Designing a service to support action from the NCF

Summary of the research
“Frameworks never get implemented, they're very conceptual”

ECD Global Advisor
Based on state-of-the-art evidence of how children develop the Nurturing Care Framework (NCF) was developed by a global alliance of governments, health institutions, charities, advocacy organisations, ministries of health and front-line workers. It was officially launched at the world health assembly in 2018 to a global audience of stakeholders and implementers.

To realise its full potential the NCF now needs to be implemented at a country level. Implementation is likely to involve a wide variety of actions, from getting ECD into discussions at the highest political levels to implementing or improving on the ground services.

Implementation can be a complex and drawn out process and implementers of frameworks often feel they are not given the right tools or support to fully realise a framework's goals.

In an attempt to overcome this challenge for the NCF, the Bernard Van Leer Foundation and Children’s Investment Fund Foundation have commissioned this project to explore the opportunity for a tool or service to support countries implementing the NCF.
Project goals

01 To understand the implementation journey for ministry of health and districts

02 To uncover barriers to implementation and where NCF users need support

03 To define opportunity spaces and generate a range of ideas for meeting user needs

04 To develop a set of inclusive design principles for implementation support services

Develop a set of early stage ideas for a service to support action on early childhood development
Background and method
Good design helps people to reach their goals by making desired actions easier and overcoming barriers.

On this project Common and Shift teams worked through a number of steps in the design process, based on the Design Council Double Diamond.
Our design-led approach

- Diving into the NCF (familiarisation, attending launch).
- Exploring analogous and direct examples.
- Workshop at WHA with 18 x stakeholders and implementers.
- 12 x global user interviews with ministry of health officials, district officials and global influencers.
- 12 x behavioural survey responses.
Our design-led approach

- Mapping the implementation process.
- Analysis of user feedback to identify barriers to implementation.
- Defining opportunity spaces as “how might we questions”.

Discover
insight into the problem

Define
the area to focus upon

Develop
potential solutions

Deliver
solutions that work
Our design-led approach

- Early stage design ideas (ready for concept testing with users).
- Design principles for future development.
In action

Ownership
2,4,6

HMW

Build local ownership

From a global framework

Nurturing Care

Nurturing Care

All the care you can make a difference

Aware

With newborns boys and girls

Tip

In 90,000 countries
Understanding the implementation journey
We explored the process of implementation of a range of global frameworks and initiatives (e.g. Lancet Maternal and Child Nutrition, Every Newborn Action Plan, WHO Malaria Guidelines, Child Survival Strategy).

The implementation process:

• Is a complex journey that involves many actors, decision makers and steps along the way
• Happens in a huge diversity of settings
• Is inherently non-linear and takes time

However, a common underlying series of steps/process can be drawn out as a user journey.

• A journey in reality may slow, deviate significantly or skip steps, but the journey that emerges from exploring a range of implementation examples through research provides a useful blueprint for design
“They had almost 100% coverage of services, but quality was an issue, so they developed a transition plan, introduction capacity building for the workers, added indicators from the national HMI system. They also revised the implementation guidance because it was outdated, and they had the other programmes like the CBNC and ICCN so they merged everything.”

ECD Global Advisor

“The design and development of programs is carried on not only externally but in collaboration with the local networks implementing, so to empower these local networks and they lead the change”

Ministry of Health Official
Mapping the implementation journey

### What happens

**Pre-launch**
- Consultations.
- Conversations with key stakeholders.
- Draft reviews and comments.

**Aware (initial)**
- Global leaders on issue announce the message.
- Create the narrative.
- Conversations/emails.
- Local advocacy to leaders.

**Localisation**
- Framing the issue and raising salience in local context.
- Demand creation.
- Raising importance of issue.
- Building network of local champions.
- Is it feasible: what funding is available for my goals? What goals could get funding?

**Consider**
- Review guidance.
- Needs analysis (including policies, outcomes and goals).
- Resource assessment (financial, internal, expert support).
- Decide if priority, where it fits vs other activities.
- Action clarity: What do I have to do?
- Prepare plan and get feedback.

**Commit/plan**
- Review plan: roadmap, targets, budgets.
- Commitment from all levels.
- Identify project team.
- Recruit people to new roles.
- Deliver training/capacity building.
- Source equipment and tools.

**Use**
- Programme starts.
- Collect baseline data (if feasible).
- Different approaches to roll out: eg. policy changes, service integration, cascading, pilot and scale, tools for frontline workers, mentorship.
- Review and iterate project plan.
- Check in & reflect.
- Milestones evaluation.
- Write report.

