Supporting parental behavioural change: Multichannel and cross-sector campaigns in Israel

A case study

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Table of contents

Acknowledgements

1. Introduction

In February 2019, a nationwide campaign to support better parenting practices was launched in Israel. The essence of the campaign is captured in a dedicated music video, sung by a famous Israeli singer.[1] The video captures the everyday challenges of parenting – a boy spills water on his mother's laptop as she tries to work; siblings argue as a father rushes to prepare a meal. In both situations, the parents transform these challenges into 'magic moments' of positive interaction – the laptop is dried and the child makes a cardboard computer so he can work alongside his mother; in the kitchen, the children join in with the cooking and tidying-up.

Figure 2: Milk carton design, Magic Moments campaign

The campaign has aimed to raise parental awareness about how to use everyday experiences to enhance the quality of relations in families and to support child development. It approached families in all aspects of their lives. Over breakfast, families may see campaign messages on the back of milk cartons (Figure 1[2]). When dropping off the children at day care, the parent and child might together follow an activity trail organised by the campaign, with stickers of frogs and numbers placed at the day care's entrance. During the day, parents might come across tips from experts on parenting and nutritious recipes to cook with their child on social media. At a supermarket, families may pick up an activity booklet prepared by the campaign, with ideas such

Figure 1: Sign in a playground, Magic Moments campaign

as making a grocery list together or completing a rhyme about their shopping. Later in the day, if there is time, they might visit the playground, where they could scan a QR code on clover-shaped signs, giving them ideas of activities to do together (see Figure 2[3]). When back at home they might watch a series on television about family moments with suggested parent–child activities.

This case study tells the story of this campaign, known as Magic Moments,[i] and focused on Israel's Hebrew-speaking population, as well as its sister campaign for Arabic-speaking families, the Beautiful Moments campaign. These two campaigns encourage parents throughout Israel to adopt new parenting behaviours and practices.

Both Magic Moments and Beautiful Moments were developed, coordinated and promoted by Hop! Media Group, in cooperation with and funded by the Bernard van Leer Foundation (BvLF). Hop! is a media company focused on children and families, primarily operating through four television channels and online media. In 2016, in its search for new ways of using media to help parents enjoy parenthood and contribute to child development,[4] it came across an app-based programme called Vroom, funded

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[i] The word 'campaign' is used in this case study to refer to Magic Moments and Beautiful Moments as long-term initiatives with a campaign style.

by the Bezos family foundation.[ii] Vroom provides parents with tips and tools to help them turn everyday moments with their children into meaningful moments. Independently, both Hop! and BvLF approached Vroom expressing interest in developing a similar programme in Israel. Vroom introduced the two and a partnership was formed.

From 2018 onwards, the two organisations began working on a Vroom-inspired programme for Israeli parents: Magic Moments.[5] The sister campaign of Beautiful Moments began two years later, in recognition of the need for a campaign tailored to the Arabic-speaking population in Israel.

BvLF is keen to understand and share lessons from Magic Moments and Beautiful Moments with others who might be looking to encourage behavioural change at scale. It has therefore commissioned an independent research organisation, RAND Europe, to:

1. Analyse how such campaigns can best reach their target groups.

2. Look at how a partnership between a philanthropic organisation and a private sector organisation can support behavioural change.

3. Examine how multichannel activities (i.e. online media, offline media and fieldwork) can be used in complementary ways to support behavioural change.

4. Explore challenges associated with such campaigns.

To do this, RAND Europe has collected and analysed data from documentary sources and 15 interviews with a variety of stakeholders representing multiple perspectives and voices (see Annex A for details of the methodology used). This case study does not claim to identify causal connections between the campaigns and their results, something that has been the focus of dedicated evaluations.[6] Rather, in recognition of the complexity of behavioural change, it explores the confluence of events, actions, stakeholders and wider elements that helped bring about some of the successes identified.

2. Overview of the campaigns

The Magic Moments and Beautiful Moments campaigns shared three aims:[7]

1. To **raise parental awareness** of how to use the time they spend with their children to contribute to child development.

2. To give parents **practical, evidence-based ideas** for simple activities to do with their children during daily routines, advancing child development and strengthening the bond between them.

3. To encourage parents to **adopt new behaviours** that can contribute to their child's development, and that will strengthen parents' well-being, self-efficacy and ability to have positive and quality interactions with their children.


[ii] For more information, please see: https://www.vroom.org/

2.1. The Magic Moments campaign

Magic Moments was launched in 2019. It was originally intended to run for 12 months, but has since been extended and expanded due to positive feedback from parents (the campaign is due to conclude at the end of 2021).[8] Figure 3 sets out a high-level overview of the timeline of Magic Moments, as well as the beginning of Beautiful Moments, which is explored in the next section.

Figure 3: Timeline of the Magic Moments and Beautiful Moments campaigns
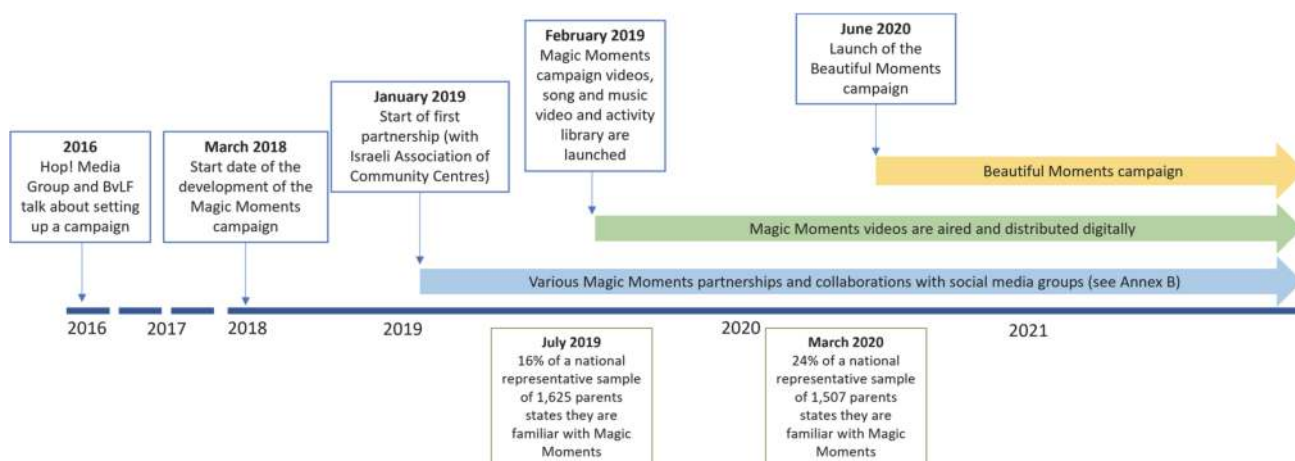
Source: Consultation with stakeholders, evaluation reports and status reports.[9]

Magic Moments made use of **online and offline media, as well as a 'fieldwork' component**, where campaign messages were promoted at partner organisations, for example in supermarkets and playgrounds. Key media elements of the campaign included:

- **'Our time together'**: A documentary series aimed at children and featuring ten episodes with different Israeli families from diverse backgrounds – including a family with a migrant background, a gay couple and a single mother.[iii]

- **'How-to videos'**: An activity library aimed at parents, with 45 short videos featuring ideas of parent–child activities (integrated on a digital platform).[iv]

- **'Learning through play'**: A series of 30 short videos aimed at parents and featuring experts addressing key questions about parenting.[v]

- **Theme song**: A Magic Moments song and music video.[10]

This media content has aired on Hop!'s TV channels[vi] and has been promoted on its social media platforms, YouTube channels, apps and website. It has also been promoted on other media, such as

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[iii] An example of the documentary episodes with English subtitles can be found at:
https://www.youtube.com/watch?v=9fKsIiE6T4A

[iv] An example of the short videos with English subtitles can be found at:
https://www.youtube.com/watch?v=69wGe3nsupc

[v] An example of the expert videos with English subtitles can be found at:
https://www.youtube.com/watch?v=ByLASnRHvUA

[vi] Hop!, Luli and Yaldut Israelit.

in a free daily newspaper (*Israel Hayom*), on a morning television show, in blogs and on the radio.[11] Finally, the videos have been used as training tools for parents, paediatricians, nurses and kindergarten teachers.[12]

In addition to these media activities, **Hop! developed an interdisciplinary partner network** with over 30 organisations that engage with and/or empower parents.[13] Working with partners was intended to enable the campaign to reach more parents[14] and to reinforce the messages of the campaign through different channels.[15] The involvement of these partners has meant that organisations that usually would not be involved in early childhood development (ECD), for example travel organisations or supermarkets, have become new players in the field.[16]

The partner organisations developed campaign activities and disseminated the campaign's message, with varying levels of involvement by Hop!.[17] An overview of the types of partner organisation involved with Magic Moments is shown in Box 1, with further detail in Annex B. Some examples of partner activities can be found in Box 2.

Box 1: The Magic Moments partner network

Hop! has established over 30 collaborations with partner organisations. The partner network consists of:

- Private sector companies, such as a partnership with the supermarket chain Rami Levy, with travel organisation Walla Tours and with companies engaged through a human resources (HR) network.

- Social media groups and pages, for example the Aba Pagum[vii] Facebook community for fathers.

- National and local government, including the municipality of Petah Tikvah and the Ministry of Education.

- Health and education organisations, such as the Coalition for Early Childhood Education.

- Cultural organisations, for instance the Central Municipal Public Library of Tel Aviv-Jaffa.

- Two of the country's health insurance and medical service providers.[viii]

- Experts and researchers, including a partnership with the Bar-Ilan University.

The figure below sets out an overview of the different types of partners involved in the campaign. Further details on these partnerships are available in Annex B.
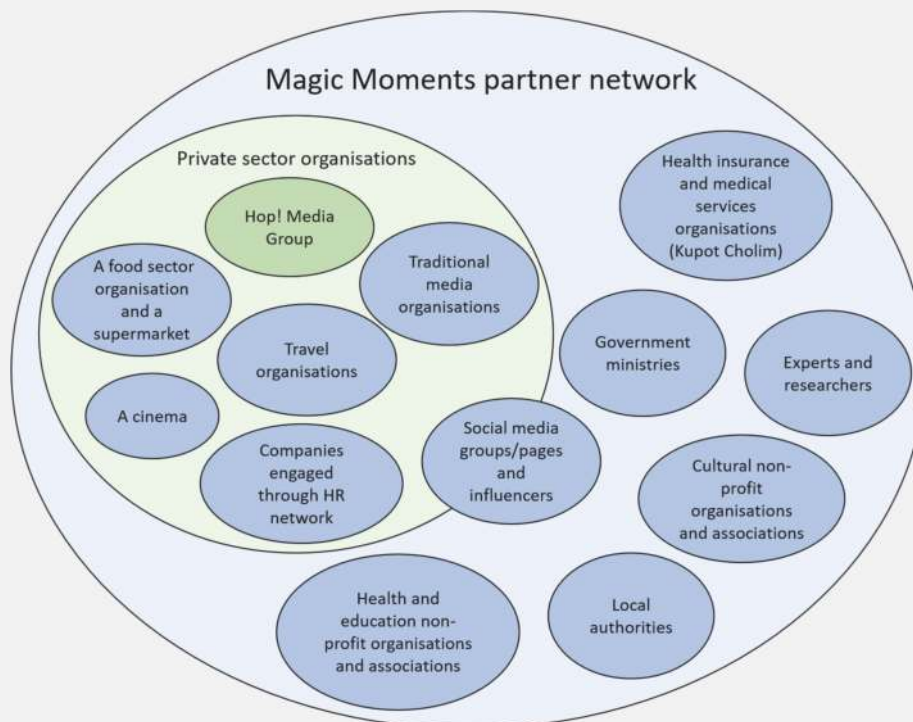
Source: Created by RAND Europe, based consultation with BvLF and Hop! Media Group (2020) *Progress Report 24th of June 2020* (internal document).

