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THE SOCIETY
FOR IMPLEMENTATION
SCIENCE IN NUTRITION

3ie International
Initiative for
Impact Evaluation

THE REPUBLIC OF UGANDA
MINISTRY OF HEALTH
FOR GOD AND MY COUNTRY

URC
UNIVERSITY
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fhi360
THE SCIENCE OF IMPROVING LIVES

REPUBLIC OF KENYA
HARAMBEE
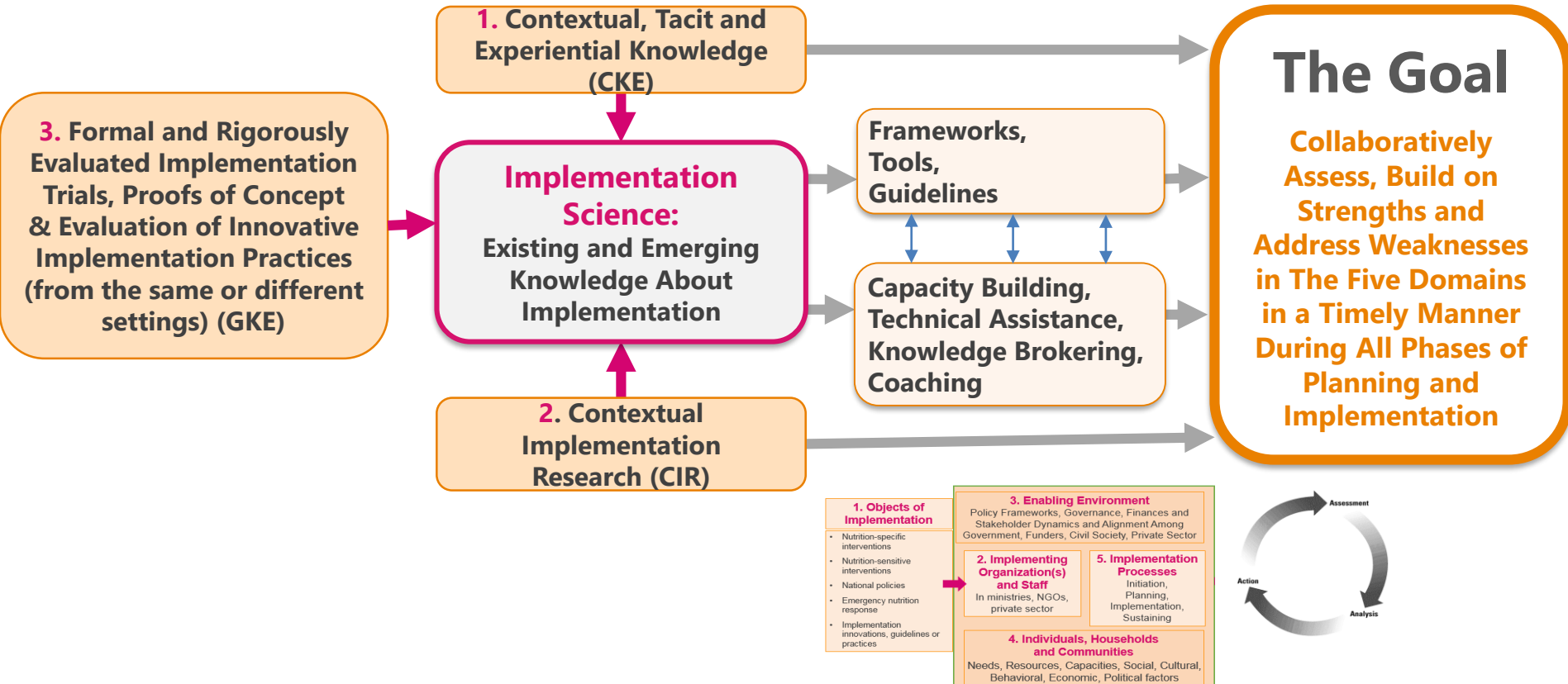MINISTRY OF HEALTH

Outline

I)   Implementation Science Principles

II)   The Implementation Science Initiative (ISI) in Kenya and Uganda

    I)   Objectives of ISI

    II)   Creation of a core team

    III)   Strategies for operationalizing SISN's framework

III) Q&A

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SISN's Integrative Framework for IS in Nutrition

1. Contextual, Tacit and Experiential Knowledge (CKE)

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

Implementation Science: Existing and Emerging Knowledge About Implementation

2. Contextual Implementation Research (CIR)

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

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

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

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

5. Implementation Processes
Initiation, Planning, Implementation, Sustaining

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

Assessment — Analysis — Action

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Implementation Science Principles

1. Collaboratively identify implementation bottlenecks
2. Mobilize existing knowledge, frameworks and tools whenever possible
3. When research is needed, develop implementation research (IR) (rigor, practicability and timeliness)

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Implementation Arena:
Iron Folic Acid Supplementation (IFAS)

- In .... food
  i...
- I...
  i...
- C...
- L...
- "R...