**Advocate**
- Reports and case studies.
- Potential handover of project.

### Who is involved

**Pre-launch**
- Framework authors.
- Key global networks (advocacy and implementation orgs).
- Select group of doers and issue advocates (MoH officials, district officials).
- Existing connected networks.

**Aware (initial)**
- Framework authors.
- Key global networks.
- Doers (MoH officials, district officials).
- Peers in other countries.
- Decision makers (eg govt policy)
- Local implementers (eg Unicef).

**Localisation**
- Doers (MoH officials, district officials).
- Local champion network.
- Decision makers (eg govt policy)
- Local implementers (eg Unicef)
- Grant giving bodies.
- Issue area specialist orgs.

**Consider**
- Programme officer.
- Doers (MoH officials, district officials).
- Local champion network.
- Decision makers (eg govt policy)
- Local implementers (eg Unicef)
- Funder.
- Issue area specialist orgs.

**Commit/plan**
- Programme officer.
- Doers (MoH officials, district officials).
- Local champion network.
- Decision makers (eg govt policy)
- Local implementers (eg Unicef)
- Funder.

**Use**
- Programme officer.
- Doers (MoH officials, district officials).
- Local champion network.
- Decision makers (eg govt policy)
- Local implementers (eg Unicef)
- Funder.

**Advocate**
- Programme officer.
- Doers (MoH officials, district officials).
- Local champion network.
- Decision makers (eg govt policy)
- Local implementers (eg Unicef)
- Funder.

### Tools

**Pre-launch**
- Meetings.
- Emails.
- Hard copy.
- Digital copy.

**Aware (initial)**
- Meetings and launch event.
- Conversations.
- Emails.
- Hard copy.
- Digital copy / website.

**Localisation**
- Meetings.
- Conversations.
- Emails.
- Data/comparisons.

**Consider**
- Guidance documents
- Meetings
- Conversations
- Emails
- Locally tailored guidance/plan

**Commit/plan**
- Local guidance and roadmap
- Training and capacity building tools
- Templates adapted to local context

**Use**
- Project plans.
- Guidance and policy documents.
- Training and capacity building tools.

**Advocate**
- Reports.
- Networking events.
- Word of mouth.
"In nutrition, certain calls for action were campaigned and were prioritised - ‘1000 days’. It was a campaigning idea - powered through from a lot of evidence. It was created to ‘be catchy’. People took on the message in their own way. Driven by various actors, it became an approach - a focal point for action.”

*ECD Global Advisor*

"I knew the authors already... I contacted them throughout about how we could use it better..."

*NGO Regional Advisor*

"Who has ownership? It’s never clear."

*ECD Global Advisor*

"In my experience, the country’s own policy frameworks are the most important and effective. It they can take the information from these frameworks and implement them into their policies, that is the best way to achieve the results."

*NGO Regional Advisor*

"Country Representatives, their deputies, and chiefs of section. This is a very fluid conversation between them about the decisions."

*NGO Regional Advisor*

"There is usually a shortage of front end staff and this means that data is of low quality and they incur more costs in hiring data collectors. Since 2017, there is a national data collection system which has somewhat eased this issue."

*Ministry of Health Official*

"Entry point is important at authoritative level, rather than one ministry."

*NGO Regional Advisor*

"Break it down timewise (post conception - ECD - after...?), what are the specific activities we can do? Where should it fit with other activities for child development."

*NGO Regional Advisor*
Uncovering barriers to implementation
Many frameworks never reach full potential

Despite best intentions from all parties (leads/authors, regional and local implementers, Ministry of Health officials and politicians) many frameworks never reach their full potential.

Barriers to implementation are encountered at every stage of the implementation journey, operating in complex environments.

“These are usually not easy. They all present challenges.”

Ministry of Health Official

“Frameworks never get implemented, very conceptual. Lack of ownership - so no one puts funding behind it.”

ECD Global Advisor

“Overwhelmed governments delivering on many issues. People don’t know where to start.

- There’s fragmentation
- Need to monitor and evaluate the framework, what can we reasonably hope to achieve?
- Not enough financing, donor money flattining. Domestic financing happening
- Capacity to deliver, knowledge, workforce to deliver”

NGO Regional Advisor
Barriers to implementation of NCF

Pre-launch

Differentiation
• It’s not clear what you’re talking about – too many words, not enough clarity
• What’s new or different?

