows for self-correction so as to retain as many franchises in the network delivering IYCF services whilst maintaining brand value. The steps are envisaged as follows:

- All franchises receive re-certification criteria and self-assessment tools.
- By June each year, PMBs have completed the recertification assessment of each franchise facility
- Feedback on the assessment is immediate. The PMB provides remedial support to those facilities not meeting the re-certification criteria. Corrective action should be completed within one month and performance observed for an additional two months (i.e. total time period for remedial action is 3 months).
- Those facilities not meeting recertification requirements after remedial support has been provided are de-franchised and have all branded materials, as well as their certificate, removed from the site.
- Re-certification is completed by the end of September each year. The list of recertified franchise facilities is then submitted to NIN.

2.2 Certification as part of franchise replication

In the event that a PMB is able to expand the franchise, certification should be undertaken. A modified process for the establishment of new franchise facilities has been proposed based on A&T experience. This should streamline the process and allow for greater efficiencies. The revised process is as follows:

- Careful selection of franchise facilities using pre-defined criteria. Criteria for franchise selection are in the Franchisor Operations Manual. Key criteria include easily accessible, centrally located with good utilization of existing services; adequate population catchment size at commune health center level of > 200; adequate qualified and motivated staff available to deliver services; and active network of community-based workers. Refer to the manual for the complete list of criteria.
- Once franchises are selected, attention should focus on building the capacity of staff – the site manager and those selected to provide the IYCF counseling services. This is done through training, the provision of job aids and BCC materials as well as through supervision and mentorship. Adequate demand should be generated by franchises so that counselors have enough opportunity to practice their skills and see the benefits for their clients. This can be initiated through a ‘soft launch’ of the site.
- At the end of six months, a performance review should be undertaken. In essence this would be a ‘mini certification’ addressing all aspects of the franchise except for the physical infrastructure. If the mini review is positive, then the site may receive infrastructural upgrades as a form of performance incentive. These should be in line with the minimum package. This can be followed by an official launch of the site through a mini event or other formal activity.

Recommended resource

Alive & Thrive. *Mat Troi Be Tho Franchisor Operations Manual*. Hanoi, Viet Nam: Alive & Thrive, 2013.

2. De-franchising

De-franchising may occur in two ways, through the annual recertification process as well as more periodically through supportive supervision. Criteria that signal the need to de-franchise are:

- Continued low volume for franchise services
- Continued poor quality of services
- Continued evidence of violation of Decree 21

If a franchise fails to pass the certification process following remedial action then it is automatically de-franchised. De-franchising through routine supportive supervision occurs as follows:

Assess performance: The supervision checklist is used to assess performance. It allows for four possible scenarios. These are reflected in Figure 1. Franchise services are assessed and categorized accordingly over time.

Mediate performance: If a franchise is assessed in the “low-low” scenario then remedial support should be provided. This may include on-the-job training or intensified demand generation to improve client flow. If with remedial support, there is no change in performance for a period greater than six months, then the District Management Board needs to consider de-franchising.

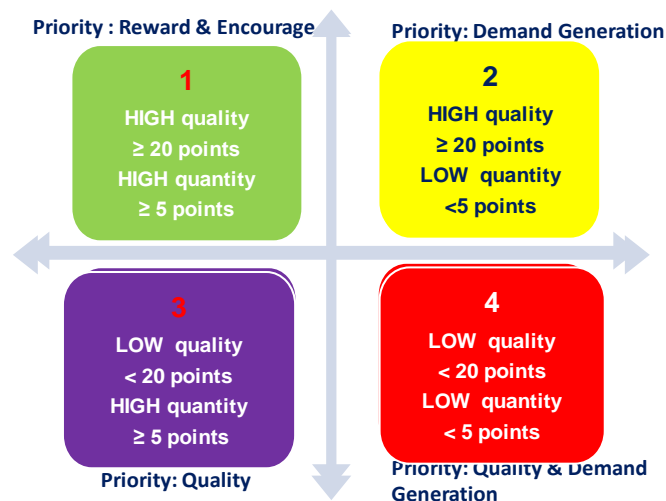


Figure 1 Performance Scenarios

Decision to de-franchise: Should the need to de-franchise arise, the District Management Board will present the case to the Provincial Management Board and a decision will be taken collectively. De-franchising will be undertaken by the Provincial Management Board and entail communication in writing to the franchise. This will be followed up with removal of all branded materials, including the certificate, from the site in order to ensure that the brand is protected. De-franchising should only be a last option, and every effort should be made by the sub-franchisor to address performance issues.

