



EVALUATION OF

Emergency Nutrition Network

for the strategic period 2016–2020

With an annex containing ENN's performance analysis

MARCH 2021

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Abbreviations

BHA	US Bureau of Humanitarian Assistance
CHNRI	Child Health and Nutrition Research Initiative
CMAM	Community-based management of acute malnutrition
CORTASAM	The Council of Research and Technical Advice on Acute Malnutrition
CSO	Civil Society Organisation
DFID	Department for International Development (now FCDO)
en-net	ENN online forum
ECF	Eleanor Crook Foundation
ENN	Emergency Nutrition Network
FEX	Field Exchange
FCAS	Fragile and conflicted affected states
FCDO	Foreign, Commonwealth and Development Office
GNC TA	Global Nutrition Cluster Technical Alliance
GNR	Global Nutrition Report
HDN	Humanitarian Development Nexus
IFE	Infant Feeding in Emergencies
INGO	International Non-Government Organisation
IYCF	Infant and Young Child Feeding
JME	Joint malnutrition estimates
LSHTM	London School of Hygiene and Tropical Medicine
KM	Knowledge Management
MAMI	Management of small and nutritionally at risk infants under six months and their mothers
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MSF	Médecins Sans Frontières
MSP	Multi-sectoral programming
NCD	Non-communicable disease
NEX	Nutrition Exchange
NGO	Non-governmental organisation
NWL	No Wasted Lives
OG IFE	Operational Guidance on Infant Feeding in Emergencies
R4D	Results for Development
RUTF	Ready-to-use therapeutic food
SO	Strategic Objective
SUN	Scaling up Nutrition
SUN KM	Scaling up Nutrition Knowledge Management
TD	Technical Director
TIG	Technical Interest Group
ToC	Theory of Change
WASH	Water, Sanitation and Hygiene
WAST	Wasting and Stunting
WFP	World Food Programme
WHO	World Health Organisation
UN	United Nations
UNICEF	United Nations Children's Fund

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Introduction

Ideas and Action for Public Good is very pleased to have worked with ENN as its external evaluation partner to assess how effective ENN has been in achieving the outcomes set out in its Theory of Change. The Evaluation was conducted over 27 days during the period October 2020 to January 2021.

This report is based on interviews with a selection of ENN's external stakeholders, complemented by discussions and information provided from ENN itself. ENN's internal performance analysis complements this external evaluation and is included here as Annex 2.

Throughout the evaluation there has been strong engagement with ENN's directors and with other members of the team.

During the inception meeting, ENN directors were keen for the evaluation to capture and report perceptions of ENN and how it is valued as well as the 'hard to quantify' questions including balancing neutrality with 'taking a stand'.

The Evaluation covers the period 2016 to 2020 and follows the Mokoro review of 2010 to 2015.

But inevitably it references ENN's role back to its origins in 1996, because the organisation's history is relevant to discussion of how ENN evolves over the next five years and beyond.

We have benefitted greatly from the excellent Mokoro Evaluation in 2015, although its recommendations were focused on governance and management not strategic direction.

It is clear that ENN directors are implementing the governance and management recommendations, which has probably helped manage significant personnel changes and make ENN more sustainable.

ENN's engagement in the iterative evaluation process is symptomatic of the strategic reflection which is part of the organisation's DNA – and which will in due course form part of the new strategy.

While we have benefitted greatly from ENN's engagement in this part of the evaluation, the findings and conclusions in this report are those of the authors alone.



JOHN MONIBAH/WFP

Outline

Part one summarises external perceptions and opinions on ENN.

All knowledge, no matter how evidence-based and carefully expressed, is mediated by people to people who have their own sets of attitudes and assumptions. Relationships and trust are key, especially for an organisation seeking change in an area of policy and practice such as nutrition and through the use of knowledge. Perceptions are therefore critical to the effectiveness of ENN.

We have tried to present stakeholder perceptions as directly as possible through quotation (in italics) and near-verbatim reports to give the flavour of what people said. All the stakeholders interviewed are significant for ENN and likely to influence others, but where a view was clearly a small minority opinion this has been highlighted.

Part two focuses on how effective ENN has been in achieving the outcomes in its Theory of Change based on the six outcomes in the Theory of Change. Annex 2 provides results data gathered over the period of the strategy along with analysis of other information on each of the six areas.

Part three presents and analyses stakeholder perceptions to help inform choices facing the organisation as it develops its new strategy. Again, we reflect the views of stakeholders because perceptions are one of the realities that organisations such as ENN have to consider.

A note on ENN as a network and an organisation

An organisation at the centre of its own extensive network, that also supports other networks, presents a complicated picture. But it also reflects ENN's unique role and contribution.

We will distinguish in the narrative between references to ENN the organisation (the legal entity, its staff, budget, office etc.) and ENN the network (best understood as those people on ENN's own databases, who benefit from ENN products such as Field Exchange (FEX), Nutrition Exchange (NEX) and en-net – and who collaborate with ENN the organisation). We will also be clear when we are referring to other networks that ENN participates in or supports.



BADRE BAHAJI/WFP

Summary of key achievements

ENN has achieved significant progress over the strategy period 2016-2020. We consider it reasonable to conclude that ENN has contributed to improved nutrition outcomes for populations at high risk of malnutrition.

- It has used its key attributes – of technical know-how, exchange with the field and extensive engagement – in a way that increases knowledge on undernutrition while maintaining and strengthening commitment among stakeholders, including international organisations, civil society, donor agencies and governments.
- Through research, analysis and work with communities of practice, ENN has brought significant new knowledge and evidence to the nutrition community, notably on the links between stunting and wasting.
- ENN has applied its knowledge through participation in a large number of working groups tasked with setting norms and producing tools, standards and guidelines.
- Practitioners have been supported through access to resources that help them to apply the knowledge and evidence that ENN has curated.
- Most particularly, en-net has created an accessible, friendly and informal platform which enables people to learn from their peers and to respond to real-time demand for reliable advice and information – notably on Ebola, migration and COVID, over the period.
- ENN has responded quickly and flexibly to support and fund initiatives, including research, when time is at a premium and the subject matter has a strong focus on undernutrition.
- ENN have enabled field practitioners to publish and analyse their experience and engage more widely with the whole nutrition community and have brought field realities to the policy table.
- Over the period, ENN has implemented the recommendations of the 2015 Mokoro Evaluation through investment in finance, administration and operations, with demonstrable results.

ENN has the opportunity to build on this base in its next strategic period, communicating a strong case for support for what it does best and the way it does it.

- Continued investment in understanding, engaging with and developing its own network and providing support to other nutrition focused networks.
- Protecting its reputation as independent, evidence based and with priorities that reflect the needs of people and places with a high burden of malnutrition.
- Responding to changing demographics and reaching out to a younger cohort and to people working in government and domestic and regional agencies, particularly in Africa.
- Expanding its theories of change by setting out clear pathways to impact that optimise ENN comparative advantages and recognise the different routes and timeframes through which ENN can deliver change and the steps needed to get there.

We hope this feedback and these observations will assist ENN with choices on priorities and approach, as it develops its new strategy to maximise its contribution to improved nutrition.

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Part One: External perceptions of ENN in a changing context

Stakeholder perceptions of ENN and its added value – in their own words

“There is nothing else like ENN in terms of thought leadership on nutrition in emergencies.”

“It fills a niche that no one else fills.”

“It is difficult to compare ENN – as there is no one else doing it.”

“ENN is wonderful, unique, powerful.”

“When ENN tells you something it is right and straight.”

ENN is seen to be balanced, it is not the UN, not an NGO, not a university. ENN’s relationships are seen as a big strength. Stakeholders interviewed cited how they seem to have a “*finger in every pie*”, “*know the right people to ask*” and fulfil a “*convening role*”. It was also noted how ENN doesn’t have to work through the official channels which is seen as an advantage. ENN is trusted for the reliability of its knowledge and has a long reputation. Further back in ENN’s history, it is still remarked on that, in the 2000 famines ENN had answers and solutions and were a community responding – and didn’t go away after the five-year period of intense famine.

ENN allows people to tap into serious expertise and knowledge. They are seen to be “*a resource that can be called on and will have some answers*”; “*reflective*”; and a “*fantastic network and repository*”; One respondent highlighted how ENN gives access to the grey literature, “*I can’t get that anywhere else*”. It was further noted that ENN is able to do cutting edge research because of its links to the field and are bstinate in sticking to the evidence. They are critical but not oppositional. Not bossy. Not abrasive. **“They know what they know, and they say it”.**

ENN have incredible power to synthesise in record time. They are perceived as being “*Responsive*”; with one respondent noting: **“ENN are just so quick it’s great.”**

We were told that ENN is good at soliciting opinions – and collating disparate voices; that its network approach to sharing questions, learning and experience is quite distinctive; that it is “*open*”, allowing people to admit mistakes.

An important role of ENN has been to enable people to offer their on the ground experience to a global audience, helping people who would not always have the confidence to write – or who would not think that what they had learnt was necessarily of wider interest or application, to actually submit their experience to the wider community.

ENN’s neutrality was commented on, and the unique position it occupies in the global nutrition space in that **“It doesn’t have a ‘Programme’”**. It was also noted that **“ENN are never selling”** and that respondents interviewed don’t feel that ENN are just trying to keep a consultancy afloat. Stakeholders also mentioned that they don’t feel like they [ENN] want to own everything, that ENN don’t have strong branding concerns and the feeling is that ENN want success for the wider community.

Part Two: How effective has ENN been in achieving the outcomes in the Theory of Change?

ENN is both an organisation and a network – and it participates in and plays key supporting roles for other networks. This places it in a unique and powerful position. Our judgement based on feedback is that ENN has managed this complex role well to further deliver on its vision.

ENN assesses its performance on five areas laid out in its Theory of Change, all designed to achieve improved nutrition outcomes. ENN has done its own internal performance analysis based on the same five areas of the Theory of Change (Annex 2). This external evaluation draws on that data and complements that analysis.



1. Networks of key players

The number of people in ENN's networks (FEX, NEX and en-net) has been increasing since 2016. ENN's participation in other networks has increased and it is recognised by its stakeholders to be well-connected, involved in many, if not most, of the key international processes around wasting and stunting, and undernutrition.

The number of subscribers to FEX has increased steadily over the evaluation period, reaching 3,785 in 2020 for digital (43 percent increase over the period). Print subscriptions have increased by 9 percent and have hovered around 2,000 for the past four years.

Over 7,000 people are now subscribing to NEX digital and a further 2,000 to print editions.

There are now over 6,000 users of en-net. In 2020, 1,450 new users registered for en-net, around twice the yearly average since 2016. ENN attributes this to the COVID-19 specific forum and highlights other surges in demand for technical advice around Ebola, and the European migrant crisis. These demonstrate the value of en-net as a network able to deliver real-time support, knowledge and know-how.

Data was not available at the time of writing on how many users belong to all three networks but

ENN data shows that most subscribers joined FEX as a result of recommendation or seeing an ENN publication.

ENN does not currently benchmark the numbers in its network against other organisations or networks such as The Humanitarian Academy's¹ learning platform [Kaya](#), which claims over 250,000 users "from phones, tablets, laptops and PCs" and in English, French, Spanish or Arabic.

However, the character of ENN's network is a little different: a proportion see themselves as more than subscribers, identifying with ENN and participating actively, often with a sense of ownership. The depth of the network is reinforced by the engagement of its members through contributing to FEX, NEX, the Media Hub and participating in en-net. This exchange is a key attribute of ENN.

The geographical spread of subscribers to ENN's

¹ The Humanitarian Leadership Academy is part of the Save the Children Fund – a charity registered in England and Wales (213890) and Scotland (SC039570) and a registered company limited by guarantee (178159). Registered office 1 St John's Lane, London, EC1M 4AR

networks shows some interesting patterns. Over 40 percent of FEX subscribers are in Africa and 17 percent in Asia; 38 percent are from Europe or North America. Even more NEX subscribers come from Africa (57 percent) and Asia (15 percent) – with only 26 percent coming from Europe and North America.

En-net data is not available by region, but ENN's analysis by country shows a different pattern with the highest proportion of users from the US, followed, in 2020, by India, the UK and Kenya. ENN also reports a growth in users from francophone African countries.

There are opportunities to make much more of the ENN's own network and its contribution to ENN's objectives.

1. A better understanding of who participates in and benefits from the network would enable ENN to engage its members more and to target its products and activities.

- For its theories of change, ENN needs to know how actors at different levels can contribute to improved nutrition and then target its engagement accordingly. Currently its references to 'the field' are largely undifferentiated but clearly people managing clinics will have different needs and opportunities from people who are running United Nations (UN) or International Non-Governmental Organisation (INGO) programmes.

If ENN is to reach people who are not 100 percent nutrition focused but whose actions need to be nutrition aware, it needs to understand how they are represented and engaged in the network.

Similarly, if ENN is to reach people who are not 100 percent nutrition focused but whose actions need to be nutrition aware, it needs to understand how they are represented and engaged in the network. ENN's active engagement in Ethiopia through the Nutrition Leaders Network and its partnership with Jimma University, Goal and the London School of Hygiene and Tropical Medicine (LSHTM), are examples of steps already taken to engage with non-nutrition stakeholders. But as the agenda for the Food Systems Summit illustrates, connections and mobilisation beyond the nutrition space are going to be ever more important.

2. Respondents highlighted the relative weakness of the network in terms of government members and the increasing importance of reaching them.

- The historic conference on CMAM, hosted in Addis Ababa, was "distinctive in putting governments at the centre of the discussion". ENN was described at that time as making concerted effort to engage with people at country level – especially academic and think tank partners – not in consultancy mode, but working alongside. It was doing the homework on what the country needed, then making expertise available to institutions who could also build their own expertise and engage. This was contrasted with essentially northern/internationally led Scaling Up Nutrition (SUN) Movement or the UN Global Action Plan (GAP) on child wasting processes.

- ENN's data shows around 10 percent of users are from government although other information suggests that this may be an understatement. However, actors involved in implementing and designing programmes to address nutrition are increasingly in-country nationals – whether in government or other agencies.

- Access to information within countries has improved but varies between different groups. One respondent described how information is much more accessible for nutrition advisers than for programme and operations staff. It was suggested that ENN could take lessons from experiences on information and communication on HIV and Malaria, which had managed to filter down to more users.

- ENN also works in parallel with other networks and respected national or regional sources like African Development Bank or the African Union. Understanding these communities and ensuring that they are engaged with ENN – and can benefit from ENN's knowledge and links – is seen as an important opportunity which can further the broad principle of localisation.

- We also heard from people about the use of the network at country level to ask questions and share experience. Some people suggested that more could be done to link up with platforms and national coordination bodies. The characteristics of ENN (its neutrality and style) would make it well placed to be a network of networks. ENN's role as the knowledge management partner in the Global Nutrition Cluster-Technical Assistance (GNC-TA) provides an opportunity to deliver on this.

3. A few respondents questioned whether the ENN network had kept up with changing demographics. ENN's performance analysis (Annex 2) also notes that the types of organisation reached by FEX "have remained remarkably consistent". People based in academic/research bodies and INGOs are the largest users. This is a factor that ENN plans to consider for its next strategy period. It may be significant that NEX also caters to the above groups but also has a stronger representation from government, Civil Society Organisations (CSOs) and the media.

- Respondents stressed the importance of reaching out to new cadres of people who have not come across either ENN or community management of acute malnutrition (CMAM) programmes – often 30-somethings. ENN is perceived to be targeting older cohorts, partly because of the communications technologies that it uses. It is not possible to say whether this had an impact to date, but stakeholders expressed concern that this would affect ENN's future relevance.
- Some stakeholders also noted that younger people tend to work more at community or household

level and in more challenging environments: *"the more down to the hard to reach that you get, the younger the staff"*. So, strategies to bring down the average age of ENN users may also have a spillover effect of increasing impact on more vulnerable people.

4. A small number of respondents felt that the network did not adequately cover countries with a high burden of malnutrition.

- Their hope and expectation had been that ENN should have knowledge, capacity and connections across all countries with a high burden of malnutrition. Yemen and Nigeria were given as examples of countries that should be plugged into the network and where if ENN had relationships, they would make more use of it. Clearly ENN cannot respond to the needs of every one of its partners. However, as part of the new strategy process, ENN could check that, as far as is practical, its pattern of country engagement prioritises countries with the largest numbers of people at high risk of malnutrition.

2. Priorities defined and understood

ENN's performance measurement on this outcome assesses whether ENN's priorities have been reflected in the wider literature and the take up of information from the website.

According to ENN's thematic analysis, 40 percent of publication downloads were on management of small and nutritionally at risk infants under six months and their mothers (MAMI), 27 percent on multi-stakeholder programming, 16 percent on wasting and stunting, 9 percent on the Humanitarian Development Nexus and 6 percent on Infant Feeding in Emergencies (IFE). This is also reflected in the page views. While 50 percent of page views (excluding home pages, vacancies, etc.) were of FEX and NEX, seven out of the eleven specific pages cited were focused on acute malnutrition, one was on training and the remaining three on livelihoods, use of vouchers and an outpatient therapeutic programme (OTP) in North Darfur.

Stakeholders were also able to cite examples of ENN's priorities, especially in terms of acute malnutrition, linking wasting and stunting, infant feeding, MAMI, CMAM, and ready to use therapeutic food (RUTF). The predominance of subnational multi-stakeholder programming was not reflected in the themes highlighted by stakeholders interviewed for this evaluation, except insofar as one interviewee was sceptical on the feasibility of multi-stakeholder approaches.

In a context where there are more organisations producing policy positions and analysis, ENN may need to be clearer about how it identifies priority issues in order to reinforce its reputation for independence, being driven by the evidence and field realities. The Child Health and Nutrition and Research Initiative (CHNRI) prioritisation exercise is a good example of a very deliberate and transparent multi-stakeholder process to establish research priorities on wasting. ENN's strategy process could consider how to be similarly transparent about how it reconciles the issues emanating from its own networks, from its understanding of the priorities of other networks that it supports, and the priorities emerging from its own technical expertise. ENN reports that issues raised by authors and field experiences in FEX also inform ENN priority setting.

Evolution of ENN priorities

ENN's 2013-15 strategy went 'beyond emergencies, to situations where there is an ongoing high burden of undernutrition'. This was not uncontroversial at the time with Mokoro noting that '[s]everal strong admirers of ENN are concerned that expanding its remit beyond emergency nutrition carries a risk of



diluting the quality of what they see as a continuing core role’ and that, ‘ENN is a small organisation dependent on a few key people, and any expansion of its scope therefore needs to be very carefully managed’.

The 2016-2020 Strategy (p.3) affirmed the focus on populations at high risk of malnutrition including ‘those affected by emergencies, those living in fragile and conflict affected states (FCAS) and those struggling with the high burden of malnutrition as defined by the Lancet’. It re-stated that the ‘focus of the strategy is to a large extent on undernutrition’ but that ‘ENN will also give attention to issues of obesity, non-communicable diseases (NCDs) and the double burden of malnutrition in the contexts in which we work’. This was a significant departure. The only reference to obesity in the Mokoro evaluation relates an ENN article written in 2012 on the ‘emerging challenge of the double-burden of malnutrition’.²

We can conclude that the broadened focus to FCAS and populations affected by a high burden of malnutrition was successfully managed and it is widely accepted and uncontroversial. Everyone that we spoke to felt it was appropriate for ENN to address malnutrition in both crisis and chronic contexts. One of the prized characteristics of ENN is its long wavelength of attention and malnutrition

in the context of chronic poverty is “*not going away anytime soon*”. For some people this broader focus calls the name of the organisation into question with the word ‘emergency’ implying a crisis/disaster or humanitarian context which may not be helpful in establishing relationships to address chronic situations.