Prioritisation
• I can’t prioritise this right now – other issues are more pressing.
• It sounds like things I’m already doing
• It sounds like too much will be required – we just don’t have the resources

Aware (initial)

Disconnection
• This is for other countries, not us
• We’ve already started something similar, are you asking us to start from scratch again?
• It’s not clear what the benefits are for MY country

Overwhelming
• It’s huge, where do I start and what is expected?
• I need more help to create a plan

Localisation

Relativity
• Am I doing better than my neighbours?

Consider

Relevance
• We’re all interested but nobody has taken ownership of it
• I’m not managing to get any engagement with others in the country
• There’s a lot of interested parties on the ground but the ‘politicians’ don’t care

Activation
• We’ve got lots of ideas but no clear plan or outcomes
• There’s no one senior driving it forward
• Coordination with other workstreams/areas isn’t working
• Lots of energy has been generated but everyone is doing their own thing
• It’s taking me too much time and energy to coordinate everyone

Commit/plan

Funding
I don’t have the evidence to make a strong case for funding
I don’t know where I’ll get funding from
There’s just not enough funding to achieve our goals

Momentum
• There’s no clear owner
• I’m trying to drive it forward but losing motivation
• We’ve just set big goals – no smaller milestones – all the benefits feel very distant
• We had momentum but something new is taking precedence now

Data
• We don’t have the resource or tools to capture baseline data

Use

Sharing
• We are not sharing what we’ve done or what we learned
• We speak to the same people all the time but don’t share more widely

Advocate

Impact
• We know we are making progress but we don’t have the data to prove it yet
• Our political champions are losing interest because we haven’t got anything to tell them yet
• We’ve made progress but not reached our goals
**Barriers to implementation (quotes)**

<table>
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“That the design and development of programs is carried on not only externally but in collaboration with the local networks implementing, so to empower these local networks and they lead the change.”

*Ministry of Health Official*

“Main problems are that some external institutions approach directly local networks and there is no regulation, registry and supervision so there is duplicity of efforts.”

*Ministry of Health Officials*

“The challenges include: The supply chain system; A lack of motivation in workers; Lack of willingness to change; Attempting to change culture.”

*Ministry of Health Official*

“In the multi sectoral component prevents it from become implementable.... Every dept sees it from a different lens.”

*ECD Global Advisor*

“This year they’ll be working a lot more on ECD, so they’ve developed national coordination plan, using a technical working group, made of people from many sectors and private organisations & NGOs.”

*Ministry of Health Official*

“The quality of the care is not great, people don’t have the skills or familiarity with ECD to be able to provide the quality required. Officers who have worked on survival, aren’t trained for development etc.”

*NGO Regional Advisor*

“Our country has the context and structure to put the NCF in place. No huge insurmountable changes, but it is important to ensure that all the actors converge on this and share a common understanding.”

*Ministry of Health Official*

“I don’t think it will be hard, as we are already doing some elements. Collaboration is the hardest part. It will be difficult to collaborate with all the different and existing programmes.”

*Ministry of Health Official*

“I need a clear road map – what am I expected to do.”

*Ministry of Health Official*
Varying degrees of user readiness for NCF

Not a Priority

- Other issues pressing priority
- Lack of ownership
- Lack of funding
- Political leaders not on board
- Lacks social momentum

Priority

- Already investing in ECD
- Taking action that NCF can add to
- Can see the connection between economic development and ECD
- ECD on political agenda

“ECD is a cost cutting issue - and gets lost in an office like ours. ECD’s cross cutting nature has never been priority. You find it along a lifecycle continuum. We have the mandate to advocate for children, it's in a continuum - prenatal - infancy and so on.”

NGO Local Advisor

“Estimate that ECD is now a level priority with Thrive.”

Ministry of Health Official

“We believe in the project and a recent visit to Chile to see the implementation of a similar project has strengthened this belief. Seeing that children are being taken care of, even before birth, both psychologically and physically/in terms of health. We feel very optimistic about the program.”

Ministry of Health Official

“It’s so context driven. In Chile and Columbia, they had funding and prioritisation. Look at ICDS in India - one of the largest in the world. Not politically owned.”

ECD Global Advisor
NCF support could be tailored to differences

- Other issues pressing priority
- Lack of ownership
- Lack of funding
- Political leaders not on board
- Lacks social momentum

- Will need data and case studies to help make the case for ECD
- Opportunity to link ECD benefits to other goals (e.g. economic progression)
- Will require a clear road map/action plan with easy steps

- Already investing in ECD
- Taking action that NCF can add to
- Can see the connection between economic development and ECD
- ECD on political agenda

- Clearly communicate what is different for NCF vs existing ECD commitments
- Need to understand the additional benefits of NCF over existing ECD activities
- Interested in case studies and innovation opportunities
It takes time, commitment and motivation.

