

Evaluation of the Emergency Nutrition Network (ENN)

Evaluation Report

Mokoro Limited

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The evaluation team is solely responsible for the opinions expressed in this report and for any errors that remain.

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Executive Summary

Introduction

Background

S1. This is the report of an independent evaluation of the Emergency Nutrition Network (ENN), undertaken by a team from Mokoro Limited.

S2. The Emergency Nutrition Network (ENN), was set up in 1996 to improve practice and record important lessons experienced in the emergency food and nutrition sectors. ENN produced a publication, Field Exchange (FEX), to act as a forum that would help to fill this gap in knowledge sharing. From its early years ENN was also engaged in supporting interagency collaboration to develop guidance and training for infant feeding in emergencies, a strand of work that still continues. It has since taken up other related themes, and it now also publishes Nutrition Exchange (NEX) and runs an on-line forum (en-net) to support practitioners in emergency nutrition. ENN undertakes reviews and research linked to current nutrition themes, and facilitates various meetings and collaborations.

S3. Originally established in Dublin, ENN moved to the UK where it was registered as a charitable company in 2006. All formal authority within ENN resides with the six Trustees who form its board of directors – four non-executive directors and two executive directors. In practice, ENN has four designated technical directors who make key decisions, both operationally, and on ENN's overall strategy. There has been continuity in ENN's personnel; one of ENN's executive directors is a founder, and the other has worked with ENN since 2001. ENN has operated with a light management structure, supported by a small office in Oxford to meet basic administrative needs. ENN has avoided taking on full-time staff, and so is able to adjust salaries and fees to the ebb and flow of the work it is commissioned to do.

Methodology

S4. The evaluation of ENN was specified as a performance evaluation, balancing a summative assessment of ENN performance over the past 5 years (2010–2015) with formative conclusions to influence ENN strategy and programme design for the coming period. The evaluation included a review of currently available planning and programming documents and also took account of ENN's earlier history.

S5. Evaluation questions addressed ENN's strategy and performance over the past five years, as well as ENN as an organisation. The main evaluation questions were:

EQ1 What was the quality of ENN's strategy for 2010–2015?

EQ2 How effective was ENN's strategy? What results has ENN achieved?

EQ3 How efficient has ENN been in achieving results? Are its results value for money?

EQ4 What external and internal factors account for ENN's results (or lack of results)?

EQ5 How sustainable is ENN?

EQ6 What are the key lessons that should inform ENN's future strategy?

S6. The evaluation was limited in resources and duration, and drew as much as possible on secondary materials. These included user surveys for FEX, NEX and en-net, as well as a citation survey, which were all undertaken by ENN in 2015, as well as ENN corporate documents. The team drew on wider material from the nutrition sector, and supplemented the secondary material with systematic interviews; interviewees included ENN principals, staff and associates, ENN clients and other collaborators, and observers of the nutrition sector. The evaluation team adopted a participatory approach and, as a part of this evaluation, facilitated a self-assessment by ENN of its organisational effectiveness.

Quality of ENN's Strategy

S7. ENN's first formal strategy was prepared for the period 2010–2015. Following a mid-term review, a revised strategy document was adopted for the period 2013–2015. The strategies have served as guidance rather than a rigid work plan.

S8. The basic messages of the two strategy documents are very similar but the revised strategy focuses more on ENN's activities than on the outcomes and impacts they are intended to achieve. It also crystallises a significant broadening of ENN's focus, beyond emergencies, to include situations where there is an ongoing high burden of undernutrition. ENN's Strategic Objectives (SOs) are formulated as follows:

Strategic Objective 1

To support the identification, dissemination and application of positive developments in nutrition related practice in different contexts through publication, networks and forums.

Strategic Objective 2

To identify, instigate, implement, publish and disseminate high quality operations research and technical and systems reviews on emerging topics, to help strengthen the evidence base for policy making, resource allocation and programming.

Strategic Objective 3

To facilitate inter-agency cooperation, discussion and agreement on key technical areas.

Strategic Objective 4

To continue to engage in global leadership and stewardship related meetings, fora and reviews.

S9. The strategies have enabled ENN to step back from the detail of routine work and consider ENN's overall strategic direction and have also been useful in explaining ENN to other stakeholders. Both versions of the strategy are clearly in line with ENN's underlying purpose and principles.

S10. The evaluation suggests various ways in which future strategies could be strengthened. It would be beneficial to show a strategic orientation towards the needs of the poorest and most vulnerable more explicitly and also to spell out the gender orientations and principles of ENN's work. Neither strategy includes a funding strategy or sets any financial targets. Budget projections are an important dimension of internal planning and there would be value in publicising ENN's financial planning principles. Further, neither strategy details a theory of change to explain how (and under what assumptions) ENN activities will help lead to desired improvements. Finally, although the revised strategy highlights a commitment to monitoring and evaluation, and both documents include many specific targets, no overall results framework is offered.

ENN's performance 2010-2015

Financial performance

S11. There are wide fluctuations in ENN's annual income – averaging about £0.8m but ranging from a high of £1.12m in 2011/12 to a low of £0.5m in 2013/14. ENN is also heavily dependent on a few donors: more than half of all income over the period was from one donor (OFDA), while the top 3 donors accounted for 84%, and the top 6 donors for 96% of ENN's income. There are similar annual fluctuations in ENN's total expenditure, which are largely personnel costs. Patterns of expenditure and time allocation reflect the structure of ENN's work, where the regular publications (corresponding to SO1) are a fairly stable platform for the rest of ENN's work, and occupy a substantial proportion of staff time. The volume of other work (SOs 2–4) fluctuates much more, with corresponding fluctuations in engagement of associate consultants.

Performance against SO1 – FEX, NEX and en-net

S12. Field Exchange (FEX) continues to be central to ENN's work. ENN's targets for FEX during the evaluation period were to expand distribution, targeting print distribution to readers with poor online access, while also expanding online content and making it easier to search and share. These objectives have been broadly met. User surveys in 2012 and 2015 found high levels of satisfaction, and interviews and documentary evidence also show that FEX continues to be held in high regard. FEX is particularly appreciated as a bridge between fieldwork and peer-reviewed academic publications. There are good reasons to believe FEX has wider effects in terms of influence on thinking and practice, including that interviewees who teach emergency nutrition all reported using ENN materials as teaching resources and that FEX has served as a forum for influential debates, and has helped to disseminate what has become accepted as good practice.

S13. Nutrition Exchange (NEX) was launched as an annual publication in 2011, with French and Arabic as well as English editions; it aims to be more accessible than FEX to national staff. Again, user responses are very positive. Readers believe it has

an effect not only on their personal performance but also on the organisations they work for. ENN helps contributors to both FEX and NEX to develop initial ideas into publishable articles. This capacity-development aspect is especially important for NEX which aims to increase contributions from country-level staff.

S14. En-net was initiated in 2009, but most of its development has been during the evaluation period. It is focused on the same community as NEX and FEX, but has the distinctive aim of providing real time advice to practitioners in the field, drawing on both experts and fellow field workers. The evaluation's assessment is strongly positive. The service has been easy to access and well moderated, striking a good balance between peer exchange of experiences and expert advice consistent with appropriate normative guidance. High usage rates are an indication of the value attached to the service. It has also proved nimble and adaptable (as illustrated by its role in helping to develop nutrition guidelines for persons affected by Ebola).

Performance against SO2–SO4

S15. The boundaries between SO2–SO4 are fluid; all are linked to gaps and issues arising out of work under SO1 (as well as reflecting the focal interests and expertise of ENN's technical directors). ENN has shown impressive consistency in following through some key topics over long periods. For example:

- Infant feeding in emergencies (IFE) has been a continuing theme for ENN. This has involved convening technical groups of subject experts and seeking to develop consensus on research priorities and on emerging good practice.
- ENN has also made a substantial contribution to the development of community management of acute malnutrition (CMAM) as an accepted approach. FEX was a vehicle for early discussions of CMAM approaches; ENN's initial stance was to seek adequate evidence before advocating widespread adoption of CMAM. Having contributed to the aggregation of such evidence, ENN brokered a seminal conference on CMAM; this took place in Addis Ababa and was distinctive in putting governments at the centre of the discussion; the conference was preceded by the collaborative assembly of country-level evidence, and proved remarkably effective in spreading acceptance of CMAM as a credible approach.

S16. ENN has also demonstrated willingness and ability to open up new issues and to make important connections where thinking has tended to be too siloed or insufficiently attentive to evidence. ENN's questioning of assumptions/evidence around supplementary feeding programmes was a valuable contribution that preceded this evaluation period but which continues to resonate; more recently work on wasting and stunting and the nutritional effects of cash programmes, shows a similar ability to pursue important technical issues that may cut across traditional boundaries.

S17. External interviewees' assessments of ENN's work were predominantly very positive. Most interviewees saw ENN as living up to its aspirations of facilitating experience-sharing and promoting evidence-based improvements in the practice of emergency nutrition. Interviewees highlighted the contribution of ENN to making available high quality evidence-based reviews and research on key and emerging questions on nutrition in emergencies, and also their ability to bring field practice to a wider audience of practitioners.

S18. There were also some criticisms: some interviewees felt that ENN has not yet gone far enough in ensuring that southern voices are reflected in the discourse it facilitates; some observers felt that ENN's advocacy for improved international nutrition architecture should be handled more sensitively in order to avoid antagonising key players and perhaps jeopardising ENN's ability to play an honest broker role on technical issues; several 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 its continuing core role.

S19. The evaluation's overall assessment is that ENN's body of work in the past five years has been very impressive – both relevant and effective. ENN's work draws on and reinforces the network relationships that began around FEX; in the process ENN (and/or its TDs) have developed strong reputations for the quality of their work, and ability to operate as honest brokers and facilitators; the fact that ENN is not an operational agency (and not unduly beholden to any particular agency) makes such a role easier.

ENN's Value for Money

S20. Assessing "value for money" requires as much attention to the value side of the equation as to analysing costs. Precise measurement of ENN benefits is not practical, as ENN's influence is diffuse and long-term, but the evaluation has found that ENN's work is highly relevant to the improvement of emergency nutrition and that ENN frequently has made a significant difference. The evaluation's value for money analysis therefore focused more narrowly on whether ENN is appropriately set up to manage funds well and minimise the costs of what it does (without sacrificing quality).

S21. ENN's business model allows it to expand services with the use of external consultants and associates without increasing significantly its overheads. A review of salaries in 2009 indicated that the organisation was competitive within the NGO sector (since when there have only been inflation-linked adjustments), and a regular internal review of consultant rates and comparisons with partners and other NGOs in the field allows ENN to control consultant costs. ENN also leverages pro bono inputs from the nutrition community: thus most articles for FEX and NEX are produced free of charge by contributors and there are substantial pro bono inputs also into en-net. ENN has in place the basic financial, budgeting and risk management systems

that would be expected for an NGO of its size and has strengthened its accounting and financial systems during the evaluation period.

S22. ENN does not charge individual users for its core knowledge products, as these are public goods, and charging would especially reduce uptake amongst national practitioners. For FEX, the average cost over the 5 year period when calculated per hard copy produced is £11.27 and £6.45 when calculated per hard and soft copy distributed. For NEX, average unit costs over the five-year period are £9.62 calculated per hard copy distributed, and £6.43 for hard and soft copies. Both FEX and NEX have achieved significant economies of scale over their lifetime as distribution has climbed. Annual costs for running en-net averaged £21,148 for the period to 2014/15, which is very modest considering the forum's high profile and effectiveness. The most obvious way to increase ENN's value for money is to (continue to) increase the uptake of its products.

Key influences on ENN performance

S23. ENN's longevity is an indication of adaptability to the continual changes in the international institutional framework for nutrition and advances in the understanding of malnutrition and its treatment, as well as the significant changes in the aid climate. ENN has used its contacts in the field to stay current with nutrition issues and institutional developments. An important part of ENN's adaptation since 2010 has been a broadening of its focus beyond humanitarian contexts.

S24. ENN has adopted an approach that has become more strategic rather than reactive. In parallel there has been an evolution in the organisation's governance and management towards a more formal and professional approach and its administration has been strengthened. ENN's governance arrangements have worked well, with non-executive trustees bringing valuable auxiliary perspectives and providing useful advice and oversight. However, there was no rotation of trustees during the evaluation period, and formal provisions for the involvement of wider stakeholders in ENN's governance have not been activated. M&E has suffered from the fragmented nature of ENN's formal reporting requirements to donors but ENN recognises that further development of M&E is required.

Sustainability

S25. ENN has already demonstrated durability over nearly two decades, and, at the time of the evaluation, prospects for its future work programme were encouraging. ENN's track record and its business model demonstrate both strengths and potential weaknesses from the perspective of future sustainability. A light and informal administrative model becomes less appropriate as ENN's activities become more complex and funders' accountability requirements become more onerous. ENN remains highly dependent on its individual TDs, and on their personal relationships with each other and with ENN's partners and funders. ENN should consider ways of reducing the potential vulnerability that this dependence implies.

S26. Despite efforts to strengthen fund-raising, ENN is increasingly dependent on a small number of donors. This makes ENN more vulnerable to the withdrawal of any one major funder.

Lessons and Recommendations

Assessment

S27. ENN's original idea of providing a forum for sharing field experiences and linking this to related advocacy and learning has proved to have enduring value. During the evaluation period, ENN's core products have been extended to include Nutrition Exchange and en-net, which have consolidated ENN's ability to support nutritionists in the field and promote experience-sharing and the dissemination of evidence-based good practice. ENN has strengthened its professional core from two to four technical directors and has broadened its focus beyond an exclusive concern with emergency contexts. Nevertheless there has been strong continuity in its purpose and modus operandi. ENN's effectiveness depends on the quality of its flagship products and its other work, on the relationships and contacts built up over many years, and on its reputation for neutrality and integrity. Its "social capital" needs careful maintenance.

Recommendations

S28. ENN's first priority should be to maintain and strengthen what it already does well. Field Exchange, en-net and Nutrition Exchange are valuable in themselves but also the essential platform for all of ENN's work. As well as maintaining their quality, there is scope to expand the network of users, with particular attention to reaching more non-international and non-anglophone users.

S29. The 2016–2020 strategy should be strengthened by: including an explicit theory of change, showing how ENN intends to influence nutrition policy and practice and how ENN's various products and activities aim to complement each other in achieving such influence; linking the theory of change to an overall M&E framework which includes appropriate indicators of influence in addition to activity and output indicators; underpinning the strategy with explicit budget and staffing scenarios (including recruitment and staff development plans); including plans for strengthening ENN governance and management; and explicitly stating ENN's gender and equity commitments.

S30. ENN should recruit an operations manager to head its administration, supervise ENN's other administrative staff, and take a major role in fundraising, relationship management and M&E.

S31. ENN can also seek to be as strategic in fundraising as possible by actively seeking to regain recurrent (unrestricted) funding; seeking (more) longer term strategic funding, seeking to tap development as well as emergency funding sources; seeking coordinated strategic relationships with major donors; and seeking to use its

own overall M&E framework as the common basis for reporting to, and dialogue with, donors.

S32. ENN should aim in the medium term to adapt and strengthen its governance so as to make it more durable and less dependent on the present set of individuals. An early priority should be to seek new trustees so that the principle of rotation can be put into practice. ENN should also consider ways of activating provisions in the existing company regulations that would allow more stakeholders to be involved in ENN's governance.

1. Introduction

1. This is the report of an independent evaluation of the Emergency Nutrition Network (ENN), commissioned by ENN and undertaken by a team from Mokoro Limited. Neither Mokoro nor individual team members have had any previous relationship with ENN that could constitute a conflict of interest.

2. This report responds to the Terms of Reference (TOR) at Annex A. The evaluation focuses on the period from 2010–2015, but takes account of ENN's earlier history and is intended to inform ENN's future strategy as well as assessing past performance.

3. The main users of the evaluation will be ENN's principals, but it will also be of interest to ENN's partners and funders. With this in mind, the evaluators were required to deliver an evaluation that meets the appropriate standards of the USAID evaluation policy (USAID 2011) and also to address value for money (VFM) dimensions taking account of DFID perspectives on VFM (see DFID 2015).

4. An informal Inception Report was used to develop methodology as well as assembling and taking stock of available data; it was discussed with ENN's technical directors (TDs) in a workshop session and in several follow-up sessions with the TDs individually and jointly. The evaluation methodology is summarised in Annex B. The evaluators adapted the questions posed in the TOR to develop an evaluation matrix built on the main evaluation questions (EQs) and sub-questions shown in Table B1 in Annex B; the chapters of this report broadly follow the sequence of the main EQs.

5. The evaluation was limited in duration and in funding, and therefore was designed to draw as much as possible on secondary material, including user surveys of ENN's main knowledge products undertaken by ENN. The evaluators were given full access to ENN corporate documents via a shared drop-box, and supplemented their documentary and data review with systematic interviews. As well as interviewing almost all ENN's currently employed staff and consultants, the evaluation team sought to interview principal funders and a selection of other participants in ENN's activities (see the list of interviewees in Annex C). The evaluators were given access to all the documents and data they requested, and ENN has not sought any undue influence over this report's findings and conclusions.

2. An overview of ENN¹

Origins and objectives

6. The Emergency Nutrition Network (ENN) was born as one of the reactions to lessons drawn from humanitarian responses to emergencies in the mid-1990s. There were concerns that various actors failed to communicate well enough with each other and that important lessons of experience were not being recorded or remembered. The idea of a publication to act as a forum that would help to fill this gap led to *Field Exchange* (FEX, www.ennonline.net/fex), which was initially financed by the Irish Government and other agencies; about three editions a year have been published since 1997 – the second issue of 2015 will be the 50th. From its early years ENN was also engaged in supporting interagency collaboration to develop guidance and training for infant feeding in emergencies, a strand of work which still continues. It has since taken up other related themes, and it now also publishes *Nutrition Exchange* (NEX, www.ennonline.net/nex) and runs an on-line forum (en-net, www.en-net.org) to support practitioners in emergency nutrition. Alongside its three flagship products (FEX, NEX and en-net), ENN undertakes reviews and research linked to current nutrition themes, and facilitates various meetings and collaborations.

7. Its most recent strategy document (for 2013–2015) indicates that ENN is now not exclusively concerned with emergency contexts:

The ENN's purpose is to strengthen the evidence regarding effective nutrition interventions and to use this evidence to inform policy and programming. The contexts of greatest concern are those prone to crisis or those that have persistently high levels of undernutrition. (ENN 2013b)

ENN governance and administration²

8. ENN worked first as a self-financing activity within Trinity College Dublin; in 2001 it was incorporated as a not-for-profit company in Ireland; it later moved to the UK, where, in 2006, it was registered as a charitable company. Formally, all authority within the company resides with the six Trustees who form its board of directors – four non-executive directors and two executive directors. In practice, however ENN has four designated technical directors (including the two executive directors), and these four technical directors (TDs) function as a partnership, jointly consulting on key operational decisions and on ENN's overall strategy.

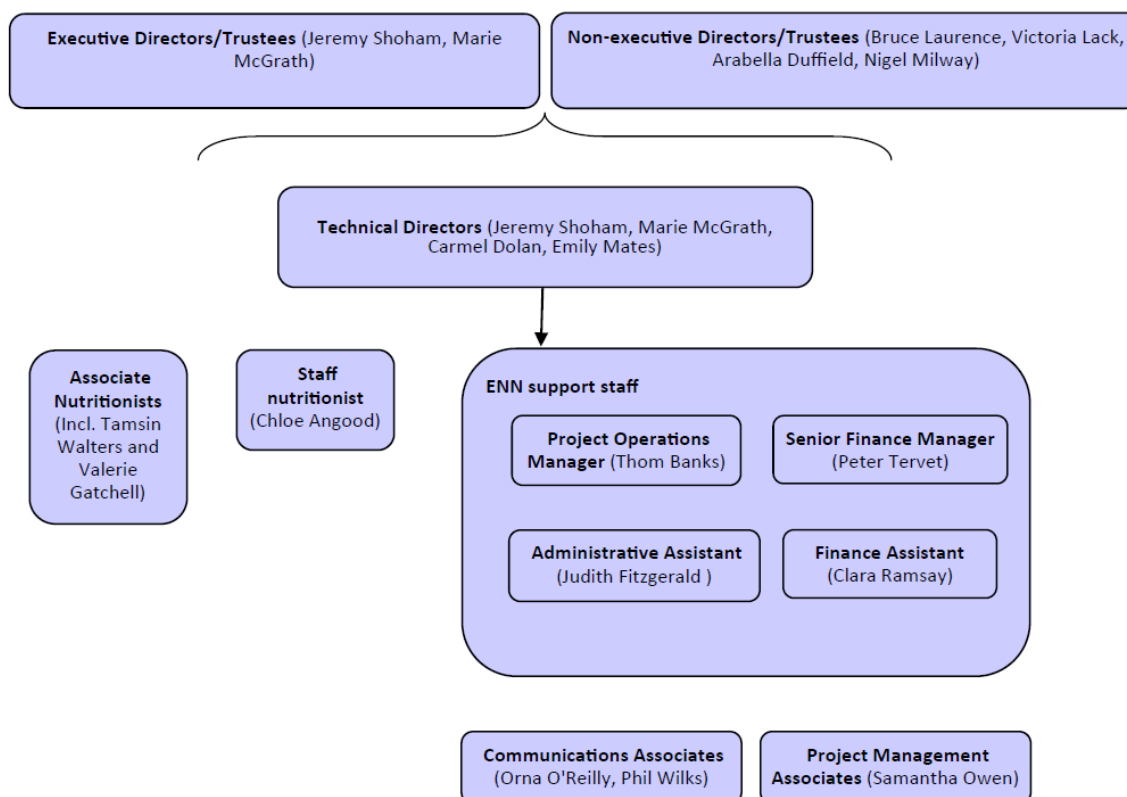
9. ENN operates with a flat administrative structure. It runs a small administrative office in Oxford (see Figure 1 below) but its TDs and the associate consultants it hires for specific roles or assignments mainly work from home. There

¹ This chapter is supported by the chronology at Annex D and the organisational profile at Annex E.

² For more detail see Annex E.

is no overall chief executive; each ENN project is overseen by a designated TD, and the TD who lives in Oxford provides oversight for the office. The ENN office and TDs are currently engaged in the range of project and knowledge management activities shown in Annex E, Figure E2). TDs, staff and associate consultants are mostly on flexible contracts, so that their paid hours adjust to fit the work available.

Figure 1 Schematic Organisation Chart for ENN



Source: Evaluation Team

Observations

10. ENN has several striking features:

- a) **Continuity** is reflected in its personnel and in its activities. Thus one of the two Executive Directors was a founder, and the other has worked with ENN since 2001; the same trustees have served for almost a decade; the flagship *Field Exchange* has reached 50 issues, and – as will be apparent in the rest of the report – ENN has remained engaged over long periods in some key thematic areas, while also taking up some significant new topics.
- b) **Light management structure:** ENN has operated with a light management structure, supported by a small office to meet basic administrative needs.

- c) **Flexible business model:** ENN has avoided taking on full-time staff, and so is able to adjust salaries and fees to the ebb and flow of the work it is commissioned to do.³
- d) **Formal vs. informal governance:** the formal core of ENN is the charitable company in which its legal personality resides; as we have noted, all formal authority is vested in ENN's Trustees/Company Directors, but in practice all four TDs have a substantial say in the company. ENN's Memorandum and Articles of Association provide for individuals and/or organisations to become (non-voting) members of the network, but this provision has never been activated, and to the extent that ENN operates as a wider network this is entirely informal.⁴ This has not prevented numerous organisations and individuals from maintaining long-term relationships with ENN.

³ See analysis in Annex F.

⁴ "There is no formal membership, rather all individuals and agencies that engage with the ENN are considered part of the network." (from ENN strategy 2010–2015). This contrasts, for example, with the governance of ALNAP (the Active Learning Network for Accountability and Performance in Humanitarian Action) where different constituencies (donor organisations, UN agencies, independent academic organisations and experts, the Red Cross/Red Crescent movement, NGOs and the private sector) are represented on a Steering Committee, and ALNAP is financed through subscriptions.

3. ENN's Strategy

Origins and status of the strategy

11. ENN's first formal strategy (ENN 2010) was prepared for the period 2010–2015. Previously the main statement of ENN objectives was the very broad statement in ENN's Memorandum of Association⁵ and the only formal planning documents were the various (and numerous) project proposals and reports prepared for specific donors. Preparing the strategy was expected to be useful both as internal guidance for ENN and externally (as one TD put it: "we realised it was perhaps not obvious to people what the ENN was about", and the 2010–2015 strategy described itself as "an overview of the ENN's priority activities to secure support – technical, collaborative and financial – for the coming 5 years").

12. Following a mid-term review, a revised strategy document (ENN 2013b) was adopted for the period 2013–2015; its preparation coincided with strategic three-year funding from Irish Aid, most previous funding having been heavily projectised. Both strategy documents were primarily prepared by the TDs in consultation with the non-executive trustees and the ENN mentors. The strategy revision drew, inter alia, on a stakeholder survey (ENN 2013a).

13. The strategies have served as guidance rather than a rigid work plan. There was scope to take up activities not specified in the strategy, and some expected activities were not carried forward, either for lack of funding or because of a change in priorities. Neither strategy document included any financial information or targets, nor a specific monitoring framework.

Overview of ENN's strategy

14. The main strategic messages of the two documents are compared in Box 1 below. The basic messages are very similar, but there are some differences in formulation. Thus:

- a) The objectives in the original strategy are pitched at the level of outcomes or impacts of ENN's work (e.g. "improve learning", "close knowledge gaps", "increase capacity"), whereas the "Strategic Objectives" in the revised strategy are descriptions of ENN activities ("support", "identify", "facilitate", "engage") but do not specify precisely what these activities are expected to lead to.

⁵ The Memorandum of Association describes "the objects for which the Charity is established" as:

- a) to advance education in best implementation and management practice among agencies operating in the food and nutrition sector in humanitarian and global emergency situations;
- b) to further charitable purposes which relieve or combat malnutrition, hunger, disease, sickness, poverty or distress anywhere throughout the world.

Box 1 High-level comparison of ENN strategies for 2010–2015 and 2013–2015

2010–2015 Strategy

Strategic focus and priorities for 2010-2015	Aim	Objectives
The 2008 Lancet Nutrition Series and reviews of the humanitarian reform process identified gaps in the emergency nutrition sector including lack of resources and capacity at local and national level, a weak evidence base for certain types of operational practice and a lack of stewardship within the nutrition sector. The ENN vision is to contribute towards filling these gaps through expanding and strengthening existing activities and through implementing new projects.	Increase the capacity of national, regional and international practitioners to respond to the food and nutrition related needs of vulnerable and emergency affected populations.	<ol style="list-style-type: none"> 1. Improve learning in the sector, targeting practitioners involved in emergency response, policy makers and donors. 2. Close knowledge and practice gaps in the sector through a focus on evidenced based operational research. 3. Increase the capacity of national and regional level actors through the active promotion and development of strategic partnerships. 4. Contribute to improvements in leadership/stewardship through advocacy, partnerships and support for key agencies and institutions at international level.

2013–2015 Strategy update

Our Purpose and Objectives	[Focus and what guides work]	Objectives
The ENN's purpose is to strengthen the evidence regarding effective nutrition interventions and to use this evidence to inform policy and programming. The greatest concern are those prone to crisis or those that have persistently high levels of undernutrition. Four strategic objectives underpin ENN's purpose:	<p>The ENN enables nutrition networking and learning to build the evidence base for nutrition programming.</p> <p>Our focus is communities in crisis and where undernutrition is a chronic problem.</p> <p>Our work is guided by what practitioners need to work effectively.</p> <ul style="list-style-type: none"> • We capture and exchange experiences of practitioners through our publications and online forum • We undertake research and reviews where evidence is weak • We broker technical discussion where agreement is lacking • We support global level leadership and stewardship in nutrition 	<p>Strategic Objective 1: To support the identification, dissemination and application of positive developments in nutrition related practice in different contexts through publication, networks and forums</p> <p>Strategic Objective 2: To identify, instigate, implement, publish and disseminate high quality operations research and technical and systems reviews on emerging topics, to help strengthen the evidence base for policy making, resource allocation and programming</p> <p>Strategic Objective 3 To facilitate inter-agency cooperation, discussion and agreement on key technical areas</p> <p>Strategic Objective 4 To continue to engage in global leadership and stewardship related meetings, fora and reviews</p>

- b) The "aim" of the original strategy is to "increase the capacity of national, regional and international actors" but capacity is not explicitly mentioned in the equivalent revised statements.
- c) The 2013–2015 document, under the heading "ENN's evolution", notes a significant broadening of ENN's focus:

As reflected in the name, 'emergency' has been and remains a critical entry point and focus for ENN activities. However, the scope of ENN's work has evolved to include a broader context for programming. Today, ENN's focus remains on those countries that are crisis prone but also includes situations where there is an on-going high burden of undernutrition. The ENN remains focused on nutrition and food security, but through an understanding of their multi-sectoral dimensions. Thus, nutrition-sensitive programming and experiences and research from enabling sectors such as social protection, agriculture, health and water, sanitation and hygiene are increasingly reflected in the ENN's publications.

15. The evaluation systematically reviewed performance against the various specific targets incorporated in the strategies, using the organising framework of the four Strategic Objectives (SOs) as formulated in the 2013–2015 document (see Table H1 in Annex H), and this forms the background to the assessment of results in Chapter 4.

Quality of the strategy⁶

16. The evaluation team's main observations on ENN's strategy are as follows:
- a) It was clearly a useful exercise to prepare (and to revise). It enabled TDs and their close advisors (trustees, mentors) to step back from the detail of routine work and consider ENN's overall strategic direction. Similarly, the resulting strategy documents are useful in explaining ENN to other stakeholders.
 - b) Both versions of the strategy are clearly in line with ENN's underlying purpose and principles, as reflected in its memorandum of association and, more generally, in its established body of work and ways of working. They are also consistent with international humanitarian standards.
 - c) ENN does not deliver humanitarian services directly, but indirectly aims to raise the quality of services provided. A strategic orientation towards the needs of the poorest and most vulnerable is therefore implicit, but ENN could consider drawing the connection more explicitly in future strategies.
 - d) Neither strategy document makes any specific mention of gender. Clearly the interests of women and infants permeate ENN's work, but, again, it would do no harm in future strategies briefly to spell out the gender orientations and principles of ENN's work.

⁶ This section addresses EQ1 (see Table B1) "What was the quality of ENN's strategy for 2010–2015?"