[vii] Translation: 'Faulty father' (ironic expression)

[viii] Kupot Cholim (translated 'Funds for the unwell') are health service providers – there are four main Kupot Cholim: Clalit, Maccabi, Meuhedet and Leumit. The campaign works with two of these – Clalit and Meuhedet.

Box 2: Examples of activities of the Magic Moments campaign at partner organisations

Activity booklets and signs in the Rami Levy supermarket chain– The discount supermarket chain Rami Levy, one of the biggest in the country, has co-financed and created free activity booklets for children to use when they join their parents on grocery shopping trips (see example opposite).[18] The booklets contain games for children, such as mazes or quests for finding items in the store. Three types of booklets were made, with 230,000 hard copies circulated nationwide across Rami Levy stores.[19] The chain also displayed in-store signs with questions that could prompt parent–child dialogue and interactions. Rami Levy promoted Magic Moments on its Facebook and Instagram page, as well as through text messages to members of its Loyalty Club and on a billboard in Jerusalem.[20]

Rami Levy booklet cover

An activity trail through WIZO day cares – At three day care centres run by WIZO, one of the country's main childcare providers, a trail with stickers was made that parents can follow with their children at drop-off or pick-up time.[21]

Example of a recipe from the Magic Moments campaign

QR codes in 36 playgrounds in Petah Tikvah and 41 playgrounds in Herzliya provide families with ideas for parent–child activities – In playgrounds across these two cities, parents have been able to scan a QR code on a sign with their phone, which has led them to a website with ideas for activities that they can do together in the playground, for example counting games.

Recipes that parents and children can make together – Recipes suitable for making with children, along with developmental tips, were made available on an online community of parents[ix] that has approximately 2,400 members.[22] This initiative (see example opposite[23]) was jointly developed by Rami Levy and the Centre for Meaningful Parenting in Ashdod.

2.2.   The Beautiful Moments campaign

Hop! and BvLF realised that it would be challenging to reach all groups in Israel in one campaign, as trying to appeal to too many different societal groups can dilute the messaging, meaning it becomes too generic to appeal to the different groups within the target population.[24] Therefore, when thinking about Magic Moments, **BvLF and Hop! decided to launch a separate campaign for Arab Israelis**.

Hop! produced a pilot video in Arabic and assembled a dedicated team that was familiar with the Arab context, culture and media consumption habits.[25] Hop! tasked the new team with establishing new partnerships and creating new videos that would fit the Arab-Israeli context. To ensure that the name fitted the linguistic expressions used by the target audience, the campaign was given its own name: 'Beautiful Moments'.[x]

Like Magic Moments, it was intended that Beautiful Moments would include online and offline media activities, as well as fieldwork activities. While fieldwork activities were cancelled due to the COVID-19 pandemic,[26] the campaign has focused on developing and disseminating the following online content:[xi]

[ix] The 'Mitbashlim (translation: 'getting cooked') Parents and children cook, learn and enjoy' community on Facebook: https://www.facebook.com/groups/children.cooking/

[x] Translated from the Arabic 'Lahazetna El Helwa'.

[xi] This case study includes content developed up to the end of February 2021.

- **5 Tips/5 Expert**: Ten educational videos with tips from experts were shared online in May 2020.[27] These videos were short: on Facebook they lasted 3 to 5 minutes and on Instagram less than a minute.[28]

- **Dad's diaries**: Ten live Facebook broadcasts in which celebrity comedian Haiman Nachas hosted parents and experts to discuss COVID-19 related issues. These were aired between June and July 2020.[29]

- **The Beginning of Life**: Sixteen mini episodes of the Beginning of Life documentary[xii] were shared online in November 2020. The documentary was originally shown on Netflix, but was edited into shorter segments and given Arabic subtitles.

- The **'Sawa'** (meaning 'Together') series: Ten episodes, featuring real families, providing parents with tips on how daily routines can become enjoyable activities that support child development.[xiii] The videos were published on Facebook, Instagram, YouTube and Wazcam[xiv] (a news platform developed by Arab Israelis) between December 2020 and February 2021.[30]

Based on the understanding that the Arab population in Israel tends to watch satellite television and not to consume mainstream Israeli television, the **campaign relied on digital platforms and social media**,[31] publishing online and distributing content via the Ministry of Education's network for preschool teachers of Arab children in Israel, among others.[32] Hop! also recruited a popular social media influencer among the Arab community in Israel, Mama Muna,[33] to present and promote the campaign videos.

Although the campaign has worked with partners (e.g. Mama Muna and Haiman Nachas) who helped to promote the campaign online, the nature of these partnerships has been different to those of Magic Moments. For Magic Moments, partners organised and implemented parts of the campaign in their own organisation, whereas the partners of Beautiful Moments took part in the promotion and implementation of activities organised by Hop!. However, as of April 2021, Hop! and BvLF have begun to build a wider Beautiful Moments partnership network more similar to Magic Moments.[34]

2.3.   Extent of the campaigns' success

Evaluations of the two campaigns undertaken by an independent research organisation[xv] have identified a variety of successes: **the Magic Moments campaign has grown larger than envisaged in any of the original plans**, Hop! has created more content than originally agreed, and the campaign's exposure was five times what was forecasted.[35] A summary of the findings from the evaluation[36] is presented in Box 3.

[xii] More information on the Beginning of Life documentary can be found here:
https://bernardvanleer.org/cases/beginning-life-documentary/

[xiii] A promotional video with English subtitles is available at:
https://www.youtube.com/watch?v=RsFHlKcWlrA&feature=youtu.be

[xiv] For more information on WazCam, see: https://www.wazcam.net/ (in Arabic).

[xv] Evaluations undertaken by the Center for Educational Technology in Israel.

Box 3: Summary of evaluation findings on the Magic Moments campaign

The evaluation of Magic Moments conducted by the Center for Educational Technology included a baseline (before the campaign began), a midline (conducted from June to September 2019) and an endline data collection (conducted between March and July of 2020). The evaluation included findings on:[37]

- **Reach:** The campaign's reach appears to have grown over time. For instance, the endline data showed that of 1,506 sampled parents (described as being a 'nationally representative sample'),[xvi] 24% had been exposed to the campaign in some way. This was an 8% increase in exposure compared to the midline survey.

  Parents who indicated that they were exposed to the campaign were subsequently asked further questions about Magic Moments, resulting in an eventual sample of 356 respondents. Regarding the effectiveness of different channels, the evaluation showed that television exposed most parents to the campaign (37% of respondents who were aware of the campaign). Social media (23%) and YouTube (19%) were also important channels for exposure.

  In terms of different partners' reach, 16% of the parents familiar with the campaign indicated that they had been exposed to the campaign at Rami Levy supermarkets, 14% at the Aba Pagum Facebook community and 13% at the Ministry of Education's parents' portal. Some 44% of respondents had not been exposed to Magic Moments through a partnership, but through one of the other parts of the campaign (e.g. through Hop! channels).

- **Awareness raising**: The evaluation suggested that awareness of the campaign amongst the target audience continually rose during the campaign, and that parents have become more familiar with it. Parents associated the initiative with Hop! and were familiar with some of the partnerships of the campaign.

- **Providing parents with practical ideas:** 58% of parents exposed to the campaign said that as a result they better appreciated everyday moments with their children. These findings suggest that Magic Moments has helped parents gain more ideas for joint activities and supported parents to enjoy everyday moments with their children.[38] However, the final evaluation also suggests that parents' engagement with the Magic Moments documentary series and theme clips decreased between July 2019 and March 2020.

- **Adopting new behaviours:** Parents appear to have begun implementing activities suggested by the campaign. For example, the endline evaluation found that 44% of parents exposed to the campaign suggested activities to their children that they saw in the Magic Moments documentary series and/or expert clips, compared to 41% in the midline evaluation.[39] The evaluation reported that exposure to the initiative appears to contribute to parents' sense of confidence in their parenting and to an improvement in their parental and familial perceptions.

Finally, the evaluation noted that Magic Moments can potentially contribute to establishing a sense of well-being among parents, strengthening their perception of their children's self-efficacy and enhancing the frequency of joint activities in the family routine over the medium to long term.

The evaluation of Beautiful Moments was ongoing at the time of writing. However, Hop! has noted that between May 2020 and February 2021, Beautiful Moments content received 2.7 million views on their distribution channels and 11,400 engagements (e.g. likes) on Facebook (no information was available at the time of writing about the trajectories and rates of these data).[40]

Despite these successes, both campaigns have also faced setbacks, which are further explored in sections 3.2 and 5.

[xvi] The summative assessment included a survey sent to a nationally representative sample of 1,506 parents of children aged 1 to 6.

2.4.   Setting up and funding the campaigns

At the outset, Hop!'s Chief Executive Officer (CEO), Alona Abt, set up **dedicated teams for both campaigns** to ensure that the personnel involved were familiar with their target audience (see Box 4).[41] Alona decided that rather than developing an app like Vroom, the campaigns should build on Hop!'s media expertise and existing platforms. She therefore gave the go-ahead for content to be created and broadcast on its television platforms and distributed on Hop!'s social media.[42] However, she also recognised a need to do more to remind parents of the messages and to ensure that they could internalise them. The campaign needed to reach parents going about their daily routines, shopping for groceries, dropping off children at nursery, making dinner or going to a playground.[43] To do this, **Hop! would need to find and work with partners**.[44] Alona recruited a partner outreach manager for Magic Moments in December 2018, tasked with establishing partnerships with a variety of organisations that could help with implementing the campaign.

Box 4: The Hop! campaign teams

> Under the leadership of Hop!'s CEO Alona Abt, the 16-person campaign team included a partner outreach manager, members of Hop! management, a graphic designer, a social media manager, a video editor, a marketing manager and a digital manager.
>
> In the development of the campaigns, the team also benefited from Hop!'s existing infrastructure, including content and production staff and marketing staff, as well as from BvLF's **behavioural economics consultant**.
>
> Although some team members worked on both campaigns alongside their other work, Hop! ensured that **each campaign had dedicated staff who were familiar with their target audience and cultural context**. For Magic Moments, the partner outreach manager worked full-time on the campaign, while for Beautiful Moments a project manager and a project coordinator worked together full-time.