Since 2016, some people have perceived a further stretching of ENN’s scope. Obesity is cited as the main example, but also NCDs and work on broader nutrition issues for adolescents and on the policy context, such as food systems. The extent to which ENN is going to diversify and the question of whether ENN is going to keep a principal focus on undernutrition in its next strategy is important for many stakeholders. ENN’s own scoping does assess whether ENN should be engaging and if so, how, in debates. But such steps are not necessarily noticed. So where possible, ENN should ensure that its actions in areas such as food systems are framed in relation to a high burden of malnutrition and with issues such as wasting and stunting, so that they visibly address ENN’s core issues. For many of ENN’s strongest supporters, it is the focus at the acute end of the spectrum – which is seen as ENN’s key strength and which deserves the highest priority within the nutrition sector.

² The emerging challenge of the double burden of malnutrition in protracted emergencies: A cross-sectional study of undernutrition and obesity among Western Sahara refugees. Grijalva-Eternod, C., Wells, JCK., Cortina-Borja, M., Salse-Ubach, M., Tondeur, M., Dolan, C., Meziani, C., Wilkinson, C., Spiegel, P., Seal, AD. PLOS Med, Vol.9, Issue 10. (2012). Cited in 14 different articles in peer-reviewed journals.

A number of people see ENN as distinct from the commentariat with particular comparative advantages, including its depth and breadth of experience, its anchor in the field, technical expertise and long time horizon. A commonly paraphrased remark in the interviews was “they really know what they’re talking about” and they do not want to see ENN as just another voice in the international nutrition discourse on the issues of the moment. To quote the Rapid Review³, “ENN will need to consider its particular and unique contribution and examine potential refinements to its role and use of its ‘voice’”.

In an increasingly crowded nutrition space and as ENN moves into a new phase of its development, it is especially important for ENN’s mission and theory of change to be revisited and clarified. ENN needs to make, explain and communicate sound choices

about priorities and the pathways through which it sees change happening.

Priorities that stakeholders would like to see ENN adopt

- The state of the evidence on relationships between different forms of malnutrition. This is a contested area beyond ENN, and several respondents said that it could perform a really useful service – and one that is central to the mission – of rigorous, ongoing analysis of scale and nature of longer-term impacts, including overweight, and their mitigation.
- Continued work to strengthen humanitarian development linkages, building and sustaining national and subnational capacity and supporting the localisation agenda under the Grand Bargain.

3. Knowledge and know-how in accessible formats

This outcome in the Theory of Change reads as though this is about nuts and bolts. The quantitative performance management indicators give the same message. In our view there are two foundational issues: first is how these formats enable engagement with and/or serve the field; second, how ENN positions itself vis a vis knowledge management (KM).

ENN as a Knowledge Management Organisation

ENN frequently describes itself as a knowledge management organisation. While it undoubtedly engages in some knowledge management, we don’t feel that this is an adequate description of what ENN is or does justice to its distinctive added value. Academic institutions tend to stress the pursuit of knowledge for its own sake and as a principal endeavour. But ENN’s mission is clear – that it aims to improve the effectiveness of policy and programming to ultimately benefit ‘those affected by acute humanitarian crisis, is living in fragile and conflict affected states and those suffering from a high burden of undernutrition’⁴: “*The role is not just to manage the knowledge but to decide what knowledge to prioritise*”.

A lot of knowledge management involves centrally collated information being disseminated to people from a hub – often based in New York, or Rome or Geneva. ENN has a very different model, based on connecting knowledge coming from the field and multi-directional sharing within the field.

ENN’s knowledge management credentials have been questioned, especially in the context of SUN KM⁵ where what defines knowledge management and who owns and controls it was clearly contentious. Differences in approach may account for this. The origins of knowledge management in the management consulting world can mean that knowledge management can be seen as a purely technical discipline – whereas ENN’s style is both mission-driven, personal and at times informal, when ENN feel this adds value.

We would suggest ENN needs to be both sure and explicit about its added value in an environment where other organisations may have bigger (and different) convening power and/or a lot more cash to keep expertise on tap. Its role in GNC-TA offers a good example of where it adds value as a knowledge partner.

It needs to develop and communicate a strategy about the way it works on knowledge exchange. This should be careful to use terminology that

³ ENN conducted a ‘Rapid Review of the Global Nutrition Sector (2016-2020)’ as part of the internal work for this evaluation.

⁴ ENN Mission stated in Strategy 2016-2020 page 6.

⁵ ENN implemented a 5-year project (2016-2020) under the Technical Assistance for Nutrition (TAN) consortium regarding knowledge management within the Scaling Up Nutrition movement (SUN KM), with a particular focus on 18 fragile and conflict affected states across Africa and Asia.

properly expresses ENN's role and ensure that the organisation is up to speed on new and emerging techniques.

We found it hard to understand exactly who leads on ENN's knowledge management as a discipline in itself, which ENN may want to address.

We suggest that ENN should consider demoting the use of the term 'knowledge management' to describe what it does. ENN does produce and distribute knowledge. But this is only one dimension of its work and not the most distinctive or where it adds most value. As ENN's 2016-2020 Strategy states, it improves knowledge, stimulates learning, builds evidence, provides support and encouragement to practitioners and decisionmakers – by building relationships as well as managing knowledge.

Engagement with the field – accessibility of products

As noted above, ENN has a very distinctive role, articulated in its Theory of Change, which puts experience sharing on a par with knowledge management and learning. Annex 2 clearly shows the demand for guidelines and training; for example, the C-MAMI tool is one of the most popular downloads on the site. It also notes that seven national guidelines on wasting treatment now include community-based management of malnutrition in infants – compared with none in 2015. Whilst attribution is not claimed, we think it is reasonable to claim contribution.

One of the things that ENN has done very well is to contribute to the capacity and confidence

"If you make it painless to get people to tell you their experience, it's golden."

of people working at field level and sharing their experience. People who would not have been comfortable writing up an article but had something useful to share have been given space and confidence to articulate in a way that sits alongside more academic material: *"if you make it painless to get people to tell you their experience, it's golden"*. Annex 2 rightly notes: *"It is a very empowering experience when someone gets to see themselves published"*.

ENN's style is seen as open and supportive – different to the academic, didactic approach. ENN wears its academic credentials lightly. This is appreciated and linked to the perception of ENN as neutral and only interested in the evidence – universities are often seen as having an axe to grind.

The last point to make on accessibility is that ENN is personal. The style of en-net for instance is very informal and personal in the Q&A dialogue; people come to individuals in ENN for bespoke advice and information. This – combined of course with ENN's technical reputation – is a reassuring combination for users.

(i) FEX and NEX

Positive feedback on FEX from readers is that people like the digests and overviews of information – *"it's a good place to get acquainted and keep updated"*; they like good practice and they welcome the feedback from the field. But the point about FEX is that it is not just the readership that is important, it is that FEX provides the opportunity to contribute, showcase, share and question experience.

Authors report very positive experiences writing for FEX and the whole process around FEX does provide a vehicle for aggregating and filtering perspectives from the field. As such it expresses ENN's distinctive character based on exchange.

Readers reported finding FEX and en-net particularly valuable in the early stages of their careers because it gives them an overview and offers an open platform for exchange. The authors are largely (82 percent) from UN agencies or an INGO. Around 10 percent of NEX subscribers and a slightly smaller proportion of FEX users are from government, though government staff using personal addresses probably means this reach is understated.

People have noticed more of an editorial voice in FEX and some felt that it was moving further towards the academic end of spectrum – formerly being more about basic practitioners and capacity building, helping people to *"say what they want to say in field-based way"*, to share and learn. This is seen as *"meaningful for inexperienced writers"* and also revealing *"some real gems of knowledge in there."*

We heard views that FEX is not accessible to many of the people in government who really need the information – too academic and too long for government officials to relate to. This is matter of balance – people want rigour and standards and they also want very accessible information.

The most common concern is the old fashioned "retro/NGO-ish" feel, the length of the publication and the wide range of functions it performs, with readers being unclear about whether it is an academic journal or a vehicle for exchange. ENN developed NEX partly to respond to this. Very few of the interviews had much to say about NEX

and when they did, it was to raise the question of why ENN needs two products. ENN's leadership team has recently taken the decision to pause the publication of NEX in favour of regrouping around FEX and producing more and more varied summaries/digests of FEX articles and themes.

It would be useful to explore and compare the subscribers to FEX, NEX and the users of en-net

As well as looking at demographics and particularly age profiles, ENN is assiduous in giving people the opportunity to provide feedback on events and its products.

and the Media Hub. While the surveys have found very positive commentary, they have been a very small sample. The value of focusing on practitioners is borne out by an ENN analysis of the most popular downloads. This shows that three quarters of the downloads were for tools and guidance

with a quarter for policy papers. Similarly, after the landing page, training resources and guidelines were the most popular.

(ii) en-net

En-net remains an important resource as a forum for exchange of questions and information. Annex 2 reports that it was the main platform for exchange about COVID and nutrition. The fact that it has a key role within the GNC-TA demonstrates its value. In particular it reinforces ENN's ability to offer real-time support and advice and hear real-time feedback, which should directly contribute to ENN's impact.

Rapid changes in access to data means that while en-net has a unique style, as a search on Google will show, it is in competition with many other – often larger – sources of information. The open nature of the en-net platform, its long life and the ease of navigation give it significant 'first mover' advantages. But in the context of the strong competition discussed, it would be useful for the way en-net is styled to make more obvious its most distinctive attribute – which is the direct response to real people's questions from real people who can help with answers.

A point which is relevant to en-net but which has wider application, is that data and analysis from ENN on its stakeholders – the numbers of people, countries, organisations who use ENN knowledge and engage in the processes it supports, show ENN's extensive reach and is a measure of its influence. But we think that ENN's planned work on stakeholder

engagement can deliver a deeper understanding of the users, and especially the extent to which en-net and other products support front line workers and non-nutritionists across different institutions. As well as looking at demographics and particularly age profiles, ENN is assiduous in giving people the opportunity to provide feedback on events and its products. Restrictions on information sharing means that while we can draw positive conclusions about the quality of information provided and the usefulness of events, we have not been able to look in depth at exactly why people want information, how they are going to use it and what constraints they face. ENN understands this – but we think these questions need to be central to ENN's planned work on communication in order to preserve and further enhance the organisation's distinctive role.

(iii) Media Hub

Some interviewees noted the availability of podcasts but, as Annex 2 indicates, uptake remains low. ENN aims to revisit its use of digital content as part of broader digital development. This should enable ENN to reach a wider and possibly younger audience, offering more opportunities to share content.

(iv) Languages and print versions

Content in French was first produced in 2018. Feedback from users has highlighted the need – also recognised by ENN – for content to be francophone, not simply for anglophone content to be expressed in French. This has been challenging for ENN – going beyond a shortage of good translators to the need to engage and understand West African francophone countries. As one interviewee pointed out, the Sahel is huge, wasting has not decreased and information remains mainly in English. They went on to suggest that the absence of francophone content was symptomatic of information providers in general giving too little attention to what users need.

ENN has responded by recruiting two new members of the technical team with mother-tongue French who are also seasoned field level practitioners. They have brought not only their understanding of the language to ENN's technical workforce, but also their networks, and substantial and varied field level experience.

NEX has been distributed in English, French, Spanish and Arabic and ENN has said that it hopes to continue this into the next strategy period.

ENN regularly asks its users whether the print version is necessary. In the past the use of print

publications in remote places was very useful though more recently access to web-based materials is more pervasive. Still in some situations – for example hospital wards in emergency fragile contexts – there is no internet access or accessible computer, so the only way people can access information is by their own phones if they have them or through print.

Knowledge sharing in a crowded space

There are now a large number of organisations in the food and nutrition space, all producing information – even if that is not their main role. There are well resourced organisations “at the nexus of thinking and doing” such as R4D. It has a substantial presence on nutrition and other development knowledge needs spanning related areas such as health – which in effect provides a ‘one stop shop’. INGOs like Medecins Sans Frontieres (MSF), World Vision and Save the Children all have their own capacity and vehicles for sending knowledge to the field and countries also have their own knowledge management to respond to malnutrition. On top of that we have SUN, UNICEF, the GNC-TA and donor information systems.

So why would people seeking nutrition information choose to go to ENN (leaving aside the quality and relevance of the information)? One possible reason is that ENN is accessible, unthreatening and personal – people do not feel exposed by asking a question. Another is that, as a network, there is a sense of learning from one’s peers. This is a comparative advantage for ENN – learning from peers is often

what people choose to do. A third is ENN’s neutrality – there can be a disincentive to citing information from an agency perceived as a rival. Fourth, with a network, context specific information may be easier to find and people specifically cited the value of access to grey literature, which is available via ENN.

A fifth possible reason is the sense of identity conferred by being a member of the network. It is instructive that Kaya offers organisations a branded space so that organisations can retain their identities.

We know that people prefer learning from someone or an institution that is proximate – this was well explained to us by an INGO nutrition lead in country: “for panchayats, the first port of call will be the district level”; for her as a nutrition adviser, first would be to her own nutrition colleagues or technical leads, then she would go to World Health Organisation (WHO) or UNICEF, third she would go to ENN – “but I do really rate them”.

But while these are theoretically good reasons, ENN’s network is much smaller than several others and its use of communication techniques is limited. This leads to two areas for further focus.

First, examination of the potential for further evolution of ENN’s communications. Second, more attention to potential for partnerships and collaborations with other organisations.



FFA-WFP



Both civil society and government partners are continuing to develop their own internal nutrition related knowledge sharing mechanisms. Targeting these internal information systems with ENN outputs requires tailoring ENN knowledge to the particular interests of specific organisations.

Both civil society and government partners are continuing to develop their own internal nutrition related knowledge sharing mechanisms. Targeting these internal information systems with ENN outputs requires tailoring ENN knowledge to the particular interests of specific organisations. This takes time. But it has two advantages. First, it makes use of the fact that people tend to look first to their own familiar sources of information. Second, it responds to comments we heard that in the context of a nutrition field where there are an increasing number of organisations offering knowledge and policy analysis – ENN (and other organisations providing knowledge) need to tailor their outputs to the needs and agendas of user organisations. ENN has advantages here. It is already valued for its signposting role on information. Institutionally

ENN has a lot of understanding of what different people need, drawn from its position as a network and as a facilitator of networks.

While ENN has made a shift from paper to electronic – except where paper remains necessary – other organisations have leapfrogged ENN’s outreach and use of new technologies and mechanisms for two-way or multiway exchanges. This, combined with the

style of some publications, does not help to position ENN well – especially for younger people regularly using social media.

MSF is using Instagram and TikTok for knowledge sharing and exchange. Kaya has an app which can be downloaded and used independent of internet access. We are struck by the lack of conversations on emergency nutrition on Twitter. ENN is concerned to reach people working with the most vulnerable and front-line workers, so it is important that it starts to use different technologies because most of these workers will be younger and will be used to using them.

Over the last year, ENN has taken concrete steps including the engagement of a strategic communications specialist on a framework contract and efforts to recruit a trustee who is a marketing, communications and digital specialist. These steps can support ENN to further segment its audiences and develop specific mechanisms to connect, engage and exchange with each of those groups. Given the distinctive and valued characteristics of ENN, the comparative advantages and *modus operandi* of ENN to which we have referred – its personal style, the sense of ownership of the ENN network that people feel – it is important that ENN is careful to avoid a generic ‘push and promote’ approach to communications. ENN partners really value the fact that it has not been seen as competing for organisational recognition. This is unusual and valuable – something that has helped ENN to deliver on its mission to contribute to reducing undernutrition globally. ENN’s institutional funders have played an important role in enabling ENN to take this approach.

4. Consensus and agreed actions on the way forward

Given that ENN is a relatively small organisation, it is striking how many groups and networks it manages to contribute to and support, see Table 1, below.

Table 1: ENN engagement in international or regional groups

Group	Role	Type of engagement and influence
CORTASAM (Council for Research and Technical Advice on Acute Malnutrition) under the broader initiative of No Wasted Lives	Research	Member of group, input on research papers and reviews
Global Nutrition Report Independent Expert Group	Normative Research Policy	One identified ENN Technical Director (TD) on the IEG. Contributing ideas and suggestions from all ENN TDs and contributing specific spotlights and sections
WHO-led NetCode	Normative Policy	Bringing issues and experiences from emergencies related to Code implementation to WHO convened NetCode
Committee for Food Security Open Ended Working Group	Normative	Observed for a couple of years but too time consuming and not entirely dealing with ENN priority areas
Sustainable Sanitation Alliance Forum SuSanA	Operational	Joined several meetings, wrote a blog, but limited contact over the last couple of years. Input when joining World Water Week joint session
Global Nutrition Cluster	Operational	Non-advisory Core member. Capturing experiences and providing reviews, updates on guidance, development of resources for cluster such as standard indicators, draft joint statements on issues such as IFE
GNC-Technical Alliance	Research Operational	Member of leadership team
WHO guideline development and derivative development (related to infant feeding in emergencies)	Normative Operational	Member of guideline development group for several guidelines including breastfeeding and Zika, breastfeeding and Ebola, HIV and infant feeding. Operational guidance derivatives in collaboration with WHO (breastfeeding and HIV in emergencies, Breastfeeding counselling in emergencies)
Expert Guideline Development Group on RUTF formulation with WHO	Normative Operational	Limited influence as an observer in the process. Influence more with donors in follow ups to the meeting
Expert group in WHO, setting research priorities for Sexual, reproductive, maternal, newborn, child and adolescent health in humanitarian emergencies	Research	Participated in expert meeting; led the group setting priorities for adolescents
Lancet Author Group for prioritising health and nutrition interventions for women and children affected by armed conflict	Research	Co-author
SUN member	Normative Policy Operational	Active roles in the global gathering, including organising a workshop on adolescent nutrition, capturing outputs of the meeting, and publishing special issue of NEX
Working Group on Nutrition and Universal Health Coverage in WHO re Nutrition for Growth (N4G) and working group on supply chain management within that	Policy	Provided input and suggestions into the SMART commitment guide
Lancet Author Group – Adolescent nutrition	Research Policy	Joint lead author on paper 3: interventions and strategies
Eleanor Crook Foundation Advisory Board	Research	Chair of internal advisory group

Note: Please see Annex 2 for additional information

ENN was trusted to be neutral and independent and this was highlighted as a key enabler to the work of the Technical Interest Group.

ENN has both formal and informal roles in building consensus and developing agreed actions for progress. It can and does act as a broker, making connections between issues and people. Its perceived neutrality and technical competence provide a space where individuals and organisations may be able to leave their institutional interests at the door and find ways to reach agreement.

Stakeholders recognise and value ENN's convening power, current examples of which include Wasting/Stunting (WaSt), wasting management (under GNC-TA), MAMI, IFE and adolescent nutrition. The relative size of ENN means that its influence is likely to be modest but there are very few other organisations who occupy the same niche – born of experience, reputation, style and relationships.

This is a subtle area. Mokoro noted that ENN's role in convening had been challenged on the basis of whether it was its mandate. More recently, the SUN KM Story of Change suggests that ENN's flexible and 'non-mandate-driven' role may have presented challenges for some people. However, in our view, these characteristics remain a comparative advantage, enabling ENN to manoeuvre in a way that is not open to other organisations. For example, as one interviewee told us, the CMAM Ethiopia meeting in 2011 was a critical contribution by ENN: an organisation like UNICEF couldn't have pulled it off because it is just too cumbersome.