In brief, ISI seeks to address bottlenecks and improve IFAS through the use of existing knowledge first and then, the generation of additional evidence through implementation research

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Objectives of ISI

1. Strengthen capacity for applying IS at the country level

3. Strengthen implementation of IFAS programs

2. Strengthen interaction and knowledge exchange among key actors (policy, program and research)

4. Increase knowledge about how to apply and build capacity for IS

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Creation of a core team (1)

Challenge: Lack of a shared understanding
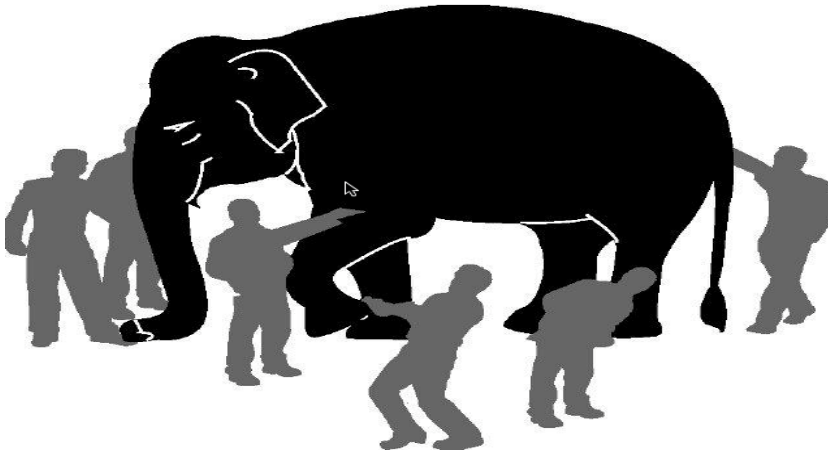
Solution: Build the collective tacit knowledge

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Creation of a core team (2)

Support Team
- SISN
- 3ie

⬌

National Core Team
- MOH Official or designate
- Sr. Nutrition Expert
- NGO Project Manager
- Researcher(s)

⬌
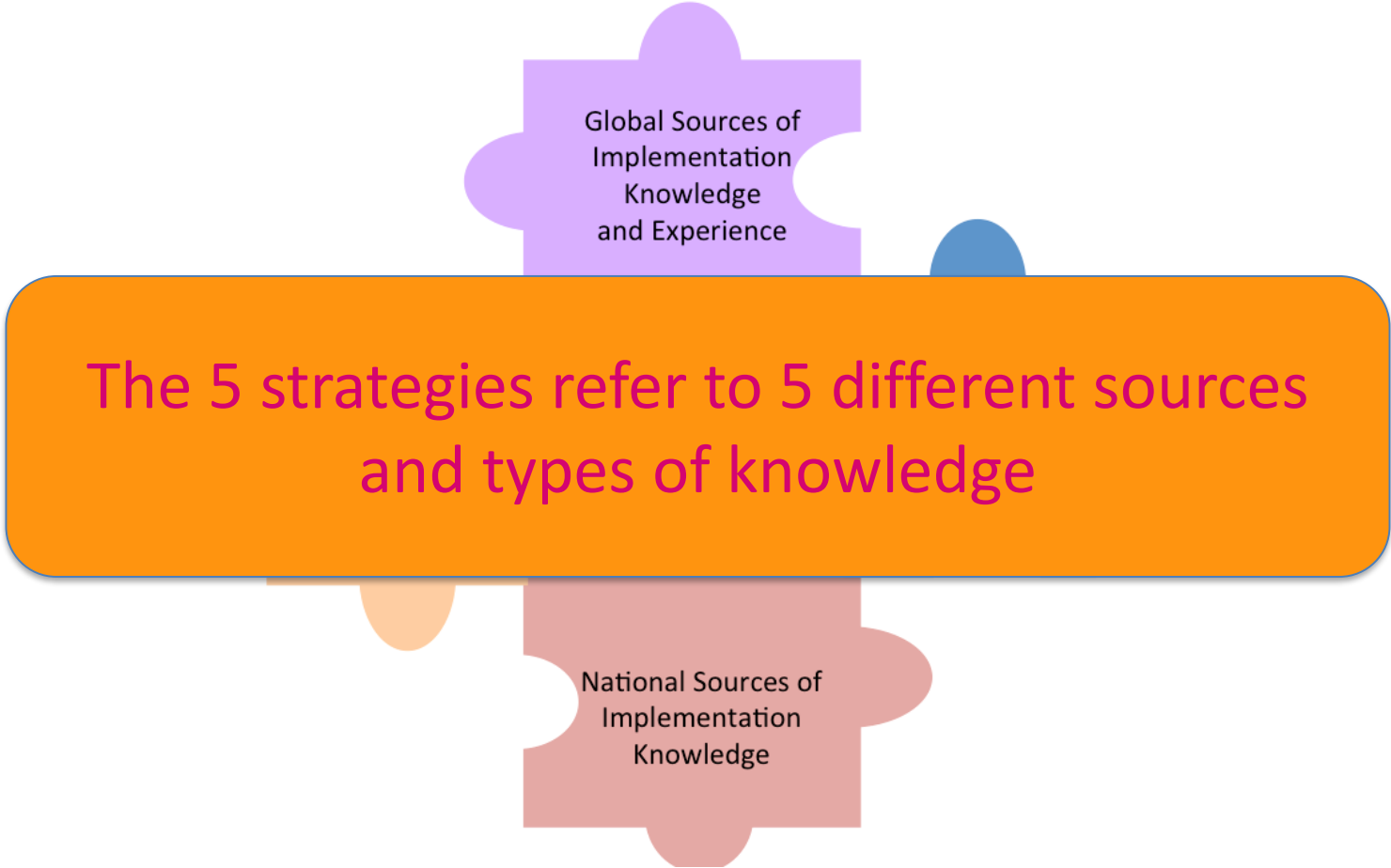
Policy/Program Actors
- MOH policy makers
- MOH program managers
- NGO managers
- Donors
- Other stakeholders