Hop! and BvLF also sought **formal strategic input from a range of experts, and set up a dedicated steering committee for each campaign.** Both committees consisted of an interdisciplinary group of seven members, including experts in child development, health, education and communications. The members were diverse in terms of background, with representatives from national government (e.g. the Ministry of Education and the Ministry of Labour, Welfare and Social Services in the case of Magic Moments) and local government (e.g. the Mayor of Arrabeh Municipality in the case of Beautiful Moments), as well as experts from universities and research institutions. The steering committees provided advice on the strategy and content of the campaigns. Experts were also featured in campaign videos as key messengers, as discussed further in section 4.5.

The campaigns were funded by the BvLF, with additional input from Hop! and other partners. Box 5 provides an overview of the funding invested to run the campaigns and achieve their success.

Box 5: Funding of the campaigns

The overview below shows the funding for Magic Moments and Beautiful Moments disbursed by BvLF from 1 April 2018 to 31 of March 2021 to Hop! and the Center for Educational Technology (the campaign evaluators, see Box 3). There are four aspects to the direct costs of the campaigns:

1. **Programme administration and staff costs**: These cover human resources and travel costs. Hop also separately contributed to human resources costs.
2. **Implementation and programme material costs:** Content production, design of the mini site, steering committee and translations.
3. **Targeting costs:** Outreach to potential partners, promotion on digital and social media, and maintenance of the network of collaborators.
4. **Monitoring costs:** Funding provided to the Center for Educational Technology to set up the survey and focus groups, for consultations, and to develop campaign reports.

The indirect costs comprise additional expenses for human resources, office running costs, and digital maintenance.

Direct costs (sub-total)	€	809,322	95%
Programme administration and staff costs	€	141,779	17%
Implementation and programme material costs	€	340,393	40%
Targeting costs	€	148,187	17%
Monitoring costs	€	178,963	21%
Indirect costs (sub-total)	€	46,110	5%
Office running costs	€	18,585	2%
Contingency	€	27,525	3%
Total	€	855,432	100%

In addition to the funding disbursed by BvLF, partner organisations, including Hop!, invested in the campaigns. In total, the **partners invested €1,593,794**.[xvii]

2.5. Grounding in behavioural science evidence

From the outset, those developing the campaigns drew on evidence about successful behaviour change and behavioural science. A behavioural economics consultant was part of the team advising on campaign design. Box 6 explores the campaign from a behavioural science perspective.

Box 6: Behavioural science behind Magic Moments and Beautiful Moments

BvLF's behavioural change consultant was engaged to ensure that a behavioural science approach informed the campaigns.[45] This approach consisted of several aspects:

- **Information presented in a preliminary report by academic researchers at the Center for Educational Technology in Israel was used to inform the campaign development and distribution strategy**.[46] The report included a literature review on the effectiveness of similar initiatives and other media campaigns, as well as a baseline measurement to examine parental attitudes before the campaign started.[47] The report included formative research on Israeli parents' feedback on parenting challenges, their daily routines, their media consumption habits and the concept of the campaign.[48] The evaluators pre-tested the key concepts and contents of the campaign with a focus group of seven parents who were asked about their response to a pilot video of

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Magic Moments, as well as with a focus group of ten children of Hop! employees to analyse their response to two concept episodes of Magic Moments.[49] Preliminary research for Beautiful Moments included a baseline survey among Arabic-speaking parents, a survey with parents to collect feedback on two pilot videos, a survey mapping family routines and parental needs, and three focus groups with parents. These provided information on the campaign's potential contribution to children's development, parents' thoughts on proposed content, and data on the target audience's knowledge, attitudes, social norms, and practices regarding parenting and daily routines.

- **Piloting the campaign names and messages.** The titles of the campaigns did not focus on brain development, as originally planned, but on 'magic/beautiful moments', after parents indicated that they highly valued spending time with their child.[50] This helped the campaigns link their content to the values and motivations of the target audience. The evaluator of Magic Moments indicated that because of the research conducted in advance of the campaign, Hop! was "*really able to produce content which is very specific and on-the-point*".[51]

    For Beautiful Moments, the distribution and creation of materials happened in parallel. In this way, the team could undertake real-time revisions to the campaign, based on the response of parents to materials.[52] In addition, being the second campaign, Beautiful Moments benefitted from the lessons learned on Magic Moments.

- **Obtaining baseline, midline and endline data, including key behavioural indicators,** in line with good behavioural change practice. This allowed for an analysis of implementation, outcomes and impact across time. However, a behavioural change consultant suggested that more fine-grained monitoring to understand which practices and activities parents and children were most or least likely to adopt could support more campaign adjustments in the future.[53]

- **Developing messages that were appealing and motivating for parents**. Despite pressure from some campaign partners to adopt a more educative approach, the team behind the campaigns decided to portray real-life families and real-life challenges (see also section 4.3), which behavioural research suggests can be effective.[54]

- **Combining online, offline and fieldwork activities to reinforce the behavioural message**. In addition to increasing the number of parents reached, this combination also served to reinforce the campaign messaging in different aspects of parents' daily lives. This can be seen as in line with the 'socio-ecological saturation approach' followed by other similar campaigns, such as Boston Basics.[55]

3.   Working with the private sector

One of the distinguishing features of Magic Moments and Beautiful Moments was the **partnerships with private sector companies**. This included **both the headline grant from BvLF to Hop!** (a private sector company) **and several other partnerships** developed by Hop! with private sector entities.

The question of why a philanthropic organisation would provide funding to a private sector, profit-making organisation like Hop!, given the many good causes and projects competing for grant funding, is explored below.

3.1.   Benefits of partnerships with private sector companies

Hop! interviewees emphasised three ways in which their organisation being a private sector entity had contributed to the campaign:

- Its **established television channels**, which were used to distribute the Magic Moments videos.[56]

- Its **experience with marketing** creative successful media content production.[57]

- Its **reputation** as a stable company with the ability to develop private sector partnerships.[58]

Hop! has noted that these aspects were valuable and that the campaigns would have required a higher budget if these contributions had to be paid for.[59]

In terms of the partnerships struck with other delivery partners, interviewees highlighted four benefits. First, **private sector partners can contribute financial investments to a campaign**, arguably more so than other partners such as non-governmental organisations (NGOs).[60] For example, one of the private sector partners produced materials free of charge for Magic Moments activities in their organisation.[61]

Second, the **private sector can be more flexible than the public sector**, as mentioned by two campaign partners and the Hop! partner outreach manager.[62] For example, a private sector company (or an NGO) may have to deal with fewer bureaucratic procedures internally, whereas a government agency may need to obtain authorisation for different aspects of an initiative.[63] In addition, government departments may rely more on established practices, whereas private sector organisations may be keener to look for new opportunities and innovations.[64]

Third, the diversity of the partnership network, including private sector partners, allowed Magic Moments to **reach parents and children in many aspects of their daily lives,** regardless of their background and media consumption habits. For instance, a collaboration with a supermarket chain allowed the campaign to reach families who did not have access to a television.[65]

Finally, the range of **private sector perspectives and management styles complemented the other organisations** involved in implementing the campaigns.[66] This was mentioned by an interviewee from a private partner of Magic Moments, who also noted that it was important to find a common denominator between the different partners, such as the willingness to support parents, to ensure that the goals of the campaign can be reached.[67]

3.2.   Challenges and key decisions for partnerships with the private sector

The private sector partnerships also posed challenges and dilemmas for Hop! and BvLF. These are explored below.

People may have a negative perception of private sector involvement. Three interviewees noted their worries that the involvement of the private sector could be seen as a problem or raise doubts for potential partners.[68] For example, two interviewees observed that the Ministry of Health was cautious about being seen as supporting a particular television channel in the marketplace. Hop! recognised this challenge and offered to provide videos without its logo to the Ministry of Health.[69] Similarly, some individuals in one organisation raised questions about Hop! being a business channel that may have its own agenda.[70] The campaign partner noted that in these cases, they focused on emphasising the goals of the campaign and de-emphasising the fact that Hop! is a business.[71] These examples show that it was necessary to carefully manage communications regarding the role of the private sector in the campaign.

Private sector entities may have less experience in working with government.[72] Hop! and BvLF wanted to involve the government to leverage the reach of ministries to beneficiaries through nurses and preschools at a large scale.[73] However, whereas NGOs and philanthropic organisations may already have an established relationship with government agencies, BvLF indicated that Hop! had to gain more experience in policy advocacy and working with government actors in the field of ECD.[74]

Furthermore, one interviewee noted that **competition for market share between private partners** could potentially affect further partnerships: "*if one supermarket takes it, the other one doesn't*".[75] This suggests that setting up one partnership risks limiting the possibilities for future partnerships, or being seen as endorsing one organisation over another.[76] However, one of the private sector partner interviewees did not feel that this would apply for them: "*It is a question about ego. We don't think like that... we would still do it if it was at other [similar businesses].*"[77]

Other dilemmas and key decisions presented themselves for those involved in leading the campaigns. Box 7 outlines some of these dilemmas.

Box 7: Dilemmas for philanthropic organisations when working with the private sector

There may be limits to the possibilities of a partnership between a philanthropic organisation and a private sector partner, based on their values. The **BvLF team supporting the campaign considered whether working with the private sector would mean that their philanthropic organisation endorses the private organisation's products**.[78] BvLF, for example, had to consider for each campaign product where and when its logo could be placed. Additionally, to pay for campaign materials, a private sector partner might want to advertise its products or services in the campaign materials, and a philanthropic organisation such as BvLF may not wish to be associated with those products or services. BvLF provided Hop! with a list of types of brand and product it did not want to be associated with as general guidance, and Hop! asked for approval on a case-by-case basis. If agreement could not be reached, this meant that some campaign content could not be produced. For instance, BvLF did not agree to certain advertising options proposed by Rami Levy, namely advertising on high sugar content products, as promoting healthy nutrition is one of the goals of BvLF.[79]

Another question for BvLF was whether to agree to the sale of the campaigns' template to organisations in other countries. On the one hand, this could have generated profits that could (partially) be invested into the campaigns.[80] However, this also raised the question of **whether a philanthropic organisation should be involved in generating income for its initiatives and partners**.

There are not always easy answers to these dilemmas, and the answers themselves may differ in different contexts. Such decision points show that it is important to **recognise and regularly communicate about common values and red lines**, while at the same time finding a way to make a campaign self-sustainable. It could also be valuable to **establish guidelines** as a philanthropic organisation on partnerships with a private sector partner.[81]

4.   Generating large-scale reach

This case study has identified a number of factors that interviewees considered important for generating large-scale reach, which are discussed below.