Similarly, we were given an example of ENN's speed and responsiveness in supporting research, in comparison with often slow and complex academic approval processes. This, in turn, derives from ENN's trusting relationships with its own funders, which enable flexible use of funds.

ENN has a history of engagement with formal processes. Before 2016 it was engaged in the development of WHO guidelines. Since then it has been part of a number of technical working groups, embedding in the GNC-TA and SUN KM as well as more advocacy-oriented initiatives such as the Global Nutrition Report (GNR) and No Wasted Lives (NWL). ENN's role in NWL has been to provide evidence and technical support to inform the advocacy through its role as an elected member of CORTASAM. It has co-authored or participated in

around 26 guidance documents or standards with strong relationships with key players, particularly UNICEF and WHO.

ENN's role as a convenor of groups such as IFE and MAMI and the WaSt Technical Interest Group (TIG) is highly valued by stakeholders of all types. People see ENN as successful in bringing people together and making a strong contribution through its participation and influence in technical working groups.

The WaSt Story of Change highlighted the varied composition of the TIG and its flexibility in levels of engagement. "ENN was trusted to be neutral and independent and this was highlighted as a key enabler to the work of the TIG." Annex 2 highlights an example of ENN's role leading to an agreed set of actions in the context of Operational Guidance (OG) on IFE. The ENN-hosted meeting "was critical in ensuring the direction and process of the IFE Core Group. ENN has since entered into long-term strategic partnership with donors (including the Eleanor Crook Foundation and US-Bureau of Humanitarian Assistance (formerly known as the Office of Foreign Disaster Assistance)) to ensure that the funding pipeline for IFE is strengthened."

Several respondents pointed to the potential increased role of ENN on both the development and application of WHO guidelines. ENN's technical competence combined with knowledge of field realities enables it to contribute to guideline design. The value of bringing field realities to the policy and technical tables is also strongly endorsed by ENN's own stories of change – 'challenging the often-rosy picture presented'.

However, ENN has an equally important role in adapting the normative guidance to country situations and supporting proactive work to support governments apply and operationalise the guidelines. Stakeholders would like to see ENN do more of this and in the context of SUN KM, the need for more country level dissemination, learning and uptake was highlighted. ENN itself has noted in Annex 2 that, in the context of wasting and stunting, it should engage more with organisations that work directly with government, in order to increase uptake.

5. More effective policy, programming and institutional architecture

ENN's performance management framework has described the activities that it considers plausibly likely to have contributed to more effective programming, policy and institutional architecture. This evaluation has not had the scope to assess the extent to which policy, programming or architecture has actually changed – let alone the contribution from ENN. But we have gathered some perspectives on it.

In some areas there is a more direct chain of causation between ENN's actions and changes. However controversial ENN's role was on the management of, and responsibility for, progress on wasting, it is nonetheless seen to have affected the institutional architecture in order to drive improved outcomes.

The concurrence of stunting and wasting has entered the policy discourse through GNR and some acknowledgement in the Joint Malnutrition Estimates (JME). It has also very recently been highlighted in updated iteration of the influential Lancet series '[Maternal and child undernutrition progress](#)'.

Our judgement is that attention to wasting as well as to the concurrence with stunting appears more visible in the literature and in policy documents. This is a substantial achievement.

Most of ENN's work is going to make a much less traceable contribution. This includes the many people who change and improve their day-to-day practice as a result of the exchange of information and access to expertise; the long wavelength of ENN engagement on issues leading to shifts in awareness and embedding the issues into normative guidelines and tools for implementation; the voice of field realities at the policy table leading to improved relevance to practitioners.

The value of ENN's work to support the application of evidence to field practice can be seen clearly in the development (and use) of its tools. ENN led the development of the C-MAMI tool (version 2) in 2018, with Save the Children under the direction of a Technical Reference Group. At over a thousand downloads, it was the most popular publication (2018-2020) on the ENN website. At the time of writing, this was being updated as a care pathway and will be tested in Ethiopia through a randomised controlled trial, led by LSHTM in partnership with ENN, Jimma University and GOAL. ENN also report that seven national guidelines out of 63 reviewed now include C-MAMI, compared with none in 2015.

There are several issues that arise from this:

- ENN should give particular attention to the timeframes over which it should expect to see change – drawing on its qualities of long wavelength engagement and persistence. The MAMI Global Network are currently developing a 5 year strategy and the IFE Core Group have a strategy and Theory of Change over 5 years.
- ENN is not always in a good position to take its own work to the next level. Let's take the example of concurrence calculations on stunting and wasting. These data would allow a single



SUN MOVEMENT/FICKER

figure to be presented on the number of severely undernourished children. In terms of delivery on SDG 2 and messages that resonate outside the technical communities (where terms like stunting and wasting are not familiar), this is very powerful. Clearly, ENN might not be the right organisation to take this forward, but if it wants to increase impact on policy and programmes, then it needs a partner who can take and understand its findings and use them to drive policy change.

- Most of the plausible chains of causation end with inclusion in a set of guidelines or a policy document, largely at international level. This is clearly where ENN is having most influence at the moment. For the next strategy, it would be worth considering the extent to which it can do more on implementation and impact measurement at national and subnational levels. ENN will be able to build on work that is already underway on MAMI. In India, ENN is directly engaged with advisors to the government who have embedded MAMI into new national guidelines and are planning pilot research to test it. In Ethiopia, ENN is directly involved in national policy and guideline development through the LSHTM/Jimma/GOAL/ENN research partnership and senior advisors to the government are part of the senior research team. There is also an implementors group of agency focal points who are supporting implementation of MAMI in different settings as part of the MAMI Global Network, and they are actively engaged in content development, experience gathering, and operations research. The forthcoming MAMI strategy includes national representation on the Steering Committee.

ENN's impact on policies and programmes is achieved through different pathways of change. Its influencing role requires a different strategy to its role in improving practice on the ground.

would help to answer questions about whether, for instance, embedding within an organisation is the most productive situation for ENN; or where (through what processes, institutions, datasets, locations, people) its influence is likely to have most impact, over what time periods. It is clear

from the stories of change that this approach has been adopted in some areas such as OG-IFE). But a similarly step-by-step chain of causation needs to be identified for each element of the theory of change, which sets out how ENN's engagement with initiatives is expected to deliver change. For senior staff involved in processes, these theories of change may be self-evident and unnecessary but, especially in a growing organisation, more junior staff would benefit from theories of change being more explicit.

ENN's own management and architecture

ENN has made substantial progress on Mokoro recommendations on performance and sustainability, especially S30 and S31, with the appointment of an Operations and Finance Director. This has not only taken management burdens off Technical Directors, but it has also been successful in terms of improved financial management and taking a strategic view of organisational funding. There is now a small team with a professional capacity in management areas including personnel, administration, project management, reporting and governance. Having the time dedicated to organisational development does mean that crucial areas such as relationships, communications and engagement do get strategic attention of a director, with a coherent and manageable remit.

The process of bringing in new trustees is well underway. The principle of rotation is accepted although formal details remain to be finalised.

ENN has coped with the departure of key individuals. But Mokoro's observation (S25) that ENN is highly dependent on its individual TDs and their personal relationships with each other, and with ENN's partners and funders, remains true. As ENN staff numbers have expanded – reflecting the decision to reduce costs by bringing work 'in house' rather than by commissioning proportionately more expensive consultants – the personnel profile is changing. This provides an opportunity for organisational development to lessen the reliance on a small number of individuals – a vulnerability of which directors are aware. Particularly because the way young professionals access and use information has changed radically since ENN was established, we recommend a conscious effort to continue recruiting a younger cadre of staff who can sustain the mission of the organisation, as it contributes to the achievement of SDG 2 by 2030.

ENN as a network and an organisation

ENN is clearly both an organisation and a network. However, feedback from external stakeholders shows that some have the perception that ENN has developed more of the characteristics of an organisation: more staff, more structure. These characteristics are particularly obvious when ENN adopts a position or undertakes a contract. The network is integral to ENN but it does also have some life of its own. If ENN were to run out of money, the organisation could cease to exist and the network activities would likely fade away – but most of the people in the ENN network would continue with their work and would maintain some connections with other network members – albeit without the important knowledge, support and connection that ENN provides.

The sense of engagement and loyalty that ENN has managed to create since its inception remains key to

what ENN continues to achieve. So it is important that ENN management continues to monitor and be sensitive to subtle changes in how ENN is perceived – in order to preserve the quality of relationships and access it enjoys – and that enable it to deliver on its mission.

The distinction between ENN the network, and ENN participating in and supporting other networks, is also important. Clearly ENN ‘owns’ names on its own database and the relationships they represent. But if ENN holds the database of people involved in other networks it supports, it does not own these. Rather it holds them on trust on behalf of the networks it services and supports. As we have not had access to the relevant databases, we cannot comment on the crossovers which show people who are both part of ENN’s own network and part of networks ENN works with.

Part Three: Stakeholder perceptions to inform the new strategy process

Maintaining ENN’s reputation

The quotes we have provided from key stakeholders underline the value placed on the organisation and its achievements to date. But in the context of a continuing need for attention to undernutrition, stakeholders provided a range of suggestions for ENN’s future.

ENN’s brokering role and combination of technical excellence, field relationships and engagement with organisations and networks that comprise the international nutrition community, have always made it hard to classify. But there has been a strong, shared sense of its identity and character: rooted

in commitment to ending undernutrition; producing high quality analysis; independent.

In what is often a politicised and polarised context, ENN has been able to sustain its

reputation for neutrality. But a number of people interviewed expressed the hope that ENN should not become “*dragged into political issues*”. ENN is very aware of the dilemmas here and careful to base its analysis on the evidence. But discussions on food and nutrition are not immune from the wider debate about the relationship between fact and opinion – the point at which the logic of

evidence leads to a clear policy recommendation. Whilst ENN is clear that anything it says is based on rigorous assessment of the technical evidence – it is inevitable that some people will see this as ENN taking a position that is political or aligning itself with particular organisations.

Overall, our evaluation based on the feedback that we solicited is that ENN has been careful and successful in maintaining its reputation for being evidence-based and objective. But to sustain this will require continued diligence from management and the Board of Trustees, and the understanding of funders.

While most of the people interviewed were very positive about ENN’s academic credentials and technical competence in its core areas, some interviewees had questions about how far that competence extends into new themes. ENN makes a strong case that its focus remains on under nutrition: that insofar as it addresses issues such as obesity and NCDs, these reflect a balanced and evidence-

ENN has been careful and successful in maintaining its reputation for being evidence-based and objective.

led concern to improve nutrition outcomes for populations at high risk of malnutrition. But since within those consulted there are some who feel the ‘double burden’ is overstated and that the clear and present realities of stunting and wasting are the overriding priority, ENN does need to keep making clear how everything it does and says are rooted in these priorities, which it has done much to both draw attention to and share knowledge on.

Remit and priorities: scope on malnutrition

Over the period under review, the international focus on nutrition has increased. Publications such as the GNR (which stresses the universality of nutrition challenges and in doing so brackets issues such as obesity along with concern for undernutrition) have emphasised the ‘double burden’. Processes such as the SUN Movement and the Food Systems Summit cover a very wide agenda, spanning diverse aspects of nutrition.

Many organisations, including some for whom nutrition is only one of several priorities, have become engaged with food and nutrition processes. There is only a limited amount of political attention and resources to be allocated across the food and nutrition agenda. And ENN itself, as a small organisation, has only limited bandwidth.

Mission creep in the development and humanitarian sectors is hardly unknown. And with changes in the leadership of ENN and continued financial pressures on small organisations, stakeholder views are important on how the Mokoro-reported ‘broadening of ENN’s focus’ prior to 2015 is perceived. And whether ENN’s focus should stay the same or broaden further over the next five years.

Most (not all) interviewees do not see value in ENN further broadening its mandate. Stakeholders interviewed prioritise impact on undernutrition as a matter of principle and policy. Often, they have different partners who deal with other parts of the food and nutrition picture, so they are content that ENN address a specific part of that picture – and want it to prioritise the most urgent needs. Some doubt ENN’s current comparative advantage and technical competence on obesity and other forms of malnutrition, were ENN to broaden its focus.

It is interesting that some of these opinions have been so forcefully expressed – reflecting the strong identity with ENN that many stakeholders have.

- “ENN should double down on severe hunger/wasting”.
- Why do they need to go to other areas when there remains a huge problem of severe malnutrition?
- Starvation, wasting, mortality and morbidity and humanitarian response show no sign of going away – so ENN should keep to this
- ENN’s added value and expertise will be called into question: “Who will pay them to be experts in food systems or obesity or diabetes?”
- They will not know the stakeholders on public health – big pharma, big food, big tobacco.
- It’s a risky prospect for them to diversify.

A small number of respondents argued that ENN ought to actively address malnutrition in all its forms including overweight and the double and triple burdens, in situations of crisis and of chronic poverty.

However, views may not be quite so polarised as they appear at face value:

- Most people recognise that there may be unintended consequences and long-term health outcomes from different experiences of, and treatments for, malnutrition and that these should be taken into account. They also recognise the interconnections and ecosystems that affect nutrition outcomes along with the pressure to move onto a broader canvas to show relevance to current policy issues.
- Where they differ is on the degree and priority to be given to broader issues and whether ENN has the necessary capacity in terms of technical expertise, social and political capital.
- Most people want ENN’s primary focus to remain on undernutrition and for it to be circumspect about taking on a broader remit that is not directly proximate to undernutrition, stunting and wasting.

Mission focus is a genuine strategic choice. Reflecting the iterative nature of this evaluation, ENN directors have considered these observations and are clear that ENN’s focus remains firmly on undernutrition. This is reflected in budget allocations and work undertaken over the last five years.

Sustaining an organisation committed to depth of knowledge and high quality analysis – which takes

many years to accumulate – requires stable funding. So do relationships. One of the pressures which leads many organisations to diversify and prioritise organisational visibility is funding. As part of ENN’s financial planning process, the organisation now has a target income figure that it feels would underpin sustained optimal delivery on its mission, focused on ending undernutrition.

Advocacy, influencing and taking positions

ENN and its external partners put a high value on its reputation for impartiality and objectivity – being evidence-led and willing to call out things that did not go well or were mistakes. ENN describes itself as ‘low-ego’ and generally does not seek visibility – working through behind-the-scenes brokering and connection making. It is seen to have accumulated soft power, partly because it has not adopted

“Increasingly in nutrition debates there are sides to take, and it is absolutely clear that once ENN start taking sides, their position as an honest broker and a maker of connections – and someone to whom you can say anything including that you are not very confident – will disappear.”

positions – as Mokoro noted, “seeking credit for influence is not always the best way to be influential”.

To date, ENN’s authority derives from quality and independence of analysis on nutrition – being seen as an honest broker and from trust that it knows what it is talking about and has no agenda, apart from wanting the best nutritional outcomes for populations at high risk of malnutrition.

More recently, people have noticed ENN taking positions. Some

people think it is a good thing; others accept that because of an increasingly crowded space, organisations need to differentiate themselves and they understand the link between public advocacy, visibility and funding. But many see this as a direct threat to ENN’s reputation as a trusted and independent broker of knowledge, with trade-offs for ENN’s relationships, room for manoeuvre and influence. “ENN getting involved in politics will not be helpful for anyone, stay technical”; “Less work on policy and making statements”.

The question of whether ENN does or should do advocacy is not new. The Mokoro Evaluation noted

that some observers felt that ENN’s advocacy for improved international nutrition architecture should be handled more sensitively in order to avoid antagonising key players – an issue that remains live.

It is clear that some stakeholders – at least two of whom are donors – want ENN to be out there taking up positions that are going to address systematic obstacles to better nutrition: “if you are most authoritative on the issues, it’s tragic if you don’t go on to say what you think”.

But more respondents expressed concern that, if ENN moves towards advocacy, it will raise question marks against the attributes that people see as unique to ENN and put in jeopardy its perceived independence.

These people see ENN as occupying a very particular space, which it should guard jealously. They perceive it as *primus inter pares* in professional communities of practice, respecting different perspectives and approaches, which is hard to maintain while “promoting one best way”. “Increasingly in nutrition debates there are sides to take, and it is absolutely clear that once ENN start taking sides, their position as an honest broker and a maker of connections – and someone to whom you can say anything including that you are not very confident – will disappear.”

This openness is not the universal experience of ENN – some respondents were clear that they saw it as a critical and challenging voice – not always welcome in the room – providing an edge, which could come at the price of collaborative relationships.

The lightning rod has been ENN’s position on the GAP on Child Wasting which has opened ENN up to criticism on several fronts. First, ENN is not perceived to have the same level of capacity or authority on systemic or political economy issues as it does on technical matters, and the position it took was “strategy and politics, not a technical nutrition issue” – so it was seen by some to have overreached itself. Second, ENN has run the risk of being perceived as a “mouthpiece”, raising questions (“not sure it was based on evidence”), compromising its independence and characteristics, which are highly valued (including by other donors), such as its willingness to collate disparate voices and to work back-channels.

The very particular circumstances of the GAP do not mean that ENN should hold back from promoting evidence which provides a clear logic

for a particular course of action. Whether that is perceived as taking a position is partly a matter of style. But even if the style is friendly, the subject is 'technical' and the evidence impeccable, ENN will not be insulated from criticism. People whose interests are challenged by the logic of the evidence (especially if it requires change in the status quo) will still be annoyed and likely to challenge ENN on other grounds: its mandate, its reliability, its integrity.

So, the question is how to get the evidence and messages to work most effectively. Most of ENN's influence is through brokerage, relationships, reputation, knowledge sharing, technical excellence and anchorage in the field. Only rarely is a high-profile advocacy position likely to be appropriate, given the trade-offs.

An attractive solution is to find a partner who has less to lose by being more confrontational and who takes ENN's findings and promotes them. The downside of this is that the kudos, visibility and possibly funding, may follow the partner. And that control over exactly how complex, nuanced and evidence-based messages are communicated is diluted.

Either way, strategic communications are crucial. Any confusion about ENN's way of working may sow doubts which could have serious consequences for its relationships and for its carefully husbanded reputation for being objective and unbiddable.

With more actors in the nutrition space, as ENN strengthens and develops its communications work, newer staff will need support to quickly absorb the character and style of ENN, in order to sustain the successful balance we judge ENN to have struck over the review period.

convenes (IFE, Adolescent Nutrition and MAMI, for example) include practitioners and programmers and are heavily focused on, driven and shaped by field technical challenges and issues.

ENN notes that at points during this strategic period, 30 percent of ENN's technical workforce have been based in the global economic south. A high proportion of the technical staff that ENN has recruited in the last 18 months have taken their roles with ENN upon return from long-term field assignments, and so with very recent and relevant field experiences, networks and active engagement.

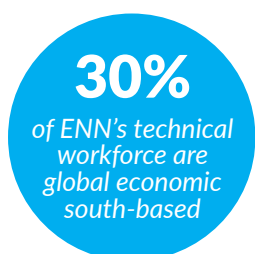
The value of this – along with ENN's style, its emphasis on bringing lessons from the field to global processes and the respect that it demonstrates for practitioners – should not be minimised and make for a significant and distinctive role.

Nonetheless, stakeholders have different perceptions of the extent to which ENN is anchored in the field. Some people think it has always been one step removed, but with a good understanding of field realities. Others talk about the influence arising from the direct experience of ENN personnel working in the field and sharing day-to-day constraints and challenges.

While bringing the realities of field experience to the policy table is widely appreciated, interviewees questioned its knowledge of national processes, its depth and scope of connections across countries affected by malnutrition, and its relevance to current and future actors especially in government.