- e) The strategy documents take account of evolving international architecture for nutrition, with much of ENN's work (especially under SO2 and SO3) closely linked to the mandates and performance of particular bodies such as the Global Nutrition Cluster (GNC), while ENN also engages with emerging architecture such as the SUN movement. The revised strategy's acknowledgement that ENN's focus is not exclusively on emergencies is appropriate, but, as this report discusses later, it raises issues about ENN's future strategic priorities.
- f) Both documents mention ENN's range of funders, but neither includes a funding strategy or sets any financial targets. ENN may not choose to publish detailed financial projections, but budget projections are an important dimension of internal planning and there would be value in publicising ENN's financial planning principles (for example concerning the reasons why ENN does not charge for its publications, or seek advertising revenue,⁷ while seeking to ensure value for money in what it does). We return to ENN's funding strategy in Chapter 7.
- g) The strategies draw connections between ENN's strands of work (e.g. noting that Field Exchange work helps to highlight gaps in knowledge that influence the agenda for research and reviews) but they do not flesh out a theory of change to explain how (and under what assumptions) ENN activities will help lead to desired improvements.⁸ Equally, although the revised strategy highlights a commitment to monitoring and evaluation, and both documents include many specific targets (see Annex H), no overall results framework is offered.

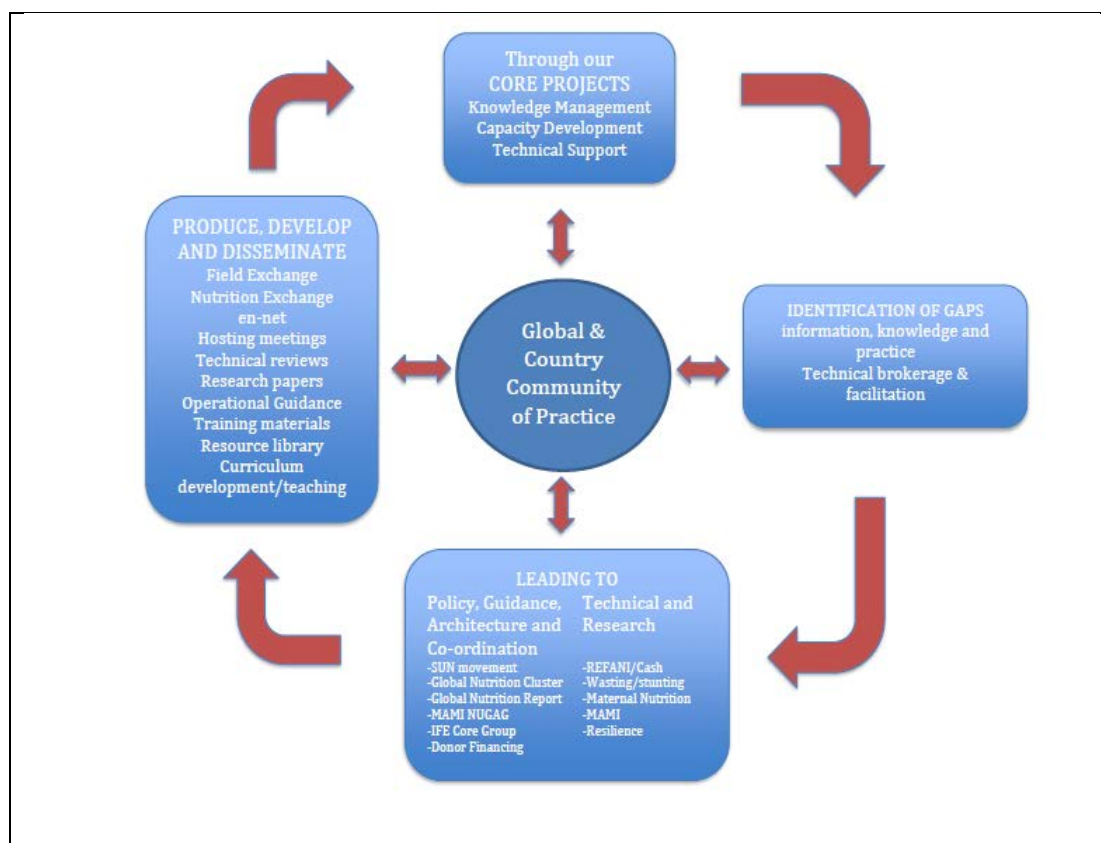
Embryonic theory of change for ENN

17. Although ENN's strategy documents do not include an explicit theory of change. Figure 2 below, recently prepared within ENN, conceptualises the cyclical nature of ENN's work and the links between its different elements.

⁷ ENN has a policy paper on private funding (ENN 2008) which describes some basic principles of its financing strategy.

⁸ Although, as noted in ¶14, the revised strategy is more tightly formulated in terms of the actions ENN will directly undertake.

Figure 2 ENN Strategy



Source: ENN 10 May 2015

4. ENN's performance 2010–2015⁹

Approach

18. This chapter assesses ENN's results over the evaluation period. It draws on Annex H, which provides a detailed review of results against the four ENN SOs. Even without developing a full theory of change, it is useful to recognise the hierarchy of potential ENN results as depicted in Table 1 below; the final column notes the types of evidence to be sought by this evaluation at each level of the results hierarchy.

Table 1 ENN Results Hierarchy

Logical framework level	What ENN does	Expected results	Comment (evaluability)
Inputs	finance, expertise (of ENN principals and wider networks)	facilitates the activities planned in ENN strategy, which lead to...	ENN financing and ENN employment of staff and consultants are directly observable; also considerable pro bono inputs (e.g. writing articles for publications, participating in ENN forums etc)
Activities	research, analysis, networking and facilitation, advocacy, preparing publications, web site	... production and dissemination of direct ENN outputs (which may catalyse improved research, coordination etc)	direct outputs are observable and can be assessed for quality, timeliness, volume; can also observe uptake and usage of various outputs;
Outputs	FEX, NEX, en-net research and review papers technical guidance (paper and electronic) meetings and workshops	outputs are used by practitioners and make a difference to practice (or stimulate further relevant research etc)	
Outcomes	provides access to improved knowledge; facilitates debate, improved coordination and policy-making;	knowledge is used, competence of nutrition practitioners is strengthened and policy and practice for (emergency) nutrition improves	difficult to verify (especially in a light evaluation); relevant evidence includes user feedback; expert perceptions; "case stories" of influence
Impact	... contributes to improved nutritional status of target populations		not possible to trace ENN impact directly, because the causal chain is too long, and impacts are the result of many contributions

19. Successive sections of this chapter: (a) review financial performance, including the allocation of ENN resources across SOs; (b) review the publications (FEX, NEX and en-net) that are the core of ENN's work and correspond to SO1; (c) review performance against

⁹ This chapter mainly addresses EQ2: "How effective was ENN's Strategy? What results has ENN achieved?"

ENN's other SOs; (d) provide a concluding assessment. We adopt a sampling approach, especially to the review of SOs 2–4, seeking case studies and stories that shed light on the effectiveness of ENN's work. At the same time we pay special attention to risks or concerns that were raised in interviews or from other sources.

Financial performance¹⁰

20. Income and expenditure data shed light on ENN's business model and on the distribution of resources across activities and objectives. Issues of financial management and value for money are taken up in Chapter 5 and fundraising strategy is discussed in Chapter 7.

Income and expenditure

21. Table 2 and Table 3 below summarise ENN income and expenditure from 2010–2015. Key points on the income side:

- Wide fluctuations in annual income – averaging about £0.8m but ranging from a high of £1.12m in 2011/12 to a low of £0.5m in 2013/14.
- Heavy dependence on a few donors: more than half of all income over the period was from one donor (OFDA), while the top 3 donors accounted for 84%, and the top 6 donors for 96% of ENN's income.

22. On the expenditure side, there are similar annual fluctuations in total expenditure. Table 4 below shows that the fluctuations mainly affect ENN expenditures on associated consultants rather than its direct salary bill.

Table 2 Income by principal funders 2010/11–2014/15

Principal funders	income (GBP) year ended January...					Total 2010-15	% 2010-15
	2011	2012	2013	2014	2015 ¹¹		
CIDA / DFATD	1,044	87,325	114,985	19,303	18,000	240,657	6%
DFID	9,342	127,922	-	-	-	137,264	3%
Irish Aid	30,153	174,163	97,163	126,465	186,000	613,944	15%
OFDA	344,613	539,910	650,260	255,572	502,320	2,292,675	54%
UNHCR	138,436	234,856	190,864	48,348	4,000	616,504	15%
UNICEF	134,310	7,217	-	-	-	141,527	3%
Others	52,523	18,195	38,197	55,204	6,000	170,119	4%
Total income	710,421	1,189,588	1,091,469	504,892	716,320	4,212,690	

Source: ENN annual accounts from 2010 to 2013/14 and trustees' report Nov 2014.

¹⁰ This section draws on Annex F.

¹¹ Sourced from Trustees meeting of May 2014 – based on preliminary accounts for 2014/2015.

Table 3 ENN Annual Expenditures 2010/11–2014/15

ENN Expenditures	Expenditure in GBP, year to January...					Total 2010/11– 2014/15	% of total
	2011	2012	2013	2014	2015		
- Charitable activities	728,403	1,180,166	992,624	518,175	599,468	4,018,836	98%
<i>restricted</i>	<i>727,949</i>	<i>1,121,613</i>	<i>1,010,461</i>	<i>454,357</i>	<i>534,217</i>	<i>3,848,597</i>	<i>94%</i>
<i>unrestricted</i>	<i>454</i>	<i>58,553</i>	<i>- 17,837</i>	<i>63,818</i>	<i>65,251</i>	<i>170,239</i>	<i>4%</i>
- Foreign exchange loss	18,821	23,645	41,659	-19,762	n/a	n/a	
- Governance costs	4,658	5,640	7,280	6,000	n/a	n/a	
Total expenditure	751,882	1,209,451	1,041,563	504,413	599,468	4,106,777	100%

Source: Extracted from ENN accounts, and data for 2010, 2011 and 2015 supplied by ENN directly.

23. Not surprisingly, ENN expenditures are dominated by personnel costs (Table 4 below), where wages and salaries relate to ENN core staff,¹² and consultancy fees to associates. Total wages and salaries grew each year of the review period, and at £293k in 2014/15 were 55% higher than in 2010/11 (£189k), while consultancy fees ranged from a high of almost £600k in 2011/12 to only about £120k in 2013/14.

Table 4 Summarised ENN annual expenditure by category 2010–2015

	2010/11	2011/12	2012/13	2013/14	2014/15	Avg %
Wages and salaries	188,942	221,792	233,248	273,960	-	26.2%
Consultancy fees	410,060	598,153	528,912	119,511	-	47.2%
Travelling and accommodation	54,819	213,506	99,544	26,669	-	11.2%
Production and printing	24,028	47,378	55,673	30,064	-	4.5%
Postage and Stationery	17,240	22,497	11,277	10,135	-	1.7%
Profit/loss on exchange	18,821	23,645	41,659	- 19,762	-	1.8%
Other	37,972	82,480	71,250	63,838	-	7.3%
	751,882	1,209,451	1,041,563	504,415	599,467	

Source: ENN annual audited accounts; data for 2104/15 provided by ENN, but full breakdown of expenditure by category for 2014/15 not available until audited accounts for 2014/15 are available.

Distribution of resources across SOs

24. Annex F includes details of ENN's programme expenditure over the evaluation period, with programmes classified according to the strategic objectives they most directly support. Table 5 below summarises expenditures by SO.

¹² I.e. the four TDs plus the staff nutritionist and administrative staff shown in Figure 1 above. The "associate consultant" category includes some with long-term roles, such as the moderator of en-net and the editor of NEX.

Table 5 Total programme expenditure by Strategic Objective, 2010/11–2014/15

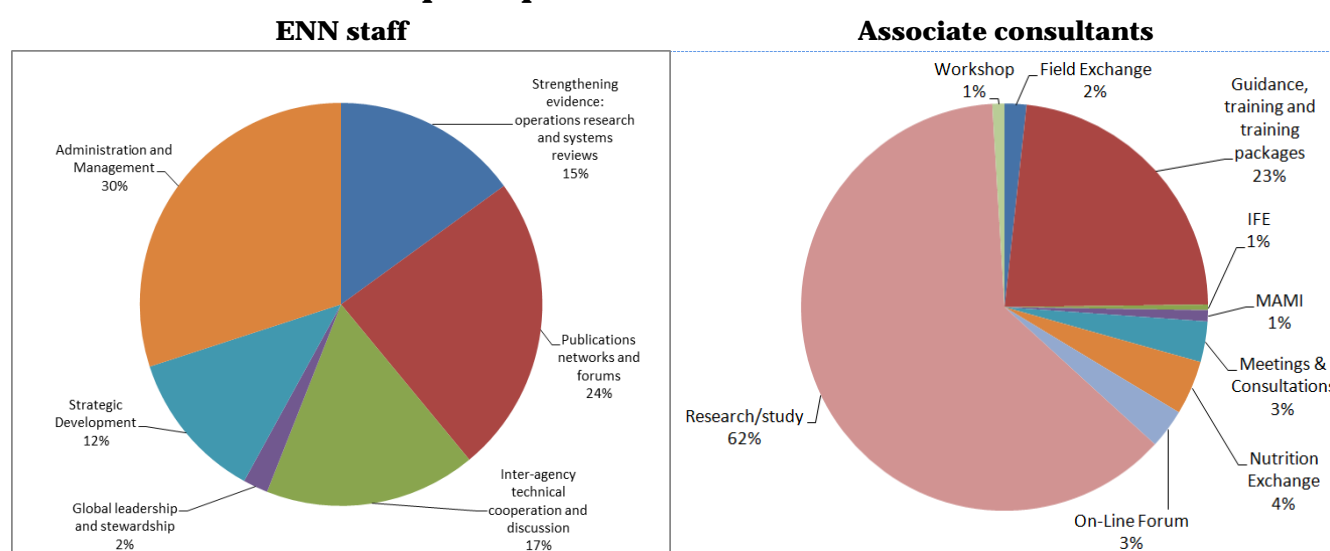
	£	%
SO1 – publications, networks and forums	836,553	20.4%
SO2 – strengthen evidence base	1,390,267	33.9%
SO3 – facilitate inter-agency cooperation	1,328,410	32.3%
SO4 – global leadership and stewardship	284,178	6.9%
cross-cutting	267,369	6.5%
Total	4,106,777	100.0%

Source: Table F8 (Annex F)

Notes: Where a 2nd SO is shown in Table F8, it is assumed to account for 40% of programme expenditure. "

25. Another angle on the distribution of ENN resources across Strategic Objectives comes from analysis of ENN's timesheets – see Figure 3 below. Apart from administration and management, the largest share of staff time (24%) was on "publications, networks and forums" (SO1), with 15% for "strengthening evidence" (SO2), 17% for "inter-agency technical cooperation and discussion" (SO3) and 2% for "global leadership and stewardship" (SO4). By contrast, the three flagship elements of SO1 (FEX, NEX and en-net) take only a combined 9% of associate consultant time, which is dominated by "research/study" (62%) and "guidance, training and training packages" (23%).

Figure 3 Distribution of time across Strategic Objectives/ principal activities 2010–2015



Source: ENN invoice and timesheet data 2010–2015

26. These patterns of expenditure and time allocation reflect the structure of ENN's work, where the regular publications (corresponding to SO1) are a fairly stable platform for the rest of ENN's work, and occupy a substantial proportion of staff time. The volume of other work

(SOs 2-4) fluctuates much more, with corresponding fluctuations in engagement of associate consultants.

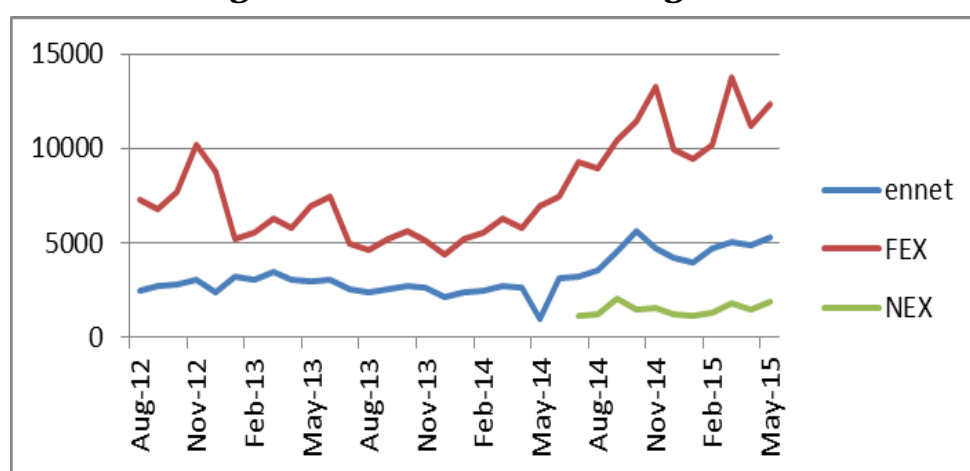
Performance against SO1 – FEX, NEX and en-net

Overview and sources of evidence

27. FEX, NEX and en-net are described in the TOR as ENN's three core projects. Principal sources of evidence have been ENN's production records, the products themselves, user surveys conducted by ENN, and a citation survey (summarised at Annex K). For en-net, the nutritionist member of the evaluation team made an assessment, which appears as Annex I.

28. The ENN website is an organic link between the core projects; in 2014 it was upgraded to strengthen the service it provides and increase coherence among ENN's offerings. Website data (explored in Annex J) shed light on usage of ENN projects: e.g. Figure 4 below illustrates the increase in usage that followed the website upgrade, as well as the shares of traffic for the three main knowledge products.

Figure 4 ENN website usage 2012–2015



Source: Google analytics (see Annex J)

Field Exchange

29. Field Exchange (FEX) continues to be the centre-piece of ENN's work. Apart from its intrinsic merits, it serves as the focal point of ENN's informal community of practice. ENN's targets for FEX during the evaluation period were to expand distribution, targeting print distribution to readers with poor online access, while also expanding online content and making it easier to search and share, while continuing to produce special editions.

30. These objectives have been broadly met –see Table 6 below for distribution figures. Special editions covered Ethiopia in 2011, CMAM scale-up (linked to the CMAM conference in Ethiopia) in 2012, urban issues in 2013, and the Syrian emergency in 2014.

Table 6 Field Exchange distribution

	2010/11	2011/12	2012/13	2013/14	2014/15
Field Exchange - no. of recipients of print copies (per issue)	3,500	3,845	4,132	4,082	4,035 ¹³
Field Exchange - no of countries	120	131	131	131	131
Electronic downloads of FEX	3,957	4,647	4,987	8,000	n/a ¹⁴
Access of individual articles via website	14,811	12,300	12,300	11,500	72,227 ¹⁵

31. User surveys in 2012 and 2015 found high levels of satisfaction (see Box 2 below) and FEX continues to be held in high regard – interviews and documentary evidence reinforce the user surveys on this. An important indicator of this is contributors' willingness to write for FEX. (ENN provides considerable editorial support to FEX authors, often helping to develop a full article from an embryonic idea or powerpoint; the capacity development aspect of this approach is even more salient as regards NEX, discussed below.)

Box 2 FEX and NEX user surveys

User surveys were conducted for FEX in 2009, 2012 and 2015. Although there were significant absolute numbers of respondents in each case, the response rates were small in proportion to the numbers of copies. Slight differences in approach limit the comparability of the surveys (the two more recent studies were electronic surveys, but in 2009 telephone interviews were undertaken with separate groups of "academics/ researchers" and "practitioners". In all cases the surveys reached a mix of long-term and more recent readers. There is strong consistency in findings across the surveys, with high rates of satisfaction with FEX, which is valued for its field orientation and the links between field experience and research. (The links are valued both ways, with researchers as well as practitioners valuing first-hand reports from the field, and field workers valuing the summaries of recent research findings.) There is a strong sense that FEX is unique and of continuing value, and a residual attachment to receiving hard copies even amongst readers with good internet connections.

User surveys for NEX were conducted in 2013 and 2015. The surveys were conducted in English and responses were dominated by anglophone readers. In the 2015 survey, respondents reported that they primarily use Nutrition Exchange for personal learning (68% of 140 respondents who answered this question), to keep up to date with news (54%) and research (46%), and to understand how other agencies are dealing with challenges or programming in specific contexts (32%). Respondents reported that Nutrition Exchange has an impact on their organisation or work in the following ways, in order of priority: information awareness and knowledge, applied evidence to their field of practice, networking and collaboration with others and influenced strategy and policy. Other ways cited include improved management of programmes, research ideas, advocacy and capacity building of staff and partners.

¹³ Small fall related to spring-cleaning database, removing old/duplicates. ENN have aimed on FEX to make the online content more user-friendly and accessible to increase the attraction of this, and with a view to economising on print where possible. So have not aimed to increase print content overall in recent years.

¹⁴ Analytical data now combines FEX downloads with article downloads.

¹⁵ Google analytics provided to allow closer more consistent look at data figures. Note that to July 2014, FEX data on www.fex.ennonline.net. Since then is available at www.ennonline.net/fex due to change in website.

Nutrition Exchange

32. Nutrition Exchange (NEX)¹⁶ was launched in 2011 with funding from Irish Aid, subsequently joined by funding from OFDA and DFATD. It is an annual publication which aimed to reach a different audience (a) by being more accessible to national staff (working for governments as well as NGOs) and (b) by being available in French and Arabic as well as English.¹⁷ NEX expansion is noted in Table 7 below; recent efforts to expand non-English circulation by engaging "stringers" to tap into the French and Arabic nutrition networks have identified many more potential readers, not yet reflected in the circulation figures shown.

Table 7 Nutrition Exchange Distribution

	2010/11	2011/12	2012/13	2013/14	2014/15
Number of countries		5	10	21	87
Hard copies distributed		1,635	4,000	9,674	14,233
Languages and number of hard copies distributed in each.					
- English		1,051	2,900	5,843	7,797
- French		493	800	2,409	3,037
- Arabic		91	400	1,422	2,076
Total		1,635	4,100	9,674	12,910
Electronic distribution		870	2,393	4,010	4,757

33. User responses are very positive (see Box 2 above). An emphasised objective of NEX is to help contributors develop ideas into articles; this is a time-consuming process but appears very much appreciated by the authors (evidence from e-mails and interviews); this direct engagement with the audience is even more important for NEX than FEX. The 2013–2015 strategy aimed to increase contributions from country level staff over the three-year period; there are 12 such articles in the 2014 edition and 9 in the 2015 edition.

Effectiveness of FEX and NEX

34. FEX is very widely known in the emergency nutrition community. It continues to maintain high production standards. It is appreciated as a bridge between field work and peer reviewed academic publications (this works both ways: research findings can be reported more informally and more rapidly in FEX; and it can provide briefings for practitioners on recent peer-reviewed academic work). It is not difficult to demonstrate that it is valued – this is evident from user surveys, and from the fact that its readers also contribute much of its material.

35. It is intrinsically more difficult to demonstrate (and impossible to quantify) its wider effects in terms of influence on thinking and practice. However there are good reasons to

¹⁶ Originally called "Field Exchange Digest".

¹⁷ Spanish was also considered, but it was judged that there was already relatively more material being provided in Spanish than in French or Arabic.

believe that these are significant and positive. Thus, addition to the user surveys already cited:

- a) Interviewees who teach emergency nutrition all reported using ENN materials as teaching resources (especially FEX and en-net).
- b) ENN commissioned a citations survey in parallel with this evaluation; the summary of its findings is reproduced at Annex K. The assessment team have not found a 'gold standard' for citations of products from an information service, and do not have access to the total number of articles published on emergency nutrition and related areas. It is therefore difficult to conclude whether the level of citations is high, average or low against the number of articles published by ENN. However, it is clear from the compiled data that a wide range of academics, students and fellow practitioners have access to and are using information produced by ENN in published articles, in a variety of fields. We note also that the survey results are likely to be conservative, since they drew only on free-to-access databases and did not search grey literature. (A citation survey linked to the 2009 evaluation of FEX also found evidence of widespread use of FEX and other ENN material.)
- c) FEX has served as a forum for influential debates, and has helped to disseminate what has become accepted as good practice (CMAM and IFE are cases in point). The lasting value of some of its material is illustrated by the fact that some of the most downloaded articles are from several years back (see Annex J).
- d) It provides a challenge function (the Syria special edition is a good example, and its coverage of the Haiti emergency was also often mentioned in interviews); in this it is part of a wider process of influence, linked to ENN's other work. Linked to this, ENN contributed a panel on accountability to the forthcoming edition of the Global Nutrition Report (GNR).
- e) It has no precise competitors: its peer-to-peer approach is unique; it is therefore less likely that its value is diluted by duplication.

36. NEX is pitched at a different level, but again the user survey Box 2 above, indicates that readers who use it for personal learning believe it has an effect not only on their personal performance but also on the organisations they work for. In addition, national practitioners have valued the assistance they receive in preparing articles for NEX and regard this as an effective and appropriate form of capacity building.

en-net

37. En-net was initiated in 2009, but most of its development has been during the evaluation period. It was funded from 2011–2015 by OFDA, with Irish Aid and DFATD subsequently acting as main funders. It is focused on the same community as NEX and FEX, but has the distinctive aim of providing real time advice to practitioners in the field.

38. See Table 8 below for basic performance data, and Annex I for this evaluation's extended qualitative assessment of the service (which also takes account of the en-net user survey conducted by ENN).

39. This evaluation's assessment is strongly positive. The service has been easy to access and well moderated, striking a good balance between peer exchange of experiences and expert advice consistent with appropriate normative guidance. High usage rates are an indication of the value attached to the service. It has also proved nimble and adaptable (with its role in discussing and helping to develop nutrition guidelines for persons affected by Ebola as a showcase for this role).

Table 8 Basic en-net performance data

	2010/11	2011/12	2012/13	2013/14	2014/15
- number of discussion areas	8	8	14	14	15
- number of visits to en-net	n/a	22,549	32,681	33,453	43,429
- number of unique visits to en-net	14,811	14,097	20,850	21,567	29,675
- no of people signed up to receiving en-net updates	n/a	n/a	800	900	1,503
- Number of countries with visitors accessing en-net	170	181	186	186	199
- visitors from top 4 user countries:					
USA	18%	15%	18%	18%	16%
UK	21%	14%	12%	13%	11%
Kenya	8%	8%	6%	6%	6%
India	4%	6%	5%	5%	5%
Ethiopia	2%	4%	4%	5%	4%

Summary on core products

40. From the beginning FEX has been the cornerstone of ENN. During the evaluation period it has been usefully augmented by en-net and by NEX. There is strong complementarity among the three, which has been enhanced by the improvements to the ENN website. These core products are the glue that hold the ENN network together (cf. Figure 2 above) and provide the starting point for activities under SO2–SO4, considered next. A value-for-money perspective is provided in Chapter 5.

Performance against SO2–SO4

Overview and sources of evidence

41. The boundaries between SO2–SO4 are fluid; all are linked to gaps and issues arising out of work under SO1 (as well as reflecting the focal interests and expertise of ENN's TDs: to quote one of them: "ENN capture experience, but use it in a targeted way, for advocacy and to effect and monitor change"). The themes for ENN activity often stretch over many years during which reviews/research (SO2, but prompted by gaps becoming apparent through SO1) may lead on to activities under SO3 and SO4 (inter-agency cooperation and global leadership and stewardship); so ENN's value added needs to be seen in a longitudinal perspective.

42. The large number of expenditure items against various SOs (Table F8 in Annex F) reflects the happenstance of funding more than the logic of the programmes; this makes ENN's portfolio look more fragmented than it is. Annex H systematically reports activities and performance against the various objectives and targets listed under SO2–4; in the present chapter we highlight some of the main features of ENN's work that emerge from the

detailed review. We note that ENN often deliberately works in the background (seeking credit for influence is not always the best way to be influential).

Highlights of ENN's strategic work

43. Infant feeding in emergencies (IFE) has been a continuing theme for ENN.¹⁸ It embraced early participation in, and continuing support to, the GNC. During 2010–2015, ENN continued earlier work to synthesise research and guidance on the feeding of infants under six months during emergencies. Typically of ENN work, this has involved convening technical groups of subject experts and seeking to develop consensus on research priorities and on emerging good practice. It has been closely linked to a developing stream of work on maternal nutrition in emergencies.

44. ENN is currently undertaking a knowledge management (KM) assignment for the GNC, which relates to 5-6 cluster contexts (emergency levels 3 and below) in Asia, Africa and Eastern Europe with active capturing and synthesising of the key learning from these diverse contexts (what has gone well and where are the main gaps?). The main issues arising will be presented and discussed at the GNC annual meeting in October 2015. ENN will support the Country Cluster Coordinators to present the KM-focused case studies, and will also look to publish the summaries in FEX.

45. ENN has facilitated work towards technical consensus on aspects of nutrition. Work on MUAC vs. weight for height indicators illustrated ENN's potential strengths, as it involved preparing a technical paper and working with a disparate group of technical experts to achieve a high degree of consensus guidance to be issued. Working with EC ECHO, ENN also prepared a technical paper and convened a technical meeting on maternal nutrition in emergencies.

46. ENN has made a substantial contribution to the development of CMAM as an accepted approach. FEX was a vehicle for early discussions of CMAM approaches; ENN's initial stance was to seek adequate evidence before advocating widespread adoption of CMAM. Having contributed to the aggregation of such evidence, ENN brokered a seminal conference on CMAM; this took place in Addis Ababa and was distinctive in putting governments at the centre of the discussion; the conference was preceded by the collaborative assembly of country-level evidence, and proved remarkably effective in spreading acceptance of CMAM as a credible approach (as demonstrated in a follow-up study by ENN which showed, for example that the basic ideas had been taken up in India and other countries).¹⁹

47. In addition to the CMAM work, a review of 82 supplementary feeding programmes was conducted by ENN and SC-UK in 2006 resulting in a Humanitarian Policy Network

¹⁸ Illustrating the fluidity of strategic boundaries, this work was (in effect) reported under SO2 up to 2013, and under SO4 thereafter.

¹⁹ The CMAM conference was a significant moment in the dissemination of SUN, with the SUN coordinator sharing the platform, and a number of the participating countries linking their subsequent engagement with SUN to this event.

Paper in 2008 (Navarro-Colorado et al 2008). This work challenged the efficacy of targeted supplementary feeding programmes and recommended exploration of other approaches to both prevent and treat moderate acute malnutrition, discussing the practice of blanket supplementary feeding and cash transfers and possible alternatives. Much of the thinking undertaken in this review has now passed into best practice in terms of infant feeding in humanitarian disasters. The review of supplementary feeding formed a background to field research in Niger and Chad during 2012–2012 on the prevention and treatment of MAM in children under 5; in turn this stimulated ENN's ongoing participation in the DFID-funded REFANI (Research on Food Assistance for Nutritional Impact) consortium, where ENN is undertaking field work in Pakistan on the nutritional effectiveness of cash modalities.

