Outline

I) SISN: Origins, Rationale, Vision, Mission
II) Frameworks and Key Concepts
III) Operationalizing the Concepts (Isabelle)

Implementation Science in Nutrition: Concepts and Frameworks for an Emerging Field of Science and Practice
60 countries and States of Maharashtra and Uttar Pradesh committed to SUN

Image source: http://scalingupnutrition.org/
### FIGURE 2.3  Number of countries at various stages of progress against the global targets on nutrition

<table>
<thead>
<tr>
<th>Category</th>
<th>Missing data</th>
<th>Off course, little/no progress</th>
<th>Off course, some progress</th>
<th>On course, at risk</th>
<th>On course</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stunting children under 5</td>
<td></td>
<td>15</td>
<td>58</td>
<td>41</td>
<td></td>
</tr>
<tr>
<td>Wasting children under 5</td>
<td>63</td>
<td>63</td>
<td></td>
<td>67</td>
<td></td>
</tr>
<tr>
<td>Overweight children under 5</td>
<td>84</td>
<td>24</td>
<td>22</td>
<td>26</td>
<td>37</td>
</tr>
<tr>
<td>Exclusive breastfeeding, &lt; 6 months</td>
<td>110</td>
<td>34</td>
<td>13</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>Anemia in women aged 15–49 years</td>
<td>8</td>
<td>182</td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Adult overweight + obesity (BMI ≥ 25)</td>
<td>3</td>
<td>190</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult obesity (BMI ≥ 30)</td>
<td>3</td>
<td>190</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult diabetes (raised blood glucose)</td>
<td>3</td>
<td>185</td>
<td></td>
<td></td>
<td>5</td>
</tr>
</tbody>
</table>

Source: Global Nutrition Report 2016
The Challenge


Figure 1: Median coverage and distribution by country of selected nutrition sensitive and specific interventions and behaviors.
The Reason for the Challenge

Nutrition Interventions

The Black Box of Implementation

Nutrition Outcomes

Nutritional Status
An Example: What factors might affect the effectiveness of a national micronutrient powder intervention?

A short list:
- Govt approval/registration
- Procurement
- Partner support
- Logistics/ distribution
- Inventory management
- Mother’s concerns
- Grandmother’s concerns
- Household supplies
- Caregiver knowledge & compliance
- Health worker counseling quality
- Training of health workers
- Broader SBCC initiatives
- etc.
The Society for Implementation Science in Nutrition (SISN)

• Formed in 2016; 501(c )(3) NGO
• A professional and scientific member society to advance the theory and practice of implementation science in nutrition
• Members include researchers, implementers, policy makers, funders
• Funding from membership dues, Sight and Life, Eleanor Crook Foundation and special projects (e.g., BMGF/3ie)

• Website: www.implementnutrition.org
• E-mail: implementnutrition@gmail.com
• Twitter: @implementnutri
Goal 5. Ensure that SISN is well-governed, well-managed, appropriately resourced, accountable and sustainable

SISN Vision: A world where actions to improve nutrition are designed and implemented with the best available scientific knowledge and practical experience.

The Five Imperatives

Implementation as Learning & Adaptation
Implementation Capacities
Implementation Spectrum
Implementation Knowledge Portfolio
Institutional Landscape

Goal 1. Advance the theory, methods and conduct of implementation science in nutrition

Goal 2. Strengthen the capacities and support for implementation science

Goal 3. Create and maintain an innovative and effective implementation science knowledge management system

Goal 4. Ensure that SISN’s members are inclusive of all stakeholder categories required for its mission
Frameworks and Key Concepts

1. Five domains that affect implementation
2. Four “phases” or decision points
3. Three categories of knowledge
4. An integrated framework
5. Five strategies for operationalizing the framework
1. The Five Domains Whose Characteristics, Capacities, Dynamics and Fit Affect Implementation Quality

Adapted from Damschroder et al., *Implementation Science* 4:50, 2009

### 1. Objects of Implementation
- Nutrition-specific interventions
- Nutrition-sensitive interventions
- National policies
- Emergency nutrition response
- Implementation innovations, guidelines or practices

### 2. Implementing Organization(s) and Staff
In ministries, NGOs, private sector

### 3. Enabling Environment
Policy Frameworks, Governance, Finances and Stakeholder Dynamics and Alignment Among Government, Funders, Civil Society, Private Sector

### 4. Individuals, Households and Communities
Needs, Resources, Capacities, Social, Cultural, Behavioral, Economic, Political factors