4.1.   Creative leaders played a central role in expanding the campaigns

Interviewees highlighted the importance of the involvement and commitment of the Hop! team behind the campaigns.[82] The **influence of CEO Alona Abt** was specifically mentioned by interviewees, who remarked on her enthusiasm and initiative in developing and promoting of the idea behind the campaigns,[83] with one noting that "*Alona is very invested in the project.*"[84] In addition, the relationship between Alona and BvLF's representatives has been described as being particularly beneficial to the campaign's success.[85]

Similarly, the **partner outreach manager** for Magic Moments was said to have played a critical role through her perseverance in securing partnerships for the campaign.[86] One campaign partner noted:

> *Her drive, on a personal level to make things happen, to progress them [contributed to the success of the campaign]… [If] we couldn't get through the door, we'll get there through the window – [she is] task focused and persistent.*[87]

Alona has explained that from her perspective, her team's willingness to pursue an innovative idea in a new setting encouraged partners to think about how they could contribute and come up with creative ideas for the campaign, explaining that "*Innovation is contagious.*"[88]

4.2.   Clear strategy to select, approach and engage partners

One step before working with and inspiring partners was the careful consideration of their suitability and the best way to approach them. At the start of the campaign, **the steering committee had an internal review to identify which potential partners to contact**. The committee specifically considered which organisations could reach, work with and/or influence parents, as well as which had valuable media outreach.[89] For instance, there was a focus on partners that are regularly visited by parents, such as supermarkets and health clinics.[90]

Once identified, Hop! reached out to the potential partners.[91] **The partner outreach manager for Magic Moments used different tactics to persuade partners to join**. She emphasised that the campaign could make a change in their community and for families, as spending time together would become more enjoyable and meaningful.[92] She also explained that Hop! could provide partners with (some of) the materials and content for the campaign free of charge.[93] For private sector partners, she appealed to their sense of corporate social responsibility[94] and emphasised the value the campaign could bring to their customers, which would in turn benefit their business.[95] This shows a recognition that when engaging partners it is important to appeal to their role in society, their brand values and, to some extent, their focus on their business.

Another approach used by the campaign was to create a **community of partners**, in which the different organisations work together and encourage each other to develop new initiatives.[96] To help with this, Hop! organised two partnership conferences (see Box 8) and distributed a newsletter.[97]

Box 8: The January 2020 Magic Moments conference

> On 29 January 2020, a Magic Moments partner conference for current and potential partners was held. It brought together **70 representatives from a range of organisations** – including government ministries, local governments, NGOs and private companies.
>
> The representatives gathered in Tel Aviv to discuss how they could help parents transform their day-to-day routines with their children into enjoyable bonding moments that promote child development. The campaign was presented to the attendees and the foundations and **new partnerships were developed**,[98] which led to greater reach of the campaign.

Evidence collected from the partner organisations suggests that these tactics were effective. **Partners across the private sector, public sector and third sector indicated that they joined because they personally believed the campaign was valuable**.[99] For example, one partner explained their awareness "*as a grandparent, of the pressures on young parents*".[100] Another said:

I really appreciate the Magic Moments activities and Hop! more generally. As a mother to older children, even as a mother today, if I hear about it in someone's house, I find it very moving. It has a massive potential to educate the younger generation [i.e. children] on reading, on hygiene.[101]

Partners also felt that there was a need for a programme like Magic Moments in their organisation, perhaps because it provided materials that day care centres or nurses could work with, or because their organisation had a similar agenda.[102] One campaign partner noted "*We have the same agenda – influencing young parents in Israel – to enjoy parenting.*"[103] Additionally, the opportunity to cooperate on Magic Moments could be seen as a win-win partnership, as the content's focus on promoting positive parenting and child development is not viewed as controversial.[104]

Interviewees from private sector partners emphasised that the campaign was relevant and valuable for their customers:[105] "*So, why to do it? Answer: why not – it helps the customer.*"[106] Emphasising the importance of Hop! focusing on the customer as a motivating factor for potential partners, one of the private sector partners remarked "*We have transformed the shopping experience to something that has value.*"[107]

Perhaps the greatest testimony to the success of the engagement approach is that as the campaign became more popular, stakeholder awareness of the initiative grew and organisations began to approach Hop! to get involved, rather than Hop! reaching out to them.[108]

4.3.   Engaging and empowering parents

Hop!, BvLF and their campaign partners saw **their target group, parents, as a key partner group for the campaigns**. For instance, parents were involved in the development of the campaign (e.g. via focus groups – see Box 6).[109] One steering committee member described how Hop! listened to parents' comments and requests:[110] "*Magic Moments was not just top-down: parents could… explain their views.*"[111]

In addition, BvLF and Hop! wanted to **show parenting in a positive light,**[112] and their use of encouragement and clear messages appealed to parents.[113] Instead of telling parents what to do, the campaign focused on presenting parenthood in a positive light, showcasing how each parental challenge can be turned into an opportunity to bond with children and to encourage behavioural change in a positive and constructive way:[114] "*not preaching but giving parents a hand and show what they can do*".[115] One interviewee explained that a campaign like Magic Moments "*Should not make you feel guilty. [It] does not work to 'touch the pain', [it] has to be more positive.*"[116] Magic Moments did this by **showing real-life parents as peer role models**, appealing to common challenges parents face – such as balancing home and a busy work life or dealing with sibling arguments – and messaging that parents should not feel guilty about these struggles.[117] As noted by BvLF's behavioural change consultant, the campaign was informed by a deep understanding of parents' behavioural barriers and motivators, and was able to incorporate these into its content.[118] In addition, using real life parents as messengers leveraged the creation of social norms and positive peer role-modelling.[119]

4.4.   Appealing to different societal groups

Two interviewees indicated that it was important for Magic Moments to **express diversity in the videos** by representing different groups in the country's society, such as a family originally from Ethiopia, a gay male couple, and a single mum and her daughter.[120] This may have helped the campaign reach different parts of the population,[121] as people are more likely to connect with messengers they identify with.[122]

BvLF and Hop! recognised that to effectively reach the Arab society in Israel, a dedicated campaign was needed.[123] Although Beautiful Moments benefitted from lessons learned during the implementation of the Magic Moments campaign, it was not a replication of Magic Moments. **Hop! and BvLF developed tailored campaign content and distribution channels for Beautiful Moments to reach the target audience**.[124] Steering committee members emphasised the importance of language in campaign content for the Arabic-speaking society in Israel.[125] BvLF and Hop! also developed content for different societal groups, with videos showing families from different communities in Arab society[xviii] in Israel.[126]

Another important consideration was parents' differing digital media consumption habits.[127] Beautiful Moments paid considerable attention to selecting the most appropriate channels used by its targeted audience of parents, and focused on the distribution platforms frequently visited by Arabic-speaking parents, for example WazCam.[128]

Both Alona and a Steering Committee member suggested that this careful tailoring of content and mode of distribution contributed to the campaigns' reach.[129] BvLF's behavioural change consultant also noted that the recognition of these social, cultural and behavioural differences between groups is key to effective behavioural change campaigns such Magic Moments or Beautiful Moments, and ensures that the content can connect with each group.[130]

4.5.   Including experts as campaign messengers

A range of interviewees emphasised the **importance of having experts on child development, parenting, media and marketing involved in the campaigns**. A member of the steering committee, as well as the evaluator, believed that the involvement of experts contributed to the success of the campaigns.[131]

Experts have played a role in the campaigns in two ways: first, they provided **strategic inputs** and direction-setting (e.g. ensuring that the right issues were addressed[132]), as described in section 2.4. Second, **experts served as messengers** (e.g. in videos providing tips to parents[133]), complementing the use of 'real parents' in the campaign.[134] Although the Magic Moments evaluation did not explicitly measure the importance of experts for the behavioural change of parents, those parents surveyed during the evaluation requested more professional advice on parenting.[135]


[xviii] The Arab community in Israel comprises a number of religious groups living in varied locations across the country and with a range of lifestyles. There are Bedouin Arabs in the North and South of Israel, Muslim Arabs throughout the country, Christian Arabs in urban areas in Israel, and Druze in northern Israel. Some groups are more religious or conservative than others.

Several interviewees indicated the importance of effective communication by experts. The campaigns selected experts with context-specific knowledge who were skilled in communicating the messages in a relatable way.[136] These experts were presented as **professional role models** who give advice on real world events using real world examples and households in an engaging and creative style.[137] In this way, the role models could become trusted messengers who would connect with the target audience.[138]

4.6. Combining online, offline and fieldwork channels enabled a greater effect than the sum of the parts

Both campaigns reached parents using multiple channels. The exposure through the Magic Moments channels is presented in Figure 4.

Figure 4: Channels through which parents were exposed to Magic Moments
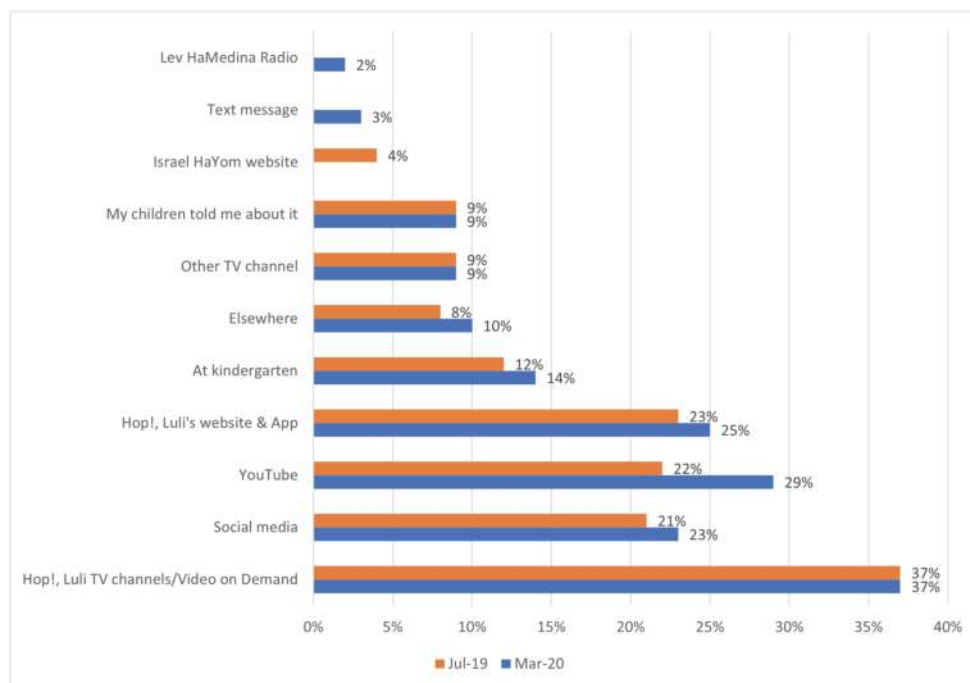
Source: Based on survey data from the evaluation.[139]