48. In 2014, ENN convened a Technical Meeting on Nutrition held in Oxford. This attracted strong technical participation (though there was very little success for efforts to finance southern participants) and sought to link discussions of emergency nutrition with broader issues linked to nutrition-sensitive programming and the interactions of wasting and stunting. The latter is the subject of a major ENN review paper, which seeks to understand whether and how wasting and stunting are linked; it questions the assumption that wasting and stunting are separate phenomena and can be pigeonholed under emergency and development nutrition categories respectively (Khara & Dolan 2014).

49. The work on wasting and stunting is one outgrowth of ENN's interest in CMAM, which led to a review of donor financing arrangements (ENN 2013c), and hence to a concern about compartmentalised approaches to funding nutrition interventions.

ENN strengths and weaknesses

50. External interviewees' assessments of ENN's work were predominantly very positive. Most interviewees saw ENN as living up to its aspirations of facilitating experience-sharing and promoting evidence-based improvements in the practice of emergency nutrition. Interviewees highlighted the contribution of ENN to:

- a) Making available high quality evidence based reviews and research on key and emerging questions on nutrition in emergencies. The reviews and research are based on analysis of the real issues raised from the field and are therefore both current and forward looking.
- b) Managing sensitively the difficult task of bringing field practice to a wider audience of practitioners. Managing nutrition intervention in emergencies is both a science and an art, where adaptation and invention are key to the survival of malnourished people. Presenting this struggle in a clear and analytical way is one of the strengths of the ENN products.
- c) Providing a space for exchanging information and learning. ENN occupies a unique space for the facilitation of dialogue and real-time exchange of information and experience. The addition of the flexible and cost effective en-net has enhanced this aspect of the ENN work.

51. However some reservations were also expressed:
- a) There is some feeling that ENN has not yet done enough to ensure southern voices are adequately reflected in the discourse it facilitates. (Although this has been a clear ENN objective, reflected, for example, in the CMAM conference, in the introduction of NEX and in largely frustrated efforts to facilitate southern participation in the TMN.)
 - b) The quality of ENN's reviews and its desk-based research is highly praised, but a number of interviewees considered that ENN's lack of field presence puts it at a significant disadvantage compared to some other organisations when it comes to conducting field research. (ENN itself acknowledges that managing such research and participating in research consortia can stretch its management and technical resources.)
 - c) There are mixed feelings about ENN's convening role (relating in particular to the 2014 Technical Meeting on Nutrition). While the TMN was generally assessed as worthwhile, some participants felt that such meetings should be convened by agencies with a more obvious mandate (probably UNICEF), while recognising that it was nevertheless useful for ENN to have taken the initiative in the absence of clearer leadership elsewhere.
 - d) Linked to this, some observers felt that ENN's advocacy for improved international nutrition architecture should be handled more sensitively in order to avoid antagonising key players and perhaps jeopardising ENN's ability to play an honest broker role on technical issues.
 - e) Several 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; ENN is a small organisation dependent on a few key people, and any expansion of its scope therefore needs to be very carefully managed.

Summary assessment

52. The evaluation's overall assessment is that ENN's body of work in the past five years has been very impressive – both relevant and effective. ENN's work draws on and reinforces the network relationships that began around FEX; in the process ENN (and/or its TDs) have developed strong reputations for the quality of their work, and ability to operate as honest brokers and facilitators; the fact that ENN is not an operational agency (and not unduly beholden to any particular agency) makes such a role easier. There is ample evidence of the kinds of links and feedback loops depicted in Figure 2, and ENN has shown impressive consistency in following through some key topics over long periods (e.g. IFE, CMAM). ENN has also demonstrated willingness and ability to open up new issues and to make important connections where thinking has tended to be too siloed or insufficiently attentive to evidence. ENN's questioning of assumptions/evidence around supplementary feeding programmes was a valuable contribution that preceded this evaluation period but which continues to resonate; more recent work on wasting and stunting and on the

nutritional effects of cash programmes shows a similar ability to pursue important technical issues that may cut across traditional boundaries.

5. Value for money²⁰

Approach

53. At inception report stage, the following approach to value for money was agreed:

Although it will not be a detailed evaluation of individual programmes and projects ENN has undertaken, we recognise the evaluation has an accountability dimension: it will consider broadly whether ENN used past resources effectively and efficiently, and whether it is an organisation in which funding agencies can have confidence for the future. We will have regard to Value for Money concerns, bearing in mind that such concerns require as much attention to establishing the value created as to analysing the costs of ENN activities. The evaluation is not a financial audit, but we will undertake a careful review of ENN's sources and uses of funds, and one dimension of our VFM analysis will be to consider the quality of ENN's financial planning and management. In doing this we will draw on established guidelines for organisational assessment of NGOs.

54. Assessing "value for money" requires as much attention to the value side of the equation as to analysing costs. Recent DFID guidance (DFID 2015) emphasises that VFM is not simply about reducing costs, but about maximising impact on poor people's lives (where impact refers to long-term transformational change). It is about choosing the right things to do, and then seeking to maximise the impact of the resources deployed (doing things right).

55. ENN's main focus has been on humanitarian work where the potential value is very high (saving lives). There is also wide literature to demonstrate more broadly that improved nutrition has very high personal, social and economic benefits. But (cf. Table 1 above) precise measurement of ENN benefits is not practical, as ENN's influence is diffuse and long-term. However, previous chapters have shown that ENN's work is highly relevant to the improvement of emergency nutrition and that ENN frequently has made a significant difference. The present chapter therefore focuses more narrowly on whether ENN is appropriately set up to manage funds well and minimise the costs of what it does (without sacrificing quality). It first considers ENN's general approach to financial management and cost control, and then examines unit cost trends for its key products.

ENN's attention to cost-effectiveness²¹

ENN's cost structure

56. ENN's conservative cost structure was noted in Chapter 2 above (§9–10) and is reflected in the expenditure patterns described in Chapter 4 (§23 and Table 4). ENN's business model allows it to expand services with the use of external consultants and associates without increasing significantly its (modest) overheads. Conversely, its expenditure on fees and salaries can adapt to the level of demand for its services.²²

²⁰ This chapter addresses EQ3: "How efficient has ENN been in achieving its results? Are its results value for money?"

²¹ We are using cost-effectiveness here in its standard meaning for economists: seeking the least costly approach to achieve a given level of output; this concept is applicable at all levels of the results chain.

²² Although its policy on reserves (see Chapter 7) is intended to ensure continued publication of its core products even if a break in funding occurs.

ENN's financial management

57. The evaluation team facilitated a self-assessment of organisational quality, using a modified version of the BOND health check for NGOs.²³ The results, presented in Annex G, included a review of financial management systems – see Table G2. They show that ENN has in place the basic financial, budgeting and risk management systems that would be expected for an NGO of its size.

58. ENN's multiple funding streams require it to submit separate financial reports to its donors against the specific activities they have agreed to fund. This inevitably adds complexity to its accounting. Over the evaluation period (and with support from non-executive trustees) ENN has strengthened its accounting systems and personnel, by employing a more senior and experienced finance manager. ENN was able to present this evaluation with consistent programmatic and functional breakdowns of expenditure for recent years (see Annex F. Donors have been satisfied with ENN's financial reporting, although it has occasionally required unanticipated work by the ENN office (e.g. in documenting matching funds for a donor contribution).

Controlling input costs

59. Apart from the lean management structure already mentioned, ENN controls costs in the following ways:

- a) ENN is cautious about committing to overhead costs and the commitment that goes with staff recruitment, and relies extensively on part time staff and a significant pool of associate consultants who provide inputs on an as-needed basis.
- b) As part of an increasingly professional approach to administration in ENN, a review of salaries was undertaken in 2009. This indicated that the organisation was competitive within the NGO sector (taking account of the fact that its technical directors are all at a senior level). Since that time salaries have only increased in line with inflation.
- c) Regular internal review of consultant rates and comparisons with partners and other NGOs in the field allows ENN to control consultant costs. ENN consider that they achieve favourable rates out of their consultants who have remained loyal to the organisation. Analysis of fee rates shows that 77% of consultant rates secured by ENN are below £350 per day, and 20% are less than £250 per day.
- d) ENN leverages pro bono inputs from the nutrition community: thus most articles for FEX and NEX are produced free of charge by contributors and there are substantial pro bono inputs also into en-net.
- e) Table G2 provides other examples of ENN efforts to minimise input costs (e.g. for the

²³ See <http://www.bond.org.uk/effectiveness/health-check>. Described thus: "The Health Check is an online self-assessment tool to help international development organisations understand their strengths and weaknesses. Designed by and for NGOs, the Health Check provides detailed visual reports of an organisation's capacity, with results benchmarked against the sector."

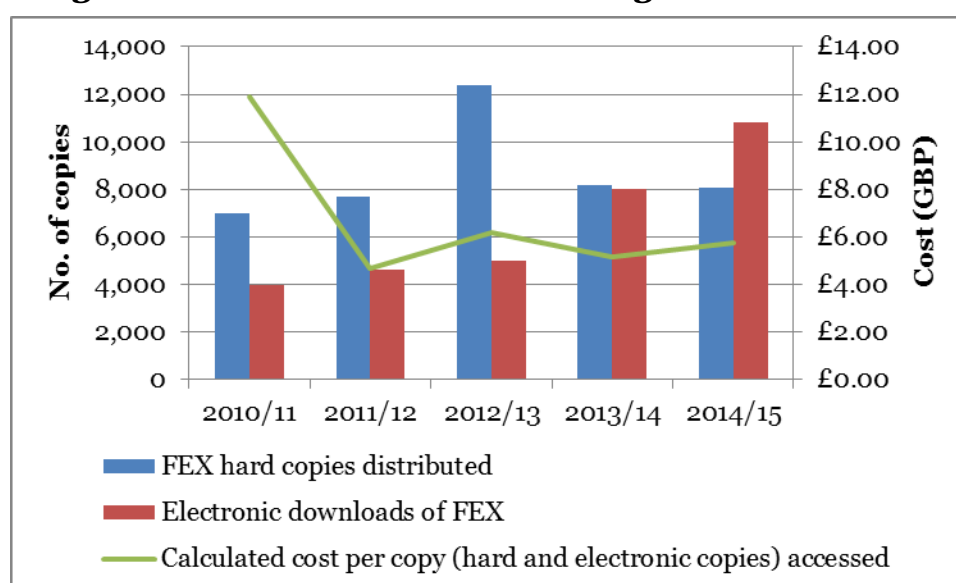
2014 Technical Meeting on Nutrition).

Unit costs of core products

60. ENN does not charge individual users for its core knowledge products, as these are public goods, and charging would especially reduce uptake amongst national practitioners. It has also not sought advertising revenue; the possibility has been explored, but (a) there are concerns about jeopardising ENN's perceived neutrality if it were seen as beholden to advertisers of nutrition products or services, and (b) likely revenues appeared small relative to the administrative costs involved.

61. However, ENN has supplied the unit cost analysis shown in Annex F, Table F10. FEX and NEX are analysed in terms of unit costs per hard copy produced, as well as total hard and electronic copies accessed. For FEX, the average cost over the 5 year period when calculated per hard copy produced is £11.27, and £6.45 when calculated per hard and soft copy distributed. The trend is for better economies over time for FEX, but principally achieved through soft copy distribution – see Figure 5 below.

Figure 5 Unit costs of Field Exchange, 2010/11–2014/15



Source: Annex F, Table F10.

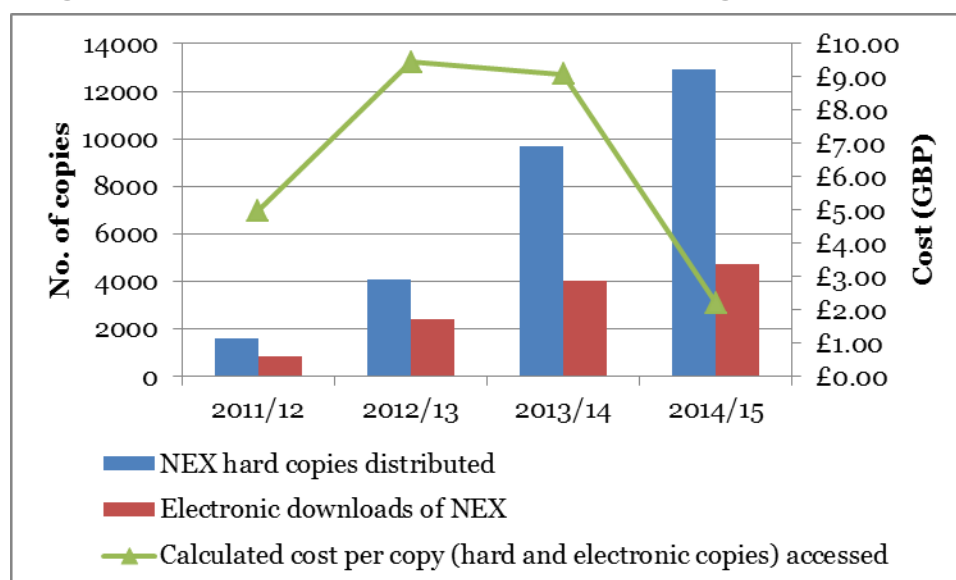
Note: There were three issues of FEX in 2011/12, two issues (one double edition in each case) in each of the other years shown.

2011/2012 cost per copy has been adjusted to reflect an estimated £20,000 additional expenditure incurred by FEX during 2012 through CMAM workshop funding.

62. NEX has achieved significant economies of scale over its lifetime as distribution has climbed significantly and soft copy access has significantly improved (Figure 6 below). Average unit costs a four-year period (2012-2015) are £8.52 calculated per hard copy distributed, and £5.98 for hard and soft copies. Most recent figures emerging (not yet

reflected in the unit calculations) show a significant increase in English and French NEX (issue 5) demand following proactive outreach in target countries.

Figure 6 Unit costs of Nutrition Exchange, 2012/13–2014/15



Source: Annex F, Table F10.

63. As regards en-net, Table 9 below provides an analysis of unit cost per visitor and person signed to receiving en-net updates. Annual costs for providing en-net averaged £21,148 for the period to 2014/15; this is a remarkably small total sum considering en-net's high profile and effectiveness (as per the full assessment in Annex I) and works out as an average of £1.11 per unique visit to en-net.

Table 9 Calculated unit costs of en-net (2010/11–2014/15)

Expenditure by Programme (GBP)	2010/11	2011/12	2012/13	2013/14	2014/15	Average
OFM Online Forum - annual costs	10,142	24,741	19,036	36,461	15,359	£21,148
Number of unique visits to en-net	14811	14097	20850	21567	29675	20,200
No of people signed up to receiving en-net updates			800	900	1503	1,068
Unit cost of OFM:						
Calculated per unique visit to en-net	£0.68	£1.76	£0.91	£1.69	£0.52	£1.11
Calculated per person signed to receiving en-net updates	n/a	n/a	£26.06	£23.96	£19.74	£23.26

Source: ENN accounts and internal data.

64. For all three products, the most obvious way to improve unit costs (and simultaneously drive up value) is through continued efforts to increase usage. At the same time, IT developments may offer further cost-savings through electronic access, which is spreading even where connectivity is relatively poor.

6. Key influences on ENN performance²⁴

Introduction

65. This chapter considers various ways in which ENN has adapted to and been affected by its context. We discuss in turn: ENN's adaptation to external contexts; the governance and management of ENN; and ENN's attention to gender and equity. We do not try to be comprehensive, but focus on issues that seem most relevant to ENN's future strategy.

Adapting to the external context

66. ENN's longevity is an indication of adaptability. Two aspects of a changing landscape are notable: (a) over the whole period of ENN's existence there have been continual changes in the international institutional framework for nutrition at the same time as there have been significant advances in the understanding of malnutrition and its treatment; (b) particularly in the period since 2008, there have been significant changes in the aid climate, affecting both the availability of funds from traditional aid donors and their demands for accountability from aid recipients.

Nutrition issues and international institutions

67. There have been continual changes in the international nutrition architecture since ENN was formed. The UN Standing Committee on Nutrition (SCN) was at one point a major forum for discussing nutrition policy and practice, but subsequently faded. During ENN's lifetime, the cluster system under the Inter-Agency Standing Committee (IASC) emerged, and ENN formed a close relationship with the Global Nutrition Cluster (GNC).²⁵ The GNC itself has evolved towards an increasing focus on coordination rather than technical issues. There have been changes in concepts of good practice for emergency nutrition, with the development of new therapeutic foods and the acceptance of community management of acute malnutrition (CMAM). The Lancet series in 2008 was an important turning point both for its assessment of emerging evidence about undernutrition and for its strong criticism of international architecture it described as dysfunctional. The subsequent emergence of the Scaling Up Nutrition (SUN) movement was important in itself and also an indication of unprecedented levels of international attention to nutrition.

68. ENN has been able to adapt very well to the fluidity of its environment. Its contacts in the field, with academic institutions and with humanitarian agencies have enabled it to stay current with nutrition issues and with institutional developments; indeed, as shown in Chapter 4, ENN has helped to shape this environment as well as adapting to it. An important part of ENN's adaptation since 2010 has been a broadening of its focus beyond humanitarian contexts. ENN concerns about the dysfunctional compartmentalisation of nutrition into emergency and development contexts have been informed by its work on

²⁴ This chapter addresses EQ4: "What external and internal factors account for ENN's results (or lack of results)?"

²⁵ This has led to the GNC contracting ENN to take a first step in strengthening its KM capacity through working with National Cluster Coordinators in a number of countries (see ¶44).

scaling up CMAM financing and on wasting and stunting, and ENN had already initiated a special edition of FEX (forthcoming) to look at nutrition-sensitive programming before its involvement in SUN knowledge management materialised.

Aid environment

69. Since the world financial crisis of 2008, and despite the higher international profile of nutrition, ENN have found fund-raising more difficult and more onerous, in terms of reporting and compliance requirements, with an increasing emphasis by donors on reporting results and demonstrating value for money. We review ENN's fund-raising strategy in Chapter 7, and the more stringent donor context forms a backdrop to the review below of ENN's governance and management.

Governance and management of ENN

Overview

70. This section is especially relevant to the TOR question: "Does our way of working facilitate or hinder the achievement of our objectives?" It draws particularly on the assessment of organisational quality in Annex G, for which the evaluation team facilitated a self-assessment by ENN against BOND indicators for NGO organisational performance: see Figure 7 below. The scores shown reflect ENN's self-assessment, but the evaluation team concurs with their implications about which aspects of governance and management have most scope for strengthening.

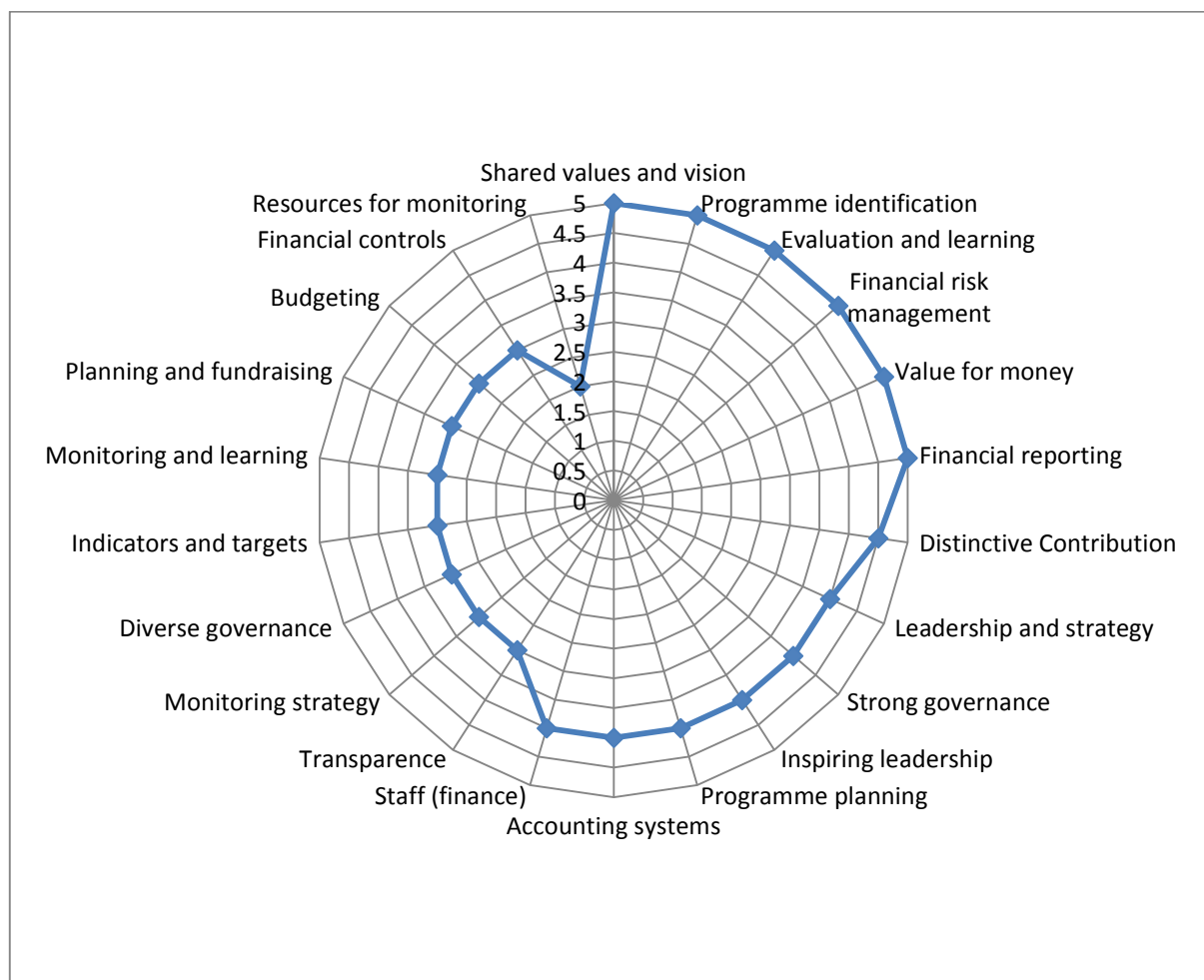
71. The pre-evaluation period saw significant change in ENN from a body that was essentially FEX, to a niche but important player in the nutrition space with a lot of diverse demands and possibilities. In order to manage growth and contain risk, as well as realise ENN's core purpose and maximise value the organisation has (in the period of this evaluation) adopted an approach that has become more strategic rather than reactive. In parallel there has been an evolution in the organisation's governance, management and processes towards a more formal and professional approach. This has been supported by non-executive trustees, who have nevertheless sought not to load unnecessarily bureaucratic systems on to what has been a characteristically light and nimble outfit.

Management

72. In terms of management, this process has involved strengthening of administration, particularly in terms of the qualifications and experience of the finance manager, as well as strengthening and codification of systems; these included a new accounting package, but see also the policies and guidelines listed in Annex G, Box G1. In many cases, the formalisation of systems has been in response to the expectations of potential funders. ENN has been required to demonstrate its compliance with relevant international standards,

including the code of conduct of the International Red Cross and Red Crescent of which it is a signatory²⁶ (see Annex G ¶7-8).

Figure 7 ENN self-assessment across core functions using modified BOND health check (2015)



Note: for details see Annex G. Based on the BOND NGO "health check" at <http://www.bond.org.uk/effectiveness/health-check>.

73. The signs are that the scale and complexity of the administrative work required by ENN's work portfolio will continue to increase. This will make the absence of an operations manager (and the corresponding administrative workload for the Oxford-based TD) increasingly problematic.²⁷

²⁶ See http://www.ifrc.org/Global/Documents/Secretariat/Code%20of%20Conduct%20UPDATED_MAY%202015.pdf.

²⁷ ENN have recently advertised for a Senior Operations Manager, and hope to fill the position by September/October 2015.

Governance

74. ENN's governance arrangements (see Annex E) have worked well up to now, with non-executive trustees bringing valuable auxiliary perspectives and providing useful advice and oversight. However, there has been no rotation of trustees,²⁸ or of executive directors, while the six directors remain the only individuals with a formal say in ENN governance. As we note in the final chapter, ENN could consider strengthening governance both by refreshing the Board and by considering ways of adjusting governance to give other stakeholders a clearer role in contributing to ENN's overall strategy and direction.

Organisational learning

75. ENN focuses on knowledge management and encouraging learning by the wider nutrition community. Not surprisingly, this is echoed in efforts to learn from its own experience (thus, for example, this evaluation has drawn on the user surveys etc regularly commissioned by ENN). However, formal M&E has suffered from the fragmented nature of ENN's formal reporting requirements to donors, which also tend implicitly to elevate accountability above the learning objectives of monitoring. ENN has indicators for all projects – usually developed for proposals and agreed by donors with targets set at proposal development stage. One of the TDs has been assigned responsibility for strengthening M&E, and ENN has taken steps towards developing an overall M&E system (e.g. in the logical frameworks attached to reporting for OFDA); however, ENN recognises that further development of M&E is required (for example indicators in the present logical framework are predominantly at activity and output level).

Gender and Equity

76. It is a standard requirement to report on gender and equity dimensions of humanitarian and development work.²⁹ In practice ENN's work is deeply informed by gender and equity concerns (the TOR, for example, define relevance in terms of "addressing the needs and priorities of the most vulnerable and poorest"). But ENN rarely points this out (perhaps considering it too obvious to be worth mentioning), and it would be in ENN's interests to be more explicit about the gender and equity dimension of its work.

²⁸ A new trustee was appointed in July 2015.

²⁹ Prominently reflected in the USAID evaluation policy, for example (USAID 2011).

7. Sustainability³⁰

Introduction

77. This chapter focuses on the sustainability of ENN and its work. Our main horizon is the next 5-year strategy period, but the implicit assumption is that ENN is likely to have a continuing role beyond that. We discuss in turn: whether there is likely to be a continuing role for ENN; whether ENN has adequate systems to maintain sustainability; and ENN's fund-raising strategy.

A continuing role for ENN?

General assessment

78. At a general level, there is no reason to suppose that there will cease to be humanitarian emergencies – natural and man-made disasters are an ever-present reality, and it will be correspondingly relevant to pursue best practice for nutrition in emergencies. Humanitarian emergencies necessarily have an international dimension, although, as ENN already recognises, it is important to strengthen national response capacity and the voice and capacity of national practitioners in nutrition.

79. Although there seems little risk that the demand will vanish for the type of expertise ENN has provided, demands may change in ways that challenge ENN. Continuing changes in technology will affect demands and opportunities for sharing information. The blurring of boundaries between emergency and developmental aspects of nutrition is likely to provide both opportunities and risks for ENN: ENN is already active in drawing attention to themes that cut across any simplistic boundaries, and (see below) is being invited to apply its knowledge management skills to nutrition-sensitive interventions. The opportunity for extending ENN's range of work is clear, but several close observers have expressed a concern that ENN should not allow a wider scope of work to lead to any neglect of the emergency nutrition field in which it has built such a strong reputation.

Implications of existing work pipeline

80. At the time of this evaluation, prospects for ENN's future work programme were encouraging. Continued support for its core products seemed likely (with the Irish Aid strategic support programme still running and prospects of continued support from other regular donors). The REFANI research programme was continuing. Most significantly, ENN has been engaged, through DFID funding, to support the SUN Secretariat in knowledge management: ENN will help in sharing knowledge and experience of multiple stakeholders of scaling up nutrition-specific and nutrition-sensitive programming with a focus on fragile and conflict-affected states. This would simultaneously reinforce funding for core products, but also seek increased output (special editions of FEX and NEX, new themes on en-net) that expands their scope. With plans for knowledge management coordinators based in

³⁰ This chapter responds to EQ5: "How sustainable is ENN?"

Africa and Asia, as well as a Global KM Coordinator based in London, this will significantly increase the scale and complexity of ENN's management challenge in the coming years (cf. Figure E2 in Annex E).

ENN systems for sustainability

81. ENN has already demonstrated durability, over nearly two decades. Its track record and its business model demonstrate both strengths and potential weaknesses from the perspective of future sustainability:

- a) ENN's business strategy (including its reserve policy) is well adapted to cope with the ebb and flow of demand for ENN's services and to keep core products going even if there should be a short-term interruption to funding.
- b) It has maintained its reputation for quality and expertise. This reputation is as much personal (attached to ENN's individual TDs) as it is corporate, and ENN also benefits from the personal connections and relationships it has built up over time.

82. However, risks to sustainability accompany these strengths:

- a) A light and informal administrative model becomes less appropriate as ENN's activities become more complex and funders' accountability requirements become more onerous. ENN has recognised this and it has strengthened administrative systems and personnel over the evaluation period, but, as we discuss in the next chapter, ENN will need to travel further in this direction in the coming years.
- b) ENN remains highly dependent on its individual TDs, and on their personal relationships with each other and with ENN's partners and funders. ENN should consider ways of reducing the potential vulnerability that this dependence implies. We discuss implications for ENN's future governance in Chapter 8; there are also implications for fund-raising, discussed next.

Fund-raising strategy

83. ENN's revenue sources were noted in Chapter 4 above (§21 and Table 2) which highlighted a trend towards increasing dependence on a small number of donors. There are some advantages in drawing substantial support from a few institutional donors who are prepared to support the core work of ENN around FEX, NEX, and en-net, along with selected research and brokering work: it may be more economical both in proposal preparation and in subsequent reporting on implementation, and it enables ENN's TDs to invest more effort in a few high-trust relationships. At the same time it obviously makes ENN more vulnerable to the withdrawal of any one major funder.

84. As documented in Annex F's section on unrestricted funding and reserves, there has been an erosion in funding from a wider group of UN agencies and international NGOs who have tended to provide smaller pockets of funding on an annual but unreliable basis in recognition of the core services of ENN, as well as some specific research or project funding on an ad hoc basis as needs arise. A high proportion of these funds were unrestricted (i.e. not earmarked to any particular expenditures), which greatly increased the flexibility and efficiency of ENN's budgeting.

85. ENN's efforts to strengthen its fund-raising have included:
- a) Obtaining advice from a fundraising specialist on opportunities to raise funds from trusts and foundations. The conclusion of this advice was that, because of the specialist and background nature of ENN's work, its prospects for raising funds from this sector are limited. (ENN had earlier considered and rejected seeking funds from private sector sources because of risks of affecting ENN's perceived neutrality.)
 - b) Approaching additional institutional donors for example ECHO. ENN has recently secured a framework partnership agreement with ECHO; although funding has yet to be sought under this arrangement, it potentially removes the additional transaction costs for ENN of being sub-contracted through a framework agreement holder.
 - c) Looking beyond the humanitarian sector for funding (the new DFID/SUN work programme is illustrative of this).
 - d) Because engaging individually with INGOs and UN agencies to secure their support on an annual basis was very time-consuming for TDs, ENN moved responsibility to administration staff, but has found this approach less effective. This probably reflects the importance of established personal relationships, as well as secular trends which have constrained the funds potentially available.
86. The final chapter includes recommendations on future fundraising strategy.