Key Actors
- **Policy**
- **Program**
- **Research**

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Strategies for Operationalizing SISN's Framework and Principles

Global Sources of Implementation Knowledge and Experience

The 5 strategies refer to 5 different sources and types of knowledge

National Sources of Implementation Knowledge
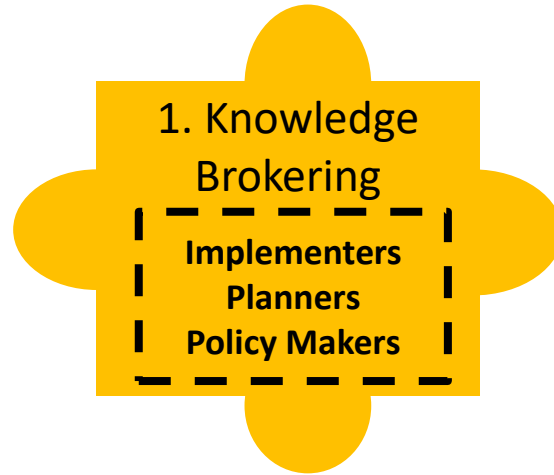
Qualities and skills of KNOWLEDGE BROKERS

- Respect (seniority, reputation, authority)
- Credibility (research, content, government)
- Accessibility, responsiveness and flexibility for KB roles and activities
- Reliability
- Self-confidence
- Motivational skills (enthusiastic and creative)

- Interpersonal skills and team builder
- Oral and written communication skills
- Tact, diplomatic and mediator
- Tireless commitment and determination
- Problem-solving skills
- Networking skills and an existing network
- Change management skills

Sources: synthesis of multiple sources in the references

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KNOWLEDGE BROKERING team

- Difficult to identify one person with all key qualities and skills
- Five role domains[1]
- ISI uses one key actor who play KB roles and a two-level KB strategy
  - Level 1: national, implementers
  - Level 2: global, SISN

Source[1]: Glegg, S & Hoens, A (2016)

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Raising awareness about KNOWLEDGE BROKERING

- Increase the awareness of the project coordinators on their KB roles
- Assess the dynamics of the core team members to create a favorable environment: tool such as the Belbin team roles
  - Innovator, coordinator, monitor evaluator, implementer, completer finisher, resource mobiliser, shaper, teamworker
- Develop terms of reference for the different groups

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Implementation Tools

1. Knowledge Brokering

Implementers
Planners
Policy Makers

2. Implementation Tools
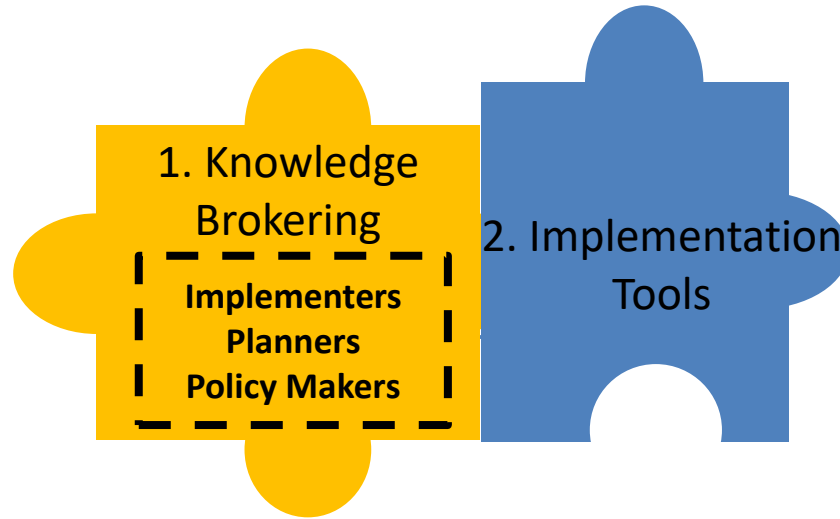
Accessible, fit-for-purpose tools to address common implementation challenges