### 5. Implementation Processes
- Initiation, Planning, Implementation, Sustaining

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The diagram illustrates the flow of implementation processes from *Assessment* to *Nutritional Status*.
## 2. Four “Phases” or Decision Points

<table>
<thead>
<tr>
<th>Commitment, Support, Financing and Sustainability</th>
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</thead>
<tbody>
<tr>
<td><strong>Objects of Implementation</strong></td>
</tr>
<tr>
<td><strong>Nutrition-specific interventions</strong></td>
</tr>
<tr>
<td><strong>Nutrition-sensitive actions</strong></td>
</tr>
<tr>
<td><strong>A national multisectoral nutrition agenda</strong></td>
</tr>
<tr>
<td><strong>NGO projects (typically sub-national)</strong></td>
</tr>
<tr>
<td><strong>Implementation innovations</strong></td>
</tr>
</tbody>
</table>
## A Few Examples of IR in the Published Literature

**4. Commitment, Support, Financing and Sustainability**
- 18. Prioritizing and Funding the Uganda Nutrition Action Plan
- 19. Nutrition Leadership: Drivers and Constraints in Four Countries
- 20. The Gear Model for Scaling Up Breastfeeding

<table>
<thead>
<tr>
<th>Objects of Implementation</th>
<th>1. Initiation and Scoping</th>
<th>2. Planning and Design</th>
<th>3. Implementation, Iterative Improvement and Scaling Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nutrition-specific interventions</td>
<td>1. Stakeholder Perspectives on Regulating School Food in Mexico</td>
<td>2. Ca and IFA Suppl in Kenya</td>
<td>3. IFA in Pakistan 4. IFA Faltering (DHS)</td>
</tr>
<tr>
<td>Operationalizing a national multisectoral nutrition agenda</td>
<td>8. Intersectoral Convergence in Odisha, India</td>
<td>9. Governance of MSN in Nepal</td>
<td>10. MSN in Ethiopia and Nepal</td>
</tr>
<tr>
<td>NGO projects (typically sub-national)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation innovations</td>
<td>16. MNP Delivery Model in Vietnam 17. Program Assessment Guide (PAG)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. Three Categories of Implementation Knowledge

CKE: Contextual Knowledge and Experience (often tacit)

The knowledge and experience of actors in a given country used in everyday decision when planning and implementing programs, including:

- Stakeholder relations, histories and dynamics,
- Capacity strengths and weaknesses,
- What has or has not worked, where, when, how, why
- Formal and informal administrative procedures, etc.

CIR: Contextual Implementation Research

Practical inquiries embedded in and connected to implementation in a given country, such as:

- formative research,
- stakeholder analysis,
- opinion leader research,
- rapid assessments,
- operations research,
- special studies,
- process evaluation,
- costing studies,
- Delphi studies,
- various forms of quality improvement or quality assurance, etc.

GKE: Global Knowledge and Experience

Published or unpublished findings, frameworks, tools and guidelines from:

- implementation research in other countries (incl. formal trials and evaluations)
- implementation experience in other countries

and

Experiential knowledge of practitioners from other countries
3. Formal and Rigorously Evaluated Implementation Trials, Proofs of Concept & Evaluation of Innovative Implementation Practices (from the same or different settings)

 Implementation Science: Existing and Emerging Knowledge About Implementation

1. Contextual, Tacit and Experiential Knowledge

2. Implementation Research in Context *

Frameworks, Tools, Guidelines

Capacity Building, Technical Assistance, Knowledge Brokering, Coaching

The Goal

Collaboratively Assess, Build on Strengths and Address Weaknesses in The Five Domains in a Timely Manner During All Phases of Planning and Implementation

The Five Domains That Affect Implementation

1. Objects of Implementation
   - Nutrition-specific interventions
   - Nutrition-sensitive interventions
   - National policies
   - Emergency nutrition response
   - Implementation innovations, guidelines or practices

2. Implementing Organization(s) and Staff
   - In ministries, NGOs, private sector

3. Enabling Environment
   - Policy Frameworks, Governance, Finances and Stakeholder Dynamics and Alignment Among Government, Funders, Civil Society, Private Sector

4. Individuals, Households and Communities
   - Needs, Resources, Capacities, Social, Cultural, Behavioral, Economic, Political factors

5. Implementation Processes
   - Initiation, Planning, Implementation, Sustaining

IS = IR + KU (use of existing knowledge)
Five Strategies for Operationalizing the SISN Framework

1. Knowledge Brokering
   - Implementers
   - Planners
   - Policy Makers

2. Implementation Tools

3. Global Sources of Implementation Knowledge and Experience

4. Country-Based Implementation Research

5. National Sources of Implementation Knowledge