Where stakeholders have a largely common view is in seeing ENN as subtly changing, showing more of the characteristics of an international organisation: a little more formally organised, more staff, a limited but noticeable number of organisational positions, undertaking consultancies. These changes may be largely invisible to the bulk of the ENN network, but they have been noticed by several key ENN stakeholders who take a sophisticated view of how perceptions of an organisation (whether right or wrong) can affect its positioning and in due course, impact. ENN directors are aware that its continued relevance could be at threat from insufficient engagement with nutrition actors in national governments. The awareness is that this is an area where ENN can do more and is important as the strategy process continues.

The network has a different demographic to the organisation. Sixty percent of FEX and 75 percent of NEX subscribers are in Africa or Asia. ENN's



ENN's identity and engagement with network and country actors

Clearly much of ENN's day-to-day work is anchored in relationships with people working at field level – through FEX and NEX, through en-net and through projects. ENN reports that more than half of the time spent on FEX is direct engagement with authors, practitioners, and programme people in the field. Many of the networks that ENN facilitates and



offices are in the UK. Geographical location matters even in the age of the internet and affects the personality and image of the organisation. The About Us section of the ENN website is clear about being based in the UK and Oxford. While it stresses working globally and field experience, the text and presentation of the team do not adequately convey the character of a field-based network engaged in mutual exchange. The fact that the location of ENN's office has not changed since 2003 is not important. What is important is that many of the changes in policy and practice that need to happen, in line with the knowledge ENN shares, have to happen through the agency of people at national or local level in developing countries.

It is clear that people still feel a sense of ownership of the network and thus feel invested in ENN. But perceptions are important, and some interviewees still feel – to quote the Mokoro Evaluation (S18) that, “ENN has not yet gone far enough in ensuring that southern voices are reflected in the discourse it facilitates”. In fact, our conclusion is a little different from that of Mokoro five years ago. We think that ENN makes every effort to include southern voices. But where we feel there is room for reflection is on the localisation agenda that has largely emerged since the Mokoro evaluation. The Agenda for Humanity and the Grand Bargain and many others have underlined the significance of this agenda, which implies more local ownership, control and initiative in developing countries.

An interesting lesson on the importance of perceived location is shown by ELHRA and the Humanitarian Leadership Academy learning platform, Kaya. Like ENN they are both working close to the humanitarian space (a significant proportion of which is concerned with nutrition), both concerned with getting knowledge out to where it can make an impact on those living in poverty. Both have adopted communications strategies, which make their ‘international organisation origins’ in Save the Children next to invisible.

ENN has invested significantly in organisational development since 2016. We think the time is right (as ENN invests in additional skillsets) to refresh institutional attention given to its own network (as distinct from networks it engages in and facilitates). As noted above, we think there is untapped potential if ENN can afford additional time to strategically develop it.

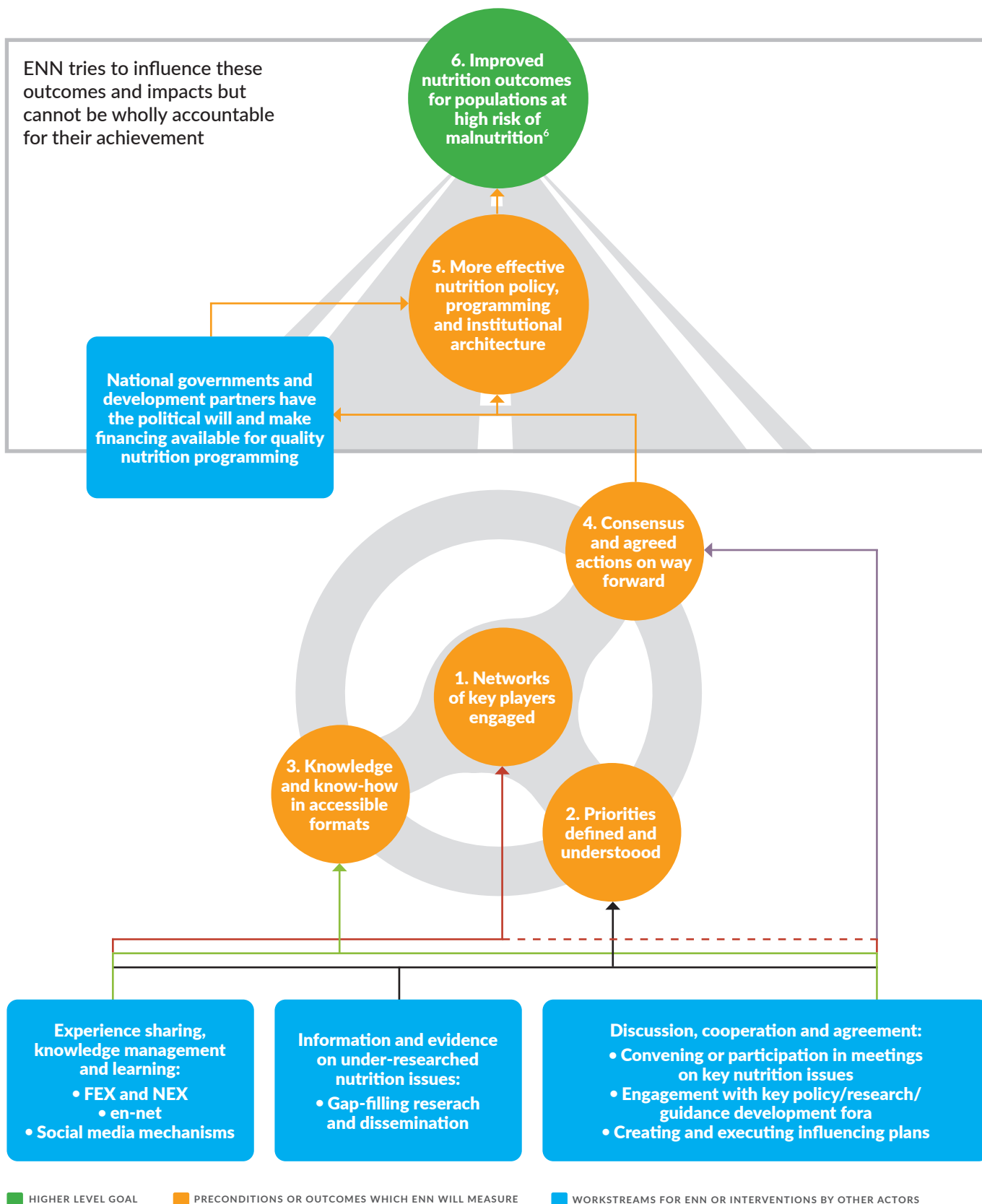
We understand the challenges for a small organisation of having staff members in-country. We have listened very carefully to the concrete experience ENN has had during the period under review of having regional staff in Asia, East and West Africa as part of the substantial work ENN contributed to the SUN Movement process. Both the positives and negatives.

ENN has been through a period of substantial transition over the last five years. So, we are aware of adding another big item – especially one ENN feels it has considered. But as ENN understands, there is a difference between *engaging with* the field on a specific agenda and *being of the field* in the sense of wider and real-time day-to-day experience.

Some interviewees were concerned about ENN's lack of engagement with the constraints, agendas and requirements of nutrition actors who are in government agencies and ministries, who are often younger, use different sources of information and use different networking methodologies to sustain contact with friends and peers.

Just as field experience formed a generation committed to change for nutrition when ENN was established, a new generation engaged in similar circumstances have different expectations – on lived experience, on information, initiative and control of knowledge and resources. ENN is grounded in evidence – but its success has also relied on relationships and exchanging ideas and knowledge between people with a shared agenda – and in this regard perceptions are critical. So, we hope that ENN will reconsider this issue afresh.

Annex 1: ENN Theory of Change 2016-2020

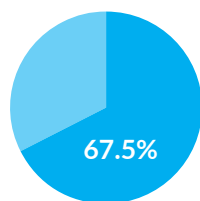


⁶ Populations at high risk of malnutrition include those affected by emergencies, those living in fragile and conflict affected states and those struggling with a high burden of malnutrition as defined by *Lancet*

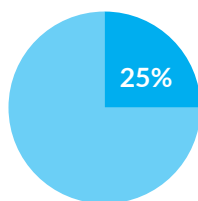
Annex 2: Performance Data Analysis

Introduction

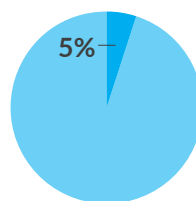
This annex provides an overview of ENN's performance during the strategy 2016-2020. At the start of the period, ENN management developed a results framework tied to the theory of change, which articulated a number of 'impact and outcome indicators' and 'directions of change' against which performance would be measured. Data were collected during the strategic period 2016-2020, with a data cut-off of September 2020, unless otherwise specified below.



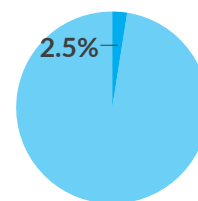
27/40 indicators were exceeded



10/40 were met



2/40 were not met



1 indicator was unmeasurable

The above illustrates that 92.5% of indicators were either met or exceeded. Data were collected via a variety of means including:

- User surveys (2017, 2018)
- Citation survey (2018)
- Post-meeting evaluations (continuous)
- Internal monitoring (continuous)
- Website and social media platform diagnostics (continuous)
- Author feedback (continuous)

A number of key lessons on the monitoring and evaluation methods have been learned during the period under evaluation, with the following recommendations for improvement:

- Repeat the citation survey in 2021 to ensure that data were collected for the whole of the strategy period 2016-2020.
- Carry out the planned rebuild of ENN's website, incorporating all future monitoring, evaluation, accountability and learning (MEAL) needs into the design, including ensuring that popular pages can be reviewed by tag.
- Ensure that any future Stories of Change are developed with clear guidance to ensure that they describe ENN's influence in effecting change. Consider using additional methodology such as an after-action review/default formal learning moments in the project cycle for every project, making use of the data ENN collects (e.g. author feedback, meeting surveys).
- To complement the successful measurement of quantifiable data, explore new approaches to measuring indirect impact and influencing impact on, for example, nutrition policy, architecture and overall outcomes. First steps have been taken in looking at qualitative methods, and now is a good opportunity to look further at these and to explore how ENN can elicit a greater volume of feedback from its network.

For some indicators, information was collated annually, for others (such as data requiring user engagement) it was collected during a mid-term review or at the end of the strategy period. ENN explored the use of innovative evaluation techniques (such as stories of change) to measure progress against higher-level objectives. These approaches have allowed some measurement of the contribution of ENN towards achieving policy change. Table 1 presents ENN's objectives and the indicators used to support measurement of progress. Findings during the period have already been used for continuous improvement and to inform ENN's future strategic direction, including the modification of approaches to deliver higher, or broader, impact.

Table 1: Outcomes, Indicators and Objectives

Outcomes from ENN TOC	Indicators	Objectives
1. Networks of key nutrition players engaged	<ul style="list-style-type: none"> Registered users of en-net /recipients of print-copies of Field Exchange/Nutrition Exchange or registered users of Field Exchange/Nutrition Exchange (disaggregated by geographical area and type of user) Website visits (disaggregated by geographical area) Authors of Field Exchange and Nutrition Exchange articles (disaggregated by geographical area and type of user) Examples and evidence of formal and informal partnerships and collaborations Role of network in governance defined and established 	To what extent did ENN enable networks of key nutrition players versus ENN's potential network?
2. Nutrition priorities defined and understood	<ul style="list-style-type: none"> # downloads of ENN-authored publications or resources from ENN's online resource library Frequency with which ENN-defined priority issues occur in wider literature (and flagship publications) User surveys on relevance of ENN topics 	To what extent did ENN enable nutrition priorities to be defined and understood by stakeholders?
3. Knowledge and know-how of key nutrition issues available in accessible formats	<ul style="list-style-type: none"> # of ENN-authored publications and training materials disaggregated by theme (and also # peer reviewed) Citation analysis # downloads of ENN-authored publications or e-library resources # people reached through presentations on ENN-conducted activities (either in meetings convened by ENN or by third parties) # followers, impressions and engagements on social media Results of user surveys (en-net, Field Exchange/Nutrition Exchange, wider website) on accessibility of ENN products # of languages in which Nutrition Exchange is available # thematic areas in multiple languages on en-net 	To what extent did ENN deliver information on how to practically address priority issues available in easily accessible formats?
4. Consensus and agreed actions on way forward	<ul style="list-style-type: none"> # meetings convened by ENN # meetings in which ENN participates # fora to which ENN makes regular contributions ENN's participation in normative guidance/ standards development 	To what extent did ENN enable consensus and agreed actions on the way forward for the nutrition sector?
5. More effective nutrition policy, programming and institutional architecture	<ul style="list-style-type: none"> Independently reviewed 'stories of change' or 'process-tracing' reports that demonstrate plausible contribution by ENN to changes in policy programming and institutional architecture ENN referenced in policy documents, briefs supporting policy documents, and acknowledged as a source of information 	<p>To what extent did ENN enable more effective nutrition policy, programming and institutional architecture in the global nutrition sector?</p> <p><i>Note that: ENN tries to influence this outcome and impact but cannot be wholly accountable for their achievement.</i></p>
6. Improved nutrition outcomes for populations at high risk of malnutrition	How ENN's work contributes to pre-conditions or outcomes, to directly and indirectly influence policy, programming and institutional architecture.	<i>Note that: ENN tries to influence this outcome and impact but cannot be wholly accountable for their achievement.</i>

The following sections of the report are structured according to the above table of ENN's strategic outcomes, objectives and indicators.

1. Network of key nutrition players engaged

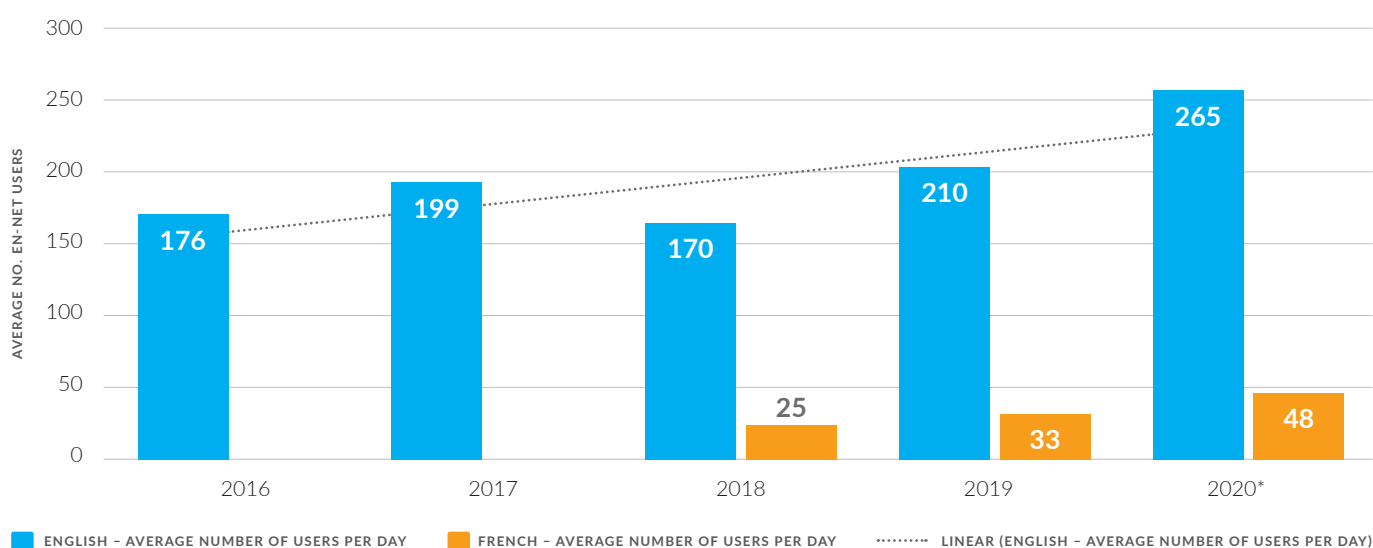
1.1 En-Net

En-net is ENN's free, multi-lingual online platform for field practitioners seeking technical advice on a broad range of nutrition issues. The forum aims to provide rapid answers to a wide range of programming questions, and now has over 19 topical forums in both English and French. There were two key objectives for en-net outlined for the strategy period 2016-2020, as follows.

1.1.1 Increase registered users to 4,600 by 2020 (from 1,500 in 2015)

The target of **4,600** was achieved and exceeded, as detailed below in Table 2.

Figure 1: Change in average number of en-net users (English and French users per day, 2016-2020)



*Data for 2020 covers period Jan-Sept.

The average number of users of en-net (English) per day in 2020 was 265. This represents an increase of 50 percent in the last five years. The largest rise in usership was between 2018 and 2019, and 2019 and 2020. The increase in usership in 2020 is probably due to the COVID-19 pandemic and establishment of a COVID-19 specific forum, which generated considerable traffic.

Table 2: Number of new registered en-net users per year and cumulative total

Year	No. of new registered users	Cumulative total
Pre-2016	2,301	2,301
2016	738	3,039
2017	635	3,674
2018	509	4,183
2019	778	4,961
2020	1,450	6,411

1.1.2 Increase page views to 61,000 by 2020 (from 43,000 in 2015)

This target has been met and exceeded. Despite some fluctuations year-on-year, page views have remained well above target. It is expected that the total figure for 2020 will exceed that of 2019 once the data for the full year have been collected.

Figure 2: Total number of en-net page views (English and French combined*) by year

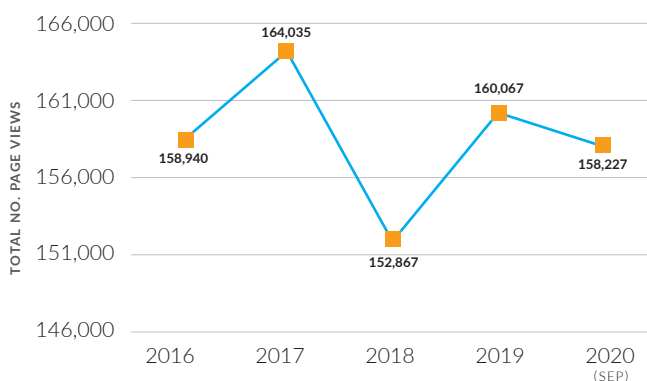
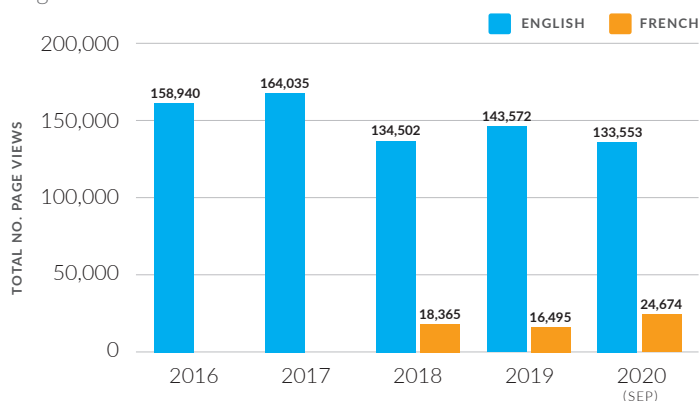


Figure 3: en-net page views (2016-2020) English vs French



As highlighted above, en-net usage surges in response to crises as the demand for urgent technical advice increases. For example, there was a surge in activity following the European migrant crisis starting in 2015, the Ebola crisis, and a considerable surge in 2020 during the COVID-19 pandemic. This demonstrates both the usefulness and critical role of en-net in providing information and resources in times of crisis, and ENN's responsiveness and agility to surge in demand, traffic and volumes.