IMPLEMENTATION TOOLS

Challenge: Multiple barriers are experienced during implementation

Strategy: Need to use various tools in order to overcome them
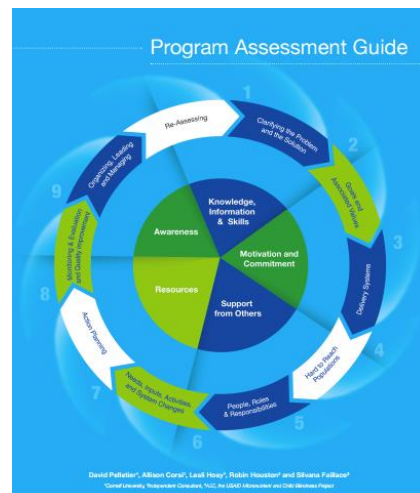
IMPLEMENTATION TOOLS:
Bottleneck assessment workshop

Pre-workshop:

- Conducted district assessment using *District Assessment Tool for Anemia* (DATA) tool[1]

Workshop:

- Participants: ministries, academia, local government & partners

- Modified the *Program Assessment Guide*[2]

- Participatory – group and plenary discussions

Sources: 1) www.spring-nutrition.org ; 2) www.a2zproject.org/pdf/PAG.pdf

IMPLEMENTATION TOOLS:
Bottleneck inventory

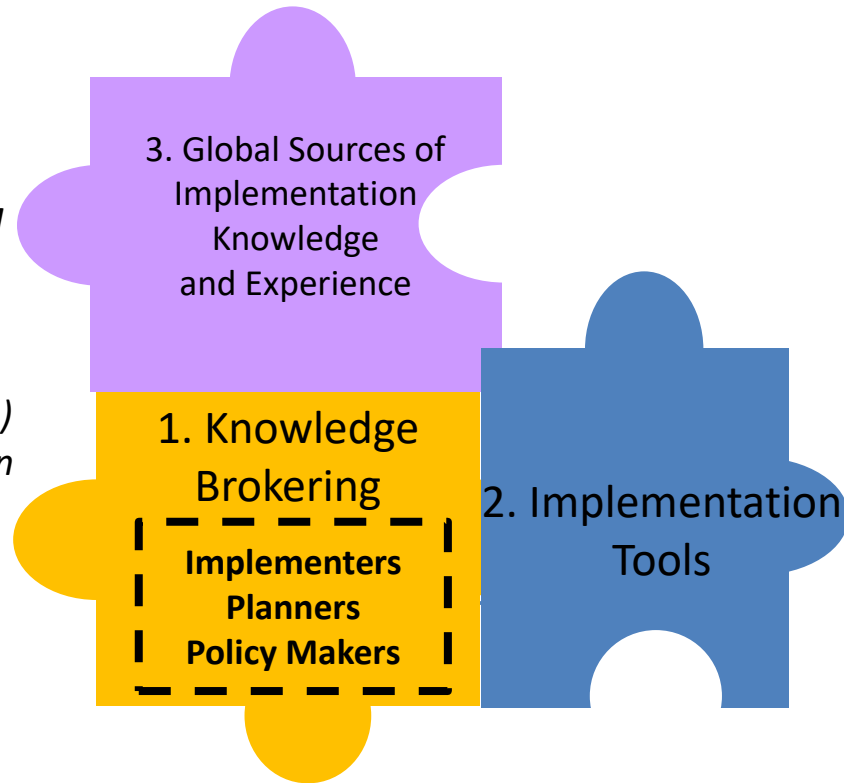| Inquiry approach: Triple-A cycle helps to assess bottlenecks in an ongoing manner	Bottleneck inventory : documentation helps building a rich repertoire of bottlenecks related to IFAS
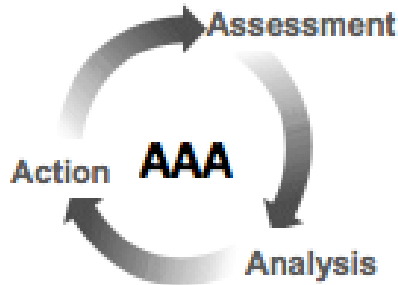
Strategy 3

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

- *implementation research in <u>other</u> countries (including formal trials and evaluations)*
- *implementation experience in <u>other</u> countries*