Context of implementation is different for everyone

Tailoring guidance and support to fit unique context necessary

Complex network of people and stakeholders involved

Tools/ materials that engage and aid collaborative working

There are many steps and actions taken along the way

Different support needed at each step

It takes a long time, high risks of loss of momentum/drop out

Need support to keep motivation and commitment up
Design principles for implementation support services
Design principles for the NCF

1. Clearly defined
   - Catchy name/language
   - Common language
   - Concrete/tangible
   - Easy to articulate

2. Make it actionable
   - Simple and easy to navigate info
   - Actionable content given priority
   - Break it down into steps (chunking)

3. Keep it alive/evolving
   - Regular updates
   - Sharing stories/evidence

4. Make it social
   - Drive conversations
   - Celebrate champions
   - Include/support late adopters

5. Encourage sharing
   - Space for sharing and peer to peer communication
   - Sharing what works & what doesn’t – lessons learned
   - Activate network

6. Make it personal
   - Customizable
   - Adaptable to context
   - Case studies

7. Measurable
   - Data collection built in/automatic
   - Enable comparisons

8. Build in rewards
   - Visually engaging
   - Personal progress/recognition
Identifying opportunity areas and ideas
Opportunity areas

- Differentiation
  - How might we communicate, differentiate and raise awareness of the NCF in a crowded marketplace to inspire and motivate action?

- Prioritisation
  - How might we help people build local ownership from a global framework in order to increase belief and responsibility?

- Uncertainty
  - How might we help people create a responsive plan of action, depending on their context, to start and make progress?

- Relativity
  - How might we help people make useful comparisons using incomplete and inaccessible data to reveal where they are now, where they could be and where they get to in future?
Ideas

Opportunity

How might we communicate, differentiate and raise awareness of the NCF in a crowded marketplace to inspire and motivate action?

2. Explainer videos and stories.

How might we help people build local ownership from a global framework in order to increase belief and responsibility?

3. Modular version of the NCF.
4. Personalised version of the NCF.
5. Templates for common actions.

How might we help people create a responsive plan of action, depending on their context, to start and make progress?

6. Policy accreditation scheme.
7. Next steps planning tool.

How might we help people make useful comparisons using incomplete and inaccessible data to reveal where they are now, where they could be and where they get to in future?

9. Data sharing and ranking portal.
10. Social and rewards network.

Example: 

**Change4Life**
The UK's first national social marketing campaign to tackle the causes of obesity.

The idea is to create a visual identity and tone of voice for the NCF in order to differentiate and communicate its purpose.
2. Storytelling
Explainer video, narrative, voices of children

Example:
Girl Effect
An independent non-profit organization that builds youth brands and mobile platforms to empower girls to change their lives.
The idea is to create explainer videos, stories and narratives of children and "people like me" using the NCF at different levels.
Digital Example: apolitical
A global network for government, helping public servant find ideas, people and partners.

Analogue Example: Out of the Box
Phone manual in the form of a set of books that made users feel comfortable around technology.
3. Modular (Analogue)

Chunk elements of NCF into components

The idea is to chunk the NCF into five physical components to make it easier for people to search and identify with different activities.
The idea is to chunk the NCF into digital components, listing results in terms of key chapters and pages, relevant professionals and case studies.
4. Modular/Personalised
Modular framework, build your own, self assessment tool

Example:
**Do Not Pay**
Chatbot to help people automatically pay their parking tickets and other tasks.

Example:
**Mortgage Calculators**
Online tools to compare all mortgages available and provide personalised recommendations.
4. Modular/Personalised

Modular framework, build your own, self assessment tool

The idea is to create a modular version of the NCF that can be personalised for users by asking them to input information about their context and answer questions.
Example: Microsoft Templates
Files that serve as starting points for new documents, normally pre-formatted in some way.
The idea is to create standard templates for common functions, actions and decisions associated with the NCF, with some information pre-filled based on context.
6. Messengers to gain traction

Ask an expert, local champions, certifications

Example:
Food Standards Agency Hygiene Ratings
Accreditation scheme that provides clear information about businesses' hygiene standards.
The idea is to create a policy accreditation scheme whereby users can submit their policy for review and go through steps to receive a certificate of approval.
7. Next Step Planning