Magic Moments used a "*multiplicity of avenues*" to reach the target audience.[140] Three interviewees emphasised the importance of **complementing online activities with offline and fieldwork activities to increase the reach and reinforce the messages of the campaign**.[141] As the CEO of Hop! explained, "*The online [component] is very crucial for the scaled reach and in terms of costs and efficiency rates. But I see the offline activity as more of a deepening effect.*"[142] One interviewee specifically emphasised the effectiveness of combining online and offline activities, sharing the example of giving parents a task online, and then following this up with a face-to-face meeting to reflect on the task.[143]

Due to COVID-19, Beautiful Moments initially did not have the opportunity to supplement online activities with offline and fieldwork activities.[xix] Two interviewees indicated that going beyond the digital activities and organising fieldwork and offline activities could have supported the reach of the campaign.[144]

4.6.1. Using online activities to reach parents at scale

Between February 2019 and February 2020, the content of Magic Moments was viewed over 1 million times on YouTube, and on social media channels over half a million people were exposed to campaign material.[145] The inclusion of the online element of the campaigns had several benefits, according to interviewees. First, **social and digital media could effectively reach carers at scale**, particularly younger parents as this demographic has a tendency to use this form of media.[146] Second, online activities were **efficient in terms of their costs** as a relatively large audience can be reached with a limited budget.[147] Third, online media is **easily accessible** and can be repeatedly accessed (in this case free of charge) – as pointed out by a campaign partner: "*You can look … online whenever you want and watch it again and again.*"[148] This may support the reach of the campaign. Finally, the reach of and response to the social media campaigns have been **easy to monitor** because data on views and engagement are automatically gathered on social media platforms, meaning that the team behind the campaigns could closely control and react to the developments of the online campaigns.[149]

A particular aspect of the Beautiful Moments campaign related to effective dissemination tactics. The team considered **how the information provided by the experts could be presented in an engaging way** to ensure that parents' enjoyment of the videos would be maximised.[150] To help with this, they hired a campaign host, Mama Muna, who is a well-known influencer among Arabic-speaking parents in Israel.[151] A representative from BvLF noted that involving celebrities in Beautiful Moments was particularly effective in reaching parents.[152]

4.6.2. Using offline media and fieldwork activities widens exposure and strengthens messaging

Magic Moments was initially built around media, but as the activities implemented by the partner network grew in scope and number, **fieldwork activities also became a substantial aspect of the campaign**.[153] The campaign has permeated a variety of places that parents frequently visit, such as playgrounds and supermarkets.[154] The evaluator remarked that "*the right kind of partnerships can take the project to a whole other level*".[155] Specifically, the proliferation of campaign messaging reinforced the behavioural message (in line with the socio-ecological saturation approach – see Box 6).[156]

Magic Moments' fieldwork activities have **helped to deepen the effect and internalisation of the message and to encourage behavioural change**. Specifically, they reminded their target audience of the campaign's message in different settings, helping to integrate the tips and activities into a diverse range of new routines,[157] giving parents a variety of opportunities to use Magic Moments activities in


[xix] At the time of writing (April 2021), Hop! and BvLF were starting to develop offline and fieldwork activities for Beautiful Moments.

different contexts. Figure 5 provides an overview of the reach of the different partnerships at different timepoints during the campaign.

Interviewees noted that **offline media activities also enabled wide exposure**. In particular, Hop!'s own reach in its established channels enabled the campaign to reach many people, especially in its first six months.[158]

Figure 5: Partner organisations through which parents were exposed to Magic Moments
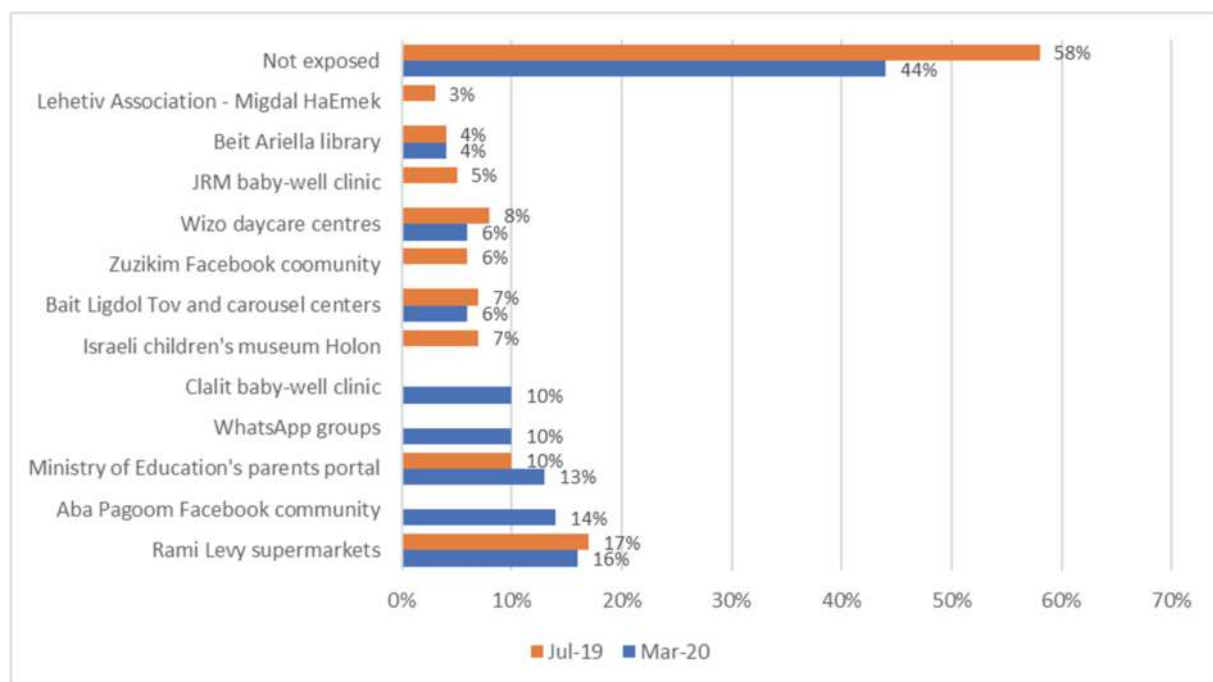
Source: Based on survey data from the evaluation.[159]

5. Responding to challenges

Hop! and its campaign partners have faced different kinds of challenges on the campaigns, ranging from issues with planning to the unprecedented impact of COVID-19.

5.1. Issues with campaign planning and development

While Hop!'s flexibility in adapting to opportunities had a number of benefits, it has also meant that at some points, **planning and content development needed to catch up with the evolving aims of the campaign**. For instance, the evaluator of Magic Moments suggested that some of the partnerships could have benefitted from more planning in advance to ensure that the right partners were involved early on.[160] The team and partners added the fieldwork activities during the campaign, and partner organisations needed time to develop the content that Hop! provided.[161] Another aspect of the campaign developed with some delay was the social media provision – this was due to the limited social media platform that Hop! had at the outset, an aspect that it addressed during the campaign.[162]

The team behind the campaigns needed **time to discuss the campaign design and approach**. There was a discussion within the Beautiful Moments steering committee about the aim of the campaign,

the partners and stakeholders that should be involved, the style of the videos, and the kind of language to use.[163] For example, while there are benefits to having experts use professional language in educational videos for use by teachers and professionals working with families, parents watching the videos may find this harder to engage with and may instead benefit from a more entertaining and authentic style of dialogue.[164]

Interviewees described some **operational and practical challenges for partners**, such as printing materials for the campaign, finding resources and time within their organisation to help implement the campaign, and a lack of knowledge among campaign partners about maintaining social media networks.[165] One interviewee said that a pilot phase for the fieldwork activities had helped anticipate and overcome some of these challenges.[166]

Finally, there were instances where partners' initiatives did not materialise due to a variety of **context-specific obstacles**. For example, one organisation ran into copyright issues when trying to make children's books available in an app.[167]

5.2. Attracting partners, securing commitment and addressing concerns

It was difficult to involve the right people in the campaigns. For Magic Moments it sometimes took a **lot of convincing and following up to develop partnerships with organisations**, including private, public and third sector organisations, who were sometimes busy or hesitant to spend money on the campaign.[168] The partner outreach manager needed to provide partner organisations with a clear and detailed idea that piqued their interest.[169]

Experience during the campaign has highlighted the **importance of having institutionalised partnership agreements**. For example, initial reactions from government ministry officials were enthusiastic,[170] but it proved challenging to translate this into concrete commitments from those at more senior levels.[171] In the absence of formal cooperation, some aspects of the campaigns' success depended on the good will of the individuals involved.[172] As such, when these key people did not have the time to work on the campaign or the campaign was not prioritised at senior levels, the opportunities for the partnership could be limited.

Some organisations cancelled the implementation of the campaign after a key staff member in the partner organisation left.[173] Interviewees from these organisations did not indicate why this may have happened, noting that the campaign could have been valuable in their organisation.[174] A more institutionalised relationship could have helped to address this and to ensure continuity in the campaign implementation.

For Beautiful Moments, a particular challenge was **finding families that agreed to have film crews in their homes**, due to apprehension around media exposure and the COVID-19 pandemic.[175] The steering committee therefore had to work harder than in Magic Moments and use their network to find parents who were comfortable with being on screen.[176] Encouraging fathers to be filmed was particularly difficult – a Hop! interviewee explained that this reflected a wider issue for many Arab families surrounding the limited participation of fathers in day-to-day parenting, and noted that this was specifically addressed in the videos.[177]

There were a number of other examples where partners were reticent about engaging due to specific **concerns with the delivery modalities**. For instance, two campaign partners had doubts about the

effectiveness and appropriateness of the use of online and media activities, but were eventually convinced that the media and online component could have added value.[178] One explained that "*If I have the choice of how to reach parents, then [I] can get to them face-to-face. But now I understand it is possible to do both.*"[179] The other pointed out that "*Media use was an issue for me, but [Hop!] said 'people are using it, [and] use it well, why fight with them?*'"[180]

Another related issue for some partners was the use of screens (i.e. to show the videos). Many stakeholders in ECD try to avoid the use of screens, and some therefore hesitated about participating in the campaign, even though the digital aspect of the Magic Moments and Beautiful Moments was targeted at parents rather than their children.[181]

5.3.   Maintaining target audience engagement

Because Hop! had not planned for Magic Moments to be as long a campaign as it has turned out to be, and due to the limited time and resources, it had to use all materials more than once. Three interviewees and the evaluation suggested that this contributed to a **decline in the audience's engagement with video content** (e.g. the documentary series and theme clip).[182] Anticipating this in Beautiful Moments, Hop! did not publish all the content at once, instead releasing items on a weekly basis.[183]

5.4.   Supporting parents during COVID-19

In February 2020 the first case of COVID-19 was confirmed in Israel.[184] Soon, the entire country, along with the rest of the world, was affected by the pandemic and various restrictions were introduced: non-essential services including schools and universities were closed, events were cancelled, the prime minister declared a national state of emergency, and different types of lockdown were introduced.[185]

The pandemic and the related restrictions represented challenges that had to be overcome by the campaigns. For Magic Moments, the plans for fieldwork in WIZO day care centres had to be suspended, and in the Central Municipal Public Library of Tel Aviv-Jaffa, the Magic Moments videos were no longer played from March 2020 onwards.[186] Beautiful Moments also made significant changes to its original plans, cancelling fieldwork and conferences due to the pandemic. The pandemic limited the number of channels that Beautiful Moments could make use of, and therefore made it harder to apply the socio-ecological saturation approach that Magic Moments had employed (see Box 6). As noted in section 2.2, at the time of writing the Beautiful Moments team had begun developing a partnership network.