AND

Experiential knowledge of practitioners from other countries

3. Global Sources of Implementation Knowledge and Experience

1. Knowledge Brokering

Implementers
Planners
Policy Makers

2. Implementation Tools

Use EXISTING global knowledge and experience
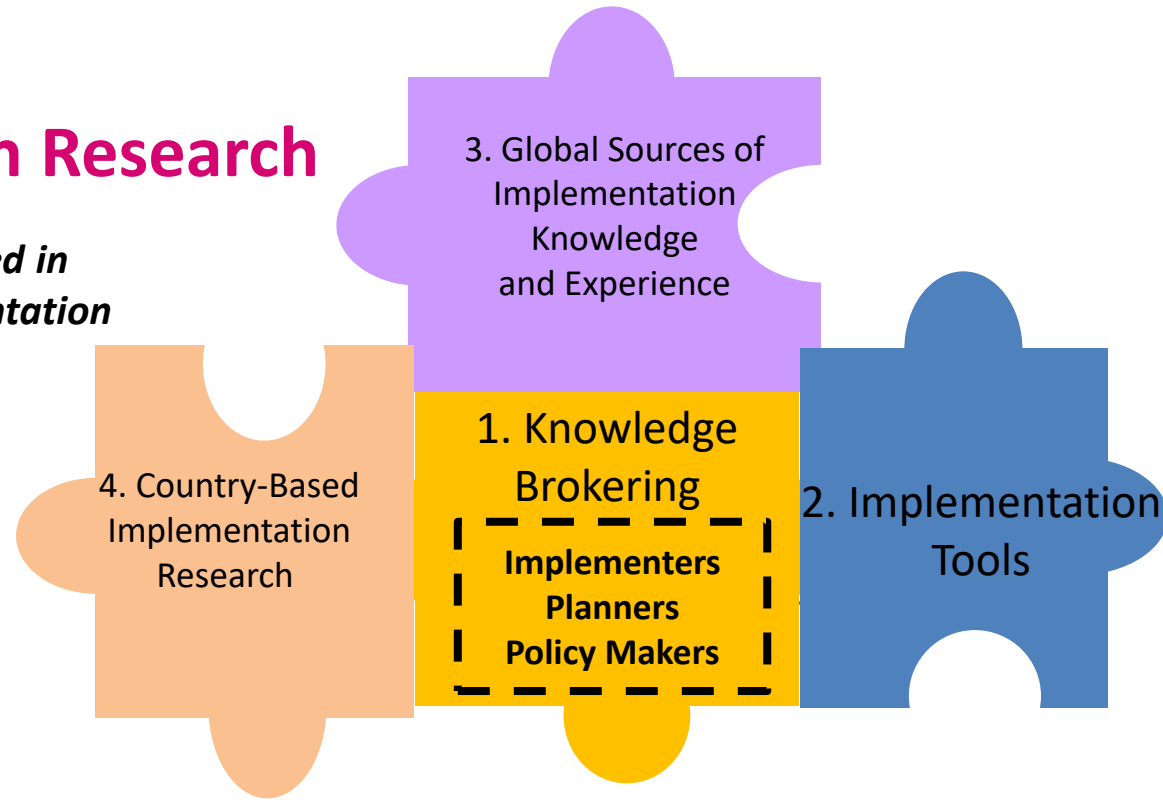
- Carry out selected literature review on selected topics
  - IFAS
  - Quality Improvement approaches
  - Research design
  - Bottleneck assessments
- Develop various guidance notes
- Refer to SISN technical working group

Strategy 4
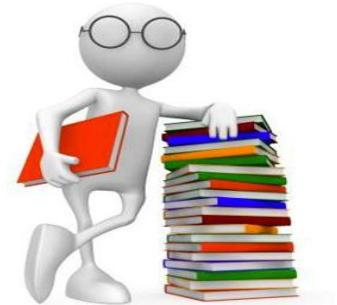
Implementation Research

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.*

3. Global Sources of Implementation Knowledge and Experience

1. Knowledge Brokering

Implementers
Planners
Policy Makers

2. Implementation Tools

4. Country-Based Implementation Research

Implementation Research

Challenge: Knowledge gaps on various implementation aspects limit progress

Strategy: Develop research questions based on:
- gaps identified
- implementation priorities
- potential solutions

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Quality Improvement Approach

PLAN
- Objective
- Questions and predictions (why)
- Plan to carry out the cycle (who, what, where, when)

DO
- Carry out the plan
- Document problems and unexpected observations
- Begin analysis of the data

ACT
- What changes are to be made?
- Next cycle?