8. Lessons and Recommendations³¹

"The evaluation will consider what the overall added value of ENN is and make recommendations for future direction, which will inform the next 5-year strategy (2016–2020)" (Terms of Reference)

Lessons: how ENN adds value

87. ENN's original idea of providing a forum for sharing field experiences and linking this to related advocacy and learning has proved to have enduring value. Field Exchange has provided the focal point for an informal network that embraces agencies, field practitioners and the academic community concerned with emergency nutrition. During the evaluation period, ENN's core products have been extended to include Nutrition Exchange and en-net, which have consolidated ENN's ability to support nutritionists in the field and promote experience-sharing and the dissemination of evidence-based good practice. ENN has strengthened its professional core from two to four technical directors and has broadened its focus beyond an exclusive concern with emergency contexts. Nevertheless there has been strong continuity in its purpose and *modus operandi*. ENN depends on the relationships and the reputations it has built up, which are partly linked to "ENN" and partly to the key individuals people associate with ENN. Its effectiveness depends on the quality of its flagship products and its other work, on the relationships and contacts built up over many years, and on its reputation for neutrality and integrity which enables it to act as an "honest broker" in a context where many agencies and individuals are seen as having strong personal opinions or agency vested interests. ENN's business model has proved durable and adaptable, but its "social capital" needs careful maintenance, to enable ENN to continue to occupy the space of respected "honest brokers".

Recommendations

88. Our recommendations are all linked to the formulation of ENN's next strategy and to the strengthening of management and governance to support its successful implementation. Many, if not most, of them are in line with ENN's existing tentative plans.

Priority work areas

89. ENN's first priority should be to maintain and strengthen what it already does well. Field Exchange, en-net and Nutrition Exchange are valuable in themselves but also the essential platform for all of ENN's work. As well as maintaining their quality, there is scope to expand the network of users, with particular attention to reaching more non-international and non-anglophone users (as noted in Chapter 5, expanding uptake is the most obvious way of increasing value for money). ENN has a unique niche in emergency nutrition; extending knowledge management into additional related topics, such as nutrition-sensitive programming, can build on ENN's proven skills, but ENN needs to be careful that this wider scope is not allowed to undermine ENN's outstanding reputation for what it does already.

³¹ This chapter links to EQ6: "What are the key lessons that should inform ENN's future strategy?"

Strengthening ENN's strategy for 2016–2020

90. Compared with the existing strategy, the 2016–2020 strategy should be strengthened by:

- a) including an explicit theory of change, showing how ENN intends to influence nutrition policy and practice and how ENN's various products and activities aim to complement each other in achieving such influence;
- b) linking the theory of change to an overall M&E framework which includes appropriate indicators of influence in addition to activity and output indicators;
- c) underpinning the strategy with explicit budget and staffing scenarios (including recruitment and staff development plans);
- d) including plans for strengthening ENN governance and management (see below);
- e) stating ENN's gender and equity commitments.

91. The published strategy document may not necessarily include budget and administrative details, but it is important that these elements are included in ENN's internal planning for the strategy and in the monitoring of its subsequent implementation.

92. ENN should also consider strengthening the strategy formulation process by providing opportunities for input from staff and key associates.

Continued strengthening of ENN's administration

93. Operating without a formal head of administration has put an increasing burden on the TD who, de facto, takes much of this role. Ideally, ENN should recruit an operations manager to head its administration, supervise ENN's other administrative staff, and take a major role in fundraising, relationship management and M&E. The operations manager would report to the Trustees. S/he would not necessarily have a nutrition background but would have experience of management in the NGO sector and the ability to work closely with the TDs in supporting implementation of existing programmes and in securing new assignments. S/he would therefore be an important point of contact with ENN's funders.³²

94. An important priority for the operations manager would be to support continued strengthening of ENN's account and financial management.

95. While ENN will wish to continue its collegiate approach to sharing responsibilities among TDs, its growth and more complex portfolio makes it impractical to operate with such a flat management structure in future as it has in the past (cf. ¶82 above). Recruitment of an operations manager reflects this.

³² ENN have recently advertised for a Senior Operations Manager, and hope to fill the position by September/October 2015.

Fund-raising strategy

96. Fund-raising for an organisation like ENN will inevitably involve a degree of opportunism, but ENN can also seek to be as strategic as possible by:

- a) actively seeking to regain recurrent (unrestricted) funding (see ¶84 above);
- b) seeking (more) longer term strategic funding, seeking to tap development as well as emergency funding sources;
- c) seeking a coordinated strategic relationship with major donors; if pooled donor funding of ENN's core activities does not prove practical, ENN should at least persist in efforts seek joint consultations with major funders who would support elements of the same overall work plan and budget;³³
- d) seeking to use its own overall M&E framework as the common basis for reporting to, and dialogue with, donors.

Strengthening governance

97. ENN should aim in the medium term to adapt and strengthen its governance so as to make it more durable and less dependent on the present set of individuals. An early priority should be to seek new trustees so that the principle of rotation can be put into practice.³⁴ More fundamentally, trustees and TDs need to consider whether the present arrangements give sufficient involvement to all TDs and other significant stakeholders. ENN could consider ways of activating provisions in the existing company regulations that would allow wider formal involvement in governance (e.g. (a) break the requirement that the only voting members of the company are the trustees; trustees could be elected from a wider group of members, and this could both give more people a say in ENN governance and make trustee rotation more straightforward; and/or (b) activate provisions that would allow selected non-voting members an advisory role).

³³ ENN has previously sought joint consultations in various ways:

- a) Held joint calls between OFDA, DFATD and Irish Aid but found it challenging to secure a common time to talk due to clashing commitments.
- b) Shared scopes of work between DFATD and Irish Aid (strategic funders)
- c) Kept Irish Aid up to date regarding DFID SUN KM funding. Secured small amount of top up funds for SUN related activities from Irish Aid in 2015 to complement DFID. Shared the budget and proposed work with DFID so that there is alignment.

³⁴ in July 2015 Anna Taylor joined the board of trustees.

Annex A Terms of Reference

ENN Evaluation – Terms of Reference

February 2015



1. Introduction

The Emergency Nutrition Network (ENN) was established in 1996 following an international inter-agency meeting where the need to improve practice and strengthen the institutional memory of humanitarian agencies involved in the emergency food and nutrition sectors was identified. Today, the ENN continues to work to improve the effectiveness of policies and programmes in emergency contexts and increasingly also in high burden country contexts, through the identification and dissemination of lessons learnt, knowledge sharing, research, and by highlighting and filling gaps in policy and guidance. Cross-cutting all of the ENN's activities are network and partnership building, underpinned by impartiality and independence.

The ENN works at the global level and through regional and national networks acting as an important bridge and broker between country level challenges and international level policymaking and coordination mechanisms, for example via the Global Nutrition Cluster (GNC), key UN agencies, the SUN Movement, and other groups/forums. Our technical focus and objective approach to lesson capture and networking has resulted in an important niche for the ENN over the past 19 years.

The ENN's direction is governed by a 5 year strategy (2010-2015). ENN is a UK registered charity and company limited by guarantee and is governed by a board of trustees. Currently, our bilateral support comes from OFDA, Irish Aid and CIDA. The ENN partners with, and is financially supported by, many other organisations (United Nations agencies and non-governmental organisations) and works closely with academic institutions and expert individuals worldwide³⁵.

2. ENN's Purpose, objectives and core activities

The ENN's stated purpose is to strengthen the evidence regarding effective nutrition interventions and to disseminate this evidence to help strengthen policy and programming. Four inter-related strategic objectives underpin ENN's purpose as described in the ENN strategy document (2010-2015):

1. To support the identification, dissemination and application of developments in nutrition related practice in different contexts through publication, networks and forums

³⁵ Recent donors and partners since 2012 include: OFDA, Irish Aid, DFID, CIDA, UNICEF, UNICEF, WHO, ODI, Global Nutrition Cluster, Save the Children USA, Save the Children UK, World Vision Canada, Dan Church Aid, Concern Worldwide, British Red Cross, ACF-UK, GOAL, MSF-France, Merlin, OXFAM-UK, University College London (Institute of Child Health), Oxfam, Valid International, Fondation Terre des hommes, Inspire Consortium and International Medical Corps.

2. To identify, instigate, implement, publish and disseminate high quality operations research and technical and systems reviews on emerging topics, to help strengthen the evidence base for policy making, resource allocation and programming
3. To facilitate inter-agency cooperation, discussion and agreement on key technical areas
4. To engage in and support global leadership and stewardship related meetings, fora and reviews

An overview of our three core projects is described below.

Field Exchange

Field Exchange is an online and print technical publication on nutrition and food security in emergencies and high burden contexts. Produced three times a year in English, 48 editions have been produced to date. The first edition was produced in 1996 in response to a demand by international agencies for a way to capture and rapidly 'exchange' humanitarian programming experiences. Articles are typically written by international staff working with UN and NGO organisations in humanitarian operations throughout the world. Data on user profiles will be made available to the evaluators. Visit: <http://www.enonline.net/fex>

Nutrition Exchange

Nutrition Exchange is a more recent online and print ENN publication, which is produced in 3 languages annually. It was created to provide regular access to national actors from multiple sectors to write their experiences of nutrition related programming and to learn from other country experiences. . Nutrition Exchange is available in English, French and Arabic and is disseminated to more than 130 countries worldwide. Data on user profiles will be made available to the evaluators. Visit <http://www.enonline.net/nex>

en-net

The ENN hosts and moderates an online technical forum called en-net (www.en-net.org). This provides prompt answers to technical questions posed by practitioners worldwide. It has been running for nearly 4 years. Opinions and answers are provided through peers (anyone can respond) and through a team of expert moderators who ENN manages. Data on user profiles will be made available to the evaluators. Visit: www.en-net.org

In addition to the 3 core projects outlined above, ENN produces reviews, is involved in research and is active in nutrition sector governance as described below.

Thematic reports

ENN has produced a number of thematic reviews and reports, for example into supplementary feeding programmes, the financing landscape for the scale up of acute malnutrition programmes, maternal nutrition in emergencies, coverage of CMAM. These reports serve to provide detailed technical, institutional and governance insights, conclusions and recommendations.

Research

There are three main strands to ENNs research interest that developed due to gaps identified through ENN technical perspective. The first research area concerns the role of cash/vouchers in preventing malnutrition; a consortium effort (called REFANI and funded by the Department for International Development (DFID)). See <http://www.ennonline.net/ourwork/research/refani>

The second is in the area of management of acute malnutrition in infants under 6 months (MAMI). In 2009 the ENN completed a review of practice and secondary analysis of DHS and programme data on MAMI. Current work involves research prioritisation, reviews and developing stop gap guidance. Visit: www.ennonline.net/mami

The third area is the relationship between wasting and stunting and the policy and programme implications. This is a narrative review that has resulted in a research prioritisation exercise and submission of articles to peer review journals. Work is ongoing to bridge the policy and programme divide between these two forms of child growth faltering. See <http://www.ennonline.net/waststuntreview2014>

Leadership and stewardship

The ENN is an active member of the Global Nutrition Cluster (GNC) and is lead partner to capture country cluster learning and experiences, an initiative, located within the IM/KM Taskforce of the GNC.

The ENN is the facilitator and institutional home for an interagency collaboration on infant and young child feeding in emergencies (IFE Core Group) that develops guidance and resource material, documents lessons learned and builds aspects of capacity. See <http://www.ennonline.net/ifecoregroup>

ENN is a member of ALNAP and People in Aid. The ENN sits on the steering committee of the CMAM Forum.

ENN is an active member of the SUN Movement and has contributed to the early development of the SUN Civil Society Network. SUN utilises ENN resources and ENN shares updates on the SUN Movement.

3. ENN Team

The ENN is a UK registered charity with a Trustee Board comprised of six trustees.

The ENN office is located in Oxford, UK. Currently (mid-2015) a total of nine staff (many part-time) are permanently employed by the ENN; a total equivalent of approximately 7 whole time staff. The four Technical Directors are home-based and work remotely, with regular face-to-face meetings in London or Oxford. The organisation does not have a CEO, instead has a 'flat' management structure, with each of the TDs leading on specific projects. One TD also oversees all of the operational issues of the organisation.

The ENN is supported by a network of associates to expand technical capacity to undertake projects. Currently (July 2015) there are 4 associates engaged by the ENN (an additional 19 individuals are

engaged as contractors in their role as moderators on en-net). This varies greatly according to activity level.

4. Overall objectives of the evaluation

The overall objective of this external performance³⁶ evaluation is to evaluate the ENN by assessing its relevance, effectiveness, efficiency, appropriateness, impact and whether the organisation has achieved the objectives as outlined in the 5-year strategy. The evaluation will consider what the overall added value of the ENN is and make recommendations for future direction, which will inform the next 5-year strategy (2016-2020).

The evaluation will look at the ENN in detail from 2010 onwards (with understanding of the ENNs history since the start of the organisation in 1996). The evaluation should be both summative, providing an assessment of progress for the purposes of accountability and learning, and formative, to provide recommendations for future improvements for the ENN. The evaluation will proceed in line with the USAID evaluation policy (January 2011), including examination of sex-disaggregated data, where possible, and incorporating attention to gender relations in all relevant areas.

5. Specific objectives - The key objectives of this evaluation are to assess:

- **The relevance of the organisation:**
 - Is the organisation in line with addressing the needs and priorities of the most vulnerable and poorest?
 - Is the organisational direction consistent with the global policy environment and strategic direction?
 - Are the activities and outputs as reflected in the project documents consistent with the overall goal and objectives of the organisation?
 - Is the overall purpose and objective of the organisation as reflected in the organisational strategy still valid?
 - Were the assumptions in the various project proposals reasonable and appropriate?
 - What is the process within the ENN for ensuring relevance of its work and does this need to be strengthened?
- **The effectiveness of ENN body of work:**
 - To what extent were the objectives of the organisation as reflected in the 5-year strategy achieved?
 - Were the activities sufficient to achieve the objectives/outputs?
 - What are the major internal and external factors influencing the achievement or non-achievement of the objectives?
 - Are the assumptions as reflected in the various project proposals still valid?
- **The efficiency of the ENN:**
 - Is the organisation cost effective? Do we provide value for money compared to other similar organisations?
 - Does our way of working facilitate or hinder the achievement of our objectives?

³⁶ As outlined in the USAID evaluation policy (January 2011)

- Is the coordination between the ENN and other international NGOs, the UN system and government organisations effective and coherent, and how could these be improved?
- The **impact** of the organisation
 - What impact is the organisation having?
 - Has the organisation achieved what it set out to achieve?
 - What positive changes are observed amongst our stakeholders as a result of the activities undertaken? What perceptions do our stakeholders have about our 'added value'?
 - Are there internal and external factors that have impeded the achievement of the overall organisational goal?
 - Have there been missed opportunities to maximise impact?
 - What are the unintended positive and negative impacts of the implementation of our activities? What measures have been and can be taken to eliminate or reduce the negative impacts?
 - Does the ENN do enough to publicise/demonstrate its impact and if not, how could this be improved?
- The **sustainability** of the organisation:
 - Does the breadth and type of our funding base (and fundraising activities) adequately support the activities and projects that ENN implements?
 - What measures have been and could be taken to improve sustainability of the ENN funding base?
- The adherence to **external standards** for organisational quality particularly the Code of Conduct of the Red Cross and Red Crescent Movement and NGOs in Disaster Response and People In Need.
- The **monitoring and evaluation** activities/system and the appropriateness of the indicators used for this purpose.

6. Methodology

A consulting firm or a team of consultants is recommended to conduct the evaluation. The consultants are expected to outline in detail their methods and tools and provide a brief inception report describing the approach to be undertaken.

Primary data collection:

Conduct key informant interviews with ENN staff, ENN consultants and associates, ENN Trustees, global and country level stakeholders, including UN staff, NGO staff, academics, donors, government representatives. The ENN team will provide all contact information needed by the evaluators.

Secondary information:

Review organisational records and data (proposals, reports, website, reviews, studies, contact databases, previous evaluations, unsolicited user feedback, etc.). In the interests of time conservation, all secondary information will be collated by the ENN team and provided to the evaluators.

7. Expected outputs

- Comprehensive draft evaluation report (in both hard and electronic format) written in English of maximum 30 pages excluding annexes and will clearly explain methodological strengths and weaknesses of the evaluation. In compliance with the USAID evaluation policy, the completed evaluation must include a 3- to 5-page summary of the purpose, background of the project, main evaluation questions, methods, findings, conclusions, recommendations and lessons learned (if applicable) of the evaluation.
- Final evaluation report based on ENNs feedback- including the same criteria as draft report

8. Reporting

In all matters in relation to the evaluation, the consultant/s will liaise with the identified ENN Technical Director.

9. Proposed timeframe

The evaluation is planned to be undertaken beginning from 18^h May 2015 and is expected to take four weeks until 18th June 2015.

The consultants are expected to submit the draft findings/report during the week following the evaluation, with the final report submitted to the ENN within one month of the end of the evaluation.

Annex B Methodology

Introduction

1. The evaluation was specified in the Terms of Reference (Annex A). The TOR anticipated "a brief inception report" describing the approach to be undertaken. In practice, a substantial Inception Report was prepared and discussed with ENN's Technical Directors. This included a detailed stakeholder analysis, the evaluation team's preliminary understanding of ENN structure and objectives, and preliminary data on results against the objectives and targets set out in ENN's original and revised strategy documents. It noted the challenges of evaluating "influencing" which is a characteristic ENN activity and objective. It proposed a set of evaluation questions, building on the questions posed in the TOR (see Table B2 below) and linked this to an evaluation matrix showing proposed indicators and sources of information for each evaluation question and subquestion (thus helping to identify additional information that was sought from ENN).
2. The Inception Report and its approach were discussed in a workshop with the TDs on 20 May, and the TDs provided extensive comments on the draft IR, along with supplementary information. In view of the limited time and resources for the evaluation, the Inception Report was treated as an informal staging post; the evaluation team used the IR as a working document, but did not attempt to finalise it to a publishable state; instead many of the annexes to this Evaluation Report, as well as other material in it, are developed from drafts that appeared in the IR (this applies for example to Annex D, Annex E and Annex H).
3. The present annex highlights key features of the evaluation methodology as implemented.

Evaluation specification

Performance evaluation

4. This was specified as a **performance evaluation**, described as follows in the USAID guidance:

Performance evaluations focus on descriptive and normative questions: what a particular project or program has achieved (either at an intermediate point in execution or at the conclusion of an implementation period); how it is being implemented; how it is perceived and valued; whether expected results are occurring; and other questions that are pertinent to program design, management and operational decision making. Performance evaluations often incorporate before-after comparisons but generally lack a rigorously defined counterfactual. (USAID 2011, Box 1)

Summative and formative dimensions

5. The evaluation was required to balance summative assessment of ENN performance over the past 5 years with formative conclusions to influence ENN strategy and programme design for the coming period. With that in mind, it included a review of currently available planning and programming documents, such as proposals for future activities and donor support.

Organisational assessment

6. ENN sought both an evaluation of its strategy and performance over the past five years and an assessment of ENN as an organisation. The proposed series of evaluation questions (see below) was designed to address both these dimensions. The evaluation team sought a participatory approach to the organisational review – hence the organisational self-assessment that appears in Annex G.

Evaluation methodology and tools

Evaluation questions

7. An evaluation matrix was developed based on the main questions and subquestions shown in Table B1 below. It built on the questions posed in the TOR, but with modifications which aimed:

- to distinguish more clearly between evaluation of the ENN strategy and the assessment of ENN as an organisation; both are central to the enquiry, but ENN's organisational characteristics are viewed as an explanatory factor for its performance in developing and implementing its strategy;
- to be more consistent in the use of the OECD Development Assistance Committee (DAC) evaluation terminology (relevance, effectiveness, efficiency, impact, sustainability); in doing so, the term "results" is used to embrace effects of ENN at all levels of the logical framework;
- to distinguish systematically between identification of results and assessment of explanatory factors for results;
- to include a specific question on gender and equity.

Table B1 Main Evaluation Questions

EQ1	What was the quality of ENN's strategy for 2010–2015?
1.1	Was the strategy consistent with ENN's underlying purpose and principles?
1.2	Was the strategy oriented towards the needs of the poorest and most vulnerable? ³⁷
1.3	Was the strategy consistent with the (evolving) international environment for nutrition?
1.4	Was the strategy in line with relevant international standards?
EQ2	How effective was ENN's strategy? What results has ENN achieved?
2.1	Results for Strategic Objective 1 – dissemination of good nutrition practice through publications, networks and forums
2.2	Results for Strategic Objective 2 – operations research and strengthening the evidence base
2.3	Results for Strategic Objective 3 – facilitating inter-agency cooperation and agreement on key technical areas
2.4	Results for Strategic Objective 4 – engaging in global leadership and stewardship
2.5	Other Results (for projects/activities that do not fall under any of the four SOs, or which cut across them)
EQ3	How efficient has ENN been in achieving results? Are its results value for money?
3.1	Does the organisation pay attention to cost-effectiveness in the design and implementation of its projects?
3.2	Are the financial costs of its activities and outputs reasonable?
3.3	Is the internal and external coordination of ENN efficient? (e.g. are transaction costs reasonable?)
EQ4	What external and internal factors account for ENN's results (or lack of results)?
4.1	How have external factors (including the availability of funding) positively and negatively affected ENN's performance?
4.2	How effective has ENN's overall governance and management been?
4.3	Have its main projects been well-designed and implemented?
4.4	Is there synergy and complementarity between ENN activities? Have significant opportunities been missed?
4.5	Is the coordination between the ENN and other international NGOs, the UN system and government organisations effective and coherent?
4.6	Has ENN paid sufficient attention to gender and equity issues in its work?
4.7	Has ENN learned and applied the lessons of its experience?
EQ5	How sustainable is ENN?
5.1	Is there a continuing need and demand for the services ENN provides?
5.2	Does ENN have systems to maintain sustainability (including M&E systems that can demonstrate the results of ENN's work)?
5.3	Does ENN have an adequate fund-raising strategy?
EQ6	What are the key lessons that should inform ENN's future strategy?
	<i>Sub-questions to be specified in the light of the evaluation's emerging findings</i>

³⁷ Note that ENN does not work directly with the poorest and most vulnerable. It is therefore not practical to assess this directly. We will assess whether ENN outputs are usefully oriented towards practitioners working with poor and vulnerable people.

Data sources

8. The evaluation was limited in duration and in funding, and therefore was designed to draw as much as possible on secondary material. ENN undertook user surveys for FEX, NEX and en-net, as well as a citation survey (Annex K), and the evaluators were also given full access to ENN corporate documents via a shared drop-box.

9. For wider contextual evidence concerning nutrition partnerships and the evolution of relevant evidence about nutrition the team was able to draw on extensive materials gathered in the course of Mokoro's recent evaluation of the SUN movement, and an ongoing evaluation of WFP's nutrition policy.

Interviews

10. The evaluators supplemented their documentary and data review with systematic interviews. Interview targets were selected based on the stakeholder analysis at inception stage. As well as interviewing almost all ENN's currently employed staff and consultants, the evaluation team sought to interview principal funders and a selection of other participants in ENN's activities (see the list of interviewees in Annex C). The evaluation questions were used as a guide to topics and questions for interviewees. Interviews were treated as confidential, but systematic notes were made of each interview and added to an interview compendium accessible only to members of the evaluation team; the compendium facilitated key-word searches as well as sharing all interview notes across the team.

Theory of change

11. Without developing an elaborate theory of change, the evaluation noted the challenge of assessing ENN's influencing and other indirect effects, as summarised in Table B2 below.

Table B2 ENN Results Hierarchy and Evaluability

Logical framework level	What ENN does	Expected results	Comment (evaluability)
Inputs	finance, expertise (of ENN principals and wider networks)	facilitates the activities planned in ENN strategy, which lead to...	ENN financing and ENN employment of staff and consultants are directly observable; also considerable pro bono inputs (e.g. writing articles for publications, participating in ENN forums etc)
Activities	research, analysis, networking and facilitation, advocacy, preparing publications, web site	... production and dissemination of direct ENN outputs (which may catalyse improved research, coordination etc)	direct outputs are observable and can be assessed for quality, timeliness, volume; can also observe uptake and usage of various outputs;
Outputs	FEX, NEX, en-net research and review papers technical guidance (paper and electronic) meetings and workshops	outputs are used by practitioners and make a difference to practice (or stimulate further relevant research etc)	
Outcomes	provides access to improved knowledge; facilitates debate, improved coordination and policy-making;	knowledge is used, competence of nutrition practitioners is strengthened and policy and practice for (emergency) nutrition improves	difficult to verify (especially in a light evaluation); relevant evidence includes user feedback; expert perceptions; "case stories" of influence
Impact	... contributes to improved nutritional status of target populations		not possible to trace ENN impact directly, because the causal chain is too long, and impacts are the result of many contributions

Risks and limitations

12. Mokoro's proposal noted a number of risks specific to this evaluation:

- a) coping with a limited budget and tight time frame;
- b) securing sufficient stakeholder engagement.
- c) safeguarding the independence and quality of the evaluation.

Budget and timeframe

13. The constraints of a limited budget and timeframe were mitigated by: efficiency savings from Mokoro's Oxford location (minimising travel costs and facilitating liaison with ENN); reliance on secondary data; the use of telephone conferencing for interviews; and the use of a team that could draw on experience and findings from other recent relevant evaluations. At the time the evaluation commenced, ENN had already assembled much of the documentation and data required, and continued to be extremely helpful in financial, organisational and other information requested; however in some cases this proved more time-consuming than either party had anticipated.

Stakeholder engagement

14. At the outset, the evaluators acknowledged a risk that relatively easier access to UK-based, English-speaking and Northern stakeholders might bias interviews and findings. This was only partly mitigated by inclusion of a core team member who is based in a non-English speaking Southern country (Mozambique). The team did bear this issue in mind during documentary reviews and in assessing user surveys etc; however it is acknowledged as a potential limitation on the report.

15. On the other hand, the team were able to speak with almost all the key stakeholders sought for interview (see Annex C), and almost all interviewees were very forthcoming.

Independence and quality assurance

16. The evaluators were given access to all the documents and data they requested, and ENN has not sought any undue influence over this report's findings and conclusions.

17. In addition to Mokoro's internal quality assurance, the draft evaluation report was reviewed by the evaluation department of one of ENN's main funders.

Annex C People Interviewed

Interviewee	Current position
Jeremy Shoham	ENN Director
Marie McGrath	ENN Director
Carmel Dolan	ENN Technical Director
Emily Mates	ENN Technical Director
Arabella Duffield	ENN Trustee
Bruce Laurence	ENN Trustee
Nigel Milway	ENN Trustee
Chloe Angood	ENN staff nutritionist
Tamsin Walters	en-net forum moderator and independent consultant
Valerie Gatchell	ENN Nutrition Exchange editor
Peter Tervet	ENN senior finance manager
Bridget Fenn	ENN consultant (Principal Investigator, REFANI)
Lola Gostelow	ENN mentor and independent consultant
Josephine Ippe	Global Nutrition Cluster coordinator
Wendy Fenton	ODI Humanitarian Practice Network
Mark Manary	Washington University
Noreen Prendiville	UNICEF, Deputy Representative Uganda
Erin Boyd	OFDA, Nutrition Advisor
Kate Sadler	Valid International, Research and Development Manager
Caroline Abila	International Medical Corps, Director of Nutrition and Food Security
Richmond Aryeetey	Vice-President FANUS and University of Ghana Professor
Tanya Khara	Independent consultant
Mags Gaynor	Irish Aid, Resilience Policy Team
Ben Siddle	Irish Aid, Resilience Policy Team
Catherine Chazaly	EC ECHO, Nutrition Policy Officer
Marco Kerac	LSHTM, Nutrition for Global Health course director
Rita Bhatia	Independent consultant
Loretta Hieber Girardet	UNOCHA, Chief, Inter-Cluster Coordination Section, Programme Support Branch
Caroline Wilkinson	UNHCR, Senior Nutrition Officer
David Nabarro	Special Representative of the UN Secretary General for Food Security and Nutrition
Francesco Branca	WHO, Director Department of Nutrition for Health and Development
Diane Holland	UNICEF, Senior Adviser on Nutrition in Emergencies (by e-mail)
Andrew Seal	UCL
Mark Myatt	Brixton Health
Jenny Hill	Deputy Director Food Assistance and Nutrition Unit, DFATD Canada

Interviewee

Saul Guerrero

Abigail Perry

Martha Mwangome

John Mitchell

Current position

ACF Director of Operations

DFID, Nutrition Technical Adviser

KEMRI, Post-doctoral researcher in the Nutrition Assessment and Intervention Research Group

Director, ALNAP

Annex D Chronology

This chronology provides context for ENN's work and a summary of ENN's evolution.

Year	ENN Event	Global Nutrition events
1996	ENN established as a Community of Practice (CoP) around nutrition/food security and humanitarian programming. ENN initially established as a self-financing activity in the Department of Community Health and General Practice in Trinity College Dublin.	World Food Summit led to the adoption of the Rome Declaration which sets forth seven commitments that lay the basis for achieving sustainable food security for all, and a pledge from member states to “reducing the number of undernourished people to half their present level no later than 2015.”
1997	ENN's flagship publication, Field Exchange, first produced.	
1999		WHO established guidelines for the treatment of severe acute malnutrition.
2001	ENN incorporated as a not-for-profit limited company in Ireland.	
2001	ENN produces Module 1 on IFE orientation package as part of interagency collective (later known as IFE Core Group). Module 1 on IFE is an orientation package for all emergency relief staff to aid with the practical implementation of the Operational Guidance on IFE. This was updated in 2009.	
2001	Operational Guidance for Emergency Relief Staff and Programme Managers on Infant and Young Child Feeding in Emergencies first published. Updated in 2004 and 2007 with addendum in 2009. Operational Guidance on IFE translated into 14 languages between 2008-2010.	
2002		Global Alliance for Improved Nutrition (GAIN) created at a Special Session of the UN General Assembly on Children.
2003	Community based approaches to managing severe malnutrition meeting. Report produced by ENN of the proceedings of this interagency workshop in Dublin.	
2004	ENN became the coordinating agency and institutional ‘home’ for the IFE Core Group, an international inter-agency collaboration concerned with developing policy, guidance and capacity building on IFE.	
2004	ENN moved from Dublin to Oxford.	
2004	ENN started work on treatment and prevention of MAM including review of data sets for supplementary feeding programmes, research into defaulting and production of minimum reporting package for SFPs.	