At the same time, **COVID-19 increased the relevance of the campaigns**.[187] During the COVID-19 pandemic, parents felt a stronger need for ideas and activities to do with their children, as well as for professional advice on parenting,[188] and the campaigns adapted in several ways to meet this need.[189]

The crisis meant that the campaigns found new ways of disseminating information and working with partners. For example, distributing weekly newsletters to parents through the National Kindergartens Committee and the Coalition for Early Childhood Education.[190] Additionally, over 40 dedicated WhatsApp groups were created by key partners to support parents, including the country's health

service providers and the Ashdod Municipality.[191] Together, the WhatsApp groups have reached approximately 10,000 parents.[192] To reach parents directly, Hop! established, with an additional grant from BvLF, a digital community on a Facebook page offering parenting advice and webinars.[193]

Beautiful Moments brought forward its start-date by two months to address the needs of parents during the pandemic. One of the developers behind the campaign explained that "*because people were locked in their homes, we felt that it was the right thing to do to go out as fast as we can … it was right for the people at that moment*".[194] A Hop! representative also explained that "*people are home and consuming media and there is a marketing opportunity to be there and to gain audience*".[195]

Hop! established new partnerships during the pandemic. Stakeholders such as the Municipality of Tel Aviv-Yafo realised that Beautiful Moments could help them reach their audiences through online content when it was no longer possible to meet parents in person.[196] The experts involved in Beautiful Moments sought to address this, for example by leading a Zoom talk on parenting and ECD for parents in the Arabic-speaking part of the city.[197]

These examples show the importance of being flexible and adapting to a significantly changed environment.[198] This is emphasised by one of the evaluators, who conveyed the sense that the campaigns met a perceived need:

> *[COVID-19] eventually was an opportunity. They did succeed in putting aside the things they planned before and adapting to the new reality and to bring extra value for the parents. They invented new platforms to talk to parents: WhatsApp groups and the Facebook community. You see how parents feed on that. They feel like everybody else abandoned them, when it comes to the government and schools. Here you have a private sector company providing something no one else can provide.*[199]

6.   Concluding notes and looking ahead

This section draws together the findings of this case study under the four objectives outlined at the outset, and suggests some future considerations for the two campaigns.

Objective 1: Analyse how such campaigns can best reach their target groups

First, the following four factors were identified by respondents as having contributed to the ability of the campaigns to reach their target audience:

- **Multi-channel approach:** Magic Moments made use of a multi-channel, socio-ecological saturation approach to reach the target audience, working with different partners to reach parents in online media, offline media and fieldwork activities.

- **Presenting the message in an appropriate format for the target audience:** The campaigns show that it is important to choose the right medium to distribute content, and to present the message in a sensitive and clear way that is attractive to the target audience and empowers them in their parental abilities, rather than diminishing their confidence as parents.

- **Using evidence and experts:** The campaigns were grounded in formative behavioural research on the target audience, the content was pre-tested, and the campaigns were monitored and evaluated to make any adjustments if necessary. However, a further value-add of the

evaluation could have been to provide further insights into the practices that parents and children might likely adopt. During implementation, the campaigns made good use of the expertise of the team and steering committee members, as well as of external experts.

- **Tailoring to diversity:** The campaigns show the importance of a tailored and targeted approach to reach different segments of the audience when seeking to encourage behavioural change at scale and to help parents overcome specific barriers.

Objective 2: Look at how a partnership between a philanthropic organisation and a private sector organisation can support behavioural change

The second campaign objective focused on the partnering of a philanthropic organisation with a private sector organisation, and how this can support behavioural change. Hop!'s own nature as a private sector grantee carried a number of benefits, and similarly the inter-sectoral Magic Moments partner network, which included private sector partners, was perceived to have contributed to the success of the campaign. A key benefit of private sector partners is that they can be more flexible than the public sector and may be able and willing to cover some of the costs of an initiative.

However, there are also challenges associated with working with the private sector. Such a partnership may be a concern for future partners, such as the government and NGOs, and so it is important to consider whether there is a need to de-emphasise or explain the details of the private partner's involvement.

Private sector partners may also be less experienced in engaging and working with government. It is therefore important for a philanthropic organisation considering a partnership with the private sector to carefully consider what partnership profile its circumstances call for.[200]

Objective 3: Examine how multichannel activities (i.e. online media, offline media and fieldwork) can be used in complementary ways to support behavioural change

The case study examined how online media, offline media and fieldwork activities can be used in complementary ways to support behavioural change. The case study has described how the multi-channel approach of Magic Moments has taken the campaign beyond a traditional media campaign, expanding reach to an ever-growing number of places that parents frequently visit. Parents were therefore reminded of the messages, tips and activities that could be used in their new daily routine. The combination of the different channels in one campaign made it easy to be exposed to its messages. This was perceived to have helped reinforce the campaign's messages and support behavioural change.

Objective 4: Explore challenges associated with such campaigns

Finally, the campaigns encountered a variety of challenges associated with bringing about behavioural change at scale. Respondents have highlighted the importance of advance planning, for instance ensuring as much as possible that infrastructure is in place to support a planned social media strategy.

Arguably the biggest challenges for the campaign surrounded implementation and responding to the changing environment. In this regard, one of the main issues for the campaign was COVID-19; however, this also presented opportunities as the campaigns became very timely and new possibilities for partnerships emerged. This points to the importance of flexibility when developing behavioural change campaigns.

Establishing partnerships was also sometimes challenging, for example because partners lacked resources or were hesitant about aspects of the campaign. Magic Moments in particular has shown the importance of formalising partnerships that allow for continuity, for instance when there are personnel changes.

Future considerations for the campaigns

At the time of writing, the campaigns were both still running and new partnerships were still being developed. The campaigns were due to continue until the end of 2021. **With the campaigns approaching their end-date, the leaders have key decisions to make in the coming months**. They naturally wish to see campaign achievements maintained going forward, but the best way of ensuring sustainability into the future must be considered. Options range from a limited level of ongoing funding for regular content updates to the creation of an income-generating model or a greater level of funding to continue expanding reach and partnerships across sectors and channels. For example, one of the options explored in summer 2021 is the involvement of private sector organisations' HR departments to provide Magic Moments as a service to their employees.

Related to this is the question of where funding and direction-setting should most appropriately come from. Much will be determined by whether the government takes the lead, BvLF continues its funding in some form, the campaign adapts a business model with self-generated income, or another actor steps in. Regardless of what the future holds, those playing a role will have been heartened by the demonstrable possibilities for changing parental behaviour and its impact on children's development.

Endnotes

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[3] Hop! Media Group (2021) *Magic Moments – Phase 1&2: Plans for 2021* (internal document).

[4] Interview with Hop! CEO.

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[13] Interview with Hop! Partner Outreach Manager.

[14] Interview with Hop! CEO.

[15] Bernard van Leer Foundation behavioural change consultant (personal communication, 3 May 2021).

[16] Israel country representative, validation workshop, 20 April 2021.

[17] Interview with Hop! CEO, Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign).

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[50] Israel country representative, validation workshop, 20 April 2021.

[51] Interview with Evaluator.

[52] Interviews with Hop! Consultant and Campaign Partner 3.

[53] Bernard van Leer Foundation behavioural change consultant (personal communication, 10 June 2021).

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59 Hop! Media Group (personal correspondence, 10 June 2021).

60 Interviews with Hop! CEO, Hop! Partner Outreach Manager and Steering Committee Member 4 (Magic Moments campaign)

61 Interview with Hop! Media Group CEO.

62 Interviews with Hop! Partner Outreach Manager, Steering Committee Member 4 (Magic Moments campaign) and Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign).

63 Interviews with Hop! Partner Outreach Manager and Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign).

64 Interview with Steering Committee Member 4 (Magic Moments campaign).

65 Israel country representative and Israel programme coordinator, validation workshop, 20 April 2021.

66 Interview with Campaign Partner 6.

67 Interview with Campaign Partner 6.

68 Interviews with Campaign Partner 2, Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign) and Steering Committee Member 3 (Beautiful Moments campaign).

69 Interview with Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign).

70 Interview with Campaign Partner 2.

71 Interview with Campaign Partner 2.

72 Israel country representative, validation workshop, 20 April 2021.

73 Israel country representative, validation workshop, 20 April 2021.

74 Israel country representative, validation workshop, 20 April 2021.

75 Interview with Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign).

76 Israel country representative, validation workshop, 20 April 2021.

77 Interview with Campaign Partner 7.

78 Interview with Hop! Consultant; Consultation with Israel country representative, 14 September 2020.

79 Interviews with Campaign Partner 7 ; Israel country representative, validation workshop, 20 April 2021.

80 Consultation with Israel country representative, 14 September 2020.

81 Israel country representative, validation workshop, 20 April 2021.

82 Interviews with Hop! Partner Outreach Manager, Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign), Campaign Partner 6, Steering Committee Member 4 (Magic Moments campaign) and Steering Committee Member 3 (Beautiful Moments campaign).

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84 Interview with Evaluator.

85 Interviews with Hop! CEO and Evaluator.

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87 Interview with Campaign Partner 6.

88 Interview with Hop! CEO.

89 4 out of 15 interviewees. Interviews with Steering Committee Member 1 (Magic Moments campaign), Steering Committee Member 2 (Beautiful Moments campaign), Hop! Partner Outreach Manager and Hop! Consultant

[90] Interviews with Hop! CEO and Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign)

[91] Interviews with Hop! CEO, Hop! Partner Outreach Manager, Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign), Campaign Partner 2, Campaign Partner 3 and Campaign Partner 4.

[92] Interview with Hop! CEO.

[93] Interviews with Hop! Partner Outreach Manager and Hop! CEO.

[94] Interview with Hop! CEO.

[95] Interview with Hop! CEO.

[96] Israel country representative, validation workshop, 20 April 2021.

[97] Israel country representative, validation workshop, 20 April 2021.

[98] Tsirulnikov, A., Mishaan-Spiegel, T., & Kedem, A. (2018) *The Magic Moments Initiative: Preliminary Report.* Tel Aviv: Center for Educational Technology.