STUDY
- Complete the analysis of the data
- Compare data to predictions
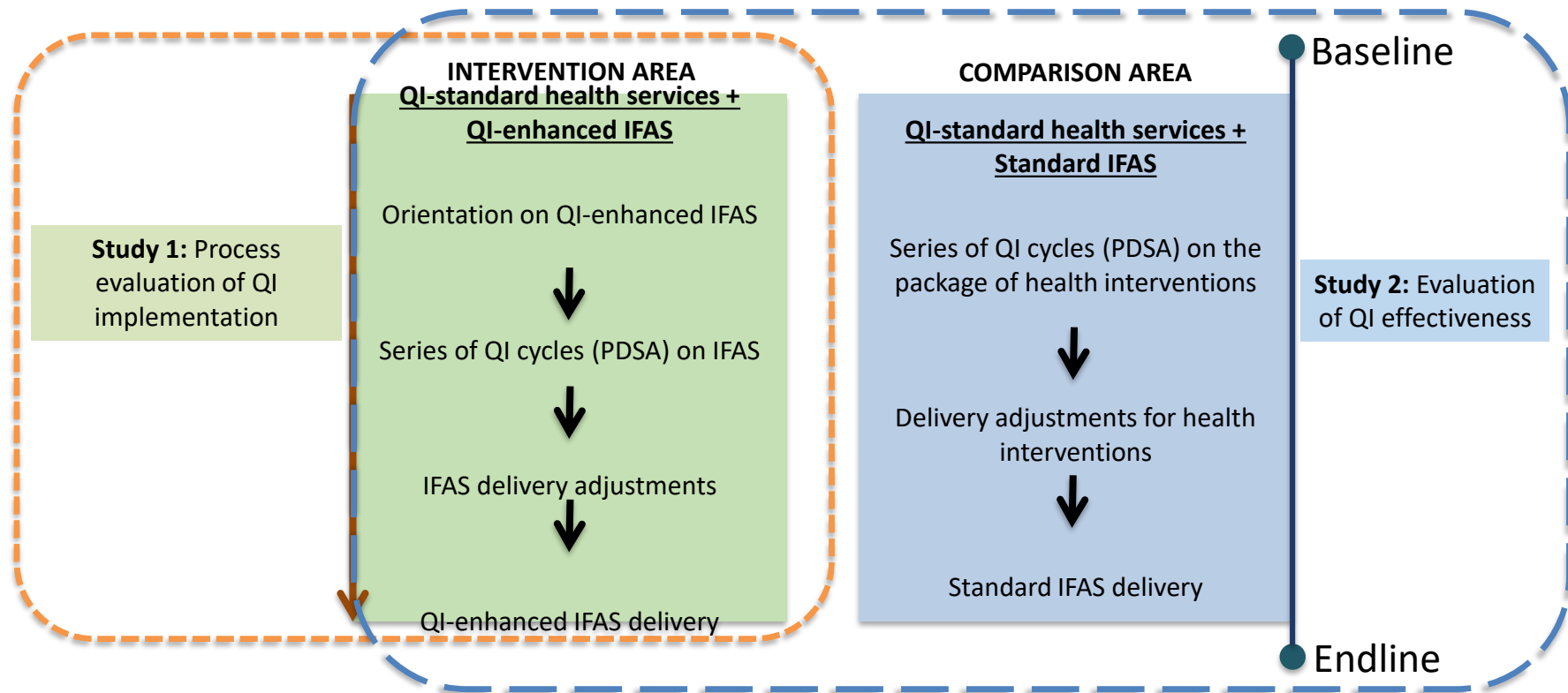- Summarize what was learned
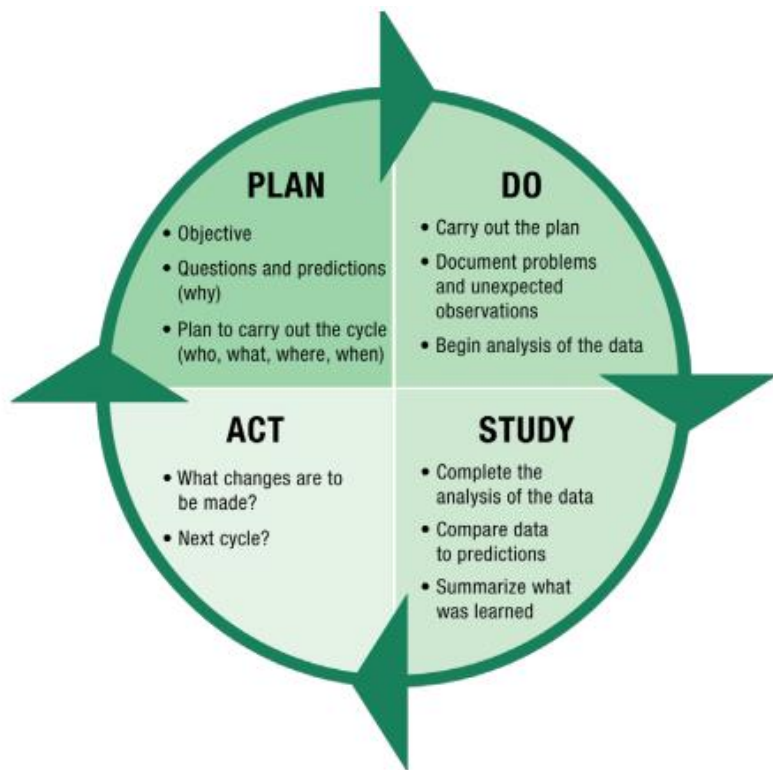