In 2018, French en-net was launched, and over its first few year's usage steadily increased, with a steep increase in page views between 2019 and 2020. Page views of English en-net appeared to show an overall decrease. However, this decrease coincides with the French en-net launch, and therefore could be indicative of users switching from the English site to the French site, if French were their first or preferred choice of language.

In addition to the value of en-net as a trusted source of technical advice in times of crisis, there also remains substantial interest in training, announcements, and nutritionist job advertisements, which demonstrates en-net's broader appeal as an information and exchange platform for nutrition practitioners worldwide.

Figure 4: Users of English en-net by geographical location

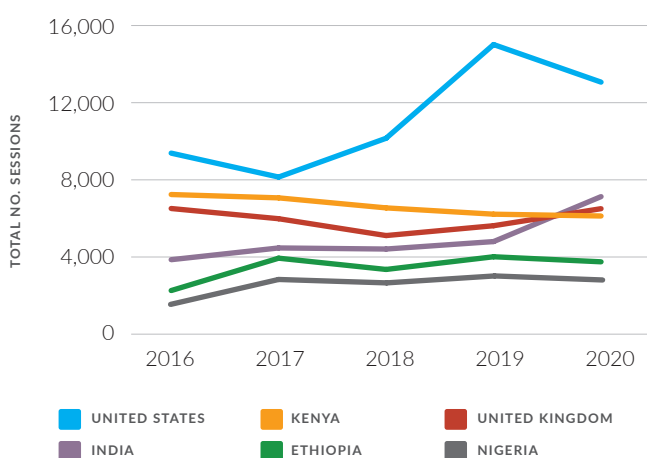
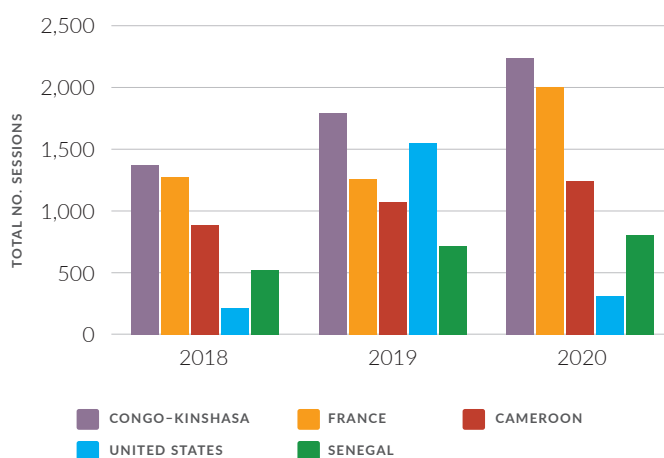


Figure 5: Users of French en-net by geographical location



The highest proportion of the English site en-net users appear to come from the US (see Figure 4). Users from US sources have risen over last five years. Other countries with high usage volume include Kenya, UK, Ethiopia, India and Nigeria. French en-net has established good growth across African Francophone countries (including Senegal, Cameroon, Congo), all engaging with the content.

Looking ahead, in 2021, ENN plans to conduct a detailed reflection and needs assessment for en-net users (current and potential) to inform the future strategic direction of the platform which will deliver maximum impact.

User Survey Quotations on en-net

“I find generally speaking that what comes back is right; it’s technically sound.”

Donor representative

“I always try to answer questions within a few hours when I can because that is how I wanted to be treated when I have questions, and when I have nothing to say about it and no way I can help you, then I want to tell you that too.”

Academic/Expert moderator

“People are brought together to discuss some of the issues. It’s a safe space where people can have conversations before a final answer comes to be.”

UN Agency

“Sometimes I find just reading on en-net sparks questions and ideas of my own.”

Donor representative

“If I want to ask a question on operational malnutrition work this is where I would start. I ask ‘how to’ kind of stuff – who is using what criteria, what are they getting, how many deaths? It’s kind of like a special user group for me.”

Academic

“A strength of en-net is that it’s there as a resource, rather than having to ask the same thing over and over again.”

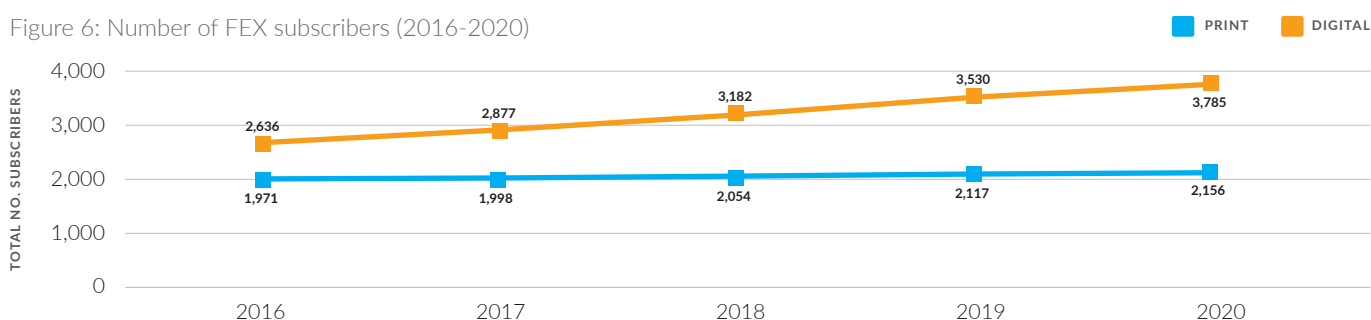
Academic

1.2 Publications

1.2.1 Recipients of hard/soft copies of FEX

The target was to increase the total number of distributed copies from 5,600 in 2015 to 18,000 in 2020¹. In 2020 **9,484** copies of FEX were distributed. This was under the target of 20,000, but that was largely due to restrictions in the printing and distribution of hard copies and delays in translation of the issues into French. In 2019, ENN distributed 22,847 copies of FEX. A total of **95,159** copies of FEX were distributed during the strategy period. FEX is distributed in print and electronically, with positive trends shown in digital distribution and digital subscribers during the reporting period. Note that FEX 62 and 63 (French) have not yet been translated and distributed, so it is expected these figures to increase once the translated distribution is completed.

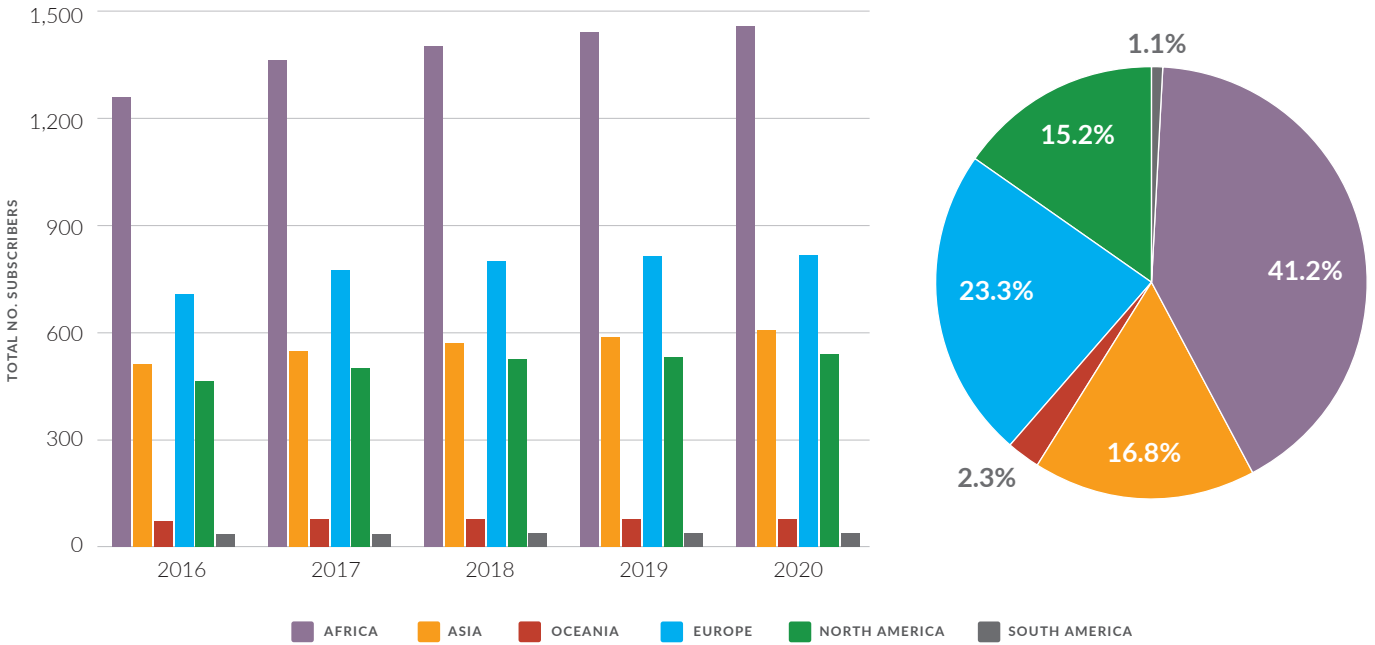
Figure 6: Number of FEX subscribers (2016-2020)



¹ Note that this target reports each copy distributed per year (electronic and print), not the number of registered recipients.

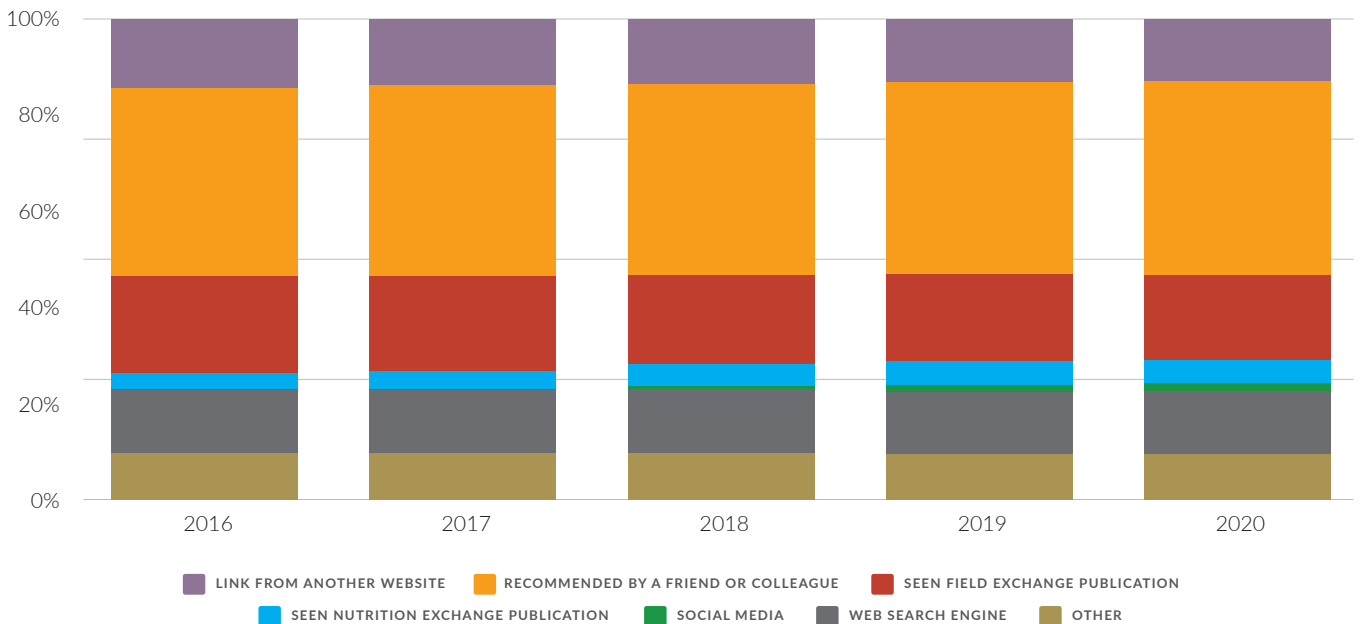
As shown above, the number of FEX subscribers has been steadily increasing during the strategy period, with digital subscribers showing a larger increase. This aligns to efforts to promote digital content. Supporting the above trend on digital distribution, FEX continues to promote online content and the dissemination of articles online. In 2020, ENN engaged a communications specialist to co-develop a communications strategy and guidance on the dissemination and reach of the latest FEX edition (63). It will review the success of this new approach in the coming year.

Figures 7 and 8: FEX subscribers by geographical location



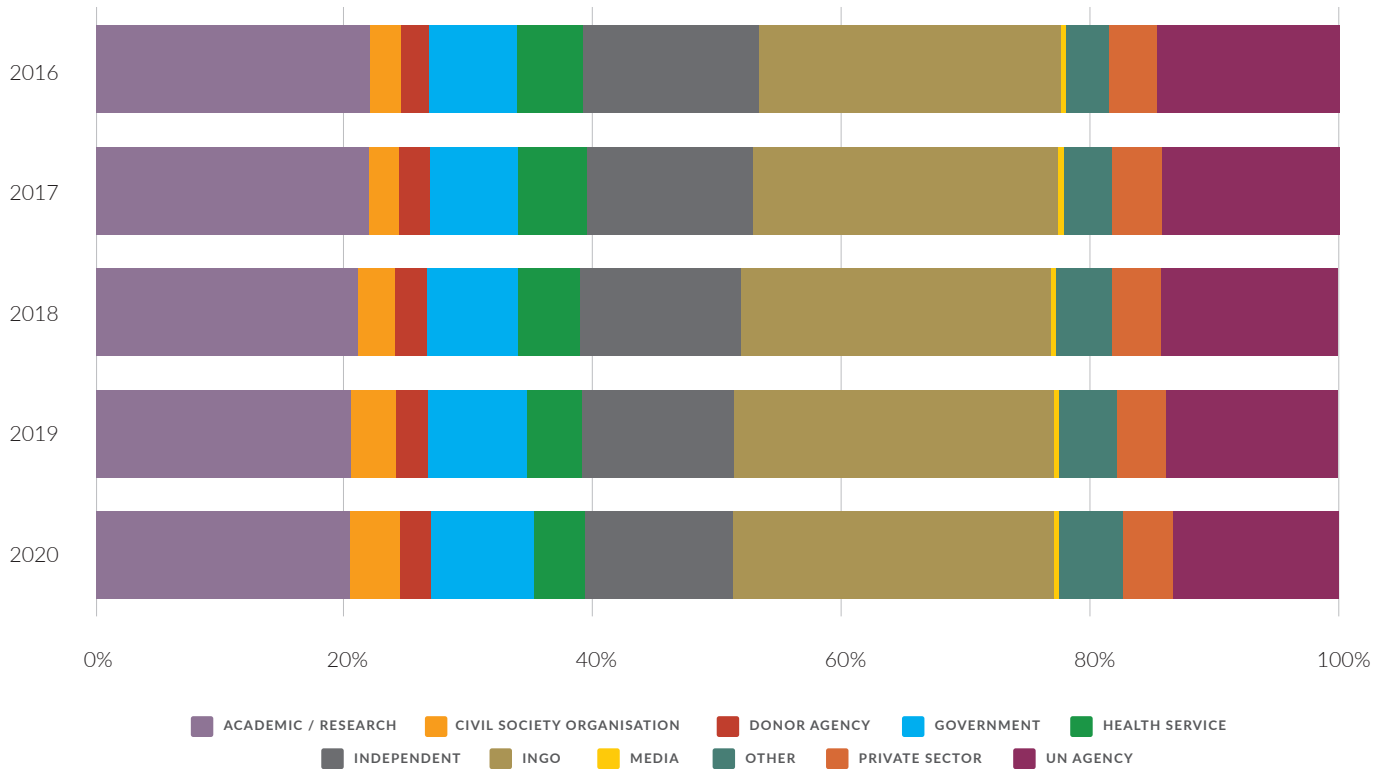
FEX maintains a broad geographical audience, with more than 40% of FEX subscribers in Africa, and 17% from Asia.

Figure 9: How FEX subscribers found us between 2016-2020



The above chart illustrates the breadth and reach of ENN's network, showing that many FEX subscribers join ENN's mailing list following recommendations of its work.

Figure 10: FEX subscribers by organisation type they are affiliated with



FEX subscribers by organisation type have remained remarkably consistent during the strategic period. This is important information as ENN looks to its next strategy period and to its future network composition and reach.

User Survey Quotations for FEX

“I think I take more time to digest articles in print. Online... I look at relevant areas and focus just on those and scroll through the others. When I can pick it up and look at it, I’ll read something I wouldn’t necessarily read online as I’ve had enough of looking at the screen.” *Independent consultant*

“The research snapshots and summaries are brilliant – it’s really useful to see what is being published and handy to have the summaries; then you can go back if you need to have a reference or evidence for something... and then I can go through that to go to the original article, if necessary. It provides a way in without having to plough through a journal.” *UN Agency HQ*

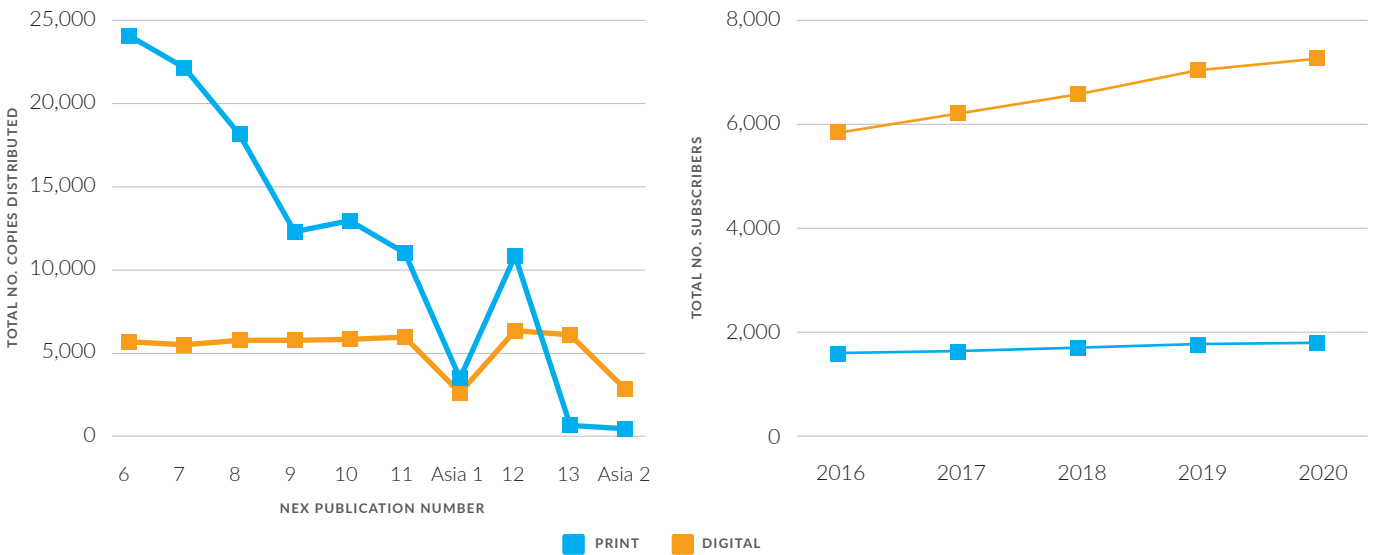
“One thing I love about FEX is that it keeps topical. They’re hearing questions and they act on it by looking for articles. Because it keeps topical, it’s all exciting, all useful.” *Donor*

“Being able to use the focussed issues to redefine and reorient and bring everyone up to speed in one area: I think there is something really powerful in that.” *UN Agency HQ*

1.2.2 Recipients of hard/soft copies of NEX

Similarly to FEX, NEX exceeded the target set to increase the distribution, from 24,400 in 2015 to 46,000 by 2020. Since this target was set, in 2017 ENN conducted a detailed review of the NEX print distribution database, which led to a reduction in print distributions, particularly for bulk order recipients. Print versions continue to be prioritised for the national and sub-national level where internet access is problematic. This led to a reduction in print copy distribution and improved value for money for the publication, also increasing the digital uptake and accompanying content.