[99] 6 out of 7 Campaign Partners: Interviews with Campaign Partner 1, Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign), Campaign Partner 4, Campaign Partner 3 and Campaign Partner 2.

[100] Interview with Campaign Partner 4.

[101] Interview with Campaign Partner 6.

[102] 6 out of 7 Campaign Partners. Interview with Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign), Campaign Partner 1, Campaign Partner 2, Campaign Partner 4, Campaign Partner 6 and Campaign Partner 7.

[103] Interview with Campaign Partner 2.

[104] Interview with Evaluator.

[105] Interviews with Campaign Partner 6 and Campaign Partner 7.

[106] Interview with Campaign Partner 7.

[107] Interview with Campaign Partner 7.

[108] Interviews with Hop! CEO and Hop! Partner Outreach Manager.

[109] Tsirulnikov, A., Mishaan-Spiegel, T., & Kedem, A. 2018. *The Magic Moments Initiative: Preliminary Report.* Tel Aviv: Center for Educational Technology.

[110] Interview with Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign)

[111] Interview with Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign)

[112] Israel country representative, validation workshop, 20 April 2021.

[113] 4 out of 7 Campaign Partners. Interviews with Campaign Partner 1, Campaign Partner 3, Campaign Partner 4 and Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign).

[114] Bernard van Leer Foundation behavioural change consultant (personal communication, 3 May 2021).

[115] Interview with Hop! CEO.

[116] Interview with Campaign Partner 1.

[117] 4 out of 15 interviewees. Interviews with Hop! Consultant, Steering Committee Member 4 (Magic Moments campaign), Evaluator and Campaign Partner 3.

[118] Bernard van Leer Foundation behavioural change consultant (personal communication, 10 June 2021).

[119] Bernard van Leer Foundation behavioural change consultant (personal communication, 10 June 2021).

[120] Interviews with Hop! CEO and Steering Committee Member 1 (Magic Moments campaign); Bernard van Leer Foundation (2019) *New campaign helps Israeli parents and children create "Magic Moments".* As of 22 November 2021: https://bernardvanleer.org/news/new-campaign-helps-israeli-parents-and-children-create-magic-moments/

[121] Interviews with Hop! CEO and Steering Committee Member 1 (Magic Moments campaign).

[122] Bernard van Leer Foundation behavioural change consultant (personal communication, 3 May 2021).

[123] Bernard van Leer Foundation behavioural change consultant (personal communication, 3 May 2021).

[124] Bernard van Leer Foundation behavioural change consultant (personal communication, 3 May 2021).

[125] Interview with Steering Committee Member 2 (Beautiful Moments campaign).

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[127] Israel country representative, validation workshop, 20 April 2021.

[128] Israel country representative, validation workshop, 20 April 2021.

[129] Interview with Hop! CEO and Steering Committee Member 1 (Magic Moments campaign).

[130] Interview with Steering Committee Member 2 (Beautiful Moments campaign); Bernard van Leer Foundation behavioural change consultant (personal communication, 10 June 2021).

[131] Interviews with Steering Committee Member 1 (Magic Moments campaign), Hop! Consultant and Evaluator.

[132] Interview with Hop! Consultant.

[133] Interviews with Steering Committee Member 1 (Magic Moments campaign), Hop! Consultant and Evaluator.

[134] Interview with Campaign Partner 3.

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[136] Interviews with Hop! Consultant and Evaluator.

[137] Interviews with Hop! CEO, Evaluator and Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign); Bernard van Leer Foundation behavioural change consultant (personal communication, 3 May 2021).

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[140] Interview with Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign).

[141] Interviews with Steering Committee Member 1 (Magic Moments campaign), Campaign Partner 4 and Campaign Partner 7.

[142] Interview with Hop! CEO.

[143] Interview with Campaign Partner 4

[144] Interviews with Campaign Partner 4 and Steering Committee Member 2 (Beautiful Moments campaign).

[145] Tsirulnikov, A., Diamant, R., Daskal, E., Chetrit, D.B., Kadosh, N., Mishaan-Spiegel, T., & Newman, H. (2020) *The Magic Moments Initiative: Summative Evaluation Research Report.* Tel Aviv: The Center for Educational Technology.

[146] 7 out of 15 interviewees. Interviews with Campaign Partner 3, Steering Committee Member 3 (Beautiful Moments campaign), Steering Committee Member 2 (Beautiful Moments campaign), Hop! CEO, Hop! Partner Outreach Manager, Hop! Consultant, Campaign Partner 6 and Campaign Partner 7.

[147] Interviews with Hop! CEO and Hop! Partner Outreach Manager.

[148] Interview with Campaign Partner 3.

[149] Israel programme coordinator, validation workshop, 20 April 2021.

[150] Interview with Hop! Consultant.

[151] Interview with Hop! Consultant.

[152] Bernard van Leer Foundation Country Representative (personal communication, 7 June, 2021).

[153] Interview with Evaluator, Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign) and Hop! Partner Outreach Manager.

[154] 5 out of 15 interviewees. Interviews with Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign), Campaign Partner 2, Campaign Partner 4, Steering Committee Member 2 (Beautiful Moments campaign) and Steering Committee Member 4 (Magic Moments campaign).

155 Interview with Evaluator.

156 Coddett, A. & Orr, M.T. (2020) 'Using an Ecological and Systems Approach to Support Early Learning Readiness.' *Journal of Cases in Educational Leadership* 23(4): doi: 10.1177/1555458920947771

157 Interview with Hop! CEO, Hop! Partner Outreach Manager and Campaign Partner 1

158 4 out of 15 interviewees. Interviews with Hop! CEO, Steering Committee Member 1 (Magic Moments campaign), Evaluator and Steering Committee Member 2 (Beautiful Moments campaign).

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160 Interview with Evaluator.

161 Interview with Evaluator.

162 Interview with Evaluator.

163 Hop! Consultant, Steering Committee Member 3 (Beautiful Moments campaign).

164 Hop! Consultant, Steering Committee Member 3 (Beautiful Moments campaign); Israel programme coordinator, validation workshop, 20 April 2021; Bernard van Leer Foundation behavioural change consultant (personal communication, 3 May 2021).

165 Interviews with Campaign Partner 4, Campaign Partner 1 and Campaign Partner 6.

166 Interview with Campaign Partner 1.

167 Interview with Campaign Partner 6.

168 Interview with Hop! Partner Outreach Manager.

169 Interview with Hop! Partner Outreach Manager.

170 Interview with Hop! CEO.

171 4 out of 15 interviewees. Interview with Campaign Partner 1, Evaluator, Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign) and Hop! CEO

172 Bernard van Leer Foundation (2020) *Cluster report* (internal document).

173 Interviews with Campaign Partner 1, Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign) and Campaign Partner 4.

174 Interviews with Campaign Partner 1, Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign) and Campaign Partner 4.

175 Interviews with Steering Committee Member 2 (Beautiful Moments campaign) and Hop! Consultant.

176 Interview with Steering Committee Member 2 (Beautiful Moments campaign).

177 Interview with Hop! Consultant.

178 Interviews with Campaign Partner 4 and Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign).

179 Interview with Campaign Partner 4.

180 Interview with Campaign Partner 5/Steering Committee Member 5 (Magic Moments campaign).

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[193] Israel country representative, validation workshop, 20 April 2021.

[194] Interview with Hop! Consultant.

[195] Interview with Hop! Consultant.

[196] Israel country representative, validation workshop, 20 April 2021.

[197] Israel country representative, validation workshop, 20 April 2021.

[198] Interview with Steering Committee Member 2 (Beautiful Moments campaign).

[199] Interview with Evaluator.

[200] Israel country representative, validation workshop, 20 April 2021.

Annex A. Methodology

The findings in this case study should be read with appropriate recognition of the complex nature of behavioural change, and with the understanding that the work of BvLF, Hop! and other stakeholders was but one of a number of factors that may have contributed to any identified outcomes. Additionally, this case study reports on what factors stakeholders perceived contributed to the success of the campaigns.

The research team has been able to report on the extent to which there was consensus or disagreement about the perceived contribution of the different factors and organisations, but this case study has not focused on establishing a causal connection between BvLF's support of organisations and parental behavioural change. This would be more of an evaluative approach that engages a different study design, such as the evaluations conducted by the Center for Educational Technology, and was outside the scope of the current case study.

This case study is part of a larger piece of work. The research team and BvLF selected five case studies to meet the research objective of ensuring that lessons on 'what works' in operating at scale were systematically captured, assessed and made available for other governments, practitioners and foundations to use. During the inception phase, the research team and BvLF developed a shared understanding of the research objective, selected the case studies and developed a plan for the case studies.

The methodology plan of this case study consisted of a scoping phase, followed by data collection, data analysis (of documentary review and interview data), write-up, content validation and finalisation phases. Data were collected up to the end of February 2021.

The scoping phase aimed to determine the timeframe of the case study, provide an initial understanding of Hop!'s and other stakeholder's work, and help identify key informants. It involved:

- An initial consultation with BvLF staff to introduce the research team to the project and determine the timeframe to be captured in the case study.
- The review of 18 documents about the campaigns provided by BvLF. Documents that covered the content of the campaigns and the evaluations were considered most informative and selected by the research team. These included Hop! presentations, a BvLF cluster report and the three evaluations of Magic Moments (evaluation material about Beautiful Moments was not available at the time of writing). The documents were systematically reviewed, and information was recorded using an analysis protocol organised around the project objectives. Findings from the documentary review informed the interview protocols.
- A second consultation with the BvLF country representatives to identify categories of stakeholders and select key informants from identified stakeholder categories for interviews.

Categories of key informants were selected based on the criteria of relevance and their ability to verify facts. As such, Hop! staff were selected as best placed to describe the development of the campaigns, while the evaluator, campaign partners and steering committee members were selected to give the perspective of others involved in the campaign. The agreed external stakeholder categories are listed

in Table A. It is noted that the nature of external stakeholders considered has not included fully independent organisations or the target audience, who might have provided further insights on the achievements of the campaign, and this is acknowledged as a limitation of the case study.

Table A.1. Overview of stakeholder categories and number of interviews by interviewee type

Stakeholder category	Number of interviews and stakeholder type
Hop! Media Group	1 CEO
	1 consultant
	1 partner outreach manager
Partner organisations	6 campaign partners (including 1 campaign partner/steering committee member)
Steering committee	5 steering committee members (including 1 campaign partner/steering committee member)
Evaluator	1 evaluator

The data collection phase involved conducting semi-structured interviews between December 2020 and February 2021 with key stakeholders from all categories (as shown in Table A.1). All participants were provided with a Participant Information Sheet describing the project, a Privacy Notice, and an Interview Briefing Note explaining the topics to be covered in the interview. All interviews were conducted remotely using Microsoft Teams or Zoom. The interviews were considered the best tool to elicit an in-depth understanding of the local context and to capture perceptions of different factors that led to the success of the campaigns. Interviews were recorded where consent was given, and notes were made and elaborated on following the interviews using the recordings. Given the scope of the case study, the number of semi-structured interviews was kept to a maximum of 15.