Year	ENN Event	Global Nutrition events
2004	ENN reviewed evidence for impact of emergency nutrition interventions in peer reviewed literature. This led to SFP data analysis and research into defaulting, reporting and eventually cash programming in Niger and blanket supplementary feeding in Chad. The Niger study led ultimately to the REFANI study.	
	ENN produced Module 2 on IFE training material. Module 2 on IFE is designed for health and relief staff directly involved with infants, young children and their caregivers in emergencies. It includes detailed assessment and individual counselling support of breastfeeding including more specialised aid, management of infant under 6 months that are severely malnourished, and considerations for management of infants who are not breastfed. Updated in 2007.	
2004	ENN produced first special supplement to Field Exchange: Targeting Food Aid in Emergencies. Co-authored with Save the Children UK.	
2004	ENN produced second special supplement to Field Exchange: Community based Therapeutic Care. Co-authored with Valid International.	
2005	ENN produced meeting report on an interagency workshop in Washington looking at the operational challenges of implementing community therapeutic care.	
2005	Field Exchange Special issue published (issue 25) on Food Aid and HIV/AIDS	
2006	ENN granted charitable status in July.	Global Humanitarian Reform process brings about the establishment of the cluster system, including the Global Nutrition Cluster .
2006	ENN invited to join the GNC, representing the IFE Core Group. This raised the visibility of the IFE Core Group, the policy and materials produced, and enabled direct input of the collective into GNC initiatives relevant to IFE. ENN is a core member of the GNC, helping shape GNC strategy and work planning.	
2006	ENN organises IFE international strategy meeting in Oxford. Infant feeding in emergencies: Making it Matter. The aim of the meeting was to identify key constraints to supporting and protecting appropriate infant feeding practices in emergencies, and to develop strategy directions and practical steps to address them.	
2006	ENN produces third special supplement to Field Exchange: From Food Crisis to Fair Trade. Co-authored by Oxfam.	

Year	ENN Event	Global Nutrition events
2007		UN Joint Statement on Community-Based Management of Severe Acute Malnutrition. Highlights that a community-based approach, with timely detection of severe acute malnutrition in the community and provision of treatment for those without medical complications could prevent the deaths of hundreds of thousands of children.
2007		
2008	ENN rapporteur on first of two WHO consultations on the dietary management MAM in children under 5 years.	The Lancet Series on Maternal and Child Nutrition published.
2008	Harmonised Training Package on Nutrition in Emergencies updated between 2008-2010 in collaboration with the GNC and GNC members.	
2008	Nutrition in Emergencies short courses developed to strengthen the capacity of nutrition professionals. Courses delivered by partners in Beirut, Uganda and Thailand between 2008 and 2010.	Renewed Efforts Against Child Hunger and Undernutrition (REACH) established by FAO, WHO, UNICEF and WFP.
2008	Nutrition in Emergencies pre-service and in-service training support between 2008-2010 in Kenya and Bangladesh. The project aimed to build sustainable human capacity to respond to nutritional emergencies through strengthening pre- and in-service training courses within emergency-prone countries.	Copenhagen Consensus II: A Panel of economic experts produced a prioritised list recommending how best to tackle ten of the world's most pressing issues. Micronutrient supplements for children (vitamin A and zinc) was ranked as the best development investment.
2008	ENN organises IFE regional workshop in Indonesia. Infant and Young Child Feeding in emergencies: Making it Happen.	
2008	Field Exchange Special issue published (Issue 34) with focus on IFE	
2009	ENN's online technical forum, en-net, established.	
2009	Field Exchange (FEX) evaluated between February-May. It showed the ongoing relevance of Field Exchange, attracting new subscribers, as well as the value of its content.	
2009	ENN developed an e-learning course on nutrition in emergencies to support capacity development of UNICEF staff.	
2009	ENN develops content (implemented by Nutrition. Policy, Practice Consultancy Group) Integration of IYCF support into CMAM (2009). This was later translated into French with FANTA support.	

Year	ENN Event	Global Nutrition events
2009	ENN/IFE Core Group supports WABA to develop content for World Breastfeeding Week 2009. Breastfeeding: an emergency response - are you ready?	
2010	Management of Acute Malnutrition in Infants under 6 months (MAMI) Project Report produced.	
2010	Start of ENN five-year strategy.	SUN Framework: The Scaling Up Nutrition Framework provided an outline of the underlying framework of key principles and priorities for action to address undernutrition and mobilise increased investment in a set of nutrition interventions across different sectors.
2010	ENN rapporteur on follow-up WHO consultation on the dietary management MAM in children under 5 years. The meeting included presentations on recent rationale for developing food products targeting children with moderate acute malnutrition through supplementary or blanket feeding programmes.	WFP convened Rome Nutrition Forum, where the SUN Movement was conceptualised.
2010	Nutrition Exchange established with Irish Aid and subsequent OFDA and DFATD funding.	Launch of 1,000 days partnership to accelerate global action and investment to address the crisis of maternal and child undernutrition.
2010	ENN developed and coordinated IFE Core Group inputs into the content of two new infant and young child feeding in emergencies standards (Sphere Project).	
2010	ENN developed a minimum reporting package (MRP) comprised of software and associated guidance for emergency SFPs, in collaboration with Save the Children and funded by OFDA.	
2011	Publication of ‘The impact and effectiveness of emergency nutrition and nutrition-related interventions: a review of published evidence 2004-2010’.	
2011	Issue 1 of Field Exchange Digest launched in May. Nutrition Exchange (NEX) was embraced as the name for Issue 2.	
2011	ENN collaborated with the Government of Ethiopia to hold the Community-based Management of Acute Malnutrition conference in November.	
2011	Field Exchange Special issue published (Issue 40) with focus on Ethiopia	
2012	Targeted distribution of Nutrition Exchange was expanded from five target countries in 2011 to a total of 10 target countries in 2012. SUN countries were prioritised.	Copenhagen Consensus III: micronutrient interventions is selected as the best development investment.

Year	ENN Event	Global Nutrition events
2012	Study conducted with the UCL Institute of Child Health and UNHCR, looking at the prevalence of the 'double burden' of malnutrition among Western Sahara refugees living in a prolonged emergency situation.	G20 Summit , Los Cabos, Mexico, where leaders committed to address chronic malnutrition and emergency response (underscored by the crisis in the Sahel and the Horn of Africa) and expressed support for the Scaling Up Nutrition movement.
2012	Nutrition Exchange evaluation conducted November – December.	
2012	Field Exchange (FEX) evaluated between July-November	
2012	en-net evaluated and found to be user-friendly.	
2012	Two day meeting of academic specialist and agency representatives facilitated by the ENN to discuss technical and programmatic issues relating to the use of mid-upper arm circumference and weight for height in the treatment of severe acute malnutrition programmes.	
2012	ENN held an IFE Core Group meeting in Oxford.	
2012	Field Exchange Special issue published (Issue 43) with lessons for scale up of CMAM.	
2013	A Review of financing arrangements around CMAM carried out by ENN was published in March.	New series of papers was launched by The Lancet on Maternal and Child Nutrition: containing the strongest evidence to date on the extent of undernutrition and successful interventions to address it.
		WHO update guidelines for the treatment of severe acute malnutrition from 1999. This includes the addition of guidelines for identifying and managing infants who are less than 6 months of age with SAM.
2013	Updated 2013-2015 vision following mid-term review of strategy.	High-level meeting on 'Nutrition for Growth' (N4G): took place in London. World leaders including those from SUN countries came together to sign a Global Nutrition for Growth Compact that will aim to prevent at least 20m children from being stunted and save at least 1.7m lives by 2020.
2013	ENN prepared a background technical paper for the round table convened by DG ECHO (facilitated by ENN) on the summary of the state of play and key gaps on maternal nutrition in emergencies.	

Year	ENN Event	Global Nutrition events
2013	ENN publish the first global Review of Wasting and Stunting.	
2013	Field Exchange Special issue published (Issue 46) with a focus on Urban Food Security and Nutrition.	
2014	Searchable library for Nutrition Exchange developed in June.	First Global Nutrition Report published.
2014	ENN identified as knowledge management lead in GNC Taskforce.	
2014	ENN features in a documentary entitled MILK to share experiences on infant feeding in emergencies (released 2015).	
2014	ENN and the Coverage Monitoring Network worked together to publish 'Coverage Matters' publication (a collation of content on coverage monitoring of CMAM programmes).	
2014	The first Technical Meeting on Nutrition (TMN) convened by the ENN in Oxford in October.	
2014	Field Exchange Special issue published (Issue 48) on Programming experiences and learning from the nutrition response to the Syria crisis.	
2015	50th edition of Field Exchange.	
2015	ENN take on 1 year portfolio of work to support lesson capture of country clusters funded by UNICEF.	

Annex E ENN Organisational Profile

ENN's formal structure

1. The ENN is a UK registered charity (reg. number 4889844) and company limited by guarantee. It was originally set up in 1996 in Ireland, as a self-financing activity in the Department of Community Health and General Practice in Trinity College Dublin. It was incorporated as a not-for-profit company in Ireland in 2001, and moved to Oxford in the UK in 2004. In 2006 it was incorporated as a UK company limited by guarantee and as a registered charity.
2. The Memorandum of Association describes "the objects for which the Charity is established" as:
 - a) to advance education in best implementation and management practice among agencies operating in the food and nutrition sector in humanitarian and global emergency situations;
 - b) to further charitable purposes which relieve or combat malnutrition, hunger, disease, sickness, poverty or distress anywhere throughout the world.
3. ENN is run by a Board of six trustees (directors). Trustees' services are provided *pro bono*. However two of the trustees are also Executive Directors, and the ENN Memorandum and Articles of Association allow them to be employed and remunerated by ENN other than for their role as directors. Trustees aim to meet three times a year.
4. A company limited by guarantee under UK law has members, rather than shareholders. ENN's articles of association provide for two classes of membership as follows (Section 2(2) of the Articles):

There are two classes of membership:

 - (i) Full membership, with full voting rights and obligations as specified in these articles. Full membership is open only to Directors of the Charity.
 - (ii) Associate membership, with no voting rights or obligations. Associate membership is open only to individuals and organizations as specified in sub-clauses (2) and (3)
5. The Articles include some detail on how associate members may be selected, and their right to notice of, and attendance at, General Meetings of the Company. They also provide for regular retirement and possible re-election of Directors. In practice the provisions for associate membership have never been activated, and ENN has continued with the same individuals as executive and non-executive directors.

How ENN operates

6. Although all ENN's powers are formally vested in the Trustees/Directors, ENN has appointed two additional Technical Directors (TDs), so that there are four Technical Directors, with the following roles (in 2015):

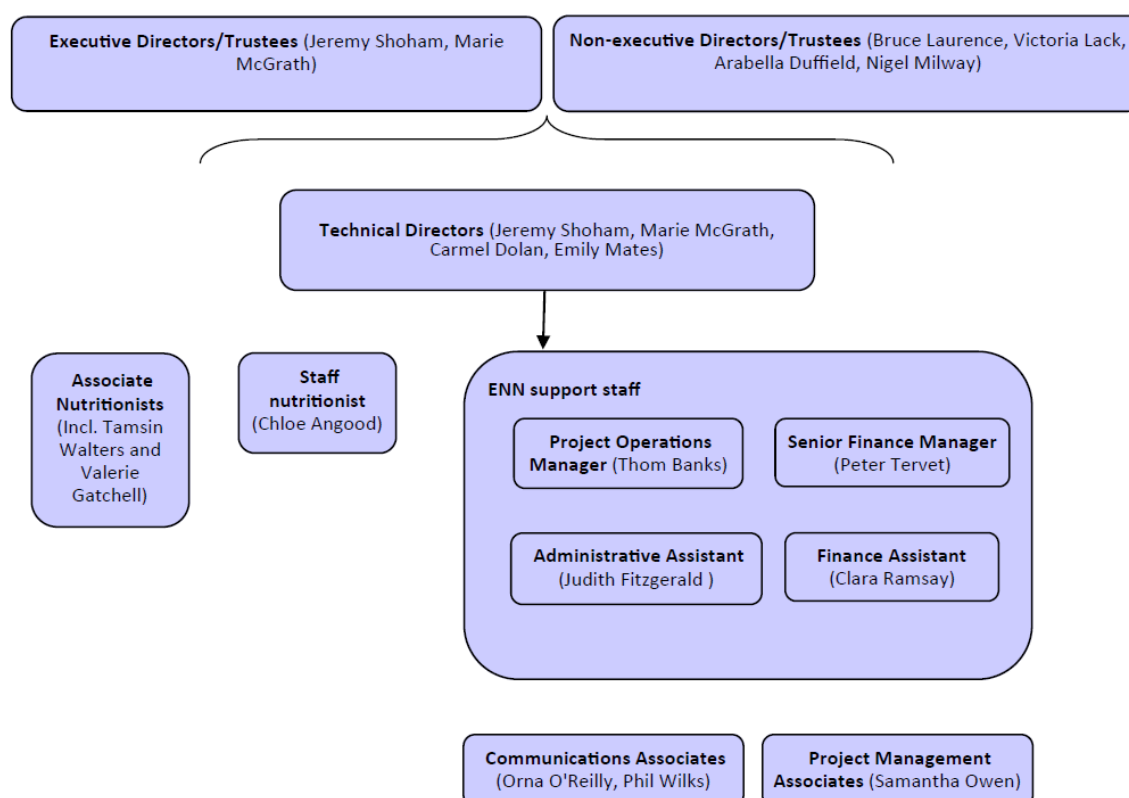
- a. *Field Exchange* Editor, Moderate Malnutrition Research co-Lead, GNC KM c0-Lead, SUN KM co-lead, Resilience lead and Director/Trustee
- b. *Field Exchange* Editor, IFE Core Group Coordinator, MAMI Project Coordinator, Operations/Finance Lead and Director/Trustee
- c. Technical Director, *Nutrition Exchange* Co-editor, Wasting/Stunting Lead, GNC KM c0-Lead, Moderate Malnutrition Research co-Lead and SUN KM co-lead
- d. Technical Director, Technical Meetings Lead, M&E lead

7. In practice the four TDs function as a partnership, jointly consulting on key operational decisions and on ENN's overall strategy. The revised strategy (2013–2015) describes ENN's purpose thus:

The ENN's purpose is to strengthen the evidence regarding effective nutrition interventions and to use this evidence to inform policy and programming. The contexts of greatest concern are those prone to crisis or those that have persistently high levels of undernutrition.

8. ENN has a small office in Oxford (the TDs mainly work from home). Current staffing is shown in Figure E1 below.

Figure E1 Schematic Organisation Chart for ENN



Source: Evaluation Team

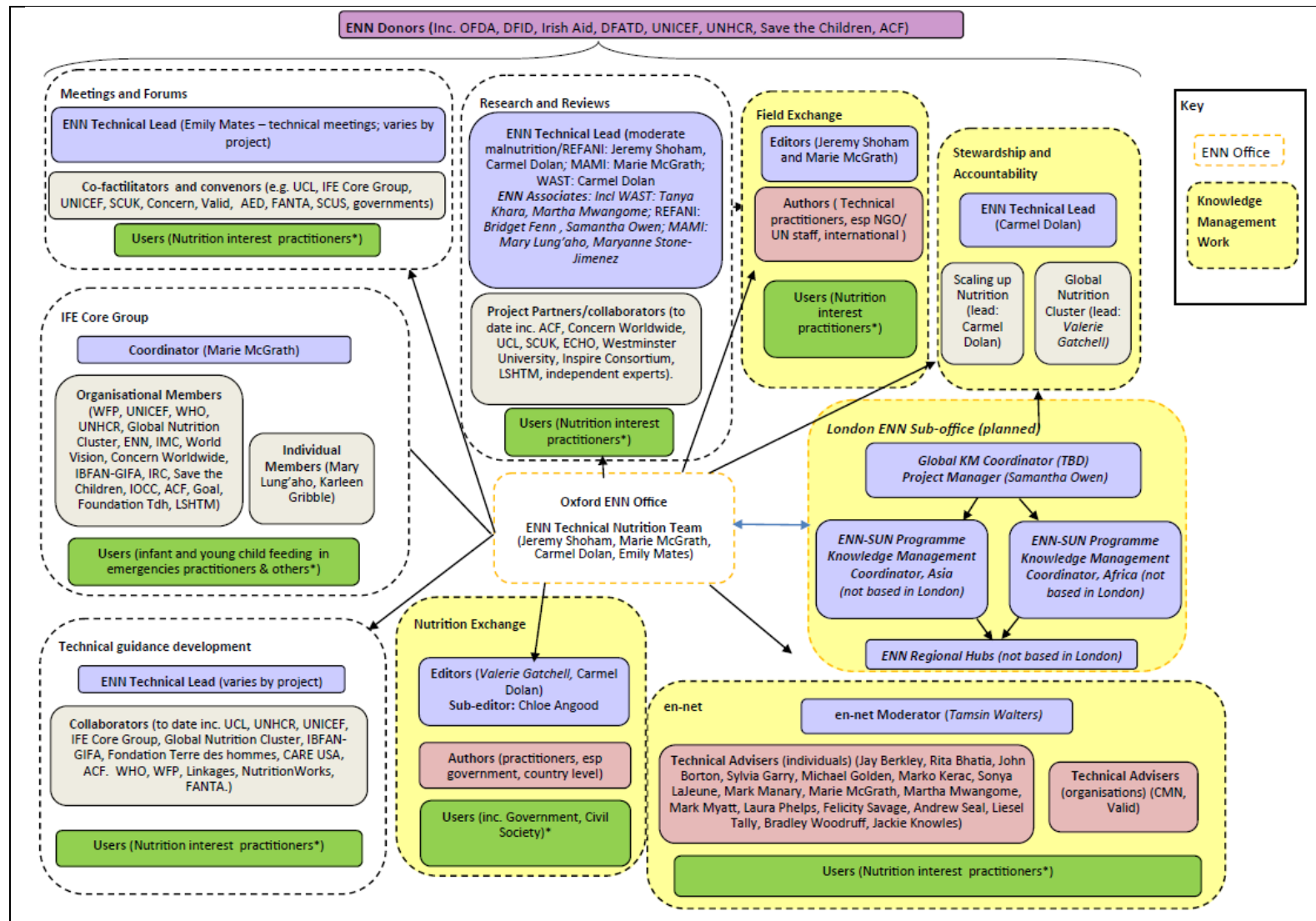
9. The ENN also has two Mentors on whom it can draw for strategic or technical advice.

10. The TDs all work on flexible contracts; the amount of work they do depends on ENN's "order book", and they may also take on non-ENN work. ENN also works with associates (consultants), with many of whom there is a long-term relationship. This business model allows ENN to match its salary and consultancy fee budget to the fluctuating level of work available (see discussion in Annex F). Thus, currently, the ENN office and TDs are engaged in the range of project and knowledge management activities shown in Figure E2 below.

11. ENN aims to function as a Community of Practice, and to maintain long-term relationships with organisations and individuals in the field of emergency nutrition. Its regular publications, its web-site and on-line forum (en-net), and various meetings that ENN convenes facilitate this sense of community, but neither individual nor corporate membership of the network has ever been formalised.

12. One of the founders of ENN was instrumental in setting up a consultancy partnership, NutritionWorks (see <http://www.nutritionworks.org.uk/>), and there is some overlapping membership between ENN staff and NutritionWorks, but there is no formal relationship between the two. Since July 2015, the two ENN staff involved in setting up NW have given notice that they will no longer be named NW Partners; they have not worked on NW projects for a number of years.

Figure E2 ENN Network Activity Map



Annex F ENN Financial Performance Data

ENN's Financial Performance

Data sources

1. Data in this section are based primarily on trustees' reports and audited accounts 2010/11 to 2013/14 and reports to the trustees' meetings of May and November 2014. The audited accounts for 2014/2015 are not due to be available until September 2015 (when they will be published online); this affects some of the breakdowns for the final year of the evaluation period, but the available data are sufficient to illustrate key features of ENN's financial profile.

Income and Sources of Funding

2. Between 2010/11 and 2014/15, ENN received total funding of £4.2 million from 36 funders and partners. The most significant funders were OFDA, UNHCR, Irish Aid and CIDA (now the DFATD of Canada) – see Table F1 and Table F2 below, and Figure F1 below.

Table F1 Number of ENN funders per annum

Year-->	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15 ³⁸
Number of funders	24	17	12	15	11	10
Number of funders with contribution of over £10,000 pa	5	5	5	5	5	4
Number of funders with contribution of o £5-10,000 pa	1	2	1	1	2	1
Number of funders with contributions of less than £5,000 pa	18	10	6	9	4	5

Source: Calculated from information provided in annual accounts 2010/2014 and information provided by email from ENN.

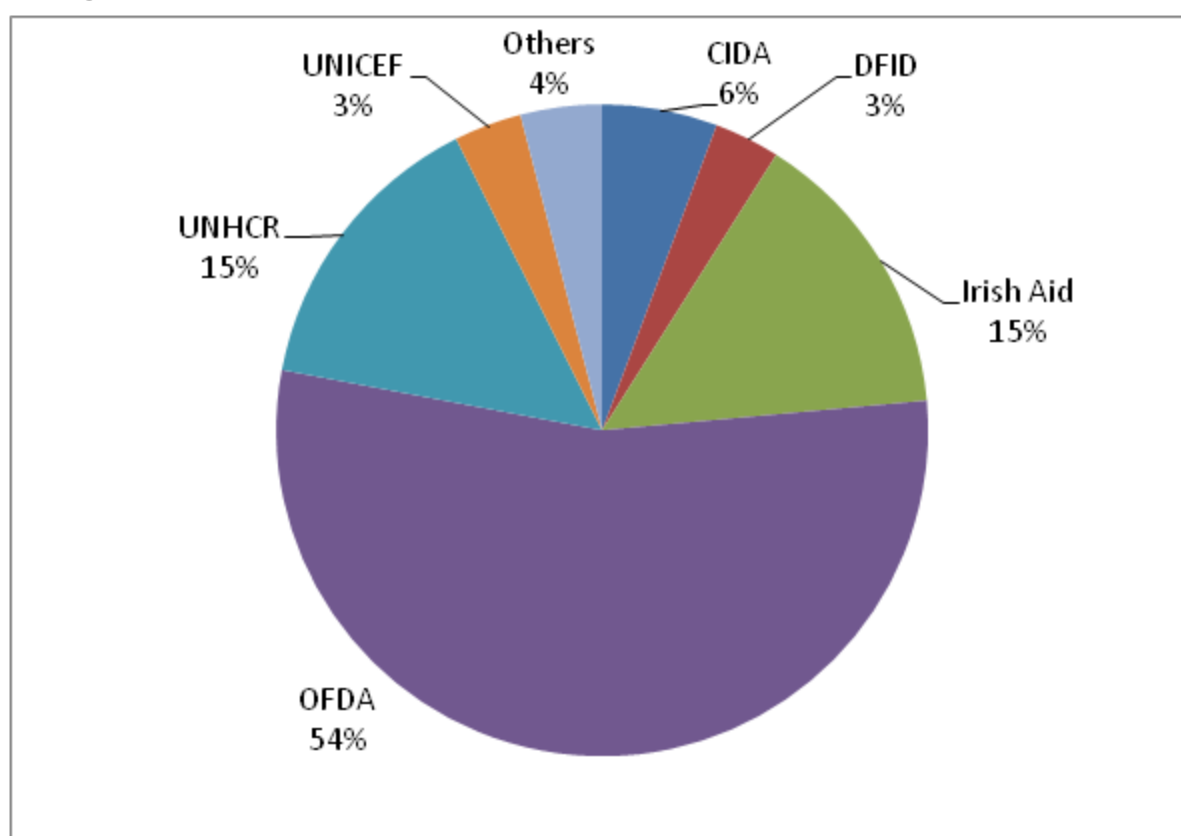
³⁸ Sourced from unpublished data supplied by ENN. Confirmation and details of these figures awaiting 2014/15 accounts data from ENN. NB: some donor income is not yet accounted for in the 2015/15 figures, including funding from DFID.

Table F2 Income by principal funders 2010/11–2014/15

Principal funders	income (GBP) year ended January...					Total 2010-15	% 2010-15
	2011	2012	2013	2014	2015 ³⁹		
CIDA / DFATD	1,044	87,325	114,985	19,303	18,000	240,657	6%
DFID	9,342	127,922	-	-	-	137,264	3%
Irish Aid	30,153	174,163	97,163	126,465	186,000	613,944	15%
OFDA	344,613	539,910	650,260	255,572	502,320	2,292,675	54%
UNHCR	138,436	234,856	190,864	48,348	4,000	616,504	15%
UNICEF	134,310	7,217	-	-	-	141,527	3%
Others	52,523	18,195	38,197	55,204	6,000	170,119	4%
Total income	710,421	1,189,588	1,091,469	504,892	716,320	4,212,690	

Source: ENN annual accounts from 2010 to 2013/14 and trustees' report Nov 2014.

Figure F1 Principal donor contributions to ENN over 2010–15 (%)



Source: Table F2 above

³⁹ Sourced from Trustees meeting of May 2014 – data to be confirmed once 2014/15 accounts are available.

Unrestricted Funding and Reserves

Financial Reserves

3. The ENN policy⁴⁰ is to ensure an unrestricted Reserve that amounts to one year's funding to support ENN core activities in the event of a funding shortfall, equating to approximately £100,000, and an additional unrestricted amount of up to £100,000 as a contingency amount to insure against potential unforeseen losses such as foreign currency exchange rate variances. Table F3 below shows annual trends in reserves.

Table F3 Year-end reserves, 2010/11– 2013/14

	2010/11	2011/12	2012/13	2013/14	2014/15
Reserves	£162,713	£143,550	£194,023	£197,867	n/a
- restricted	-£ 9,532	£ 26,820	£ 51,878	£ 21,220	n/a
- unrestricted	£172,245	£116,730	£142,145	£173,647	n/a

Notes:

- Restricted funds held in the Reserve are tied to projects and can only be used for that purpose. This applies where cash has been received and is intended to be expended within twelve months;
- Unrestricted funds held in the Reserve are an 'emergency backup' to support core ENN activities where (i) funding has not been secured and/or (ii) to ensure cash flow where funds have been committed but not yet received/funds distributed retrospectively.

"Recurrent funders"

4. So-called "recurrent funders" make up a proportion of the 'other' funder category. These are NGOs, UN agencies and some academic institutions who make a regular financial contribution to ENN services including publications and work on IFE. These funds are unrestricted – i.e. they are not earmarked to specific budget lines and can therefore be used to support ENN's work as a whole.

5. Income from this source is not stable; among other factors, it is significantly dependent firstly on establishing and maintaining good relationships with these organisations, and secondly on the time ENN have available to chase and encourage contributions. Funds secured also depend on resources available within these organisations at their year-end, and have declined in recent years. Table F4 below provides an estimate of income from these recurrent donors based on unofficial data supplied by ENN.

Table F4 ENN "recurrent funding" 2010–2015 (GBP)

	2010/11	2011/12	2012/13	2013/14	2014/15	Total 2010-15
Recurrent funders	£18,417	£21,217	£15,020	£13,208	£6,000	£73,863

Source: ENN internal data

⁴⁰ Trustee report year ended January 2014.

Recurrent donors who have contributed to ENN (2010-15)

Action Against Hunger France	Médecins Sans Frontières Holland	University College London
Action Against Hunger UK	Médecins Sans Frontières Spain	UNHCR
British Red Cross	Merlin	UNICEF
Concern Worldwide	Save the Children UK	World Health Organisation
Dan Church Aid	Save the Children US	World Vision Canada
FAO	Terre des Hommes	World Vision International
International Medical Corps		

Note: this list does not include the major bilateral donors shown in Table F2 above.

6. Contributions from recurrent donors in general have been regarded as recognition for receipt of FEX copies that they request; specific contributions to ENN's work on IFE are made by IFE Core Group members. Table F5 below illustrates the expected distribution of FEX (and NEX) to a selection of these agencies. It is notable that the spread of agencies providing recurrent support has significantly diminished, and that some agencies whose staff receive large numbers of ENN publications are no longer contributing to ENN's costs (although in some cases they are helping with on-distribution of NEX).

Table F5 Expected distribution of FEX and NEX to selected agencies (2014)

Agency	FEX 2014	NEX 2014	Agency	FEX 2014	NEX 2014
AAH-UK	180	803	LSHTM	39	3
ActionAid	7	3	Medair	16	5
British Red Cross	29	77	Mercy Corps	12	3
CAFOD	8	0	MERLIN	34	
Catholic Relief Services (CRS)	31	16	MSF-(all operations)	143	140
Care International	42	0	Muslim Aid	0	6
Concern Worldwide	92	173	Oxfam	49	13
CRWRC/ World Renew (no longer CRWRC)	11	2	Plan	12	15
Dan ChurchAid	5	0	Samaritan's Purse	9	1
FAO	25	557	Save the Children UK and US	176	453
Fondation terre de hommes	11	27	Tearfund	16	36
GOAL	69	35	UNHCR	48	189
IBFAN	11	0	UNICEF	160	1913
ICRC	3	9	WFP	149	627
IFRC	6	10	WHO	17	51
International Medical Corps	46	30	World Vision Canada and International	79	253
International Rescue Committee (IRC)	15	55	International Orthodox Christian Charities (IOCC)		350
Islamic World Relief	6	21			

Source: ENN unofficial data 2014/15

ENN Expenditures

Expenditures by project/programme

7. Expenditure over the evaluation period has totalled £4.1 million as shown in Table F6 below.

8. Programme expenditures are summarised by Strategic Objective (SO) in Table F7 below and shown in detail in Table F8 below, where the primary SO served by each programme is shown (with a secondary SO in some cases).

Table F6 Summary of ENN Expenditures 2010–2015

ENN Expenditures	Expenditure in GBP, year to January...					Total 2010/11–2014/15	% of total
	2011	2012	2013	2014	2015		
- Charitable activities	728,403	1,180,166	992,624	518,175	599,468	4,018,836	98%
<i>restricted</i>	<i>727,949</i>	<i>1,121,613</i>	<i>1,010,461</i>	<i>454,357</i>	534,217	3,848,597	94%
<i>unrestricted</i>	<i>454</i>	<i>58,553</i>	<i>- 17,837</i>	<i>63,818</i>	65,251	170,239	4%
- Foreign exchange loss	18,821	23,645	41,659	- 19,762	n/a	64,363	
- Governance costs	4,658	5,640	7,280	6,000	n/a	23,578	
Total expenditure	751,882	1,209,451	1,041,563	504,413	599,468	4,106,777	

Source: Extracted from ENN accounts. Data for 2015 provided by ENN related to programme expenditure, but full accounts are not available until audited so governance and foreign exchange losses are not included.