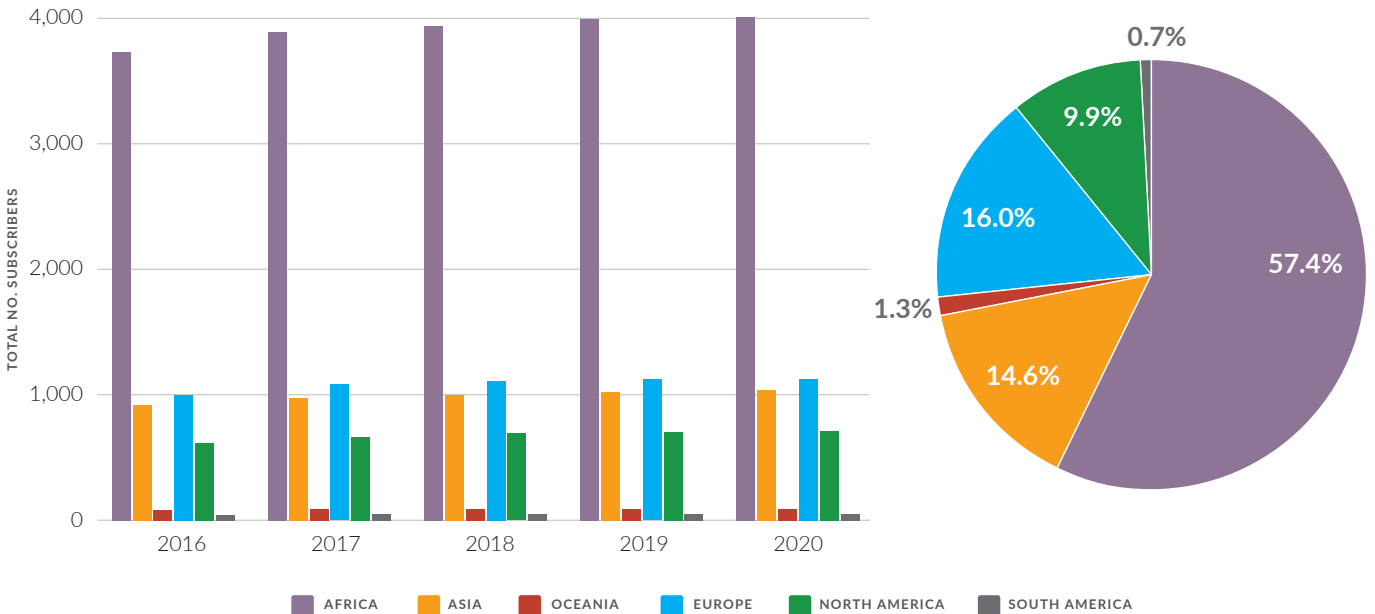
Figure 11: Number of NEX publications distributed (2016-2020) Figure 12: Number of NEX subscribers (2016-2020)



Note: NEX 13 and NEX South Asia 2 were online only editions due to the COVID-19 Pandemic’s impact on printing and distribution.

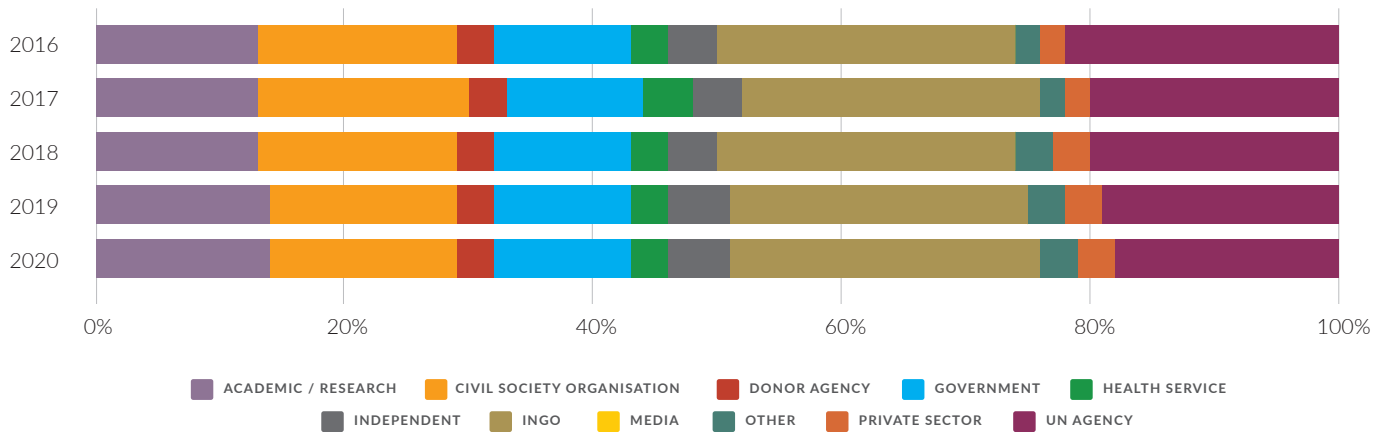
As with FEX, a steady increase in the number of NEX subscribers, particularly in relation to digital recipients, can be seen during the strategic period.

Figures 13 and 14: NEX subscribers by geographical location (2016-2020)



NEX has maintained a broad geographical reach during the strategic period, with more than 57 percent of subscribers from Africa, and more than 14 percent from Asia.

Figure 15: NEX subscribers by organisation type they are affiliated with (2016-2020)



Once again, ENN is shown to have a broad range of organisations as recipients of its publications and will reflect on this composition in its subsequent strategy and future plans.

User Survey Quotations on NEX

“We sort of exist so that lots of government stakeholders can share their experiences; NEX helps us to facilitate that.” *SUN Movement Secretariat (SMS)*

“Every article I read, I learn something new.” *REACH, WCA*

“It’s kind of about giving people a chance to express themselves. It’s a very empowering process when someone gets to see themselves published.” *SMS*

1.3 Digital

1.3.1 Website visits (Target 585,000 by 2020)

Total sessions have increased year-on-year over the five-year period, and nearly doubled from 2016, reaching 461,033 by Sept 2020. This figure is expected to continue to increase further in the last quarter of 2020 with an estimated total of c. 570,000 – 590,000 views based on the current trajectory.

Figure 16: Number of sessions* per year, en-net and website (2016-2020)

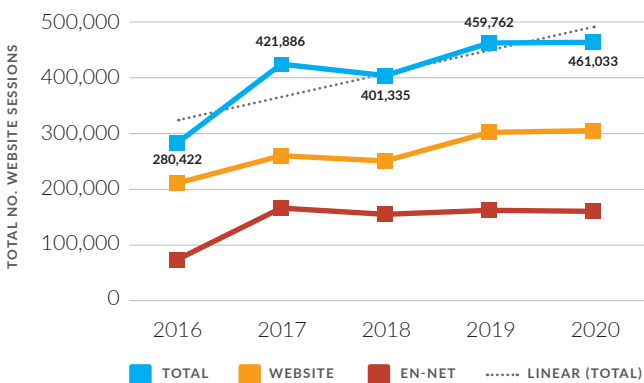
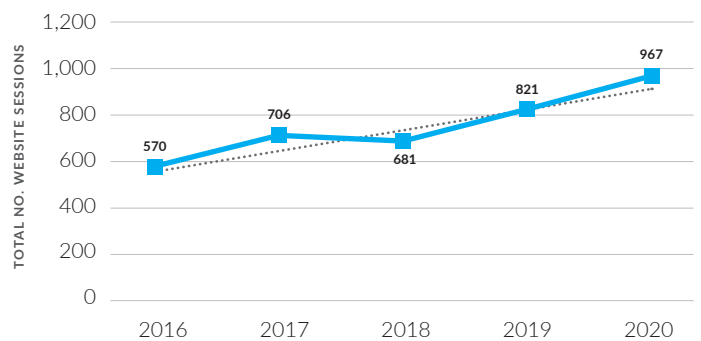


Figure 17: Average number of website sessions per day (2016-2020)



*A session is a period of time during which a user is actively engaged with the website.

Between 2016 and 2020, the average number of sessions on the ENN website per day has almost doubled from 570 in 2016 to 967 in 2020, showing consistently increased usage of ENN's online resources. This has been achieved despite relatively low investment in website enhancements or user experience, an area in which ENN plans to do substantial work in the coming year.

1.3.2 Page views for each key section of the website

Key website areas were assigned individual targets. All areas have exceeded the targets set for 2020.

Table 3: Page views by key section of the website

Section	Target	Cumulative views during period (as of Sept 2020)
FEX	91,000	250,001
NEX	17,000	33,814
En-net	61,000	180,172
Media Hub	N/A ²	11,240

1.3.3 Accessibility of information on priority nutrition issues

ENN's website is, of course, not only the source of ENN-generated content. In analysing the downloaded materials from ENN's website, it is interesting to note how many users are also visiting ENN to access other nutrition content on priority issues. Of the ENN generated materials, the following table illustrates the most downloaded content from September 2018 to September 2020.

Table 4: Top 15 most popular ENN authored downloads between September 2018 and September 2020

Download title	Download theme	Publication date	Total no. of downloads
C-MAMI Tool (Version 2, 2018)	MAMI	2018	1,156
Infant and Young Child Feeding in the context of COVID-19	IFE	2020	898
Management of Child Wasting in the context of COVID-19	COVID-19/ Wasting	2020	761
C-MAMI Tool (Version 2, 2018) – Context of Development	MAMI	2018	628
Infant and Young Child Feeding Practices (A step by step Guide for Collecting data)	IFE	2010	490
I C-MAMI Tool Version 2	MAMI	2018	481
iv C-MAMI PROGRAMME MANAGEMENT CARDS	MAMI	2018	420
II Counselling and Support Actions Booklet	MAMI	2018	388
Technical Briefing Paper – The relationship between wasting and stunting, policy, programming and research implications	WAST	2014	345
Child wasting and stunting: Time to overcome the separation A Briefing Note for policy makers and programme implementers	WAST	2018	355
GENERIC Feeding QUESTIONNAIRE Children 0-23 months	IFE		313
Infant Feeding and Ebola – Further clarification of guidance	IFE	2014	307
Wasting and stunting—similarities and differences: Policy and programmatic implications	WAST	2015	287
Nutrition and Resilience – A Scoping Study		2015	210
Synthesis: Multi-sector programmes at the sub-national level: Insights from Ethiopia, Niger and Bangladesh	SUN KM	2019	193

² Note that MediaHub was not established in 2015 when the strategy targets were set.

1.4 Authors

The largest proportion of Field Exchange authors are based in Asia, followed by Africa and then Europe. This demonstrates that FEX facilitates the write-up of programme experiences and research findings of a geographically diverse audience – with representation from individuals at regional and national levels. In terms of the types of organisations that FEX authors represent, the largest proportion work for United Nations agencies, followed by international non-governmental organisations (NGOs). Authors also represent governments and academic agencies. A much smaller proportion (5.2 percent) represent national/sub-national NGOs. This perhaps reflects the ambition of FEX to be a highly technical nutrition publication (with Nutrition Exchange, its sister publication, being much less technical in nature and geared to the national/sub-national audience). More females than males write for FEX.

Figure 18: FEX/NEX authors by sex

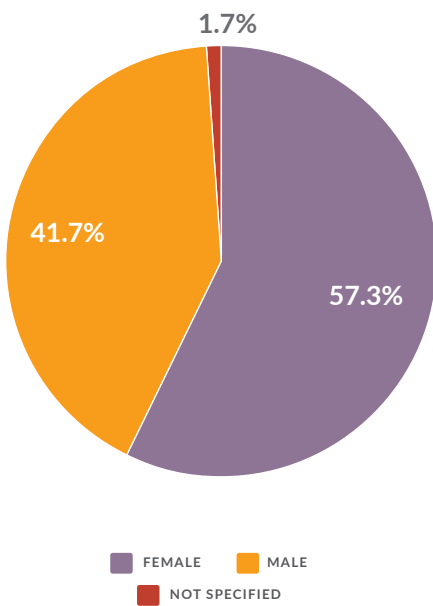


Figure 19: FEX/NEX authors by location

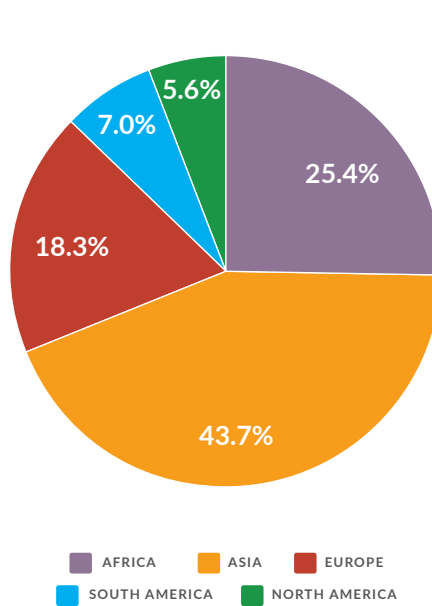
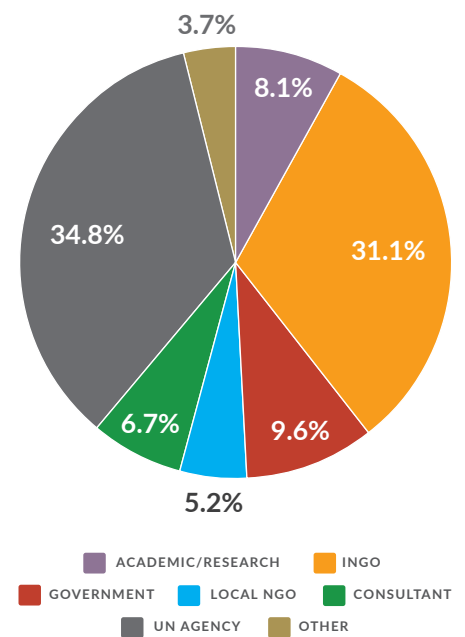
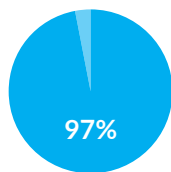


Figure 20: FEX/NEX authors by organisation

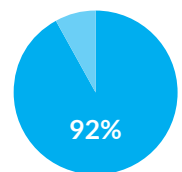


FEX/NEX author satisfaction survey results (started during 2019):

2019: 97% of authors of NEX/FEX were satisfied or very satisfied with their experience.



2020: 92% of authors of NEX/FEX were satisfied or very satisfied with their experience.



User Survey Quotations on Writing for FEX

“The feedback helps you think through what you really wrote, what you really meant.”

UNICEF Regional Office

“It’s very good at creating an environment... of the need for research, the need to share learning, the importance of learning, why a project isn’t just a matter of implementing those activities, but identifying what is the learning from it.” Donor

1.5 Nutrition Groups

As part of the SUN KM project, a new online platform, 'Nutrition Groups', was established. The idea for it arose from a demand for more online spaces that allow for intensive online sharing and collaboration, and archiving of group activities among people working in the nutrition sector.

The platform was in development over the course of the project's second year (2016-17) although considerable setbacks were experienced due to the well-established Oxford-based web development company INCUNA going into administration. The platform was subsequently launched in 2017 and there was some good early uptake, especially from the SUN Movement Secretariat. However, some design faults meant that the platform was not particularly user-friendly and despite many attempts to improve the functionality of the platform, users found it difficult to navigate. It appeared that it did not ultimately fill a 'need' for users, with feedback suggesting that any new online tools need to be part of existing websites, rather than users needing to familiarise themselves with new ones. ENN therefore reviewed the project both internally and with the funder, and took the decision to cease further work on this platform in 2019 and absorb the lessons from this for future projects. In future, ENN will do more work prior to establishing new platforms, to ensure that they are tailored to identified needs.

1.6 Partnerships

ENN set a target to be active in 12 partnerships by the end of the strategy period. This was exceeded, with 23 partnerships entered into during the strategy period, as illustrated below.

Table 5: ENN partnerships

Partner	Current Status (Active or not Active)
ACF France	Not Active
CORTASAM	Active
Evidence Aid/Cochrane	Not Active
FANTA	Not Active
GNC	Active
IFE Core Group	Active
LSHTM	Active
LSHTM/GOAL/Jimma University/ENN	Active
LSHTM/Save (Adolescent Nutrition interest group meeting and establishment of the group)	Active
MAMI Special Interest Group/MAMI Global Network	Active
MSF	Informal Active
NGO Forum	Active
No Wasted Lives	Active
SUN movement networks – KM meetings and documentation (merged two of these as same partnership)	Informal Active
TA providers under TAN (briefs and IUNS conf panel)	Not Active
UCL/Concern/ACF USA (REFANI)	Not Active
UNICEF Regional Office South Asia (FEX special edition)	Active
UNICEF LACRO (NEX Spanish)	On hold
UNICEF MENA (NEX Arabic)	On hold
Wasting and Stunting Technical Interest Group (WaSt TiG)	Active
WHO (Technical consultation – technical consultation on growth failure of infants < 6 months)	Not Active
WHO (MAMI and Wasting)	Informal Active
WHO (Operational Guidance on breast-feeding)	Active
Total no. of partnerships	23

1.7 Influence in Governance

There have been many discussions over the strategy period about whether ENN should establish a formal advisory group to help guide its strategic direction. ENN does already convene and facilitate numerous groups of highly respected individuals guiding specific workstreams, and therefore obtains rich and regular inputs to ENN's strategic direction from these groups and stakeholders. It has also established specific advisory groups for discrete pieces of work – for example, the wasting prevention Child Health and Nutrition Research Initiative (CHNRI) exercise, the Humanitarian Development Nexus (HDN) work and the WaSt Study. ENN's Board maintains at least one trustee position for an experienced nutritionist, to help 'sense check' new ideas and funding sources as well as discuss potential new opportunities in the sector. For these reasons, ENN has not established a formal over-arching advisory group, as it could not see a clear value add during the period for doing so, although it remains open to considering it in the future, as need arises.

2. Nutrition priorities defined and understood

2.1 Digital website

This indicator originally planned to monitor pages views across the ENN website by tag. However, this has been modified slightly to reflect the most popular website pages across the site, by number of unique page views. This modification arose after finding that the website analysis by tag was not supported by the website.

Table 6: Website page views

Page titles	Total page views
Home ENN	161,439
Search ENN	56,532
Field Exchange ENN	50,110
Nutrition Exchange ENN	48,075
Vacancies ENN	43,794
Resources ENN	32,476
Our Work ENN	21,682
DFID sustainable livelihoods guidance sheets ENN	15,621
Pages ENN	15,477
GOAL's food and voucher assistance programme in Northern Syria ENN	13,674
Media hub ENN	13,544
About us ENN	10,658
SAM (Prevention & treatment of Severe Acute Malnutrition) ENN	10,035
Operational Guidance on Infant Feeding in Emergencies (OG-IFE) version 3.0 ENN	9,552
Integrated Management of Acute Malnutrition (IMAM) scale up: Lessons from Somalia operations ENN	9,282
Outpatient therapeutic programme (OTP): an evaluation of a new SC UK venture in North Darfur, Sudan (2001) ENN	8,800
Supplementary Feeding Programme – Current Guidelines ENN	8,229
Harmonised Training Package (HTP) version 2 ENN	8,156
MUAC measurements for assessing adult malnutrition in emergencies ENN	7,599
Alternative RUTF formulations (Special Supplement 2) ENN	7,431
IYCF (Infant and Young Child Feeding) ENN	7,112

The data show that the most popular pages were the key landing pages on the website, including FEX, NEX and Resources. This is expected visitor behaviour. Secondary to the landing pages, popular pages included training resources and guideline documents. Note that these data exclude visits to en-net.org, which has a unique URL.