- URC supports Quality Improvement (QI) teams in health facilities
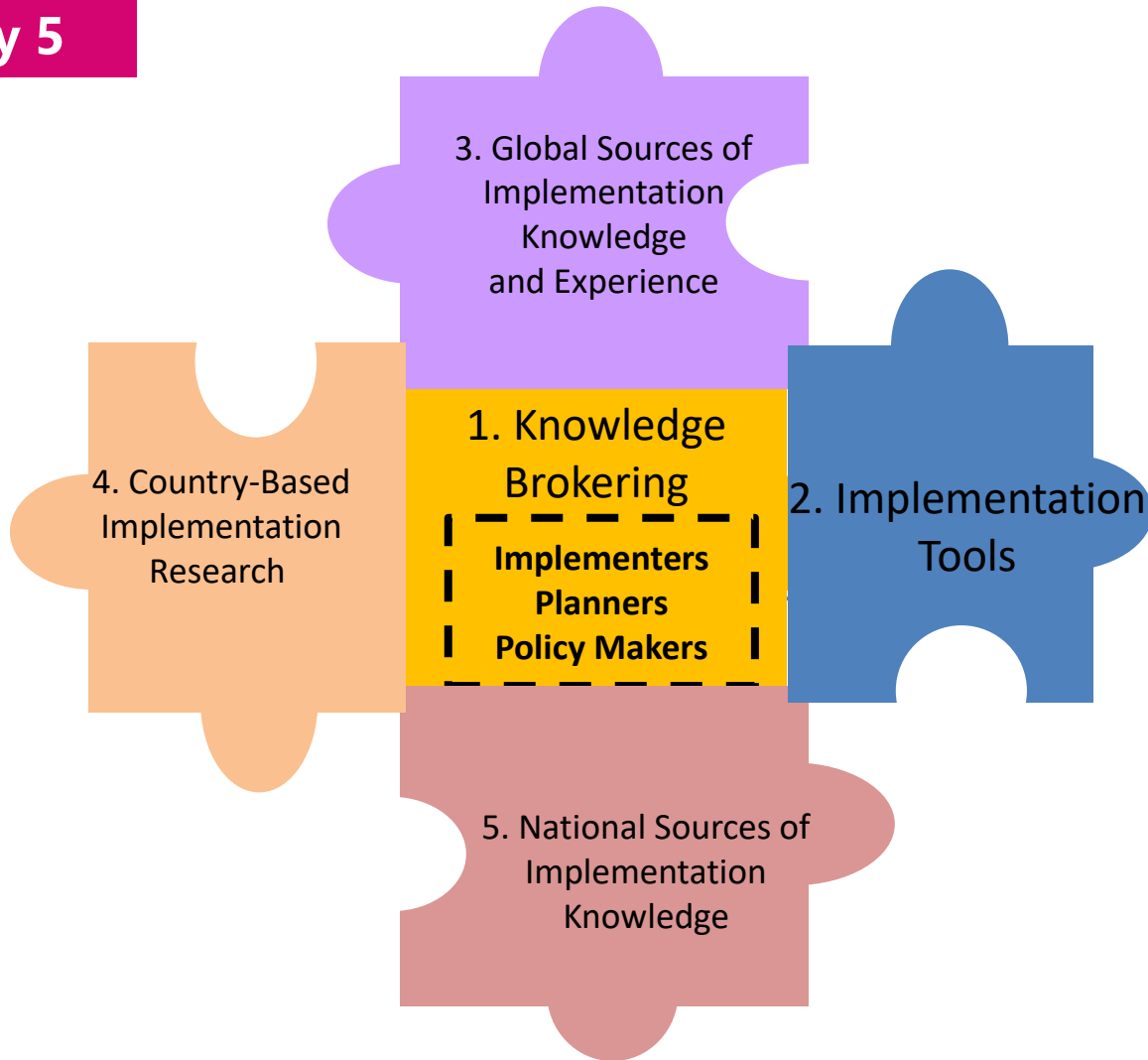- PDSA cycles on a package of health interventions