Table F7 Total programme expenditure by Strategic Objective, 2010/11–2014/15

	£	%
SO1 – publications, networks and forums	836,553	20.4%
SO2 – strengthen evidence base	1,390,267	33.9%
SO3 – facilitate inter-agency cooperation	1,328,410	32.3%
SO4 – global leadership and stewardship	284,178	6.9%
cross-cutting	267,369	6.5%
Total	4,106,777	100.0%

Source: Table F8 (Annex F)

Notes: Where a 2nd SO is shown in Table F8, it is assumed to account for 40% of programme expenditure. "

Table F8 ENN expenditures by programme, 2010/11–2014/15

Project code, name, description	SO		Expenditure in GBP, year to January...					Total 2010/11– 2014/15	% of total
	1 st	2 nd	2011	2012	2013	2014	2015		
<u>Restricted Funds</u>									
FEX Field Exchange Provide an online and print forum for capture/ exchange of field level programme experiences in emergency nutrition & food security sectors. It is produced in print and online three times a year. Act as an institutional memory for the sector and helps inform operational research priorities To provide humanitarian actors with summaries of up to date research and evaluation findings.	1		130,334	37,644 ⁴¹	107,814	83,739	108,809	468,341	11.4%
NEX Nutrition Exchange Sharing of emergency and long term nutrition related policy, programming, research and lesson learning at national level. Increase national level access to key sector materials through summaries of key Field Exchange content and original articles from nationals keen to share their programming experiences (emergency and development) Sharing of region specific information, training and events.	1		4,022	12,490	61,323	124,204	39,328	241,367	5.9%
OFM On-line forum (en-net) En-net: To provide remote field practitioners who work in the emergency food, nutrition and health with rapid online access to technical support	1		10,142	24,741	19,036	36,461	15,359	105,739	2.6%
PLR – Published Literature Review on SFPs (CIDA funded)	1		904	20,203				21,107	0.5%
RPTM Research into the Prevention and Treatment of Moderate Malnutrition Research into the Prevention and Treatment of Moderate Malnutrition at population level in emergencies (RPTM). And resulting publications <ul style="list-style-type: none"> the role of unconditional cash transfers during a nutritional emergency in Maradi region, Niger. The risk of acute malnutrition among children aged 6-36 months in households targeted by an emergency cash transfer programme (Journal of Nutrition) ENN Briefing paper on research in Chad into the effectiveness of blanket supplementary feeding programmes in preventing acute malnutrition The MAM Niger cash transfer study 	2		6,876	21,978	535,136			563,989	13.7%
ELM – E-learning materials on nutrition in emergencies (UNICEF funded)	2		106,474					106,474	2.6%
REFANI Research on Food Assistance for Nutritional Impact A field research project aimed at strengthening the evidence base on the nutritional impact and cost-effectiveness of food assistance programmes, as well as identifying the mechanisms through which this effectiveness is achieved.	2						100,989	100,989	2.5%
MRR – Minimum Reporting Requirements for SFPs	2		70,280					70,280	1.7%

⁴¹ In 2012, a special edition of Field Exchange on CMAM scale up was produced as one of the outputs of the CMAM workshop (CMAW); costs for this are accounted for under CMAW, explaining a lower expenditure for 2012.

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Project code, name, description	SO		Expenditure in GBP, year to January...					Total 2010/11– 2014/15	% of total
	1 st	2 nd	2011	2012	2013	2014	2015		
CASH Research on the effectiveness of Cash Programming in the Prevention and Treatment of Moderate Malnutrition To determine the cost-effectiveness of cash and voucher-based food assistance programs as part of a wider research project in to the effective of cash programming in tackling malnutrition.	2					20,288	17,235	37,523	0.9%
WAS Wasting And Stunting A narrative review of the literature on the relationship between stunting and wasting and a re-analysis of existing datasets for the GNR of concurrence in 5 high burden countries	2					4,093	32,610	36,703	0.9%
CSB Guidance on CSB++ Develop guidance on the implementation of supplementary feeding programmes using CSB++ (SuperCereal Plus),	2					36,481		36,481	0.9%
NV2 NutVal2 Expanded database, taking into account UN recommendations. Improved functionality of the software. Assisted users in the design of general food aid rations.	2				14,931	16,923		31,854	0.8%
MNIE Technical consultation on maternal nutrition in emergencies This technical background paper was commissioned by ECHO (through the INSPIRE consortium) to inform a technical round table, held in Brussels in November 2013. A literature review was conducted to identify important research, global reviews, policy and guidance documents from a range of global actors (donors, UN and key International NGOs) in the area of maternal nutrition.	2					18,327		18,327	0.4%
COV Coverage, referring to ASM coverage Special coverage publication produced to improve accessibility to key articles, published in 2012 and 2013. The featured articles cover a range of content, from the importance of attaining coverage in measuring the impact of CMAM programmes, to the need to set up coherent coverage standards, to passionate but constructive methodological discussions	2						13,345	13,345	0.3%
MAMI2 Management of Acute Malnutrition in Infants Contribute to the evidence base on MAMI and support development of sector guidance that is prioritised, succinct, and evidence-based. Development of a MAMI Global Network, to link policy, research and practice in a global networking initiative.	2				3,175	- 21		3,154	0.1%
SOP Standard Operating Procedures Development of Standard Operating Procedures for utilisation of BMS and management of BMS donations in refugee settings Compilation of current documents into one guidance document adaptable to context	2					10,346		10,346	0.3%
RESIA Moderate Malnutrition research write-up	2					9,899		9,899	0.2%
AAT Alive and Thrive provision of technical support on research to into integration of infant and young child feeding in community based management of acute malnutrition	2				1,644	3,125		4,769	0.1%
MMTC – Moderate Malnutrition Technical Consultation (WHO funded)	2		4,050					4,050	0.1%
RES Resilience Carry out conceptual and programmatic review of experiences of nutrition resilience	2					279	3,218	3,497	0.1%
MAMI3 MAMI Network (Project description as per MAMI 1, different coding for donor funding purposes).	2					4,276	8,121	12,397	0.3%

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Project code, name, description	SO		Expenditure in GBP, year to January...					Total 2010/11– 2014/15	% of total
	1 st	2 nd	2011	2012	2013	2014	2015		
ARS Anaemia in Refugees study Technical support and analytical services for the assessment of anaemia and micronutrient malnutrition and the implementation of nutritional services across UNHCR field sites	2	3	86,925	215,753	161,053	- 6,638		457,094	11.1%
DFM Donor financing of scale up of CMAM	2	4			62,394	36,379		98,773	2.4%
PPT – Post Graduate and Professional Training (UCL implemented)	3		68,754	158,952				227,707	5.5%
HTP Harmonised Training Package Technical update of nutrition in emergencies training material. Technical updates of all 21 modules to version 2 by ENN.	3		12,373	166,434				178,807	4.4%
IST – In service training (Kenya and Bangladesh)	3		18,261	118,448				136,709	3.3%
CKM Cluster Knowledge Management One year programme of work to support lesson capture of country cluster coordinator experiences, supporting work of GNC.	3						80,003	80,003	1.9%
IAM Inter-Agency Meeting A live forum to address specific technical, programming and policy issues relevant to nutrition in emergencies and high burden contexts. Aims to build consensus for improved practice, priority research, guidance and policy development.	3				5,428	7,262	71,942	84,632	2.0%
IFE Infant Feeding in Emergencies ENN is the coordinating agency of the IFE Core Group and online 'home' for the resources produced by the IFE Core Group. ENN aim to share and develop resources and operational guidance relating to IFE Hosting of IFE Core Group meetings for sharing and development of resources.	3		26,324	2,461	3,120	4,623	6,090	42,618	1.0%
MAC MUAC Agency Conference Detailed Review and consultation meeting for operational agencies & academic specialists to better understand evidence, identify knowledge gaps and to inform operational guidance	3				21,254	393		21,647	0.5%
PICE – Pilot IYCF CMAM Ethiopia (World Vision funded)	3		18,982					18,982	0.5%
ASM ACF SAM Meeting SAM treatment coverage: the production of a small publication on coverage of SAM treatment programmes for the coverage monitoring network (funded by ACF)	3					6,750	6,057	12,807	0.3%
GFC Governance in fragile contexts Technical input on review of factors that promote/inhibit political commitment to address undernutrition in fragile states countries that experience repeated humanitarian crises to: <ul style="list-style-type: none"> identify the policies and practices of humanitarian actors that promote or inhibit longer term investment in nutrition through national systems advance and develop a framework for understanding how nutrition governance could be enhanced in a context of state fragility identify and recommend specific policy actions that DFID and partners could take to ensure government's sustained political and financial investment to improve nutrition in challenging environments 	3				1,614	7,758		9,372	0.2%
CGM IFE Core Group Meeting Support the work of the IFE core group	3				9,339			9,339	0.2%

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Project code, name, description	SO		Expenditure in GBP, year to January...					Total 2010/11– 2014/15	% of total
	1 st	2 nd	2011	2012	2013	2014	2015		
TMN – Technical meeting on nutrition Same activity as IAM (separate coding for donor purposes in accounts)	3						4,108	4,108	0.1%
MRP Minimum Reporting Package Strengthening implementation of SFPs through the development of minimum reporting guidelines and research into causes of beneficiary defaulting from programmes. MRP package developed, software piloted in four countries. Package development presented to WHO technical consultation.	3				3,543	- 558		2,985	0.1%
UMAL UNHCR experience around acute malnutrition indicators Consultation on anthropometric indicators in acute malnutrition (2012) <ul style="list-style-type: none"> Facilitated technical consultation with practitioners and academic specialists of use of mid-upper arm circumference and weight for height in acute malnutrition programming. Four-month consultation involving 19 academic specialists and 10 operations organisations. Final report produced and published online. Linked review on operations issues and challenges faced by UNHCR and its implementing partners regarding anthropometric indicators, including regional and country experience. Findings fed into larger technical consultation and recommendation applied to UNHCR programming. 	3				4,635	- 4,959		- 324	0.0%
CMAW CMAM Workshop (Ethiopia) Conference held in Addis Ababa, to provide a 'live' forum for the discussion of issues relating to national scale-up of CMAM from a government perspective.	3	4	163,249	342,509	35,643			541,401	13.2%
LEAD Leadership and Brokership work in the sector Support global leadership, learning and partnership across the nutrition and food security sectors.	4					624	11,495	12,119	0.3%
Audit	5					12,754	2,160	14,914	0.4%
Website development	5						11,546	11,546	0.3%
MAE Monitoring & Evaluation (OFDA funded) Monitoring and evaluation systems for ENN's work.	5					35	1,801	1,836	0.0%
Unrestricted Funds	5		23,933	87,838	- 9,519	71,570	65,251	239,073	5.8%
Total Restricted and Unrestricted Funds			751,882	1,209,452	1,041,563	504,413	599,467	4,106,778	100.0%

Source: Extracted from ENN accounts, and data for 2010, 2011 and 2015 supplied by ENN directly.

Notes: (1) In SO (Strategic Objective) column, 5 = crosscutting.

(2) Where a secondary objective is shown, expenditure is assumed to be 60% for the primary SO, 40% for the secondary SO.

(3) Pre-2012, payments appear lower for some projects related to timing of receipts and payments (for certain funders). This is not a reflection of reduced project activity. Since then, an accruals and prepayments method is used so payments more closely reflect activity level.

Expenditures by functional category

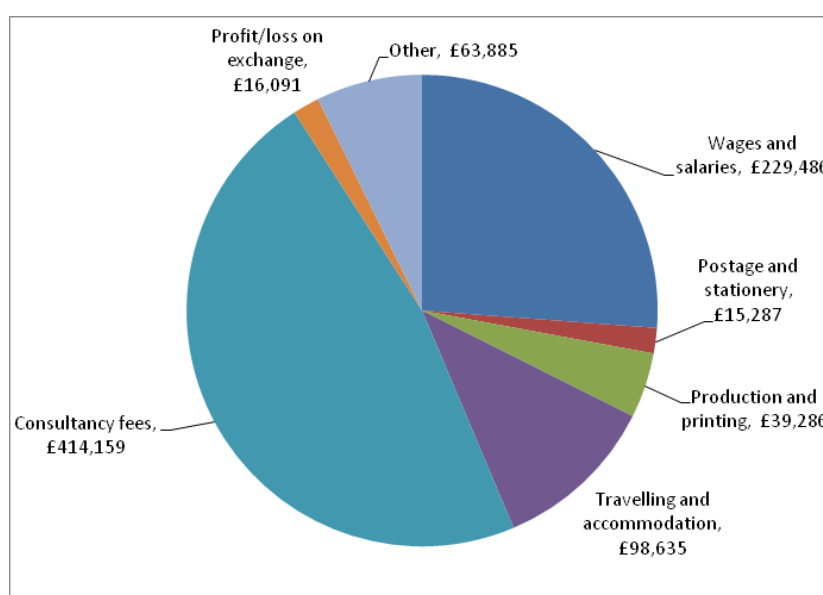
9. ENN annual expenditures by functional category are shown in Table F9 and Figure F2 below.

**Table F9 Summarised ENN annual expenditure by category
2010–2015 (with % average over 4 years to 2013/14 only)**

	2010/11	2011/12	2012/13	2013/14	2014/15	Avg %
Wages and salaries	188,942	221,792	233,248	273,960	-	26.2%
Consultancy fees	410,060	598,153	528,912	119,511	-	47.2%
Travelling and accommodation	54,819	213,506	99,544	26,669	-	11.2%
Production and printing	24,028	47,378	55,673	30,064	-	4.5%
Postage and Stationery	17,240	22,497	11,277	10,135	-	1.7%
Profit/loss on exchange	18,821	23,645	41,659	- 19,762	-	1.8%
Other	37,972	82,480	71,250	63,838	-	7.3%
	751,882	1,209,451	1,041,563	504,415	599,467	

Source: ENN annual audited accounts and data for 2104/15 provided by ENN, but full breakdown of expenditure by category for 2014/15 was not available at time of review (audited accounts will be published online in September 2015).

Figure F2 Average Annual Expenditure by Category (2010/11-2013/14)



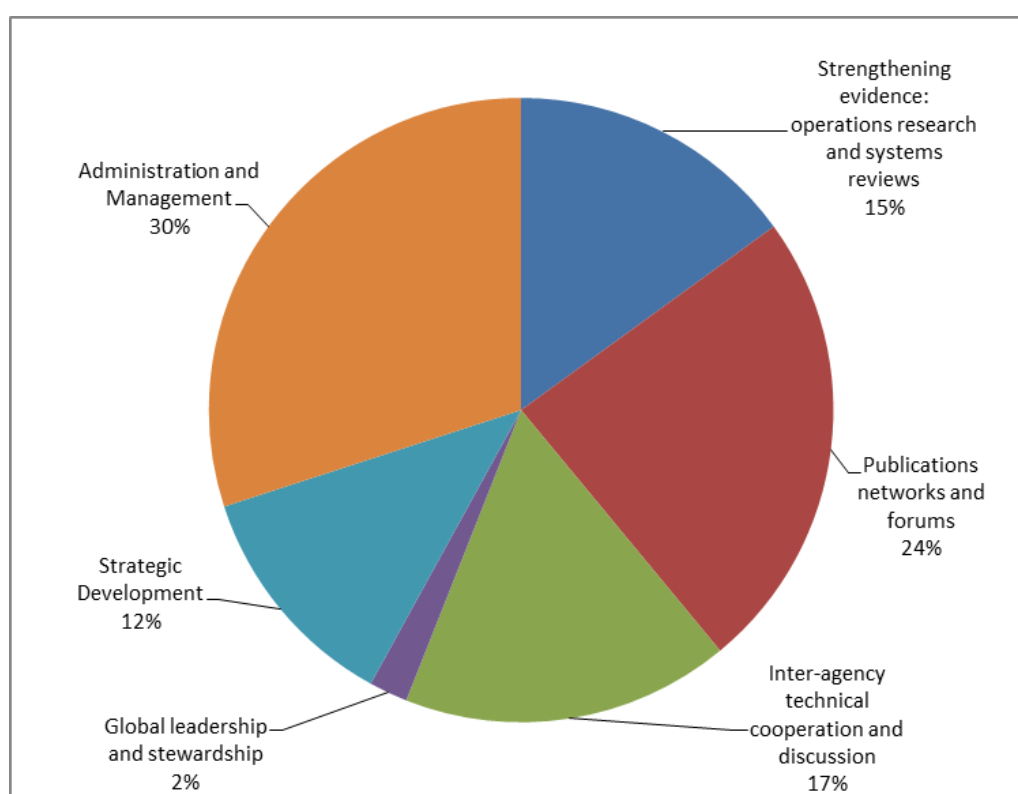
Source: Annual accounts 2010/11-13. Note accounts for 2014/15 were not available at the time of review (audited accounts will be published September 2015).

Cost analysis

Staff and consultancy charges

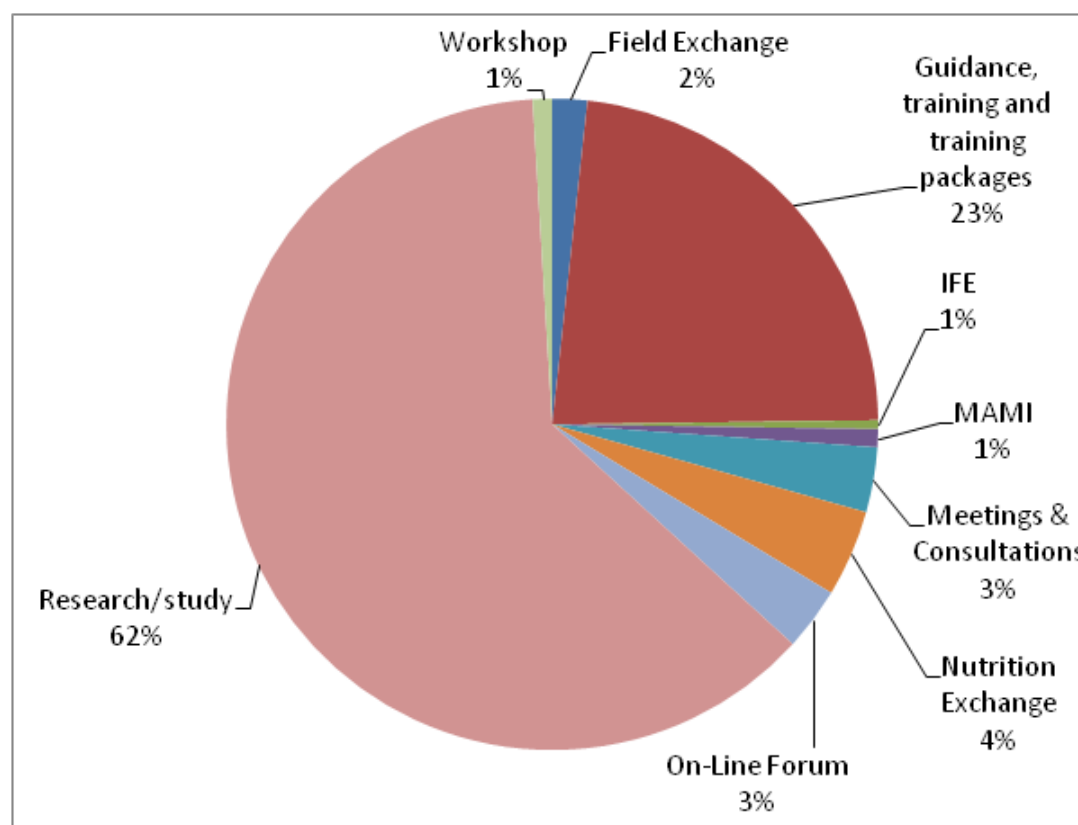
10. Staff and consultancy costs are unsurprisingly the most significant item of expenditure in ENN, representing 73% of ENN costs over the 2010–14 period. Figure F3 and Figure F4 below illustrate the distribution of staff costs and consultant costs respectively across ENN's strategic areas of work and the spread on administration and strategic development of ENN.

**Figure F3 Staff time distribution across strategic lines of work
2010–15**



Source: ENN timesheet data from 2010-15

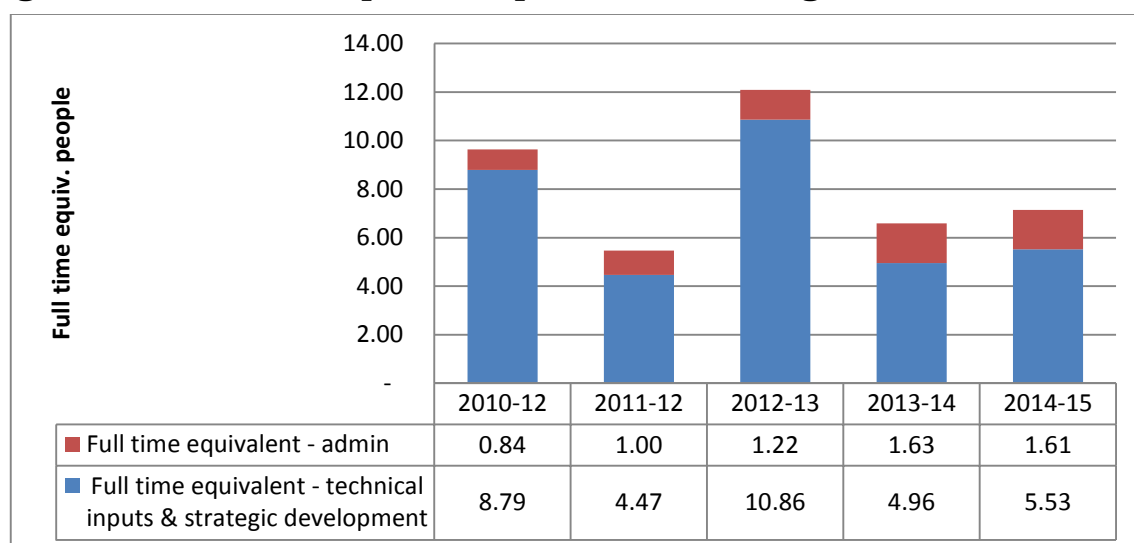
Figure F4 Distribution of associate consultant inputs on core areas of ENN work 2010–15



Source: ENN invoice and timesheet unpublished data from 2010-15

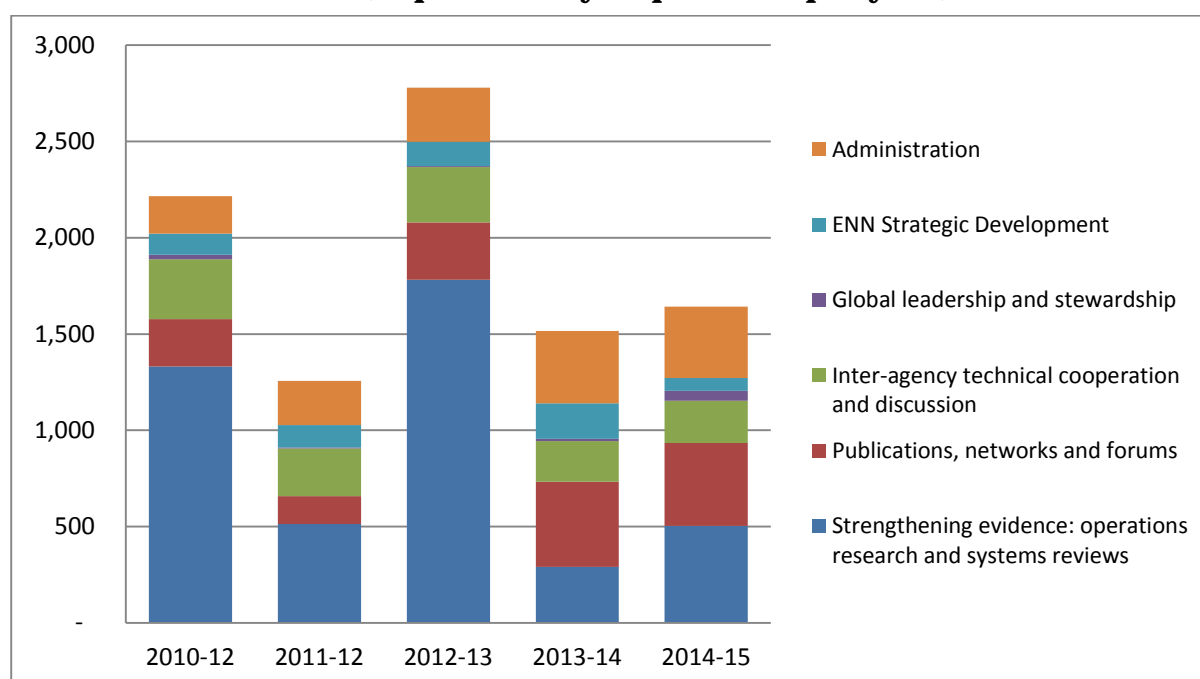
11. An analysis of available timesheet and invoice data (Figure F5 below) shows that ENN has delivered its services with between 5 and 12 full time equivalent people annually over the 5-year period. ENN's business model allows it to expand services with the use of external consultants and partners without increasing significantly its overheads. The demands on a growing organisation to meet heavier reporting and compliance requirements of donors have necessarily increased the time allocated to administration in the organisation over the period.

Figure F5 Full time equivalent persons delivering ENN services 2010-15⁴²



Source: ENN unpublished staff timesheet and consultant invoice data 2010-15

Figure F6 Level of ENN staff and consultant inputs against core strategic objectives and administration 2010-15 (in person-days equivalent per year)



Source: ENN unpublished staff timesheet and consultant invoice data 2010-15

⁴² It should be noted that this analysis is illustrative and not exact because consultant invoices have been converted to person hour inputs at an average rate (£280/day average used by ENN). The level of inputs by staff go beyond that recorded officially in time sheets. Full time equivalent staff is calculated on 230 days per year.

Production costs for FEX and NEX

12. Table F10 below provides a summarised analysis of costs of producing FEX and NEX, analysed both in terms of unit costs per hard copy produced, as well as total hard and electronic copies accessed. The average cost over the 5 year period when calculated per hard copy produced is £11.27, and £6.45 when calculated per hard and soft copy distributed. The trend is for better economies over time for FEX, but principally achieved through soft copy distribution.

13. NEX has achieved significant economies of scale over the five-year period as distribution has climbed significantly and soft copy access has significantly improved. Average unit costs over a four-year period (2012-2015) are £8.52 calculated per hard copy distributed, and £5.98 for hard and soft copies. Most recent figures emerging (not included in the table below show a significant increase in English and French NEX (issue 5) demand due to efforts to increase distribution in target countries (Arabic figures are forthcoming).

Table F10 FEX and NEX unit production cost analysis

Expenditure by Programme (GBP)	2010/11	2011/12	2012/13	2013/14	2014/15
Annual expenditure for:					
FEX Field Exchange	130,334	57,644	107,814	83,739	108,809
NEX Nutrition Exchange	4,022	12,490	61,323	124,204	39,328
Distribution of FEX					
Field Exchange - no. of recipients of print copies (per issue)	3,500	3,845	4,132	4,082	4,035
Issues /year	2 ⁴³	3	2*	2 ⁴⁴	2
Total hard copies distributed	7,000	7,690	12,396	8,164	8,070
Electronic downloads of FEX	3,957	4,647	4,987	8,000	10,834
Total 'copies' of FEX distributed in hard and electronic copies	10,957	12,337	17,383	16,164	18,904
Distribution of NEX					
Nutrition Exchange hard copies distributed		1,635	4,100	9,674	12,910
Electronic copies downloaded		870	2,393	4,010	4,757
Total 'copies' of NEX distributed (hard and electronic)		2,505	6,493	13,684	17,667
Unit costs for FEX (£ per copy)					
Calculated per hard copy distributed	£18.62	£4.90	£8.70	£10.26	£13.48
Calculated per copy (hard and electronic copies) accessed	£11.90	£ 3.05	£6.20	£5.18	£5.76
Unit cost for NEX (£ per copy)					
Calculated per hard copy distributed		£7.64	£14.96	£12.84	£3.05
Calculated per copy (hard and electronic copies) accessed		£4.99	£9.44	£9.08	£2.23

Source: ENN annual accounts for programme costs, and ENN data for FEX and NEX distribution

⁴³ Content for a third special and larger edition was developed in 2010 but production fell into the next financial year (Feb).

⁴⁴ A double edition was produced in July 2012; larger special issue produced in Sept 2013; 2014/15: double special edition produced Nov 2014.

Costs of en-net

14. En-net costs: Table F11 below provides an analysis of unit cost per visitor and person signed to receiving en-net updates. Annual costs for providing en-net have averaged over the period at £21,148 p.a., which calculates as an average of £1.11 per unique visitor to en-net, or £23.26 per user signed to receiving en-net updates.

Table F11 Calculated unit costs of en-net

Expenditure by Programme (GBP)	2010/11	2011/12	2012/13	2013/14	2014/15	Average
OFM Online Forum - annual costs	10,142	24,741	19,036	36,461	15,359	£21,148
Number of unique visits to en-net	14811	14097	20850	21567	29675	20,200
No of people signed up to receiving en-net updates			800	900	1503	1,068
Unit cost of OFM:						
Calculated per unique visit to en-net	£0.68	£1.76	£0.91	£1.69	£0.52	£1.11
Calculated per person signed to receiving en-net updates	n/a	n/a	£26.06	£23.96	£19.74	£23.26

Source: ENN accounts and internal data.