ENN is planning to redevelop its website in 2021 in order to improve the user experience and usability, and to explore how it can better leverage the platform towards achieving our strategic impact. This redevelopment will also enable increased reporting ability to review popular pages by tag for more useful analysis.

2.2 Priority issues

Indicator: Frequency with which ENN-defined priority issues occur in wider literature (and flagship publications). ENN regularly identified and reassessed priority issues within the strategic period including Wasting and Stunting, Adolescent Nutrition, MAMI, IFE, HDN etc. This indicator was measured via the citation survey detailed in 3.4.

2.3 Page views publications

Number of page views of publications and articles that ENN has written on defined priority issues.

Table 7: Most popular ENN publications by page views and thematic area during the period of January 2016 – September 2020

Publication	Thematic area	Total no. of page views
C-MAMI Tool, Version 2 (2018)	MAMI	7,052
Exploring multi-sector programming at the sub-national level in Senegal, Nepal and Kenya	MS Programming	1,873
Child wasting and stunting: Time to overcome the separation (2018)	Wasting and Stunting	1,663
Nutrition and Resilience: A Scoping Study	HDN	1,281
Operational Guidance on Infant Feeding in Emergencies (OG-IFE) version 3.0 (Oct 2017)	IFE	1,211
Research priorities on the links between wasting and stunting	Wasting and Stunting	1,043
Multi-sector programmes at the sub-national level: A case study in Homa Bay and Makueni counties in Kenya	MS Programming	1,033
Multi-sector programming at the sub-national level: A case study in the regions of Matam and Kédougou, Senegal	MS Programming	805
Multi-sector programming at the sub-national level: A case study in Kapilvastu and Jumla districts in Nepal	MS Programming	667
Multi-sector programmes at the sub-national level: Implementation of the National Plan of Action for Nutrition 2 – A case study in Sunamgunj and Rangpur, Bangladesh	MS Programming	622
The Current State of Evidence and Thinking on Wasting Prevention	Wasting Prevention	593
Review of methods to detect SAM in infants under 6 months	MAMI	589
A review of methods to detect cases of severely malnourished infants less than 6 months for their admission into therapeutic care	MAMI	589
Humanitarian-development nexus: nutrition programming and policy in Kenya	HDN	557
Synthesis: Multi-sector programmes at the sub-national level: Insights from Ethiopia, Niger and Bangladesh	MS Programming	499
Meeting Report: Management of Acute Malnutrition in Infants under 6 months (MAMI) Interest Group Meeting 2016	MAMI	438

2.4 Survey

In 2018, a user survey was conducted gathering feedback from users on their experience of ENN's main products. The results show that all areas exceeded the set target of 85 percent user satisfaction with the relevance of platforms, with an average of 95.7 percent satisfaction rate across all platforms.

Table 8: Overall percentage satisfaction of relevance from 2018 user survey

Platform	Overall satisfaction of relevance from 2018 user survey
FEX	95%
NEX	99%
En-net	95%
Media Hub	95%

3. Information on how to practically address priority issues available in easily accessible formats

3.1 Publications

Table 9: Total number of publications produced by ENN (2016-2020)

Year	Total no. of publications	Total no. of publications peer reviewed	Cumulative total publications	Cumulative no. of publications peer reviewed
2016	7	2	7	2
2017	9	2	16	4
2018	19	6	35	10
2019	17	5	52	15
2020 (Sept)	16	4	68	19

A target of 25 reports/articles to be published (ten of which to be peer reviewed) was set at the start of this strategy period. As of September 2020, a total of 68 articles and reports have been published, over double the original target. Nineteen of these have been peer reviewed. In general, during this strategy period there was more focus on article and journal development, as a result of ENN's increasing number of partnerships and workstreams.

3.2 Training material

In regard to training material, ENN's target was to produce (either authoring or participating in the development of) two training materials or other capacity development materials or tools during the strategy period. During the strategy period, ENN revisited priorities in this area and discussed needs with its communities of practice, refocusing its efforts on one large training tool rather than multiple, smaller deliverables.

ENN led the development of the [C-MAMI tool \(Version 2\)](#), which was developed in 2018 in partnership with Save the Children and with the inputs and direction of a technical reference group. The C-MAMI tool has been one of the most popular downloads on the ENN website, with 966 downloads of the tool between its launch in 2018 and September 2020. A recently updated review of 63 national and eight international guidelines on wasting treatment found that seven national guidelines now include community-based management of infants under six months of age; an earlier review in 2015 found that none included community-based management options.

As well as the production of the C-MAMI tool (Version 2), ENN's technical staff regularly guest lecture at a number of academic institutions, including the London School of Hygiene and Tropical Medicine (LSHTM), Oxford Brookes University and for the 'nutrition champions' course at the Institute of Development Studies.

3.3 Downloads

The target for this indicator was 1,500 downloads of publications authored or co-authored by ENN. Whilst measuring downloads was not possible, views of pages unique to a publication totalled 28,879 in the period for 66 publications, and it is therefore considered that this indicator has been met and exceeded.

3.4 Citations

The target for this indicator was 200 citations of articles and reports produced by ENN by 2018 and 400 by the end of the strategy period.

As of 2018, 142 citations had been made. However, during the citation survey it was established that the requisite tagging of documents to enable citation tracking had not been activated. This was immediately rectified with ENN's web and IT service providers. In addition, it was established that conducting the citation survey was a considerably larger task than had been anticipated. For this reason, it was decided to repeat the citation survey in 2021 to ensure

data were collected for the whole of the strategy period. An overview for the publications and citations by topic can be found below.

Table 10: Publications and citations by topic

Topic	No of publications	No. publications cited	No. citations
WaSt	6	4	100
MAMI	7	3	21
Cash-based programming (REFANI)	3	2	7
Scale up of acute malnutrition services (CMAM)	4	1	4
IYCF-E	4	1	3
Nutrition coordination	6	2	2
Multi-sectoral programming	4	2	2
Stunting in emergencies	2	1	1
Assessment	2	1	1
Maternal nutrition	1	1	1
HDN	1	0	0
Resilience	1	0	0
Anaemia	1	0	0
General (technical meeting)	1	0	0
WaSt and MAMI (joint meeting)	1	0	0
Adolescent nutrition	2	0	0
Totals	46	18	142

It is reasonable to assume that citations have continued or exceeded on the above reported trajectory for the period of 2014-18 and that this target will have been met.

3.5 Presentations

Presentations from ENN's staff are a key activity for ENN's work, representing and facilitating live networking whilst strengthening dissemination and messaging around priority areas. Presentations also tend to be influential in ensuring that messaging is far reaching and that it reinforces the impact of published work. During the strategy period, the target was to reach a minimum of 2,000 people through presentations by ENN staff. Over double that number have been reached, as shown in Table 11. Data on this indication were only collected from 2017 onwards, and so 2016 data is incomplete. The data for 2020 has been collected until September 2020 only.

A measure of ENN's reach is not only the number of people to whom presentations have been given, but also the positions of influence and importance of the recipients. An example of an influential meeting where ENN gave a presentation is outlined below:

In 2017, ENN participated in and presented at a meeting and workshop of the All Party Parliamentary Group (APPG) on Infant Feeding and Inequalities, hosted at the Houses of Parliament. This was attended by interested Members of Parliament and representations from devolved regional groups involved in emergency preparedness and response in the UK. The aim was two-fold – a) to strengthen planning and procedures on issues on infant feeding that had emerged in the UK in 'emergency response' to regional flooding and to the Grenfell Tower disaster in the UK, and b) in doing so, to expose key decision-makers to the Operational Guidance on IFE that has international weight and relevance; exposure to its application on the domestic front may help increase understanding of its importance internationally.

Table 11: Number of people reached by presentations by ENN staff

Year	No. of people reached by presentations by ENN staff	Cumulative Total (during strategy period)
2016	N/A*	N/A
2017	1,280	1,280
2018	977	2,257
2019	1,215	3,472
2020	1,259	4,731

3.6 E-Library resources

Within the current web system, it was not possible to disaggregate by tag (topic). To overcome this, an overview of page views of all resource library tags was produced. See 1.2 (ENN publications).

3.7 Twitter

The targets for this indicator were to have 7,300 followers on Twitter, 350 posts, 638,700 impressions and 11,400 engagements. ENN had 2,073 followers on Twitter. Graphs showing Twitter posts and impressions can be found below.

Figure 21: Number of Twitter impressions by month

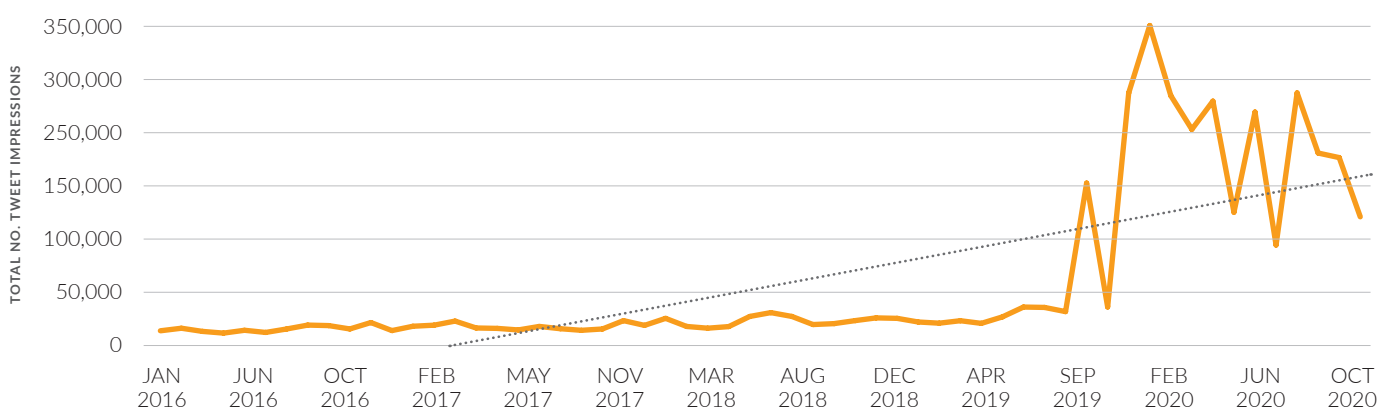
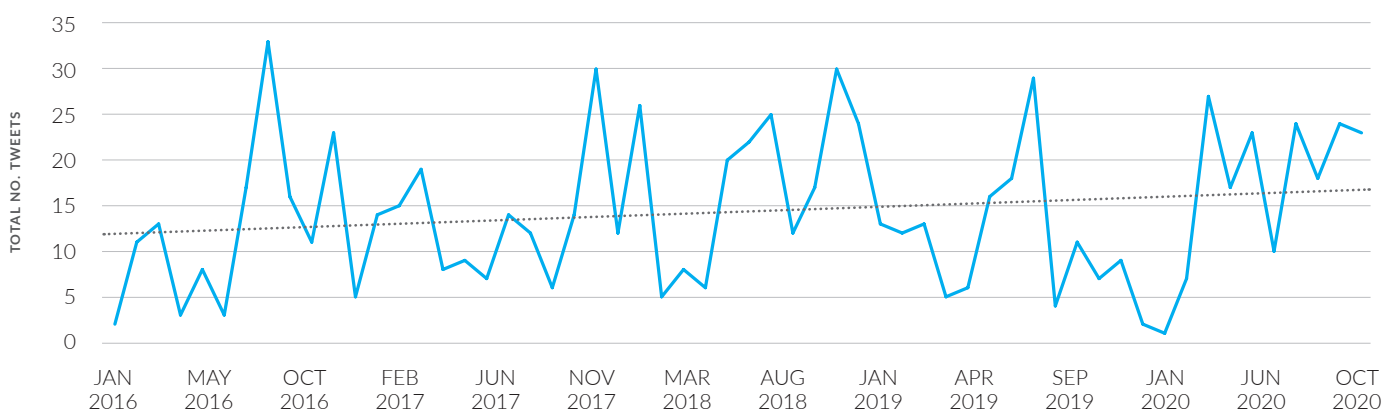


Figure 22: Number of tweets by month



In summary, Twitter usage has increased with additional followers, tweets and tweet impressions, despite limited deliberate interactions/activities on social media during the strategic period. ENN aims to increase focus on social media during the next strategy period with the overhaul of its communications strategy.

3.8 FEX/NEX Surveys

As mentioned in section 2.4, a user survey was conducted in 2018 to elicit feedback from our network on their experience of ENN's main products. The results show that both FEX and NEX exceeded the target of 85 percent user satisfaction with regards to their accessibility.

Table 12: Overall satisfaction in relation to accessibility for FEX and NEX

Publication	Overall percentage satisfaction in relation to accessibility from 2018 user survey
FEX	94%
NEX	97%

User Survey Quotations on FEX and NEX

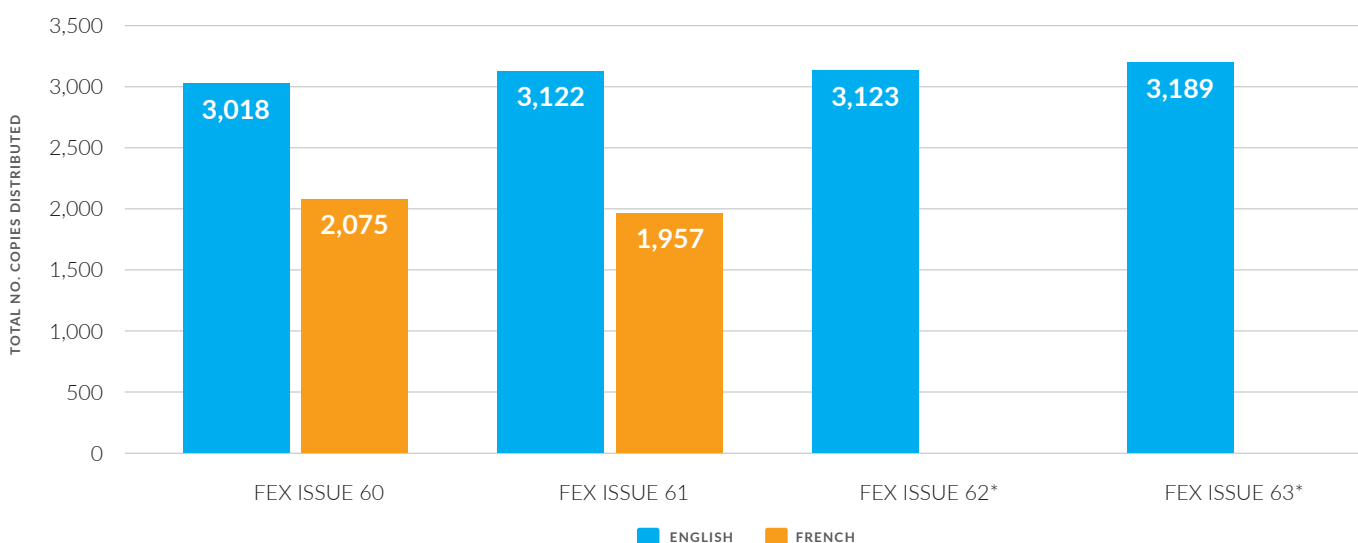
“FEX means that things that would otherwise never get written up do get reported, so when doing reviews, it’s a great source of grey literature.” *Academic*

“The nice thing about FEX is that it doesn’t have the ensconced bureaucracy which requires that something be a very mature idea before you put it out there. The thing is... everyone likes to say that they’re cutting edge but to be on that edge means you’re going to have to fall off sometime. And so that part, I think, is one of its assets.” *Academic*

3.9 FEX / NEX Languages

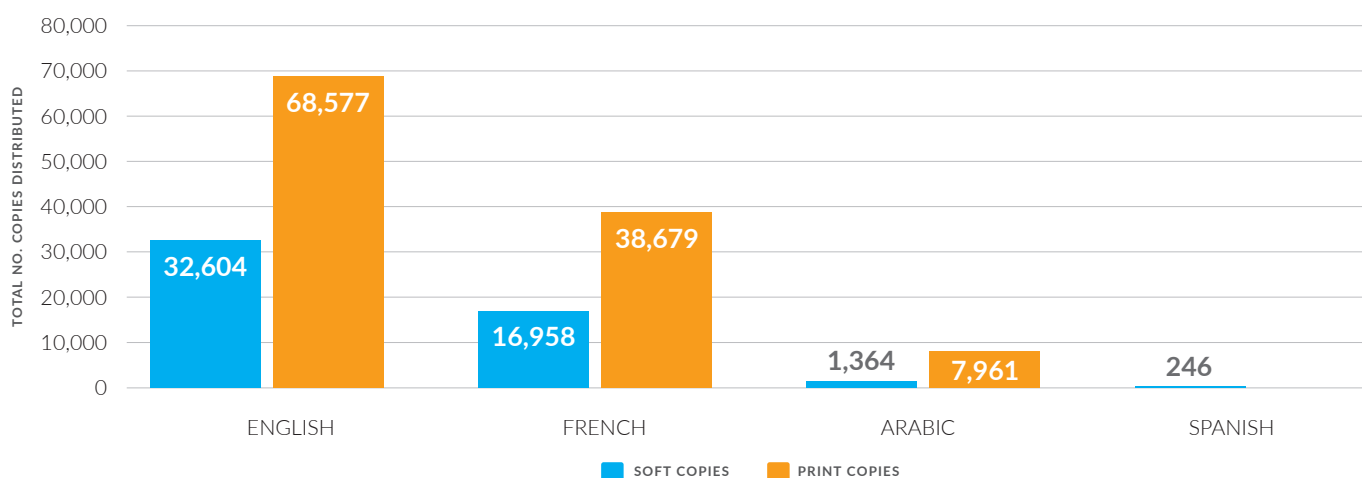
During the strategy period, NEX was distributed in English, French, Arabic and Spanish. The majority of copies were in English, closely followed by French as outlined in Figure 23 below. The translation of Spanish and Arabic was supported by UNICEF Regional Offices (LACRO and MENA, respectively), and ENN hopes to continue this into the next strategy period as NEX evolves.

Figure 23: FEX editions by the language in which they were distributed, 2016-2020



*FEX 62 and 63 had not been translated at the time this report was written

Figure 24: NEX editions by the language in which they were distributed, 2016-2020



From March 2018, the first content in French was produced for FEX. Issue 57 comprised a ‘digest’ edition, whereby a number of articles from the previous year were translated. Uptake of this digest edition was monitored and due to the positive feedback, a selection of field articles and research summaries has been translated into French (online only) for each subsequent edition of FEX. There have been some difficulties in sourcing translators with sufficient technical knowledge, so issue 62 and 63 are still awaiting translation. However, ENN expects the translation for these two issues to be completed and disseminated in early 2021. The success of the French editions has highlighted the importance of ENN focusing not just on translating content but on creating original content in French. ENN has plans to target specific content from francophone countries in 2021 and has increased its internal capacity with one member of our technical team a native French speaker.

3.10 Thematic areas on en-net

In 2015, a target was set for there to be a minimum of three thematic areas in two languages on en-net by the end of 2020. This has been exceeded through the creation of the en-net mirror site in French. All posts in English on en-net are automatically translated, then reviewed by a French translator as soon as possible after being posted. Likewise, posts written in French are automatically translated into English and reviewed by a moderator. This is vital for ensuring that en-net fulfils its purpose of being a prompt, accessible and open resource for field practitioners for operational challenges to which answers are not readily available, in French as well as English speaking countries.