Annex 1. Certification Checklist for Full Franchise Package at Commune Health Center

Criteria	Means for Verification	Available Good Condition	Available Poor Condition	Not Available	Action needed
Necessary Criteria: Franchise should pass these criteria to get 110 points to be certified as Standard Franchise		110			
I. Status commitment of Franchise		10			
Letter of Commitment to operate IYCF Social Franchise signed by Head of the Health Facility submitting to Department of Health or District Health Centre	<i>Commitment Letter</i>	10	0	0	
II. Infrastructure and Equipment		30			
1. Mat Troi Be Tho sign board	<i>Present on road and/or visible for people from road</i>	2	0	0	
2. Mat Troi Be Tho indoor signage (Outside MTBT room)	<i>Present outside MTBT room and in good condition</i>	2	0	0	
3. MTBT room was set up properly	<i>Activity corners were set up properly according to guideline of setting up MTBT room (4 corners- each gets 2 points). If the set up does not follow standard guideline, evaluator should note why and ensure the set up follows the key principles and/or change is acceptable.</i>	8	0	0	
4. Wall painted according to MTBT standard	<i>Present in good condition</i>	2	0	0	
5. Mat Troi Be Tho Logo on MTBT painted wall	<i>Present in good condition</i>	2	0	0	
6. Set of counseling chairs and table (5 chairs and 1 table)	<i>Present in good condition</i>	2	0	0	
7. Cooking demonstration table and set of cooking tools (gas cooker, pot)	<i>Present in working condition, should have whole set to get points</i>	2	0	0	
8. IEC materials holder and document drawers	<i>Present in working condition; should have the MTBT holder and 3 MTBT drawers to get points</i>	2	0	0	
9. Adult scale	<i>Present in working condition, test weighing for measurement, allow deficiency of 0.2kg</i>	2	0	0	
10. Baby scale	<i>Present in working condition, test weighing for measurement, allow deficiency of 0.1kg</i>	2	0	0	
11. Sticker ruler to measure height on MTBT wall	<i>Sticker Ruler is on MTBT wall</i>	2	0	0	
12. Length measurement	<i>Present in working condition</i>	2	0	0	
III. Human Resources: This is the core category - Franchise needs to gain maximum points 32 in this category to be certified.		32			
1. At least 1 staff trained on management and operation of the IYCF Mat Troi Be Tho model	<i>Check training certificate</i>	8	NA	0	
2. At least 2 staff trained on counseling on IYCF at health facility and designated as regular counselor at franchise	<i>Check training certificate (2 trained staff get 8 points, 1 trained staff gets 4 points.)</i>	8	NA	0	
3. The regular counselor can specify clearly 5 packages provided for women in 7th month of pregnancy through a child's 24th month	<i>Q: Please tell us the 5 IYCF counseling packages that are provided from 7 months of pregnancy through child reaching 24 months.</i>	8	NA	0	
	<i>A: BF promotion; BF support; BF management; CF Education; CF Management (The counsellor needs to specify all 5 packages to get points)</i>				
4. 80% of community based workers of the commune were trained on IYCF for demand creation	<i>Q: How many villages were in your commune?</i>	8	NA	0	
	<i>How many Community Based Workers were trained on IYCF to refer clients to franchise? (Multiply # villages by 2 to get denominator. Number of CBWs trained is numerator. Then multiply by 100 %. If result is 80% or over, get 8 points. If less than 80% , get 0 points.)</i>				