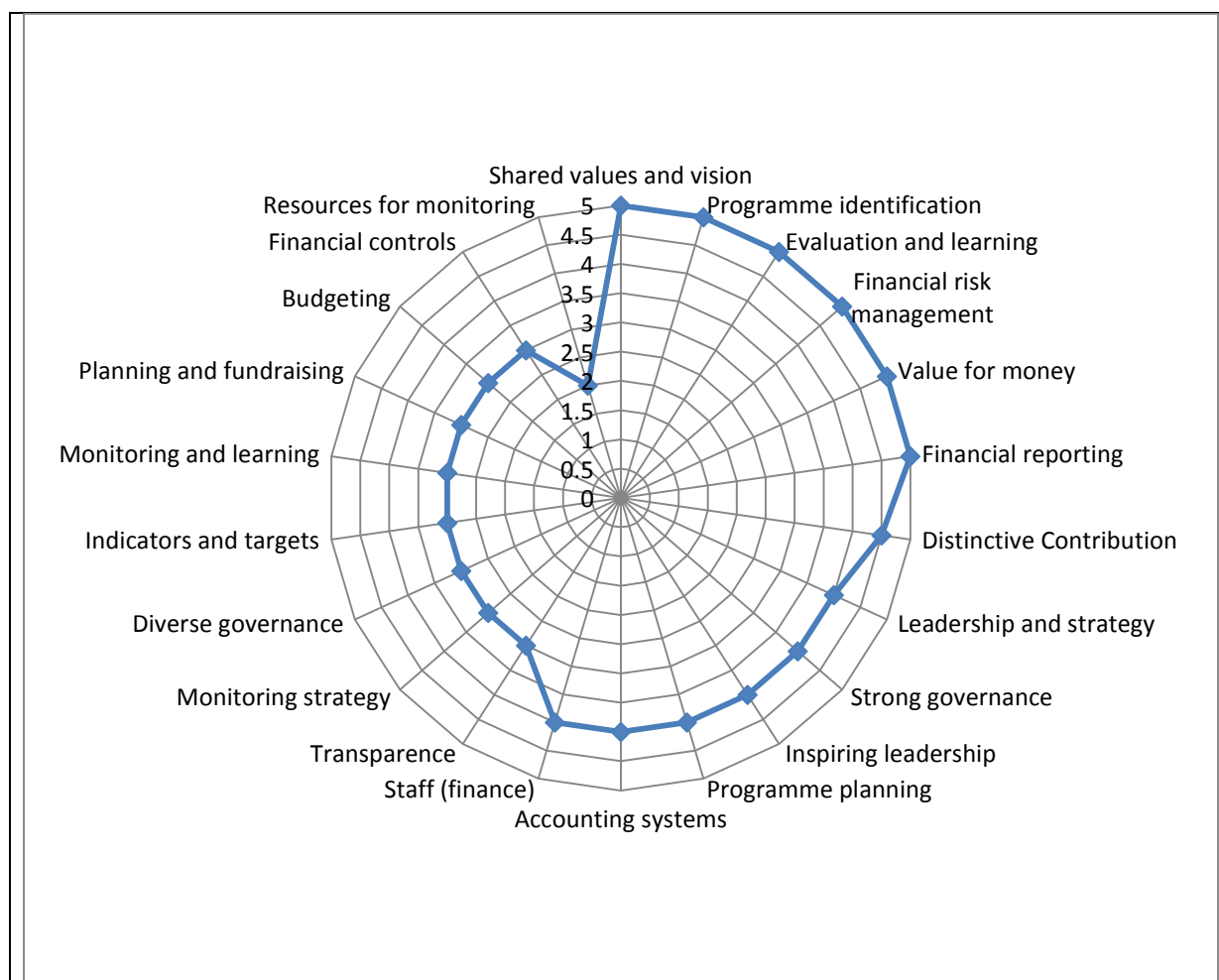
Annex G ENN Organisational Quality

ENN Organisational Health Check

1. Working with a modified and reduced version of the BOND Health Check for NGOs, ENN has completed a self-assessment of its organisational effectiveness as a part of this evaluation. The health check was modified by the evaluation team to focus on ENN's effectiveness around the following 'pillars': Identity and Integrity; Leadership and Strategy; Programmes; Money; and Monitoring, Evaluation and Learning.⁴⁵ The results of this self-assessment are illustrated in Figure G1. Scores in the health check range from 1 to 5, with 5 being the strongest, and for each indicator a descriptive statement of what each score equates to in terms of organisational practice, culture or policy is provided to aid consistency of assessment.
2. The scores presented in this annex are not awarded by the evaluation team but are ENN's self-assessment based on the BOND scoring criteria. The BOND Health Check was designed so the level 3 reflects a good benchmark for any organisation operating in the international development sector, and ENN has reported good scores against this benchmark.
3. ENN's highest-scoring indicators across this modified health check were on:
 - shared vision, leadership and strategy, and distinctive contribution
 - programme planning, programme learning
 - governance, and financial risk management, and
 - financial reporting, accounting systems and finance staff.
4. Its lower-scoring indicators were :
 - Monitoring strategy, indicators and targets, and resources for monitoring
 - Diversity in governance
 - Fundraising, financial controls and budgeting processes.

⁴⁵ BOND's full Health Check is more extensive, with a total of 11 pillars corresponding to the core functions found in most international development organisation.

Figure G1 ENN self-assessment across core functions using modified BOND health check (2015)



5. Not all the comments and evidence produced by this analysis are presented here, but specific issues identified or highlighted by ENN in this process are summarised in Table G1 below.

Table G1 General Governance: observations and issues highlighted by ENN through BOND health check⁴⁶

Indicator	ENN Comment
Distinctive contribution	We consider that we have a widely shared understanding of our contribution, but we can't necessarily <i>demonstrate</i> that it forms the basis of all our activities – this is difficult to do! Anticipated that this external evaluation will demonstrate this.
Transparency	ENN does not have an organisation-wide transparency policy – but it is on the list of policies that need to be developed.

⁴⁶ See Table G2 below for financial management assessment.

Indicator	ENN Comment
Monitoring strategy	<p>ENN routinely do data collection and analysis – although this is not yet as systematic as it needs to be.</p> <p>However the monitoring structure that exists ensures that ENN completes its commitments to donors.</p> <p>The M&E system is still a work in progress. Monitoring progress and information is used for donor reporting and accountability, more than adjusting the strategy.</p>
Strong governance	<p>ENN meet all requirements except formally reviewing the Board's own performance. However this is done informally (as noted in trustee meetings).</p> <p>The trustee team works well. ENN's overall effectiveness is discussed in Board meetings.</p>
Diverse governance	<p>Overall a good mix of people representing a range of skills.</p> <p>There are regular discussions of whether we need to broaden trustee members (as evidenced in trustee minutes). Through this strategic period the mix of expertise has been sufficient for ENN needs.</p>
Programme planning	<p>Our plans are often informed by learning:</p> <ul style="list-style-type: none"> • FEX, NEX, en-net are all informed by experience • ENN develop special editions, usually as requested from readers e.g. urban edition, and Syria special edition. • ENN regularly request feedback from readers/users of its core project. Also take account of unsolicited feedback.
Indicators and learning	<p>ENN has indicators for all projects – usually developed for proposals and agreed by donors with targets set at proposal development stage.</p> <p>We have developed our nascent M&E system over the last two years – although we recognise that it still requires work and input from an M&E specialist.</p>
Evaluation and learning	<p>ENN are committed to evaluating all our projects, meetings, etc. wherever possible.</p> <ul style="list-style-type: none"> • We 'build' in budget to do this – example is the recent proposal submission to OFDA where sufficient budget for M&E budget was included. • We recruit 'free' people to undertake as much work as possible – example of the citation survey in 2009 and now in 2015 – students doing the work. • For major pieces of work, e.g. the CMAM conference, we dedicated considerable resources to conducting a 'follow up' survey one year later – to assess whether there had been any longer term impact. This was in addition to the feedback survey requested at the meeting – this feedback was taken into consideration when planning for the Oxford TMN meeting. • The Bali IFE Meeting, the Oxford TMN all included a feedback questionnaire, which was collated and published. • Following any evaluation (large or small, internal or external) the four TDs meet and discuss the results, including how the learning can be applied to our next piece of work. Evaluation results will also be presented and discussed with our staff and at trustee meetings.

Indicator	ENN Comment
Resources for monitoring	<p>Insufficient funding from donors to address this adequately. But:</p> <ul style="list-style-type: none"> Research projects are well monitored – the donors are very willing to include sufficient funding. In the last OFDA budget (2013-15) – we had recognised that we needed to set up a M&E system, so we put in enough funds to set this up. Also budgeted funds for this external evaluation. For the recent submission to DFID (SUN work) we recognised limitations around monitoring for KM work – so built in an M&E specialist for year 1, This is evidence of our learning – the need for external M&E specialists to assist us with this important aspect.

Adherence to external standards for organisational quality

Policies, procedures and handbooks

6. ENN has a comprehensive set of policies, procedures and handbooks which have been developed systematically and in response to donor requirements. Box G1 below shows the key governing documents, policies and guidelines of the organisation.

Box G1 ENN policies, procedures and handbooks

ENN Certificate of Incorporation	ENN Memorandum of Association 18 June 2006
ENN Charity Commission Registration	ENN Articles of Association 2006
ENN Staff Handbook 2012	ENN Consultant Handbook 2012
ENN Code of Conduct 2015	
ENN code of Conduct Sexual Exploitation	
ENN Conflict of Interest Policy 2015	ENN Health and Safety Plan
ENN Diversity and Equality Policy	ENN Disciplinary and capability procedure
ENN Whistleblowing Policy	ENN Annual leave policy
ENN Procurement Guidelines	ENN Rewards Policy
ENN Staff Security Policy	
ENN Staff emergency response 2014	Risk assessment register
ENN Consultant Security Policy	

International Red Cross and Red Crescent Movement Code of Conduct

7. The ENN has applied to be a signatory to the International Red Cross and Red Crescent Movement Code of Conduct (pending). It has produced a Code of Conduct, based on the International Red Cross and Red Crescent Movement Code of Conduct, that applies to all staff and consultants working with the ENN. The code commits all staff and consultant to respect, implement and promote humanitarian principles laid out in the annex to the code; the annex contains the principles of the International Red Cross and Red Crescent Movement. This is a recent development, and will be included in the terms and conditions of future contracts with consultant and partner

agencies.

8. The ENN has recently secured a Framework Partnership Agreement (FPA) with ECHO, which requires that it adheres to the Red Cross Code of Conduct. The ENN does not directly implement aid operations, but undertakes work to which many of the principles of the Code of Conduct are relevant. Examples of this (provided by ENN to ECHO):

- *The ENN are in the highly privileged position of receiving information from many organisations through submissions of articles, published research and other information. These organisations include Bilateral Donors, UN agencies, International and National NGOs. All submissions for publication in Field Exchange or Nutrition Exchange, as well as submissions on our on-line forum en-net are reviewed and edited to ensure that the principles of humanity and neutrality are adhered to.*
- *We would not feature an article that was disrespectful of custom or culture.*
- *We also strive to maintain impartiality and professionalism throughout our publications; for example, a recent article submitted to Field Exchange presented an innovative approach to assessment related to infant feeding but for which we identified there may be some technical shortcomings. We therefore subjected the article to peer review and technical issues were reflected in a postscript to the article.*
- *Where a particular agency is challenged in an article, we offer the right to reply in the form of a postscript to the article. This involves negotiation between the author and the concerned agency. This approach helps to maintain our reputation for impartiality and independence.*
- *We have undertaken projects to build national training capacity on nutrition in emergencies and continue to support regional efforts through technical inputs in Lebanon and Thailand (to build local disaster response capacity).*
- *Our more recently developed publication, Nutrition Exchange, is concerned with lesson capture and learning at national level especially.*
- *We are currently involved in a DFID-funded Research consortium, REFANI (ACF, UCL, Concern Worldwide) and all activities are being implemented following approval by the relevant ethical committees.*

Financial procedures and policies

9. Table G2 below shows ENN's response to the financial sections of the modified BOND health check.

Table G2 Financial Management: observations and issues highlighted by ENN through BOND health check

Indicator	ENN Comment
Financial planning and fundraising	<ul style="list-style-type: none"> • ENN have a medium term financial strategy, which is based largely upon project based income (a mixture of strictly budgeted project contracts - i.e. OFDA/DFID - and some flexible project and development funding – Irish Aid). • ENN create an annual budget based upon known income and expenditure which drives further discussion at management and board level about further funding requirements. • Discussions about additional unrestricted funding are ongoing but this type of funding is restricted due to the nature of our work and the issue of independence. • We met a funding consultant in 2014 in order to assist us in opening up new types of less restricted income streams. • Until September 2015 we will be renegotiating ongoing contracts and after that the focus will return to looking to diversifying funding streams.
Financial risk management.	<p>ENN operate a regularly updated risk management register, which includes financial risk. This document is reviewed monthly during finance and operations meetings.</p> <p>ENN take a risk-averse approach to finance and all management and trustees are made aware of any potential or current risks immediately. Given our size it is not possible to carry out regular internal audit but the ease of communication between different areas of the business and the mechanisms put in place allow us to review policies regularly at both a management and a Trustee level</p>
Value for money	<p>ENN spend a lot of time making sure savings are being made, in whatever area possible.</p> <ul style="list-style-type: none"> • CMAM conference costings – found best prices (meeting room, accommodation, etc.); the total conference came in well under budget (able to do other things with the spare money e.g. donor financing) • Film for the CMAM conference produced for free; filming of the conference done at a greatly reduced price. • The Oxford TMN meeting was done on a 'shoestring' – everything budgeted out and the very cheapest version sourced. • Pay lower rates for consultants compared to what other organisations pay them (through maintaining good relationships).
Budgeting	<p>ENN create an annual budget based upon figures, which are predominantly taken from 2-3 year contracts. All figures for these projects are known but due to the complexities of operating under different funders (and the need to demonstrate a cost share for various projects supported by multiple funders) it would be too much work to regularly update budgets.</p> <p>A monthly variance analysis gives us oversight and if figures needed to change significantly or a new funding stream was found for a current project then management would look to re-budget.</p> <p>All budget holders are involved fully in the budgeting process.</p>

Indicator	ENN Comment
Accounting systems	<p>Due to the nature of our funding we are audited by a number of organisations so our systems are built around the needs of statutory requirements and international funders.</p> <p>Systems are reviewed at least once annually based upon advice given by auditors.</p> <p>Financial information is prepared and used monthly by management (variance analysis of both financial expenditure and time budget which drive expenditure).</p>
Financial reporting	<p>Quarterly financial and time reports (actual versus budget) are prepared, distributed and discussed amongst staff and management. Timesheets are reviewed on a monthly basis. Trustees should receive these reports quarterly. We are audited on our reporting to donors so we have to have quality built in to our reporting systems (regularly reviewed by auditors who help adjust systems where necessary). We provide financial information in a variety of formats, driven by both UK statutory, and donor-specific requirements.</p>
Financial controls	<p>Our controls and sign-off procedures are based upon advice given to us by both our statutory and funding-specific auditors. We have to demonstrate that these procedures are adhered to on an annual basis.</p> <p>Our systems are only limited to 3-4 as opposed to 5 by the size of the organisation not being able to cope with overly-complex policies which would require greater staff and management numbers to make the policies viable.</p>
Staffing (finance)	<p>ENN Finance Officer has over 20 years' experience in practice, SMEs and charities, with 11 years' experience of charity accounting in a UK and international context.</p>

Annex H Results/performance against ENN strategic objectives

This annex presents information about ENN results against the four Strategic Objectives (SOs) spelt out in ENN's revised strategy for 2013–2015. There were some differences in formulation between the revised and original versions of the strategy (see Box H1 below); the annex uses the revised SOs as the organising framework for Table H1 below, but it covers performance over the entire period from 2010.

Box H1 High-level comparison of ENN strategies for 2010–2015 and 2013–2015

2010–2015 Strategy

Strategic focus and priorities for 2010-2015	Aim	Objectives
The 2008 Lancet Nutrition Series and reviews of the humanitarian reform process identified gaps in the emergency nutrition sector including lack of resources and capacity at local and national level, a weak evidence base for certain types of operational practice and a lack of stewardship within the nutrition sector. The ENN vision is to contribute towards filling these gaps through expanding and strengthening existing activities and through implementing new projects.	Increase the capacity of national, regional and international practitioners to respond to the food and nutrition related needs of vulnerable and emergency affected populations.	<ol style="list-style-type: none"> 1. Improve learning in the sector, targeting practitioners involved in emergency response, policy makers and donors. 2. Close knowledge and practice gaps in the sector through a focus on evidenced based operational research. 3. Increase the capacity of national and regional level actors through the active promotion and development of strategic partnerships. 4. Contribute to improvements in leadership/stewardship through advocacy, partnerships and support for key agencies and institutions at international level.

2013–2015 Strategy update


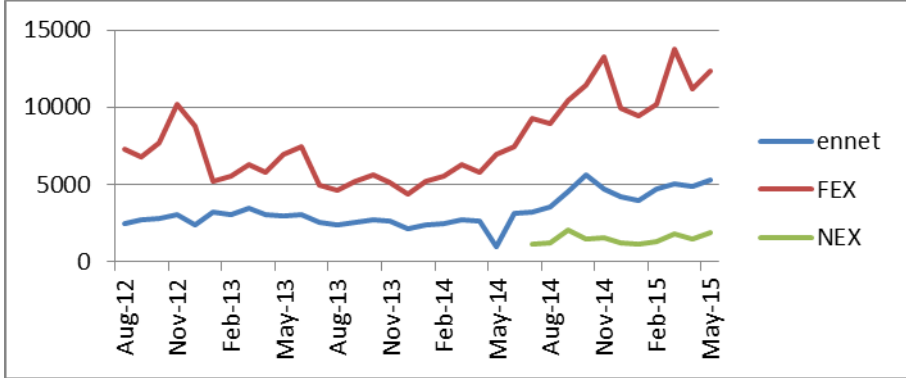
Our Purpose and Objectives	[Focus and what guides work]	Objectives
The ENN's purpose is to strengthen the evidence regarding effective nutrition interventions and to use this evidence to inform policy and programming.  content greatest concern are those prone to crisis or those that have persistently high levels of undernutrition. Four strategic objectives underpin ENN's purpose:	<p>The ENN enables nutrition networking and learning to build the evidence base for nutrition programming.</p> <p>Our focus is communities in crisis and where undernutrition is a chronic problem.</p> <p>Our work is guided by what practitioners need to work effectively.</p> <ul style="list-style-type: none"> • We capture and exchange experiences of practitioners through our publications and online forum • We undertake research and reviews where evidence is weak • We broker technical discussion where agreement is lacking • We support global level leadership and stewardship in nutrition 	<p>Strategic Objective 1: To support the identification, dissemination and application of positive developments in nutrition related practice in different contexts through publication, networks and forums</p> <p>Strategic Objective 2: To identify, instigate, implement, publish and disseminate high quality operations research and technical and systems reviews on emerging topics, to help strengthen the evidence base for policy making, resource allocation and programming</p> <p>Strategic Objective 3 To facilitate inter-agency cooperation, discussion and agreement on key technical areas</p> <p>Strategic Objective 4 To continue to engage in global leadership and stewardship related meetings, fora and reviews</p>

Table H1 Performance/results vs. objectives and targets from the ENN strategy documents for 2010–2015

Objectives and targets	Performance/results
Strategic Objective 1: To support the identification, dissemination and application of positive development in nutrition related practice in different contexts through publication, networks and forum <i>([2010-15 strategy: Improve learning in the sector, targeting practitioners involved in emergency response, policy makers and donors.])</i>	
1.1 Strategy Actions: Field Exchange:	1.1 Results: Field Exchange
1.1.1 Dissemination targets <ul style="list-style-type: none"> • ENN will expand the dissemination of Field Exchange to national agencies [2010-15 strategy] • Over the next three years, ENN will target print distribution to readers with poor online access [2013-15 strategy] • We will expand online content and make it easier to search and share [2013-15 strategy] 	1.1.1 Dissemination of Field Exchange Field Exchange (FEX) distribution expanded as follows: <ul style="list-style-type: none"> • Hard copies distributed increased from average 3,500 per issue in 2010 to 4,035 per issue in 2014. • Hard copies distributed to 120 countries in 2010, and in 131 by 2014. • Electronic downloads increased from 3,957 in 2010 to 8,000 in 2013. From 2014 analytical data combined article and full issue downloads. • Access of individual articles via ENN-online increased from 12,300 in 2011 to 72,227 in 2014. • Re-design of website in 2011 making it more accessible and smartphone friendly. Website updated in July 2014 giving a range of new functions to help users better search for and locate technical resources and to better showcase ENN's portfolio of work , with positive results. • In the 6 months after the new website, compared to 6 months before the new website, there were 6,000 more views to the Field Exchange pages and approximately 10,000 more views to the en-net pages.  <p>Source: Google analytics</p>

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Objectives and targets		Performance/results					
			2010/11	2011/12	2012/13	2013/14	2014/15
		Field Exchange - no. of recipients of print copies (per issue)	3,500	3,845	4,132	4,082	4,035 ⁴⁷
		Field Exchange - no of countries	120	131	131	131	131
		Electronic downloads of FEX	3,957	4,647	4,987	8,000	n/a ⁴⁸
		Access of individual articles via enn-online	14,811	12,300	12,300	11,500	72,227 ⁴⁹
1.1.2	Each year, one thematic or special edition will be published. [2013-15 strategy]	1.1.2 Thematic or special editions include: <ul style="list-style-type: none">• Issue 40 (2011) special issue focused on Ethiopia in collaboration with Ministry of Health in Ethiopia.• Issue 43 (2012) special double edition focus on scale up of CMAM and case studies from conference in Ethiopia.• Issue 46 (2013) double urban edition with collaboration from Oxfam.• Issue 48 (2014) special edition covering Syria.					
1.1.3	Scoping: A scoping exercise will be undertaken to explore the adaptations needed to make <i>Field Exchange</i> more accessible to national target audiences. This will include adaptation of technical content, writing style and presentation. [2010-15 strategy]	1.1.3 Scoping <ul style="list-style-type: none">• Scoping trip to Nairobi in 2013 to identify African content and authors for Field Exchange Digest (Nutrition Exchange).• Pro-active engagement with SUN movement to increase awareness and reach authors in 2013.• In 2014 a dedicated section of the ENN website allocated to Nutrition Exchange to aid access in each language					
1.1.4	Translation <ul style="list-style-type: none">• Translation into major international languages will be considered in order to widen access to <i>Field Exchange</i>. [2010-15 strategy]• We will pursue translation of Field Exchange content [2013-15 strategy]	1.1.4 Translation of Field Exchange <ul style="list-style-type: none">• FEX has not been translated other than ad hoc article from Niger in CMAM 2011 special edition.• This has not been pursued due to funding limits from donor. Consequently ENN have prioritised delivering on projects over translation.• Proposals for translation have been submitted but not successful, e.g.: to GNC as part of knowledge management work.• Translation targets have been met to some degree with the development of NEX that is smaller and					

⁴⁷ Small fall related to spring cleaning database, removing old/duplicates. ENN have aimed on FEX to make the online content more user friendly and accessible to increase the attraction of this, and with a view to economising on print where possible. So have not aimed to increase print content overall in recent years.

⁴⁸ Analytical data now combines FEX downloads with article downloads.

⁴⁹ Google analytics provided to allow closer more consistent look at data figures. Note that to July 2014, FEX data on fex.ennonline.net. Since then is available at www.ennonline.net/fex due to change in website.

Evaluation of ENN – Final Report

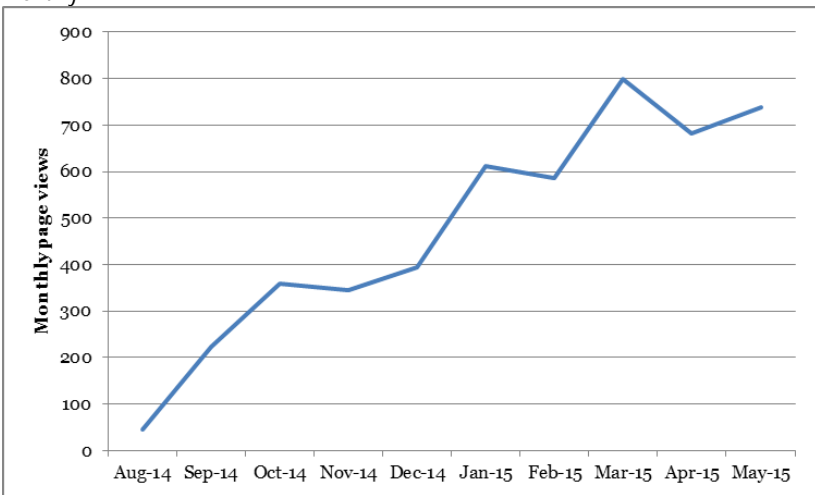
Objectives and targets	Performance/results
	<p>is translated into French and Arabic (see under NEX results below) , for example:</p> <ul style="list-style-type: none"> ○ Issue 4 (July 2014) of NEX contained 17 summary articles from issues 45 and 46 of Field Exchange in the three languages. ○ Issue 5 (June 2015) contains 5 FEX summaries among other articles.
<p>1.1.5 The ENN proposes the establishment of a similar publication to <i>Field Exchange</i> for the emergency health sector in response to a need identified by a number of agencies. A steering group of health agencies would be established to oversee implementation. The ENN's role would be to facilitate and support this group, sharing the experiences of <i>Field Exchange</i> production, rather than implement. [2010-15 strategy]</p>	<p>1.1.5 Similar publication: The intention to produce a Health Exchange version of Field Exchange (responding to comments from health practitioners that there was no equivalent in the health sector) shelved because of inadequate capacity and focus on other priorities.</p>
<p>1.1.6 The ENN will seek and support development of articles from those working in health, water and sanitation, agriculture and protection sectors and the Global Nutrition Cluster.</p>	<p>1.1.6 <u>Articles from operatives in other sectors</u></p> <ul style="list-style-type: none"> • Cash and livelihood programming increasingly featured in FEX as well as articles on experiences of implementing integrated multi-sectoral programming. • WASH and Shelter authors wrote for FEX Syria edition. Articles included: NRC shelter programme in Lebanon'; 'Save the Children's child centred shelter programming in Lebanon'; 'Competing for scarce resources: the new concern for Syrian refugees and host communities in Lebanon'; 'Characteristics and challenges of the health sector response in Lebanon'. • Specific project developed to support active lesson capture of nutrition country clusters. • Actively pursuing this in the special edition of FEX on nutrition-sensitive programming, due Dec 2015. Guest editors are from IFPRI and from Secure Nutrition to strengthen inputs from other sectors and access other networks. ENN in process of engaging with other groups, such as SPRING for this purpose. • Presentations on governance, WASH and Cash at Technical Meeting at Oxford 2014 and Cash at the Oxford Interagency meeting 2014 (written up in meeting report and distributed with FEX).
<p>1.2 Strategy Actions: Nutrition Exchange:</p>	<p>1.2 Results: Nutrition Exchange</p>
<p>1.2.1 [Launch of Nutrition Exchange] Not explicitly mentioned in the 2010-15 strategy, but launched in 2011.</p>	<p>1.2.1 Launch and dissemination of Nutrition Exchange:</p> <ul style="list-style-type: none"> • Field Exchange Digest (renamed as Nutrition Exchange) launched in 2011 with Irish Aid funding. • NEX Issue 1 piloted across five countries in 2011, and funding secured for 2012-15 from OFDA and Irish Aid. • NEX Issue 2 distributed across 10 countries in 2012 • NEX Issue 3 distributed across 21 countries in 2013 • NEX Issue 4 distributed across 87 countries in 2014 • By 2014: some 12,889 hard copies were distributed across 87 countries; soft copies sent to 4,918 subscribers, and a total 8,525 articles views on line.

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Objectives and targets		Performance/results				
		2010/11	2011/12	2012/13	2013/14	2014/15
	Number of countries		5	10	21	87
	Hard copies distributed		1,635	4,000	9,674	14,233
	Languages and number of hard copies distributed in each.					
	- English		1,051	2,900	5,843	7,797
	- French		493	800	2,409	3,037
	- Arabic		91	400	1,422	2,076
	Total		1,635	4,100	9,674	12,910
	Electronic distribution		870	2,393	4,010	4,757
	Individuals receiving Nutrition e-Exchange		n/a	n/a	3,686	n/a ⁵⁰
1.2.2 Over the next three years, Nutrition Exchange articles will increasingly be written by country-level staff, supported editorially by the ENN [2013-15 Strategy]	1.2.2 <u>Country-level contributions</u> <ul style="list-style-type: none"> Issue 4 (July 2014) contains 12 articles submitted from Chad, Ethiopia, Kenya, Pakistan, Somalia, Tanzania and the Gambia. Issue 5 has 9 original articles and 5 FEX summaries as well as 8 research and international summaries. 					
1.2.3 The regionalisation of Nutrition Exchange will be explored, in order to increase relevance and reduce production costs. [2013-15 Strategy]	1.2.3 <u>Regionalisation of NEX</u> Following country visit (Kenya 2013) to investigate regionalisation, this plan was shelved because it was determined that (i) it would not have been economical to print and mail; and (ii) sharing of costs with regional actors (UNICEF etc) was not possible as no funding available.					
1.2.4 Regional focal points, already established in the Middle East and West Africa, will be expanded with ENN supporting the production of at least one regional based edition. [2013-15 Strategy]	1.2.4 <u>Regional focal points</u> ENN anticipate recruiting 2 regional KM coordinators to form hubs on the ground to support capture and dissemination of knowledge as part of DFID/SUN initiative (not yet activated)					

⁵⁰ ENN's website was updated in June 2014 and since then we count article views/downloads together.

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Objectives and targets	Performance/results																																				
1.2.5 The Nutrition Exchange e-newsletter will be produced monthly. [2013-15 Strategy]	<p>1.2.5 <u>Monthly nutrition exchange newsletter</u></p> <ul style="list-style-type: none">Some 3,868 NEX newsletter dispersed in 2013/14.Nutrition Exchange monthly newsletter in 2014 has been replaced by the ‘News Room’ on ENN website. This was done in part because there are many competing newsletters, so some rationalisation considered necessary. Newsroom pages views was low, with 738 page views in May 2015. This was 2.51% of total page views on the site. However, page views have been increasing monthly.  <ul style="list-style-type: none">																																				
1.3 Strategy Actions: En-net	1.3 Results En-net																																				
1.3.0 [The en-net service] En-net (was initiated in 2009; and funded from 2011-15 by OFDA, and subsequently by Irish Aid and DFATD.	1.3.0 [Basic performance data on en-net]																																				
	<table><tr><th></th><th>2010/11</th><th>2011/12</th><th>2012/13</th><th>2013/14</th><th>2014/15</th></tr><tr><td>- number of discussion areas</td><td>8</td><td>8</td><td>14</td><td>14</td><td>15</td></tr><tr><td>- number of visits to en-net</td><td>n/a</td><td>22,549</td><td>32,681</td><td>33,453</td><td>43,429</td></tr><tr><td>- number of unique visits to en-net</td><td>14,811</td><td>14,097</td><td>20,850</td><td>21,567</td><td>29,675</td></tr><tr><td>- no of people signed up to receiving en-net updates</td><td>n/a</td><td>n/a</td><td>800</td><td>900</td><td>1,503</td></tr><tr><td>- Number of countries with visitors accessing en-net</td><td>170</td><td>181</td><td>186</td><td>186</td><td>199</td></tr></table>		2010/11	2011/12	2012/13	2013/14	2014/15	- number of discussion areas	8	8	14	14	15	- number of visits to en-net	n/a	22,549	32,681	33,453	43,429	- number of unique visits to en-net	14,811	14,097	20,850	21,567	29,675	- no of people signed up to receiving en-net updates	n/a	n/a	800	900	1,503	- Number of countries with visitors accessing en-net	170	181	186	186	199
	2010/11	2011/12	2012/13	2013/14	2014/15																																
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- Number of countries with visitors accessing en-net	170	181	186	186	199																																

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Objectives and targets	Performance/results					
	- visitors from top 4 user countries:					
	USA	18%	15%	18%	18%	16%
	UK	21%	14%	12%	13%	11%
	Kenya	8%	8%	6%	6%	6%
	India	4%	6%	5%	5%	5%
	Ethiopia	2%	4%	4%	5%	4%
1.3.1 Over the next three years, en-net will increase its capacity and accessibility to meet country level demands for real time technical support and advice. [2013-15 Strategy]	1.3.1 <u>Meeting country level demands for technical support and advice</u> <ul style="list-style-type: none">2014 en-net provided platform for discussion of nutritional issues related to the Ebola outbreak. Two separate questions are now highlighted on the en-net portal: one concerning infant feeding in the context of Ebola and the other about nutritional support to both adults and children suffering from the Ebola virus; the first viewed 5,600 times, and the second 1,500 times.Has led to fast track guidance development with ongoing feedback from practitioners (will be updated)At end of Dec 2014 en-net had 1,390 subscribers44 questions posted on en-net during last quarter of 2014, for which 147 responses were provided.					
1.3.2 A synthesis of en-net technical discussions to inform programming and research needs/guidance gaps will be undertaken in collaboration with UNICEF East and Southern Africa Regional office. [2013-15 Strategy]	1.3.2 <u>Synthesis of en-net technical discussions</u> <ul style="list-style-type: none">UNICEF ESARO office approached ENN to undertake this, and UNICEF/ENN co-developed a proposal of work which was submitted to regional funds – but not achieved because funding did not materialise.					
1.3.3 A CD of en-net discussion will be produced to target to those with limited or no online access. National level actors engaged in the SUN movement and country cluster coordinators will be prioritised [2013-15 Strategy]	.3.3 <u>CD of en-net discussions</u> 12,000 CDs were produced in 2013 and distributed with Nutrition Exchange with a batch sent to GNC and to regional UNICEF offices.					
1.3.4 The feasibility of a French version of en-net will be explored[2013-15 Strategy]	1.3.4 <u>Feasibility of French version</u> <ul style="list-style-type: none">ENN scoped the feasibility with internal IT specialist.This was included as a component of proposed KM work for the GNC KM support work, but translation component of work not funded by UNICEF because insufficient funds.Forms part of DFID KM support to SUN and is scheduled to be implemented in 2016.					