Input information, receive an action

Example:
*If This Then That*

An easy, free way to get apps and devices working together on the internet.
The idea is to create a tool that makes suggestions for what a user should do next in relation to the NCF based on the information they provide and what others in similar situations have done previously.
8. Customisable Planning Tool

Chunking, building blocks, defaults, targets

Example: Trello
A web based project management application to keep track of everything.
The idea is to create a default roadmap for the NCF with predefined steps and suggested milestones, which can be customised based on prompts and information provided by the user.
9. Rankings Platform

Leaderboard, data, comparisons

Example:

London Data Store

Free and open data sharing portal where anyone can access data relating to London.
The idea is to create an online portal where users can access country data for the NCF in order to construct their own maps, make comparisons and view rankings.
Example:

**Strava**

Social fitness network that is used to track and share data from cycling, running and other activities.
The idea is to create a network where users can share data, earn rewards and receive notifications when others are making and logging updates in relation to the NCF.
Next steps for development
The design process

Discover
Explore reality

Define
Opportunities

Ideate

Prototype

Test

Deliver
Roll out plan

Improve, grow, innovate
What's next?

- Develop and test prototypes
- Produce solution and pilot plan
- Run pilot
- Refine solution and plan roll out

Roll out
Roll out plan

**Initial ideas**
- We are here

**Create concepts**
- Get feedback on concepts.
- Event details: 16-19 October - Africa Early Childhood Network Conference (Nairobi).
- Establish concept review network (stakeholders and users).

**Prototyping & testing**
- Test prototypes.
- Event details: 12-13 December - PMNCH Partners' Forum (New Delhi).
- Prototype key usage scenarios.
- Narrow down concepts.

**Refine concepts**
- Identify channels and key actors for concept roll out.
- Create user journey (before, during, after use).
- Iterate concept.
- Distil testing results.

**Share new solution**
- Collate feedback.
- Identify partners for pilot.
- Stakeholder engagement with new solution.
- Event details: Q1, 2019 - Nurturing Care Framework Stakeholder Consultation (no date confirmed).
- Develop communications for stakeholders, partners and external audiences.

**Produce solution**
- Collate feedback.
- Identify partners for pilot.
- Stakeholder engagement with new solution.
- Event details TBC.
- Develop communications for stakeholders, partners and external audiences.

**Run pilot**
- Analyse findings.
- Determine approach for capturing feedback.
- Share communications.
- Plan roll out.
- Review solution.
- Draw actions from findings.

**Review solution**
- On going performance monitoring and improvement.
Common are a problem-solving collective with a diverse set of skills dedicated to finding realistic solutions to today’s increasingly complex social issues.

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The Double Diamond design process, drawn out by the Design Council, is an articulation of the creative process.

In the Double Diamond creative process there are two stages of divergence and convergence:

Firstly around the problem: a wide range of contributing factors are explored before agreement on a problem that needs solving.

Secondly a wide range of ideas are created and developed before converging on the solution to refine and develop.

https://www.designcouncil.org.uk/news-opinion/design-process-what-double-diamond
The first quarter of the Double Diamond model covers the start of the project. Designers try to look at the world in a fresh way, notice new things and gather insights.
The second quarter represents the definition stage, in which designers try to make sense of all the possibilities identified in the Discover phase. Which matters most? Which should we act on first? What is feasible? The goal here is to develop a clear creative brief that frames the fundamental design challenge.
The third quarter marks a period of development where solutions or concepts are created, prototyped, tested and iterated. This process of trial and error helps designers to improve and refine their ideas.

Method explained: Double Diamond process

- **Discover**: insight into the problem
- **Define**: the area to focus upon
- **Develop**: potential solutions
- **Deliver**: solutions that work
The final quarter of the double diamond model is the delivery stage, where the resulting project (a product, service or environment, for example) is finalised, produced and launched.
**Glossary of terms**

**Persona** A sketch of a key actor that helps gain an understanding of the actor's reality, environment, expectation, motivations and challenges.

**User journey** Steps that show the interactions a user has with a service and how they feel during those steps drawn from a start point to an end point.

**Insight** Uncovered truth that may have been discovered as a result of making connections between different findings.

**Opportunity space/ How might we...** A way of reframing insight statements as questions to turn the challenges into opportunities for design.

**Concept** Creating a meaningful relationship between ideas to bring them together as a holistic solution to a problem.

**Prototype** A cost effective mockup of a product or service scenario often created to help test and improve product or service.