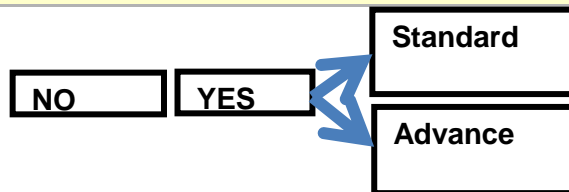
Criteria	Means for Verification	Available Good Condition	Available Poor Condition	Not Available	Action needed
IV. BCC and monitoring materials		30			
1. 2 sets of MTBT counseling cards	Check presence of materials in MTBT room (must have 2 sets to get 4 points. If only 1 set is available, get 2 points.)	4	0	0	
2. 4 types of MTBT invitation cards	Check presence of materials in MTBT room (should have 4 types to get 4 points- each type gets 1 point)	4	0	0	
3. 2 types of MTBT leaflets in placed and easily accessible for clients	Check presence of materials in MTBT room (have 2 types of MTBT leaflets easily accesible to get 4 points. If there are 2 types but inaccessible or if there is only 1 type, get 2 points.)	4	0	0	
4. Mother Child Cards available and used	Check Mother Child cards (if cards available and used, get 4 points. If available but not used get 2 points; if not available get 0 points.)	4	0	0	
5. Mother and Baby Booklet	Presence of booklet in MTBT room	4	0	0	
6. Franchise monitoring logbook	Check the book availability	4	0	0	
7. 3 BF posters are on the wall in MTBT room in the right order: Nurse more; No water; No formula	Check presence of poster in MTBT room (3 posters in right order get 3 points, 3 posters in wrong order get 1 point. If there are only 2 posters or 1 poster or no poster, get 0 points.)	3	0	0	
8. 3 BF posters are outside MTBT room in right place (visible for many clients) and in right order: Nurse more, No water, No formula	Check presence of poster outside MTBT room in visible place for many clients and in the right order (3 posters in right place and right order get 3 points, 3 posters in wrong place and/or wrong order get 1 point. If there are only 2 posters, 1 poster or no poster will get 0 points.)	3	0	0	
V. Decree 21		8			
No observed violations of Decree 21 (no materials or products of fomula/ companies displayed / available at MTBT room)	Observe the facility to look for violation. If there is no leaflet about fomula or fomula company, no promotional items (such as clock, clothes, pen...) with name of fomula or fomula company, get 6 points. If there is any violation as mentioned, get 0 points.	8	0		
Preferred Criteria: These criteria are preferred for franchise at Commune Health Centre to be certified as an Advanced Franchise.		20			
1. A computer which can access the Internet at health facility	Observe the facility and check if the computer can access the internet (5 points). If the computer can not access the internet, get 0 points. Interview head of facility and check paper if available	5	0	0	
2. A TV set and DVD available in MTBT room	Present in good condition (there should be a TV set and DVD to get 5 points. If only a TV or	5	0	0	
3. There is a user fee mechanism set up and operating in the franchise	Interview Head of Facility and check paper if available	10	0	0	
Total Score		130			
Notes to Evaluators:					
Evaluator will go through every criteriin and check properly. If there is any criterion which franchise does not get maximum points but half of that, Evaluator should note that next to the maximum points.					
Facility must gain the maximum points (32) for human resource category to be certified					
Facility with 100 to 110 points will get Franchise Certification (Standard)					
Facility with 111 to 130 points will get Franchise Certification (Advanced)					
Both Standard and Advance Franchises will get the same certificate but the distinction will be noted on the evaluation sheet for reference.					
After all information in this evaluation sheet is filled in, both evaluator and franchise manager will sign this sheet. 1 copy will be kept at the franchise as a reminder of recommended actions. The evaluator will keep 1 copy as supporting documentation for recommending that a facility be awarded franchise status.					