INTERVENTION: QI-enhanced process for IFAS
- Bi-monthly mentorship and coaching session
- Bi-weekly data management and reporting
- QI work planning meetings
- Collaborative learning networks …

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Strategy 4

Effectiveness-implementation hybrid design

INTERVENTION AREA
QI-standard health services + QI-enhanced IFAS

Orientation on QI-enhanced IFAS

↓

Series of QI cycles (PDSA) on IFAS

↓

IFAS delivery adjustments

↓

QI-enhanced IFAS delivery

COMPARISON AREA

QI-standard health services + Standard IFAS

Series of QI cycles (PDSA) on the package of health interventions

↓

Delivery adjustments for health interventions

↓

Standard IFAS delivery

Study 1: Process evaluation of QI implementation

Study 2: Evaluation of QI effectiveness

Baseline

Endline

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Strategy 5

3. Global Sources of Implementation Knowledge and Experience

1. Knowledge Brokering

Implementers
Planners
Policy Makers

2. Implementation Tools

4. Country-Based Implementation Research

5. National Sources of Implementation Knowledge

IS Network

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.*

IS Network

Challenge: Limited or sparse efforts on IS in health and nutrition in the country

Strategy: Build an IS network in th country and link with global networks and key actors

Five Strategies for Operationalizing the SISN' Framework
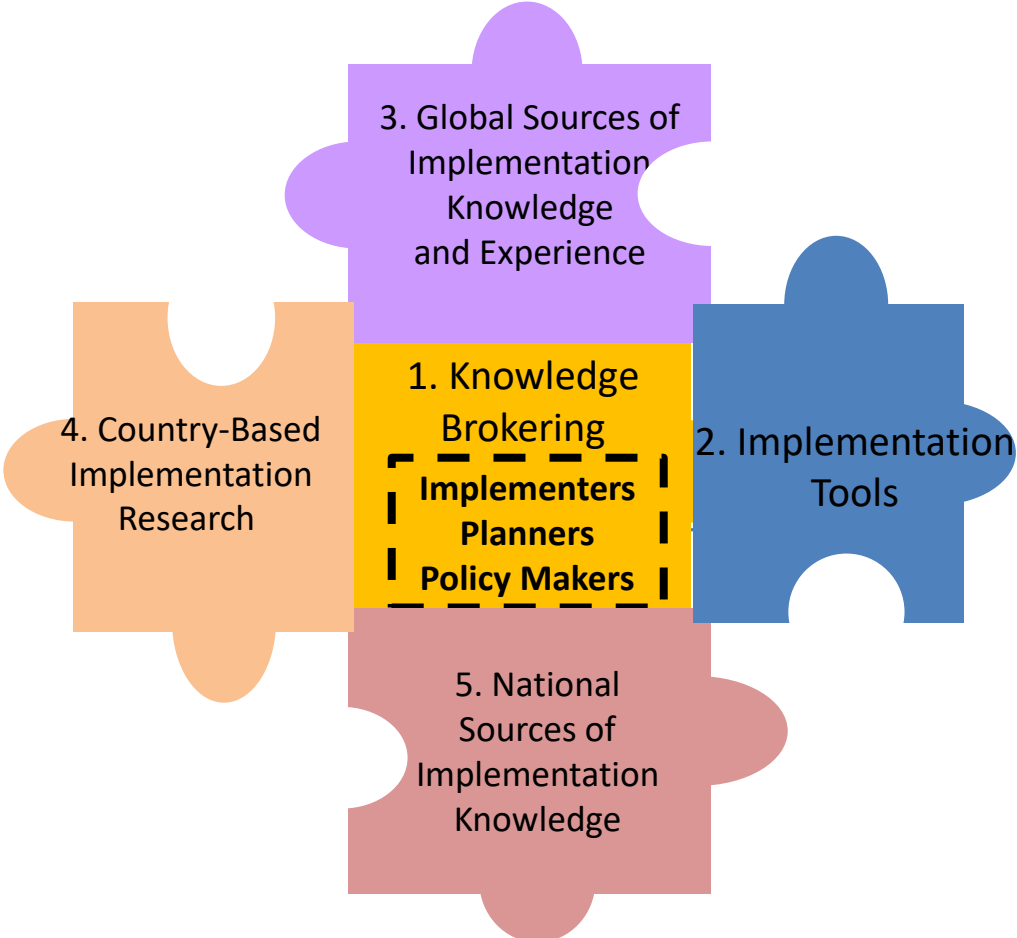
Additional component: documentation

Challenge: Limited understanding of how to strengthen capacity for IS while improving implementation of a specific program

Strategy: Reflective practice with key actors and documentation of the overall experiences

Paper on SISN's Frameworks and Concepts

Implementation Science in Nutrition: Concepts and Frameworks for an Emerging Field of Science and Practice

Alison Tumilowicz [1], Marie T Ruel,[2] Gretel Pelto,[3] David Pelletier,[3]
Eva C Monterrosa,[4] Karin Lapping,[5] Klaus Kraemer,[4] Luz Maria De Regil,[6] Gilles Bergeron,[7]

Mandana Arabi,[8] Lynnette Neufeld [1], Rachel Sturke,[9] on behalf of The Society for Implementation Science in Nutrition

[1] Global Alliance for Improved Nutrition; [2] International Food Policy Research Institute; [3] Cornell University; [4] Sight and Life; [5] FHI360; [6] Nutrition International; [7] NY Academy of Sciences; [8] Save the Children US; and [9] National Institutes of Health

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Question & Answer

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SISN's vision is a world where actions to improve nutrition are designed and implemented with the best available scientific knowledge and practical experience
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