**Behaviour change scorecard** A set of 30 validated statements that draw on decades of research from behavioural science, providing an integrative framework of the determinants of behaviour change. Participants were asked how strongly they agreed or disagreed with each statement in order for us to calculate scores for each of the determinants of the behaviour change scorecard, e.g. knowledge, social influence and goals.
Quotes appendix
Supporting Implementation

What we need
“Technical help/training. An active exchange with other countries who have been implementing the same interventions”
Ministry of Health Official

What does ‘action’ look like - ‘customisation’ is key
• How is the NCF going to support me in prioritising
• Capacity building of staff
• How will it help me redirect resources that are sparse anyway
• How will it help me deliver more
• Regional priorities, challenges, compromises
• Turn up / turn down elements of the NCF depending on country context
• What is the action plan composed of - country specific and integrated
• Do not re-invent the wheel"
NGO Regional Advisor

Clear Goals for
“Assessment and monitoring, what it means to have a well developed child”
Ministry of Health Official
“At national level - translate concept to practical POA - what can we do to enable people to do this?”
ECD Global Advisor

Leadership/owner
“ECD - perfect for health sector to take the lead on this, other sectors have a role to play - but health is primary”
ECD Global Advisor

Influence
“Entry point is important at authoritative level, rather than one ministry.”
NGO Regional Advisor

“Who has ownership? It’s never clear.”
ECD Global Advisor

“Ownership of the intervention is very important: having different actors “owning” an intervention (e.g. education, health…) is difficult and raises the important problem of coordination (between different departments, with different agendas, and different language and expertise).”
Ministry of Health Official

“Knowledge was often co created through meetings and workshops. This also ensured a shared understanding of the interventions, how to reach communities, how to best work together with organisations outside of the health ministry (e.g. ministry of education, etc.). These meetings/workshops also involved people from outside the health ministry, when the programs were cross departmental: for example they trained people from and education background to talk about best practices for nutrition of infants and children.”
Ministry of Health Official
Supporting Implementation

Campaigning
“In nutrition, certain calls for action were campaigned and were prioritised - ‘1000 days’. It was a campaigning idea - powered through from a lot of evidence. It was created to ‘be catchy’. People took on the message in their own way. Driven by various actors, it became an approach - a focal point for action.”
NGO Regional Advisor

What’s worked
“Overarching programmatic guidelines; Results frameworks; Country case studies, about what’s worked and what’s not; Making sure from the start that it is clear what it is that you’re trying to achieve; Common results framework is very helpful.”
NGO Regional Advisor

Simple call to action
“The WHO guidance on the ‘5 a day”
NGO Regional Advisor
“In my experience, the country’s own policy frameworks are the most important and effective. It they can take the information from these frameworks and implement them into their policies, that is the best way to achieve the results”

NGO Regional Advisor

“NCF started to come up in discussions from 2017. PATH (an international organisation) helped a lot with the interventions. They gave training to key people ... who could then roll out further training to healthcare professionals on the ground. This is now trickling down to districts. A pilot project has been running for the past 6 months, and Path also organised a visit to Mozambique to see how another country has implemented the intervention.”

Ministry of Health Official

“After the special law for the childhood protection (2011), they set up this network which is fairly new to increase population coverage, duplicity of efforts/programs and improve the quality of the services. The change is to try to coordinate programs through this network, so that there is a representative of each local entity. Before external institutions would approach local networks directly and implement programs with no registry or supervision. This is still happening as it is a model in transition, in consequence there are still programs being implemented without undergoing supervisory and registry processes.”

Ministry of Health Official
He has heard about it and it is such a priority that in this specific case this framework is not being developed from the two traditional institutions mentioned previously, but by the Presidential Technical Secretary of Planification. They are the responsible to coordinate efforts and mediate between Education Council and National Council for Children and Adolescents (CONNA). Guidance used on ECD.

“WHO/UNICEF guidance, Lancet 2016, Combase and other reports which were recently shared in Geneva... They are all used equally and all the documents are important. Lancet confirms actions and get more engagement from countries.”

NGO Regional Advisor

“In the very top of priorities as they had one of the lowest index of coverage (2%) and now they increased to 10%”

Ministry of Health Official

“Politically though, it's more important. It's important for politicians to say that they're considering ECD now”

Ministry of Health Official

“They believe in the project and a recent visit to Chile to see the implementation of a similar project has strengthened this belief. Seeing that children are being taken care of, even before birth, both psychologically and physically/in terms of health. Very optimistic about the program.”

Ministry of Health Official