Result of the certifying process:

Total score gained:

The facility can be certified as Mat Troi Be Tho Franchise:

Other comments:



Annex 2. Certification Checklist for Basic Franchise Package

Essential Criteria	Mean for Verification	Good condition	Poor condition	Not available	Action needed
Necessary Criteria: Facility should get 40 points to be certified or recertified as a Standard Franchise.					
I. Status commitment		6			
1. Letter of Commitment to operate IYCF franchise in place	Commitment Letter	6	0	0	
II. Infrastructure and equipment		10			
1. Mat Troi Be Tho indoor signage (Outside MTBT room)	Present outside MTBT room	2	0	0	
2. MTBT room with counseling table and chairs	Tables and chairs in place for counseling (ideally using 4 corners as per environmental guidelines)	2	0	0	
3. Wall painted according to MTBT standard	Present in good condition	2	0	0	
4. Mat Troi Be Tho Logo on MTBT painted wall	Present in good condition	2	0	0	
5. Baby Scale and Length Measurement	Present in working condition- test weighing for measurement- allow deficiency of 0.1kg)	2	0	0	
III. Human Resources : This is the core category - Franchise needs to gain maximum points (18) in this category to be certified.		18			
1. At least 1 staff understands the management and operation of the IYCF Mat Troi Be Tho model	Check training certificate	6	NA	0	
2. At least 2 staff trained on IYCF counseling and designated as regular counselors at the franchise	Check training certificate (2 staff were trained get 8 points). If there is only 1 staff trained==> get 4 points)	6	NA	0	
3. The regular counselor can specify clearly 5 packages provided when women is in 7th month of pregnancy through to the child reaching 24 months of age	Q: Please tell us the 5 IYCF counseling packages that are provided from 7 months of pregnancy through the child reaching 24 months. A: BF promotion; BF support; BF management; CF Education; CF Management (The counsellor needs to specify all 5 packages to get points)	6	NA	0	
IV. BCC and monitoring materials		5			
1. MTBT counseling cards	Check presense of materials in MTBT room (ideal 2 sets to get points- if only 1 set available, get 2 points)	1	0	0	
2. IYCF and/or MTBT leaflets in locations easily accessible to clients	Check presence of materials in MTBT room (have 2 types of MTBT leaflets in easy accesible to get 3 points. There are 2 types but inaccessible or if there are only 1 type==> get 2 point)	1	0	0	
3. P2 form (Mother-Child card) available and used	Check P2 forms	1	0	0	
4. Mother and Baby Booklet	Presence of Booklet in MTBT room	1	0	0	

Essential Criteria	Mean for Verification	Good condition	Poor condition	Not available	Action needed
5. MTBT posters are on the wall	1 point per poster up to a maximum of 3 points	1	0	0	
V. Decree 21		5			
1. No observed violations of Decree 21 (no materials or products of fomula companies displayed / available at MTBT room)	Observe the facility to look for violation: if there is no leaflet about fomula or fomula company, no promotional items (such as clock, clothes, pen...) with name of fomula or fomular company==> get points. If there is any violation as mentioned==>0 point.	5	0	0	
Preferred Criteria: These criteria are preferred for franchise at Commune Health Centre to be an Advanced Franchise.		6			
1. A computer which can access the Internet at health facility	Observe the Facility and check with the computer if it can access the internet (if the computer can not access to internet==>get 0 point) - Interview Head of Facility and check paper if available	1	0	0	
2. TV and DVD available in MTBT room	Presence in good condition (there should be a set of TV and DVD to get points. If only TV or DVD==> get 0 point)	1	0	0	
3. Mat Troi Be Tho sign board	Present on road and and/or visible for people from road	1	0	0	
4. Cooking demonstration table and set of cooking tools (gas cooker, pot, ...)	Present in working condition- should have whole set to get point	1	0	0	
5. Sticker ruler to measure height on MTBT wall	Present and in good condition	1	0	0	
6. Community Based Workers providing demand creation for IYCF services	Based on client referrals from CBWs	1	NA	0	
Total Possible Score		50			

Essential Criteria	Mean for Verification	Good condition	Poor condition	Not available	Action needed
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Notes to Evaluators:

- Evaluator will go through every criterion and check properly. If there is any criterion which the franchise does not get maximum points but half of that, evaluator could note this next to the maximum points.

- Facility must gain the maximum points (18) for human resource category to be certified

- Facility score 40 to 45 points will get Franchise Certification (Standard)

- Facility score 46-50 points will get Franchise Certification (Advance)

#NAME?

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Result of the Certifying process:

- Total score gained:
- The Facility can be certified as Mat Troi Be Tho Franchise:
- Other comments:

Evaluator

(signature, full name and job title)

Franchise Manager

(signature, full name and job title)