Points made by Hop! employees should be read with an appreciation of the risk of bias in their responses, as it is in their interests to be painted in a good light. The nature of the semi-structured face-to-face interviews with partner organisations, steering committee members and the evaluator were intended to alleviate this to a degree; however, potential biases should be considered when interpreting data obtained from the respondents.

At the analysis phase, interviews were analysed to identify emerging themes from the data using an adapted version of the protocol for the documentary review. In addition, a follow-up review of the same documents and some new documents provided by BvLF was conducted after the interviews to corroborate information. All data were then thematically analysed to develop cross-cutting themes, which were used to organise the current report's structure during the write-up phase.

Following this, a validation phase took place. A draft of the case study was shared with BvLF to corroborate facts, following which a consultation workshop took place where revisions were agreed. The case study was then reviewed by BvLF and Hop!, revised and finalised.

Throughout this report, points made by more than one interviewee have been recorded clearly through references in endnotes. Therefore, looking at the endnotes can help to establish whether the views were shared across different stakeholder groups, as the references show whether points were made by various interviewees.

Annex B. Partnership activities of Magic Moments

The below table sets out the historical and current Magic Moments partners and their activities (as of February 2021). The partner organisations are presented by category, but in no particular order.

#	Partner organisation	Summary of partnership activity
Government ministries		
1	Ministry of Education	Inclusion in the HAGIG programme (acronym for 'Parent, teacher, child, day care') for kindergarten teachers: • Presented the Magic Moments project to kindergarten teachers. • Teachers received Magic Moments materials and a training kit. • Two dedicated WhatsApp groups were launched.
2	Ministry of Health	• Training provided for well-baby clinics ('*Tipat Halav*') nurses. • Participation in a conference of paediatricians. • Participation in a community event to promote healthy lifestyle. • Magic Moments was uploaded to the ministry's preschool website.
Local authorities		
3	Federation of Local authorities in Israel	• Communication was sent to all education administrators in the country with Magic Moments videos for their use. • A newsletter with Magic Moments video links has been forwarded to all local authorities.
4	Jerusalem municipality	• A weekly post about Magic Moments was posted on a Facebook parent group 'TZOTZIKIM'. • WhatsApp group for the city's parents.
5	Modi'in municipality	• Distributed links of Magic Moments videos to kindergarten teachers in the city.
6	Migdal Haemek municipality	• Weekly link to the Magic Moments video has been sent to parents and to the organisation leadership team.
7	Petach Tikva municipality	• Opened five WhatsApp groups to city residents. • Created Magic Moments designated area on municipality's website. • Magic Moments signs are located in playgrounds throughout the city. • Provided training for kindergarten teachers. • A campaign for cooperation was held with advertisements in a local newspaper and posts on Facebook and Instagram.
8	Herzlyia municipality	• Magic Moments signs are located in playgrounds throughout the city. • Shared Magic Moments videos with parents.
9	Arab municipality	• Magic Moments signs are located in playgrounds throughout the city. • Shared Magic Moments videos with parents.
10	Gezer Regional Council municipality	• Links of the videos were forwarded to all kindergarten supervisors in the council.
11	Ashdod municipality	• WhatsApp group for the city's parents.
Health and education non-profit organisations and associations		
12	Matnasim (Israel Association of Community Centers)	• Distributed video links to day care teachers (and added these to the training folder which was forwarded to community centre managers across the country). • Together with Tnuva, Matnasim developed nine video episodes of 'Growing well'. • In 2021, Tnuva and Matnasim developed a WhatsApp group for Family Week.

#	Partner organisation	Summary of partnership activity
13	Goshen Association (non-profit organisation that aims to support early childhood development in Israel)	• Links of Magic Moments on the association's website. • Links of related articles of the association on Hop!'s website. • Produced a training video. • Magic Moments has helped Goshen in their training sessions with nurses. • Presentation of the Magic Moments project to professionals.
14	WIZO (Women's International Zionist Organization) day care centres	• Distributed links of Magic Moments videos to day care centres. • Created and placed a Magic Moments sensor motor trail in day care centres' entrances. • Five Magic Moments WhatsApp groups for parents.
15	National Kindergartens Committee	• Launched five joint WhatsApp groups for parents. • Weekly newsletter distributed to parents during the COVID-19 lockdowns.
16	The Coalition for Early Childhood Education (consists of groups of kindergarten teachers, educators, and parents)	• Launched two joint WhatsApp groups for parents. • A weekly newsletter has been distributed to parents during the COVID-19 period.
17	Center for Significant Parenting, Ashdod	• Screening Magic Moments videos at the centre, which serves families. • Sending videos on WhatsApp to parents.
18	Nitzan Association: The Israeli Association for Children and Adults with Learning Disabilities	• Links to Magic Moments videos have been circulated in their parent and child training centres.
19	Ha'paot (Infant) Center, Tirat Carmel	• Presented Magic Moments project in guidance for parents.
20	Nurse's Day in Jerusalem	• Presented Magic Moments to managers of family health centres.
21	SASA Setton (philanthropic organisation that leads education for hospitalised children in Israel)	• During the COVID-19 pandemic there was a WhatsApp group where activities were shared for children of hospital healthcare workers nationwide.
Cultural non-profit organisations and associations		
22	Beit Ariela – The Central Municipal Public Library of Tel Aviv-Jaffa	• Once a month there has been a free branded Magic Moments joint activity for parents and children (reading of a selected story and a joint related activity). The activity has been published on their social media. • Magic Moments videos have been played on a loop on all screens at Beit Ariela (was suspended in March 2020 due to the Coronavirus).
23	Libraries throughout Tel Aviv	• Magic Moments videos (both for children and parents) have been presented on screens in libraries in Tel Aviv.
24	The Israel Children's Museum in Holon	• Played Magic Moments videos (both for children and parents) in the cafeteria. • Free Magic Moments activities made available throughout the museum.
Health insurance and medical services organisations (Kupot Cholim)		

#	Partner organisation	Summary of partnership activity
25	Clalit Health Services	• Have screened videos at infant welfare centres. • Opened a Magic Moments WhatsApp group during the COVID-19 period. The content has been uploaded by Clalit's marketing department to its closed Facebook group for employees. • Held a conference in June 2020 for infant welfare centre nurses in the Dan District, where Magic Moments was introduced and where the digital kit was explained to nurses. • In Haifa and the Northern District there have been Magic Moments activities for those waiting in a queue. • Presented Magic Moments and the training kit to regional managers. • Held meeting of the infant welfare centres nurses in the Dan district to present Magic Moments and the training kit.
26	Meuhedet Health Fund	• Uploaded Magic Moments videos to the Meuhedet website.
Food sector and supermarkets		
27	Rami Levy supermarkets	• Placed activity signs in each store throughout Israel. • Handed out four booklets in stores. • Placed outdoor large screen promoting Magic Moments trail in the supermarket in Jerusalem. • Sent five SMS texts to members of the Rami Levy loyalty club. • Sponsored 25 posts and an activity on their social media (Facebook and Instagram). • Added a suggestion to subscribe to the Magic Moments SMS parents' tips. • A Magic Moments designated area was created on the Rami Levy blog in March 2020. • Helped develop a video on how to reuse and recycle together with NGO Natata. • A Facebook group was created, 'Parents and Children Cook Magic Moments Together', to include recipes for healthy nutrition with the addition of background information and suggestions for enriching activities written by the Center for Significant Parenting Ashdod.
28	Tnuva – food manufacturer	• Produced a series of milk cartons (3 per cent, 1.5 per cent, 1 per cent and low fat) with suggested Magic Moments activities. • Two Magic Moments videos were posted on the corporate page. • Together with Matnasim (Israel Association of Community Centres), developed nine video episodes of 'Growing well'. • In 2021, Tnuva and Matnasim developed a WhatsApp group for Family Week.
Travel organisations		
29	Walla Tours!	• User generated content activity ('Our 100 Magic Moments'): parents were asked to share their family's 'magic moments' and upload them to the site. All photos uploaded were added to a special album. Among the families who uploaded their photos, one family won a free family vacation to Rhodes, Greece.
30	EL AL airlines	• A Magic Moments playlist has been part of the on-board entertainment on planes.
Social media group/page and influencers		
31	Owners of the Facebook page "HATZODEKET"	• User generated content activity: Mothers who follow the Facebook page were asked to upload photos of their personal 'magic moments'.
32	Owners of the Facebook group "Aba Pagum"	• User generated content activity: Magic Moments activities from the campaign were posted on the Facebook group and fathers were asked to share their own Magic Moments with their children. To encourage participation, a raffle for a family vacation in Eilat, Israel, was held.
33	Bloggers event organisers	• Presented Magic Moments content to parenting and family bloggers.
34	Owners of podcast of marketing managers	• Alona Abt, CEO Hop! Media Group, was interviewed about Magic Moments.

#	Partner organisation	Summary of partnership activity
Traditional media organisations		
35	*Israel Hayom* newspaper	• Created a Magic Moments page on their website.
Experts and researchers		
36	Bar-Ilan University	• Incorporated an expert video (with Prof. Inbal Arnon) about language development in an online course.
Other organisations: cinema		
37	Lev Daniel's Cinema in Herzliya	• Premiere screening of Magic Moments.

#	Partner organisation	Summary of partnership activity
Traditional media organisations		

The 2019–2020 case studies and the Bernard van Leer Foundation's focus on early childhood education

The Bernard van Leer Foundation has long focused on enhancing opportunities for children growing up in socially and economically disadvantaged circumstances, with a view to developing their innate potential (Bernard van Leer Foundation, 1999). The Foundation has contributed to a substantial body of work that emphasises the importance of early childhood (Van Gendt, 1998). More recently, it has turned its attention to how best to deliver early childhood services and the best policies in this field. Current knowledge on this topic is explored in its regular journals (e.g. Bernard van Leer Foundation, 2018a). As part of its approach to enhance opportunities for children, the Foundation seeks to intervene at a greater scale, for example through funding projects with national reach instead of smaller-scale interventions. In 2018 it published its 2016–2020 Transition to Scale strategy (Bernard van Leer Foundation, 2018b), and in 2019 it commissioned Harvard University, Princeton University and RAND Europe to deliver a set of case studies to document learning about implementing ECD programmes at scale.

The objective of these case studies is to ensure that lessons on 'what works' in operating at scale were systematically captured, assessed and made available for other governments, practitioners and foundations to use. The Foundation was particularly interested in learning about the critical conditions for achieving sustainable impact at scale in ECD.

Sources:

Bernard van Leer Foundation (1999) *A Legacy for Humankind. The Bernard van Leer Foundation: from profits to philanthropy*. The Hague: Bernard van Leer Foundation. As of 22 November 2021: https://issuu.com/bernardvanleerfoundation/docs/a_legacy_for_humankind

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