Table 13: Number of thematic areas of en-net in two languages

Year	No. of thematic areas of en-net in 2 languages
2017	15
2018	16
2019	18

3.11 Media Hub

As part of the SUN KM project, ENN set up a new section of its website for a new digital platform. This involved detailed building and designing to enable sharing of blogs, audio and video content. ENN engaged a dedicated digital content producer (DCP) to lead on the production of content for the Media Hub, which meant that content was regularly posted during 2017 to test out the new platform. Uploads from 2018 to 2020 maintained a more steady volume and associated traffic. In 2021, ENN aims to revisit our use of digital content and the media hub platform as part of our broader digital and communications development. Table 14 demonstrates that video content is the most popular. However, it is very expensive to produce.

Figure 25: Total number of uploads to Media Hub (2017-2020)

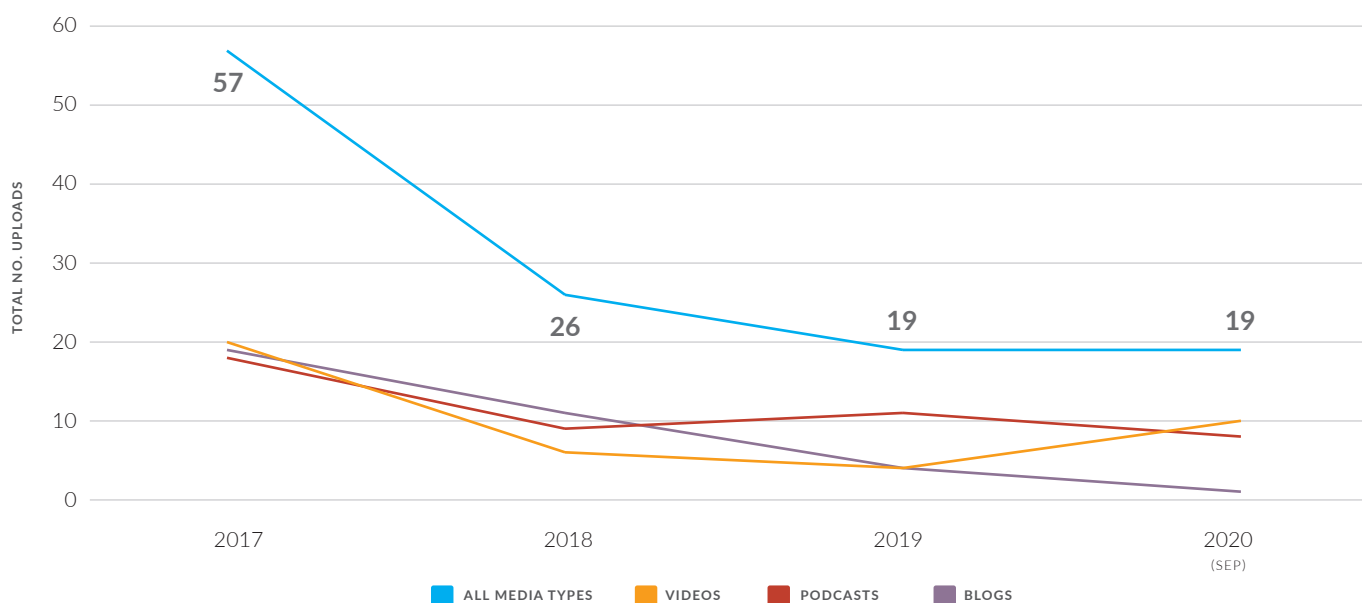


Table 14: Media Hub views by media type (2017- September 2020)

Year	Video	Podcast	Blog	Total
2017	1,128	848	0*	1,976
2018	3,623	2,171	1,936	7,730
2019	2,852	2,695	1,951	7,498
2020 (Sept)	2,126	1,234	976	4,336
Total	9,729	6,948	4,863	21,540

* Data is not available for this period

The user survey of 2018 identified that our network appreciated the move to digital content, although uptake remains low compared to our other products.

User Survey Quotations 2018

“I think it’s a great next step and very much in line with how we access information now.”

UN agency

“Setting aside time to read NEX is quite difficult for a lot of our stakeholders. So sometimes quick, easy solutions are interesting, more readily shareable – people spread it across their networks via social media. That is something we are seeing more and more in member countries.” *SUN Movement Secretariat*

4. Consensus and actions agreed on way forward

4.1 Stories of Change

During the strategy period, the following four Stories of Change were produced. The Story of Change (SoC) methodology is a narrative, qualitative approach to capturing impact pathways of an activity. It provides a framework for exploring key processes, findings, developments and accomplishments through key informant interviews with a range of stakeholders from a retrospective viewpoint. Each SoC resulted in a number of recommendations being made, explored below.

Management of At-risk Mothers and Infants (2016) Story of Change

This SoC had been developed as part of a student dissertation and is not available online. After completion, it was apparent that it did not meet its intended requirement, as it was a broader piece on MAMI and did not specifically address ENN's work or influence. As a result of this experience, the following SoCs were developed separately and with clear guidance, in order to describe ENN's influence in effecting change.

Infant Feeding in Emergencies Operational Guidance (2017) Story of Change

A narrative approach was used to chart ENN's involvement with the OG-IFE (and by default, the IFE Core Group) over nearly two decades, through a series of interviews with key informants from outside the organisation. This SoC charts the growth of the OG-IFE from a small publication, through its rollout and regional training initiatives and adoption as international policy to the latest update ([Version 3.0](#)), a comprehensive overview of current issues affecting IFE. After two decades of work, and with new guidance published, the SoC reflected on the crucial role played by ENN in putting the issue of infant feeding in emergencies on the map and keeping it there, through the facilitation of the IFE Core Group and specific contributions to the development and maintenance of the OG-IFE. The three key recommendations were:

1. Taking stock: there is an opportunity to examine everyone's roles and responsibilities within the IFE Core Group in order to determine direction and process.
2. Funding: how could this be secured on a more permanent basis to fund ongoing work?
3. Succession: a contingency plan is needed in the event that ENN steps down from its current role in the future.

In response to these recommendations, ENN hosted a [meeting](#) of the IFE Core Group which reflected on internal ways of working, the group's objectives, and collaboration and linkages with external entities. This meeting was critical in ensuring the direction and process of the IFE Core Group. ENN has since entered into long-term strategic partnership with donors (including the Eleanor Crook Foundation and OFDA) to ensure that the funding pipeline for IFE is strengthened.

SUN KM (2019) Story of Change

This SoC reviewed ENN's role in providing knowledge management services for the Scaling Up Nutrition (SUN) Movement within the DFID-funded Technical Assistance to Nutrition (TAN) programme from 2015-2020. The key objectives of this review were: to gain an understanding of the added value of ENN's role in SUN KM, to establish the extent to which ENN has injected a critical lens into nutrition within the SUN Movement, to capture key learning and facilitated in-country capacity to document and share learning, as well as to establish the need for the continued involvement of ENN in SUN KM and any potential risks and/or benefits.

It was concluded that despite initial challenges within the terms of ENN's engagement in SUN KM, ENN was able to build strong and productive relationships with partners and add value in the SUN KM space. The added value of ENN has been facilitated by a number of key attributes: ENN's documentation of the realities of programming at grassroots level, and capacity building at country level through direct engagement with country level actors, through sharing of learning, and ENN's existing networks and contacts. The greatest value added was identified to be the bespoke, in-depth SUN KM pieces, i.e. case studies on MSP and SUN platforms in FCAS, as opposed to SUN related articles in FEX and NEX. However, as well as disseminating these at national/global level, a missed opportunity was identified in terms of follow through at country level. For all KM products, this SoC highlighted a need for better dissemination at all levels, with a particular focus on grassroots level, as many regional and global actors reported not being aware of SUN KM products. Another recommendation was that ENN needed to continue to work at strengthening the rigour and validity of its KM products and raising its profile to ensure that work is widely recognised and contributes more extensively to the evidence base on scaling up nutrition at a national level. This SoC established a continued need for ENN in knowledge management for the SUN Movement Road Map 3.0, albeit within a different model of coordinated knowledge management.

Following on from these recommendations, ENN is focused on developing a communications strategy to support the dissemination of its publications and outputs. A communications specialist has been engaged on a consultancy basis to support and advise upon communications and to review how ENN can raise the profile of its work. The communications strategy is expected to be completed in early 2021.

Wasting and Stunting (2019) Story of Change

The Wasting and Stunting (WaSt) project was initiated by ENN in 2014 through the establishment of the WaSt Technical Interest Group (TIG). The project has been through three phases and was entering its fourth phase at the time of the SoC. The SoC reflected on the processes, successes, challenges and lessons learnt from the project to date, and recommendations for the next phase of the project. It concluded that the WaSt TIG was functioning in an engaging, exploratory and task-oriented manner, and that the varied composition of the TIG, the participatory approach and flexibility in levels of engagement, as well as the action and delivery-oriented approach, were viewed as both appropriate and effective. ENN was trusted to be neutral and independent and this was highlighted as a key enabler to the work of the TIG. Furthermore, ENN's facilitation provided effective and efficient momentum. The SoC identified six key achievements from ENN's involvement, including contributions to a solid evidence base for linkages between wasting and stunting, contributions to bridging the divide between the wasting and stunting communities (although this shift may be seen more on the emergency side than on the development side), and the influencing of some institutional policies.

The recommendations for the next phase echoed some of the recommendations of the other SoCs, including ensuring a secure funding pipeline and strengthening the dissemination of outputs at all levels, including country and regional level. In addition, it was recommended that ENN engages further with the organisations represented on the TIG which work directly with governments, to increase the uptake of the project's findings.

4.2 Number major meetings convened, hosted, co-hosted and/or administered by ENN

The target for this indicator was 20 major meetings convened, hosted, co-hosted and/or administered by ENN by the end of 2020 (cumulatively). This has been met with more than 33 meetings. (A major meeting is one which has 15 or more participants and/or for which it is appropriate to conduct a post-meeting participant evaluation.)

Table 15: Number of major meetings convened, co-hosted and/or administered by ENN

Year	No. of major meetings convened, hosted or co-hosted by ENN	Cumulative Total (during strategy period)
2016	4	4
2017	3	7
2018	10	17
2019	6	23
2020 (Sept)	10	33

Challenges presented by the COVID-19 pandemic have resulted in a number of major meetings being delayed, cancelled, rescheduled or changed to virtual events. ENN has hosted numerous successful virtual meetings during 2020 and has invested time and resources into online meeting systems and processes, to ensure a collaborative and accessible environment is facilitated. Where online meetings have replaced planned in-person events, the meeting objectives and outcomes have continued to be achieved, despite the technical challenges that have been presented (as detailed in the feedback scores in Table 16). It is expected that virtual events will continue to be the norm into 2021.

4.3 Percentage of major meetings convened by ENN, for which an evaluation was conducted, in which at least 85 percent of the attendees responding to the meeting evaluation that they are satisfied/extremely satisfied

Meeting satisfaction is systematically collected as part of ENN's annual reporting indicators through completion of a post-meeting evaluation. The target for this indicator was met for every meeting over the strategic period. Of note, it was challenging to ensure that as many attendees as possible were completing the evaluation report post-meeting. In

response to this, ENN embraced new systems and approaches to sending evaluation data depending on the audience. Attendees are notified in advance that we will be seeking feedback on the meeting: in some cases a personalised Survey Monkey link or evaluation form is emailed to attendees directly after or within a day of the meeting completion, otherwise attendees are automatically redirected to the survey once the online meeting has closed. These approaches allow ENN a flexible and adaptive approach to collecting evaluation responses, whilst it remains cognisant of the audience expectations and availability to respond to ENN's requests.

Table 16: Ratings of meeting satisfaction

Year	Meeting Name	Percentage of respondents who were at least 85 percent satisfied with the meeting (where meeting evaluation took place)
2016	MAMI	100%
2017	Adolescent Nutrition	100%
2017	IFE	92%
2018	WaSt	100%
2018	MAMI	100%
2018	MAMI WaSt	100%
2019	MAMI	95%
2019	IFE Core Group	93%
2020	Webinar on WHO Wasting Guidelines	97%

4.4 Number of large international meetings, conferences and workshops in which ENN participates (but has not convened or co-hosted)

During the strategy period, ENN participated in 154 large international meetings, conferences and workshops, exceeding the target set for the period of 100. In 2017 and 2018 there was a considerable increase in the number of meetings attended, partly due to increased capacity (an additional Technical Director was appointed in 2017) and partly due to the SUN KM project, with staff working at regional level and engagement in global and regional nutrition fora. Meetings attended ranged from large international events, such as SUN Global Gatherings and World Breastfeeding conferences, to policy related events, such as the launch of Global Nutrition Reports and Lancet nutrition series, to regional workshops, such as UNICEF convened meetings on the treatment of wasting in West Africa.

In 2020, despite the challenges presented by the COVID-19 pandemic, ENN maintained a high level of engagement and participation though remote attendance of meetings via teleconference and webinar. It is expected that the trend of virtual meetings will extend into 2021.

Table 17: Number of large international meetings, conferences and workshops in which ENN participated between 2016 and September 2020.

Year	No. of meetings	Cumulative no. of meetings (during strategy period)
2016	15	15
2017	41	56
2018	57	113
2019	19	132
2020 (Sep)	22	154

4.5 Number of fora to which ENN makes regular contributions/facilitates

ENN's target was to be active in ten fora (defined as consensus or decision-making groups) during 2020. Table 18 below outlines the groups in which it was active and what its role was in these groups.

Table 18: Fora in which ENN participates

Fora Name	Active or Not Active	ENN's role (co-ordination/ leadership or participatory)
Adolescent technical working group	Active	Co-ordination & Leadership
CALP	Not Active	
CFS OEWG	Active	Participatory
CORTASAM	Active	Participatory
Global Nutrition Cluster	Active	Participatory
GNC-Technical Alliance	Active	Co-leadership
IFE Core Group	Active	Co-ordination & Leadership
MAMI Global Network (formerly MAMI SIG)	Active	Co-ordination & Leadership
Save the Children Research Advisory Group	Inactive	Advisor to research in Bangladesh (now complete)
South Asia Technical Advisory Group	Active	Participatory
Asia sub-working group for wasting	Active	Participatory
SUN Global Gathering	Not Active	Participatory (active when the GGs are happening)
SuSANA	Not Active	
Wasting thematic working group (part of GNC Technical Alliance)	Active	Co-leadership

4.6 Number of normative guidance/standards authored by ENN or in whose development ENN participated

During the strategy period, ENN authored or participated in the development of 26 pieces of guidance or standards. This exceeded the target amount of 22. The target was exceeded due to global and regional disease crises such as Ebola, Zika and COVID-19, where rapid interim guidance was urgently required. ENN continued to be a 'go to' organisation for WHO and UNICEF, especially around issues of breastfeeding and infant and young child feeding guidance.

Table 19: Examples of the normative guidance/standard information produced by ENN

Year	Number of normative guides/ standards produced	Normative guidance/standard information (where information is available)	Cumulative Total (during strategy period)
2016	7	WHO interim guidance on Zika, WHO technical guidance on Zika, WHO guidance for survivors of Ebola virus, WHO guidance on infant feeding and HIV, Save the Children IYCF framework; WHO Zika virus revised guidance; IMCI strategic review to inform IMCI guidance update	7
2017	5	2 x IFE, IFE Ops G, Sphere, WHO Operational guidance on HIV & Infant Feeding in Emergencies	12
2018	4	2 x FANTA CMAM, WHO BFC; Ethiopia CMAM guidance	16
2019	3	WHO BFG; WHO Guidance on counselling breast feeding women; GTAM UNICEF/WV 1 pager;	19
2020	6	OG-IFE Global Report; UNICEF/GNC/GTAM Infant and Young Child Feeding (IYCF) in the context of COVID-19; UNICEF/GTAM/GNC Management of child wasting in the context of COVID-19; GTAM Guidance on Nutrition and COVID-19; CORTASAM (relapse statement); WHO/UNICEF COVID-19 guidance; MAMI statement on COVID-19.	26

5. More effective nutrition policy, programming, and institutional architecture

5.1 ENN referenced in (or has authored) policy documents, or briefs supporting policy documents

See section 3.4 describing the 2018 citation survey. This indicator has been met.

5.2 Evidence of plausible contribution by ENN to changes in policy, programming and/or institutional architecture demonstrated through independently verified stories of change, case examples or other methodologies appropriate for the measurement of the impact of knowledge

See section 4.1 describing the results of the Stories of Change that were conducted.

6. Improved nutrition outcomes for populations at high risk of malnutrition

As reflected in the ENN Theory of Change there were no specific indicators identified to measure against for this outcome. See section 4.1 describing the results of the Stories of Change that were conducted that reference both this outcome and outcome 5, and also the stakeholder interviews in the main report.

Operationalising the strategy

ENN made a number of improvements to internal organisation and effectiveness during the strategy period. In terms of Technical Human Resourcing, the core team of technical members has substantially increased. This now includes three Technical Directors, two Senior Technical Associates, a Nutrition Epidemiologist, along with nine other technical staff, including Senior Nutritionists, Nutritionists and other specialists. ENN has also put in place mechanisms to meet key skill gaps through analysing the use of external consultants and specialists in relation to its internal skills base, and addressing a number of areas to upskill internally, in both technical and non-technical areas.

In terms of Operational Human Resourcing, steps have been taken during the strategy period to restructure and enhance the operations capacity, including a larger project management and support team, and an overall Operations and Finance Director. In terms of governance, ENN has completed a skills audit of the current management board and continues to address gaps that have been identified.

Regarding securing a robust and diverse funding base, ENN has also conducted considerable work on assessing potential foundations and trusts and developed its fundraising plans; work to secure further funding continues. During the strategy period, long-term funding was secured from a range of institutional donors, foundations, UN agencies and INGOs. Accounts show that adequate reserves have been created and are being maintained and projections for the financial year recently ended predict a positive growth in unrestricted reserves.

ENN has also addressed cost efficiency and administration costs, with a residual overhead ratio for the last financial year audited (2019-20) at c.20 percent. Five percent of each new budget is allocated to monitoring and evaluation in line with target, helping to ensure that ENN can continue to meet its strategic objectives, and continue to evaluate and monitor performance in all of their projects.

In 2021, ENN has plans to adopt new, cloud-based systems for Finance and HR, to overhaul the ENN website, and to invest further in communications, marketing and digital transformation. ENN also plans to further explore new funding partnerships with foundations and trusts.

Lessons and Recommendations

In addition to the recommendations relating to monitoring and evaluation outlined at the start of this annex, other possible recommendations to consider for the next strategy period include to:

- Conduct a needs assessment of en-net users (current and potential) and use this information to inform future en-net enhancements.
- Ensure that the planned redevelopment of the ENN website leads to a better user experience and enhances ENN's strategic impact.
- Overhaul ENN's communications strategy including an increased drive on the use of social media and digital content.
- Strengthen the rigour and validity of ENN's publications and raise ENN's profile to ensure that work is more widely recognised, attributed, and contributes more extensively to the evidence base on scaling up nutrition at a national level. Ensure better dissemination of publications at all levels, with particular focus on national and sub-national access and uptake.
- Consider the organisation type of subscribers to ENN's publications, and whether ENN wants to expand the network composition and reach of its publications. Target and grow specific FEX francophone generated content for francophone countries.
- Engage further with the organisations represented on ENN's various working groups that work directly with governments, to increase uptake of project findings, and further impact.
- Reassess the internal skills and resourcing needs to ensure that recruitment, talent management and succession are adequate for future strategic needs.

