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Using Stakeholder Analysis to Examine Acceptability and Appropriateness of a nutrition policy: An example from Mexico

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What is Stakeholder Analysis (SA)

- Stakeholders are actors (persons or organizations) with a vested interest in nutrition action (policy, program, intervention)
- Systematically gathering and analyzing information to understand the interests of stakeholders
  - Who holds power and influence
  - Who supports or opposes the nutrition action
  - What are the issues affecting the nutrition action
What is Stakeholder Analysis (SA)

• Used when developing and/or implementing a policy or program.

• There are various uses for SA:
  – Advocacy and communications plan
  – Consensus building and negotiation
  – As it relates to implementation research, SA can be used to inform the acceptability and appropriateness of a nutrition action
Methods in Stakeholder Analysis

A. Influence and power grids

B. Q-methodology: method used to study stakeholder viewpoints on an issue (Watts and Stenner 2005)

C. Qualitative survey: interest, position, values, other domains. (Schmeer K, 1999)

D. Secondary analysis using policy framework: audio or written responses
## Figure 2. A Classification Scheme of Implementation Research

<table>
<thead>
<tr>
<th>Objects of Implementation</th>
<th>Initiation and Scoping</th>
<th>Planning &amp; Design</th>
<th>Implementation, Iterative Improvement &amp; Scaling Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nutrition-specific interventions</td>
<td>diverse forms of <strong>assessments</strong>, <strong>stakeholder analysis</strong>, opinion leader research and consultations to guide: agenda setting, identification of policy/program/intervention options and their fit with a) the problem and b) delivery capacities, and c) available <strong>collaborations/partnerships</strong>.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nutrition-sensitive actions in various ministries/sectors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A national multisectoral nutrition agenda</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>NGO projects (typically sub-national)</td>
<td></td>
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<tr>
<td>Implementation innovations</td>
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</tbody>
</table>
Initiation and Scoping

SA used in the initiation and scoping phase can inform implementation outcomes, such as:

• **Acceptability**: perception that a nutrition action is agreeable to stakeholders.

• **Appropriateness**: perceived fit or relevance of the nutrition action for a setting, target audience or issue. (Peters et al. 2013)
Mexico Case

Guidelines Approved by MoH/MoE → Open Consultation Period (2 weeks) → Modifications → Law

June 2010 → 2013

Responses → Perspectives - how stakeholders understand the problem and the possible solutions

Analysis conducted in 2011

www.implementnutrition.org
According to Clark (2000), perspectives can be further understood by examining

- the issue that gives rise to the Guidelines
- the expectations for the Guidelines, and
- demands made by stakeholders

Qualitative analysis of responses

Monterrosa et al. Health Policy and Planning, 30 (1) 2015, p.28–38,
<table>
<thead>
<tr>
<th>Issues</th>
<th>Academics</th>
<th>Health Professionals</th>
<th>Citizens</th>
<th>Parents</th>
<th>Food industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Negative characterization on food products</td>
<td>1.5%</td>
<td>2.5%</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guidelines will not solve obesity</td>
<td>1.5%</td>
<td>2.0%</td>
<td>24%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss of income and jobs</td>
<td>1.0%</td>
<td>1.0%</td>
<td>25%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>High Prevalence of obesity</td>
<td>41.0%</td>
<td>32.5%</td>
<td>34.5%</td>
<td>27.0%</td>
<td></td>
</tr>
<tr>
<td>Loss of income and jobs</td>
<td>1.5%</td>
<td>2.0%</td>
<td>47%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve eating habits</td>
<td>23%</td>
<td>20%</td>
<td>9%</td>
<td>29%</td>
<td>1%</td>
</tr>
<tr>
<td>Healthy food environment</td>
<td>7%</td>
<td>19%</td>
<td>8%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>Better Health</td>
<td>17%</td>
<td>11%</td>
<td>13%</td>
<td>12.5%</td>
<td></td>
</tr>
<tr>
<td>Fair treatment to food products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>13%</td>
</tr>
<tr>
<td>Eliminate junk foods/enact regulations</td>
<td>26.0%</td>
<td>17%</td>
<td>33.5%</td>
<td>27.0%</td>
<td></td>
</tr>
<tr>
<td>Public Health Policy</td>
<td>18%</td>
<td>19.5%</td>
<td>18%</td>
<td>18.5%</td>
<td></td>
</tr>
</tbody>
</table>

The aim of the guideline was about creating healthy eating habits in children - “Diet should be complete, balanced, varied, adequate and hygienic. The diet should consist of fruits, vegetables, non-processed foods and potable water”

The issue perceived by all actors was obesity - The argument shifts to calories, portion sizes, and good/bad foods.
Applying SA to Address Appropriateness

• Use the SA findings to align the Guidelines around **key issue – eating habits** of children at school
  – Communication, advocacy, and promotion plan
    • for key stakeholders (e.g., scripting, resources)
    • large scale media campaigns
    • enlisting consumer or advocate groups
Applying SA to Address Appropriateness

• Potential shared interests beyond obesity
  – Healthy food options/food environment, even if processed foods
  – Nutrition education – to promote better habits
  – Multi-actor approach

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<th>Parents</th>
<th>Food industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nutrition education</td>
<td>2.0%</td>
<td>10.0%</td>
<td>7.0%</td>
<td>6.0%</td>
<td>14.0%</td>
</tr>
<tr>
<td>Availability of healthy food</td>
<td>8.0%</td>
<td>11.0%</td>
<td>10.0%</td>
<td>12.0%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Multi-actor approach</td>
<td>6.5%</td>
<td>4.5%</td>
<td>1.5%</td>
<td>6.0%</td>
<td>10.5%</td>
</tr>
</tbody>
</table>
Contribution to IR

- In initiation and scoping, SA can be useful when perspectives are likely to be divergent
  - Conduct SA early in the planning process
  - Primary data
    - Conduct a qualitative survey, or Q-methodology
    - Hire a University Professor or market research firm
  - Secondary data (memos/meeting transcripts)
    - Post-hoc SA is still valuable

The data generated from this research provides options for improving the relevance of and agreement for a nutrition policy, program or intervention.
To improve appropriateness and acceptability (implementation outcomes), SA may assist with finding:

- Points of convergence and shared interest, and finding (un)likely supporters for your nutrition action
- Issue frame and framing the public discussion
I gratefully acknowledge my co-authors on the paper:
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- University of South Carolina: Edward A Frongillo
- Institute of Medical Science and Nutrition, Mexico City: Martha Kaufer-Horwitz

Disclaimer – the views expressed about SA and implementation research are the views of the presenter, Dr. Eva Monterrosa. These views do not reflect the views of Sight and Life, the co-authors (listed above), INSP, University of South Carolina, Institute of Medical Science and Nutrition, or the Government of Mexico.
References


Resources


• For free software to run Q-Methodology: PQ Method (Schmolck, 2002), [http://schmolck.userweb.mwn.de/qmethod/](http://schmolck.userweb.mwn.de/qmethod/)

• For a complete list of implementation outcomes see Peters et al. 2013, Chapter 3. [http://who.int/alliance-hpsr/alliancehpsr_irpguide.pdf](http://who.int/alliance-hpsr/alliancehpsr_irpguide.pdf)