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Objectives and targets	Performance/results
Strategic Objective 2: To identify, instigate, implement, publish and disseminate high quality operations research and technical and systems reviews on emerging topics, to help strengthen the evidence base for policy making, resource allocation and programming.	
<i>(2010–15 strategy: Close knowledge and practice gaps in the sector through a focus on evidenced based operational research)</i>	
<p>2.1 Strategy Actions: ENN Research Agenda:</p> <p>While the ENN research agenda has largely been driven by gaps identified at the international level, <i>future research will also be informed by national and regional level priorities</i>. It is anticipated that some of the key areas of research will include IFE, MAM and nutrition assessment. (2010–2015 strategy)</p> <p>The ENN's research agenda is driven by critical gaps in the sector highlighted by the programme experiences captured in our publications and fora. (2013–2015 strategy)</p>	<p>2.1 Performance: ENN Research Agenda</p>
<p>2.1 Within IFE, the areas of focus will include the integration of infant and young child feeding into CMAM programmes, the implementation of IFE interventions at scale, developing models for managing acute malnutrition in infants under six months of age (MAMI) and strengthening growth surveillance in this age group. [2010-15 Strategy].</p> <p>Together with key partners, ENN will continue to engage in and share research on the management of acute malnutrition in infants under six months of age. [2013-15 Strategy]</p>	<p>2.1 <u>Management of Acute Malnutrition in Infants aged under 6 months (MAMI)</u></p> <p><i>Note that in the 2013-15 Strategy, IFE work was included under Strategic Objective 4....so results on IFE are reported against SO4.</i></p> <p>The following are outputs/results on MAMI work</p> <ul style="list-style-type: none"> • 2010: the ENN produced a report on the MAMI research project, a 2 year programme of qualitative and secondary data analysis with recommendations for policy, guidance and practice. • ENN presents on MAMI in WHO technical consultation in 2010, http://www.who.int/nutrition/topics/moderate_malnutrition/en/ • WHO updated SAM guidelines feature specific recommendations on MAMI for the first time. http://www.who.int/nutrition/publications/guidelines/updates_management_SAM_infantandchildren/en/ • Publication on burden of acute malnutrition in infants < 6m (2010): http://adc.bmj.com/content/early/2011/02/01/adc.2010.191882.full • 2012 collaboration (with UCL Institute of Child Health) with a range of experts and academics and practitioners in <ul style="list-style-type: none"> ○ a prioritisation exercise on research questions on MAMI. http://www.who.int/nutrition/topics/moderate_malnutrition/en/ ○ Dissemination at a meeting in London and peer review publication of MAMI. • 2014 paper preparation on original MAMI research. • 2014 co-authored paper on MAMI to feature in the Food and Nutrition Bulletin. • peer review publication on research prioritisation to have greatest potential impact on infant outcomes in the context of MAMI. • Facilitate small MAMI group of academics/practitioners on MAMI to share research and collaborate to try and identify funding sources • 2015 (in development): <ul style="list-style-type: none"> ○ outputs in terms of developing a model tool of community based management of MAMI.(C-MAMI),

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Objectives and targets	Performance/results
	<ul style="list-style-type: none"> ○ third paper with updated review of national guidelines that feature MAMI in process (in 2015 since then there has been significant change in policy guidance⁵¹ that gives licence for community based management for this age-group. ○ Website hub for MAMI under development. ○ Peer review publication in development on 'outcomes of infants in treatment' for peer review publication (with UCL and LSHTM) ○ secondary DHS data analysis of factors associated with infant malnutrition
<p>2.2 The Moderate Acute Malnutrition (MAM) research agenda is likely to include decision making frameworks to prevent and treat MAM at population level, testing alternatives to emergency supplementary feeding and developing protocols for testing different products for preventing and treating acute malnutrition. Research into the prevention, treatment and control of anaemia in refugee populations is also needed. [2010-15 Strategy]</p>	<p>2.2 Moderate Acute Malnutrition (MAM) research agenda</p> <p>2.2.1 Reviewing evidence base and exploring approaches for <u>prevention and treatment of MAM in children under 5</u>:</p> <ul style="list-style-type: none"> ○ 2010 & 2011 study to examine cost-effectiveness of programmes and delivery mechanisms for treating moderate malnutrition in emergencies. ○ 2010 & 2011 research into adapting the generic study method to specific types of programme and delivery mechanism e.g. cash transfer, blanket feeding etc. ○ Study sites developed in Niger and Chad, research conducted in 2011& 2012. ○ Reports produced, disseminated in 2013. Niger study published in peer reviewed journal. <p>2.2.2 Preventing and <u>managing anaemia in refugee populations</u> (2012 & 2011)</p> <ul style="list-style-type: none"> ● Phase 1: development of Standardised Nutrition Survey guideline and operations guidance for UNHCR (2010) ● Phase 2: continued to provide technical support and analytical services to UNHCR (2011) including: <ul style="list-style-type: none"> ○ nutrition surveys in Kakuma and Dadaab refugee camps, and building capacity of UNHCR staff on ground; ○ two new modules on infant and young child feeding and food security finalised for the SNS guidelines and operational guidance ○ training workshops for UNHCR staff and partners. ○ New course for senior UNHCR health officials. ● Phase 3: review of the implementation of the anaemia strategy in 7 countries <p>2.2.3 Review of <u>financing arrangement around CMAM</u> (funded by IA and CIDA in 2013);</p> <ul style="list-style-type: none"> ● country case studies from Kenya, Ethiopia, Malawi and Nigeria; ● authored an ODI publication of the review; ● presented findings at pre G-8 meeting

⁵¹ WHO, 2013. Updates on the management of severe acute malnutrition in infants and children. Guideline.

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Objectives and targets	Performance/results
<p>2.3 For nutrition assessment, key research areas include the role of mid-upper arm circumference, strengthening the linkages between food security and nutrition assessments and the role of non-anthropometric (context) data in nutrition assessment. [2010-15 Strategy]</p>	<p>2.3 <u>Nutrition Assessment Research</u></p>
	<p>2.3.1 Strengthening supplementary feeding programme implementation through guidelines and research</p> <ul style="list-style-type: none"> • development of minimum reporting package (MRP) and piloted in four countries. • 2010-12 promotion of MRP package in a rollout led by SC UK with technical inputs and training and strategic support from ENN. • 2010-12 Defaulter Study (DAS) - to investigate factors leading to defaulting from emergency supplementation feeding programmes (collaboration with CDC Atlanta) • Studies in three countries (Kenya, Ethiopia and Mali in collaboration with SC UK, Concern Worldwide and ACF.
	<p>2.3.2 Alive and Thrive – ENN collaboration with Gates Foundation</p> <ul style="list-style-type: none"> • ENN project in collaboration with Nutrition, Policy, Practice Group investigated the feasibility of integrating infant and young child feeding in CMAM in Ethiopia (2013) • ENN led internal lesson learning regarding operations research among collaborating partners (2013)
	<p>2.3.3 Consultation on anthropometric indicators in acute malnutrition (2012)</p> <ul style="list-style-type: none"> • Facilitated technical consultation with practitioners and academic specialists of use of mid-upper arm circumference and weight for height in acute malnutrition programming. Four-month consultation involving 19 academic specialists and 10 operations organisations. Final report produced and published online. • Linked review on operations issues and challenges faced by UNHCR and its implementing partners regarding anthropometric indicators, including regional and country experience. • Findings fed into larger technical consultation and recommendation applied to UNHCR programming.
	<p>2.3.4 Technical review on maternal nutrition in emergencies - commissioned by DG ECHO through the INSPIRE consortium (2013)</p> <ul style="list-style-type: none"> • Review completed and published as a technical briefing paper • Roundtable convened – attended by nutrition experts of UN, donor, INGO agencies, academic and independent experts

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Objectives and targets	Performance/results
2.4 To increase the understanding of how cash transfer programmes impact on nutrition. This research will determine the causes/barriers to improved child nutrition through cash transfers and in turn inform the design for a pilot intervention and study. [2013-15 Strategy]	<p>2.4 <u>Cash transfers</u></p> <p>2.4.1 REFANI (The Research of Food Assistance for Nutritional Impact) Consortium (ACF, Concern Worldwide, ENN and UCL)– research to examine the impact of cash and in-kind food assistance on nutrition outcomes (2014-16)</p> <ul style="list-style-type: none"> • Inception phase developed research protocol for Pakistan and supporting UCL in Niger. • ENN instrumental in developing Research Uptake Strategy (RUS) which ACF is leading • Studies in Pakistan (ENN) and Niger (UCL) under way with data collection to be completed by October 2015. A further country case study in Somalia to be undertaken by UCL in late 2015. • Visit to Pakistan Nov 2014 (reference report) • Baseline data collection to begin in ENN led Pakistan study end of May 2015 followed by monthly measurement in four arms of study. 46 enumerators employed to undertake data collection. • Niger study began February 2015 and led by UCL on behalf of consortium.
2.5 A conceptual and programmatic review of experiences of nutrition resilience programming , an emerging key objective in programmes in many countries facing periodic or chronic crisis. We will widely disseminate a summary of the findings to policy makers and programmers. [2013-15 Strategy]	<p>2.5 <u>Nutrition resilience</u></p> <p>2.5.1 Review of nutrition resilience</p> <ul style="list-style-type: none"> • Begun in December 2014 • Research ongoing and involving case studies from east and west Africa regions • Review to be completed by October 2015
2.6 A review of the relationship between stunting and wasting , by reviewing the literature and reanalysing existing datasets to further the understanding of the burden of concurrence. The review will highlight research and programmatic implications of the findings. [2013-15 Strategy]	<p>2.6 <u>Stunting and Wasting</u></p> <p>2.6.1 Technical review of links between wasting and stunting.</p> <ul style="list-style-type: none"> • Workplan and formation of high-level technical interest group (TIG) established 2013 made up of child growth and nutrition specialists. Number 20 people from academia, donors and UN agencies • Review completed and published as a technical briefing paper • Additional joint paper on the physiological links between wasting and stunting presented at IAEA meeting in Vienna June 2014 and at the ENN hosted Technical Meeting in 2014 • Lancet Views piece written and endorsed by all members of the TIG⁵² • Research prioritisation undertaken to inform future WAST research agenda • Panel on WAST prepared for the GNR-2 based on re-analysis of DHS data
Strategic Objective 3: To facilitate inter-agency cooperation, discussion and agreement on key technical areas	
<i>(2010–2015 strategy: Increase the capacity of national and regional actors through advocacy, partnerships and support for key agencies and institutions at international level.)</i>	
3. A recent review of engagement of NGOs in the UN humanitarian reform process recommended that international NGOs and UN agencies should identify ways to better involve national partners in the process to promote a more effective response. [2010-15 strategy]. The ENN will continue to respond to emerging technical challenges and, where needed, broker	

⁵² However, it was not accepted for publication; The Lancet recommended a full paper should be developed.

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Objectives and targets	Performance/results
discourse and negotiate ways forward. [2013-15 strategy]	
<p>3.1 The ENN will forge <u>new partnerships</u> through systematic networking at national and regional level so that national partners can engage in and benefit from ENN resources. Also, these new partnerships will allow the ENN to develop a greater understanding of the opportunities and constraints at national and regional level to inform future activities.[2010-15 strategy]</p>	<p>3.1 <u>New partnerships</u></p> <ul style="list-style-type: none"> • MAMI group includes research groups based in Kenya (Kilifi) and Malawi to take account of experiences and programme priorities • Researcher at Kilifi actively involved in the re-analysis of DHS data with ENN for the panel on wasting-stunting in the GNR
<p>3.2 The <u>ENN research programme will increasingly involve national level partners</u> with outputs taking account of their priorities. This information will be derived from the contributions of national actors to <i>Field Exchange</i>, en-net and through the live-update convention (see below). [2010-15 strategy]. Existing ENN research on a minimum reporting package for emergency supplementary feeding is being piloted by a number of national NGOs and planned research on IFE and on moderate malnutrition will seek to work directly with national counterparts. [2010-15 strategy]</p>	<p>3.2 <u>Research involving national level partners</u></p> <ul style="list-style-type: none"> • MRP training sessions – Thailand, Kenya and London • CMAM report write up article (emerging from the Minimum Reporting Package) finalised for FEX • CMAM Conference 2011 involved targeted networking and supporting content development by national contributors, as well as exposing them to ENN resources • Engagement in Field Exchange Syria special issue led to networking and direct engagement with partners at country level • Nutrition Exchange actively targets national and regional bodies where feasible and focused on reaching SUN countries for example the Africa Nutrition Society. • ENN invested in and has continued engagement in regional training initiatives in Beirut and Thailand
<p>3.3 National and regional linkages will also build on recent ENN partnerships concerned with <u>strengthening national capacity</u> (HTP update, pre/in-service and regional training). The ENN will be active in two groups in particular; the Nutrition in Emergencies Training Network (NIETN) and the HTP Coordination Group. [2010-15 strategy]</p>	<p>3.3 <u>Strengthening national and regional links and capacity</u></p> <p>3.3.1 Technical update of nutrition in emergencies training material:</p> <ul style="list-style-type: none"> • Technical updates of all 21 modules to version 2 by ENN, funded by OFDA and implemented by NutritionWorks. • Materials printed and online versions developed.
	<p>3.3.2 Pilot of pre-service and in-service training for front line working in nutrition related programming</p> <ul style="list-style-type: none"> • 7 day Colloquium in Kenya (20 people trained from 8 institutions) • In-service training in Bangladesh linked with national training institute; training of trainers; and training for district staff in 2 disaster prone areas.
	<p>3.3.3 Post graduate and professional nutrition in emergencies training project (partnership with UCL ICHD)</p> <ul style="list-style-type: none"> • 2 x regional training centres established (2010/11) • Professional short course run in Lebanon and Uganda; MSc module in Uganda. (2010) • Regional training in Thailand at the Asian Disaster Preparedness Centre; and lessons learnt paper (2011)

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Objectives and targets	Performance/results
<p>3.4 <u>Live Update Convention</u>: An ENN-led meeting of national, regional and international agencies is proposed to share programme experiences, lessons learnt, challenges and critical gaps in the sector. Prior to the meeting, partnerships with national and regional actors will be forged to agree key technical and operational issues to be shared at the meeting. The meeting will include time and space for informal networking and meetings by participants. The outcome of the meeting would be an increased understanding of the challenges facing regional and national actors, an expanded network of national and regional actors and clarity around critical gaps in guidance and operational research. A special issue of <i>Field Exchange</i> will be produced to widely disseminate the meeting experiences, discussions and recommendations. [2010-15 strategy]</p>	<p>3.4 <u>Live Update Convention</u> 3.4.1 <u>International Conference in CMAM – Addis Ababa</u> (2011) to capture government experiences of scale up of CMAM:</p> <ul style="list-style-type: none"> • 22 countries represented. • Was first international occasion for governments to be at forefront of sharing their lessons of CMAM • Web log and film footage capture the event see www.cmamconference2011.org • One synthesis report, one meeting report • Special edition of FEX incorporated lessons. • CMAM forum established as inter-agency information sharing mechanism
<p>3.5 IFE at national and regional level: The ENN envisages securing support for a <u>second regional workshop</u> on IFE in Africa/South America modelled on the successful Bali initiative to address context-specific challenges in guidance implementation. [2010-15 strategy]</p>	<p>3.5 <u>Second Regional workshop</u> ENN were unable to secure sufficient funding for this second workshop. Regional workshops were delivered by IFE Core Group members (UNICEF, Save the Children)</p>
<p>3.6 The ENN will continue to <u>respond to emerging technical challenges</u> and where needed, broker discourse and negotiate ways forward. [2013-15 Strategy]</p>	<p>3.6 Respond to <u>technical challenges and brokering</u> See 3.8, 3.9 and 3.10 below.</p>
<p>3.7 The ENN will increase engagement with development partners and explore the overlap and <u>linkages between nutrition in emergencies and development contexts</u>, and across sectors, in terms of policy and programming. [2013-15 Strategy]</p>	<p>3.7 Partnerships and Linkages between <u>nutrition in emergencies and development contexts</u> 3.7.1 Maternal Nutrition in Emergencies Technical Review meeting – commissioned by DG ECHO through the INSPIRE consortium (2013)</p> <ul style="list-style-type: none"> • Technical briefing paper produced and published • Roundtable convened with nutrition experts from UN, donor, INGOs and academic and independent experts
<p>3.8 The ENN will <u>expand its current level of engagement with key institutions</u> including the Global Nutrition Cluster, SUN movement and other global, regional and country level forums and initiatives, as appropriate. Activities will include (but not be limited to), chairing of meeting sessions, reporting on international meetings and providing a neutral 'space' for in-depth technical discussions. [2013-15 Strategy]</p>	<p>3.8 <u>Expand engagement with key institutions</u></p> <ul style="list-style-type: none"> • 2013 Meeting with SUN around lessons captured at national and country level via NEX and FEX. • 2013/14 supporting GNC to develop its strategic focus. • 2013/14 identifying mechanisms by which GNC can systematically capture learning from country cluster • May 2014 attended IAEA conference on moderate malnutrition in Vienna and co-presented on MAMI • November 2014 attendance at ICN-2, including holding many discussions with country level nutrition personnel (particularly encouraging writing for NEX)
<p>3.9 We will <u>respond to requests for technical and systems support</u> amongst ENN's donors and partners as appropriate and feasible. [2013-15 Strategy]</p>	<p>3.9 Respond to enquiries for technical and systems support</p> <ul style="list-style-type: none"> • Responded to request from Irish Aid to give a joint presentation of wasting/stunting work to GNC and SUN • Technical Directors x 2 - guest lecturers for Masters students courses at LSHTM (2015), UCL (2013) and Oxford Brookes (from 2012); in July 2015 one TD guest presenter at IDS Transform Nutrition Summer School.

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Objectives and targets	Performance/results
	<ul style="list-style-type: none"> GNC requesting input on IFE related to Syria response currently (2015) and input requested on Nepal IFE response and Ukraine IFE response. ENN requested to input on ACF-led development of agency guidance on managing non-breastfed infants. ENN requested to input on research proposal on MAMI by Save US and UK (that was successful). Many Irish Aid staff attended the CMAM conference – was considered a 'capacity building' event for them – but this was technically in the original strategy period, not in the revised period.
<p>3.10 In addition, the ENN will instigate and oversee a <u>global inter-agency meeting</u> where specific technical, programming and policy issues can be shared and challenges discussed, in order to build consensus and agree both the need and mechanisms for priority research, guidance and policy development in the nutrition sector. [2013-15 Strategy]</p>	<p>3.10 Global inter-agency meetings</p> <p>3.10.1 October 2014 inter-agency meeting in Oxford:</p> <ul style="list-style-type: none"> attended by 120 delegates; 41 presentations given; covering themes such as nutrition architecture, nutrition sensitive programming, WASH and cash programming. Limited attendance by UN groups. Meeting report and meeting evaluation available <p>3.10.2 SUN network meetings attendance and participation (e.g. in 2014)</p> <p>3.10.3 African nutrition society meetings attended</p>
<p>Strategic Objective 4: To continue to engage in global leadership and stewardship related meetings, fora and reviews.</p>	
<p><i>(2010–2015 Strategy: contribute to improvements in leadership/stewardship through advocacy, partnerships and support for key agencies and institutions at international level)</i></p>	
<p>4. Strategic Actions toward Global leadership, stewardship, fora and reviews</p>	<p>4. Results on global leadership and stewardship, meetings, fora and reviews.</p>
<p>4.1 The ENN will form strategic partnerships to serve the following purposes.</p> <ul style="list-style-type: none"> First, <u>partnerships with research and academic agencies</u> will offer opportunities for collaboration to further develop thinking and evidence based practice [2010-15 strategy] Secondly, ENN <u>partnerships with agencies with coordination functions</u> (e.g. the UN Office for the Coordination of Humanitarian Affairs and the Integrated Food Security Phase Classification (IPC), will help in the identification of areas in need of strengthening. The ENNs support and involvement will continue with the GNC and the SCN and will expand into new groups as they form. [2010-15 strategy] Thirdly, the ENN will seek to form <u>partnerships with groups outside the sector</u> but which share 'common ground'. [2010-15 strategy] 	<p>4.1 <u>Strategic partnerships</u> these include:</p> <ul style="list-style-type: none"> Maternal Nutrition in Emergencies Technical Review meeting – commissioned by DG ECHO through the INSPIRE consortium (2013) ENN has become the lead agency for GNC knowledge management with work taking place throughout 2015 involving 6 countries. ENN will also support SMS in knowledge management through DFID funded project 2016-2020. Activity plan to be drafted June-December 2015. October 2014 inter-agency meeting in Oxford attended by 110 delegates; 41 presentations given; covering themes such as nutrition architecture, nutrition sensitive programming, WASH and cash programming. ENN producing (in process) a special issue of Field Exchange on Nutrition Sensitive programming. Guest editors from Secure Nutrition and IFPRI and will work with multiple agencies involved in nutrition sensitive programming.
<p>4.2 The ENN will also explore the utility of <u>developing tools and methods for capturing lessons</u> learned for the sector from large scale emergencies. Collaboration with experienced groups will be sought. [2010-15 strategy]</p>	<p>4.2 <u>Developing tools and methods for capturing lessons</u></p> <p>These include:</p> <ul style="list-style-type: none"> Special issue of Field Exchange on Syria region response led to over 50 programming articles from across the region culminating in key lesson for the nutrition sector – summarised in ENN editorial. These were published in Humanitarian Exchange on line (ODI publication) and have significant

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Objectives and targets	Performance/results
	<p>implications for nutrition architecture.</p> <ul style="list-style-type: none"> Findings formed the basis for a panel in 2015 GNR on accountability in humanitarian nutrition sector. ENN attended Humanitarian Meeting in June 2015 to shape agenda for the 2016 Summit including writing a think piece to feed into the meeting
4.3 The areas that the ENN considers to be in particular need of focus to further strengthen leadership are outlined below, though these could change as national level priorities are identified:	4.3 <u>Focus areas for strengthened leadership:</u>
4.3.1 <i>Evidence based emergency programming.</i> The ENN aims to develop a repository for the evidence base for different types of emergency nutrition interventions. Some of this will be in the form of a data repository ⁵³ and collating published and grey literature on evidence of impact and cost-effectiveness of different interventions and designs. [2010-15 strategy]	<p>4.3.1 Evidence based emergency programming</p> <ul style="list-style-type: none"> Funding was not secured for this. A second literature review on evidence for impact of emergency nutrition interventions with Andrew Hall/Westminster University as the lead, and was published in 2009/10
4.3.2 <i>Assessment.</i> The ENN, as a member of the GNC Assessment Working Group, will support the GNC in work on assessment <i>standardisation</i> and overview. The ENN will also form stronger links with assessment initiatives such as Humanitarian Dashboard, the Health and Nutrition Tracking Service and the IPC system. [2010-15 strategy]	<p>4.3.2 Assessment</p> <p>Includes:</p> <ul style="list-style-type: none"> Development of key IYCF indicators for each needs assessment (at IFE core meeting in 2013) Embedding indicators for use in emergencies under the nutrition sector (at IFE core meeting in 2013). 2013/14 supporting GNC to develop its strategic focus. 2013/14 identifying mechanisms by which GNC can systematically capture learning from country cluster
4.3.3 <i>Preparedness, disaster risk reduction and recovery.</i> The ENN will develop a paper on the conceptual and strategic issues for incorporating preparedness, risk reduction and recovery into emergency nutrition programming. The ENN will take a lead role in disseminating the findings and advocacy for the approaches recommended. [2010-15 strategy]	<p>4.4.3. Preparedness, disaster risk reduction and recovery</p> <ul style="list-style-type: none"> This programme was not progressed, but the concept evolved into the Resilience project
4.3.4 <i>Development and use of nutrition products.</i> In collaboration with key partners agencies (e.g. UNICEF, Valid International and WHO), the ENN will aim to bring greater clarity to the array of new supplementary products (e.g. lipid based nutrient supplements, micronutrient powders) for selective feeding programmes in terms of when, where and how these products should be used. The collaboration would result in agreed criteria for testing new products and feasibility studies, as well as frameworks for partnerships with the private sector. The developments from this will be widely disseminated through an ENN Special Supplement. [2010-15 strategy]	<p>4.3.4 Development and use of nutritional products</p> <ul style="list-style-type: none"> This work was not prioritised and has not progressed. Short review of papers produced by the GNC MAM working group

⁵³ The ENN are already effectively assuming this role for prevention and treatment programmes for moderate malnutrition. ENN are currently collating data on defaulting and associated factors for a number of agencies, using newly developed minimum reporting guidelines.

Evaluation of ENN – Final Report

Objectives and targets	Performance/results
<p>4.3.5 <i>Infant and Young Child Feeding in Emergencies</i>. As the coordinating body for the IFE Core Group, the ENN aims to facilitate a meeting of the group members to define strategic direction for the 2010-2015 period. The decisions taken will be based on an analysis of prior achievements and the priority gaps to be addressed in the next 5 years. [2010-15 strategy]</p>	<p>4.3.5 Infant and Young Child Feeding in Emergencies</p> <ul style="list-style-type: none"> • Strategic meeting of IFE core group held in 2010 see meeting report • In 2010, the ENN produced the report on the MAMI research project, a 2 year programme of qualitative and secondary data analysis with recommendations for policy, guidance and practice. • In 2010 ENN developed and coordinated IFE inputs into content of two new infant and young child feeding in emergency standards. • In 2012 ENN led review by small working group to identify 405 common priorities emerging in the sector • 2 day IFE Core group meeting to identify priority areas of work for group (2013) resulting in: <ul style="list-style-type: none"> ○ Scoping of key programme learning ○ Development of key IYCF indicators for each needs assessment (GBC/OCHA) ○ Embedding indicators for use in emergencies under the nutrition sector. • In 2012, 2013, 2014 ENN delivered (for IFE) content on HIV and infant feeding to a professional training course in Thailand by remote link. ENN delivered IFE content on AUB (Lebanon) professional training in 2012 and supported content development in 2013 and 2014. • 2014: Peer review publication on research priorities on MAMI. • 2015: ENN act as resource to and feature in an international documentary 'MILK' highlighting experiences and challenges of IFE. http://milkhood.com/ • In development in 2015: (outputs reflected earlier on MAMI): C-MAMI tool, review of national guidelines MAMI content, paper development on programme outcomes in MAMI, secondary DHS data analysis on factors associated with infant malnutrition
<p>4.4 Over the next three years, the ENN will increase its participation in key global and regional fora and meetings to support greater leadership and stewardship. ENN will participate in technical (for example, on the challenges of operational research in emergencies or experiences of implementing infant and young child feeding support at scale in emergencies) and sectoral (such as accountability of humanitarian response) lesson learning exercises.[2013-15 strategy]</p>	<p>4.4 <u>Participation in key global and regional fora and meetings</u></p> <ul style="list-style-type: none"> • ENN attended 3-day meeting in Vienna hosted by IUNS Malnutrition Task Force (last quarter 2014) – with a focus on capacity building for emergency and long term nutrition programming. • 2014 Responding to request from GNC, ENN submitted concept note to UNICEF to fund cluster learning experiences from 4-6 countries. • ENN presented (2014) on Ebola and nutrition in a webinar organised by the Core Group. • ENN documented lessons of challenges of responding to IYCF at scale in the Syria response, including and especially around complementary feeding and non-breastfed infants. This is informing current conversations around gaps in technical capacity on the ground in the Syria response. This is fuelling a drive to update the Operational Guidance on IFE co-led by ENN and UNICEF with the 'blessing' of IFE Core Group and that will involve a much wider circle of organisations/people if it progresses. • ENN Technical Director (2014) attended International Conference on Nutrition • Writing a panel on accountability for the Global Nutrition Report 2015.

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Objectives and targets	Performance/results
Monitoring and Evaluation	
<u>Strategic Actions for M&E:</u> The ENN will closely monitor the implementation of this strategy to ensure that strategic objectives are being met. Key areas of work will be evaluated, both for lesson learning and to inform future strategic direction. (2013–2015 strategy)	<u>Results for M&E:</u> <ul style="list-style-type: none">• 2013-4 discussions on long term M&E strategy, and new monitoring framework developed• Field Exchange evaluation 2012• FEX user evaluation 2015• NEX user evaluation 2015• En-net evaluation 2012• En-net evaluation 2015• Stakeholder survey 2013• Oxford meeting evaluation• ENN citation survey 2015• 2015 commissioned external evaluation of ENN and its strategy 2010-15

Annex I Assessment of en-net

Introduction

1. As explained in the TOR:

The ENN hosts and moderates an online technical forum called en-net (www.en-net.org). This provides prompt answers to technical questions posed by practitioners worldwide. It has been running for nearly 4 years. Opinions and answers are provided through peers (anyone can respond) and through a team of expert moderators who ENN manages.

2. The evaluation team's assessment of en-net draws on interviews, usage data, two internet surveys conducted by ENN, and a review of en-net content undertaken by the nutritionist member of the team, who is the principal author of this annex.
3. Detailed usage data for en-net are included in Annex J, and unit costs for en-net are shown in Annex F, Table F11. The present annex provides a complementary qualitative assessment.

Overview of en-net

What is the purpose of en-net?

4. En-net aims to 'strengthen the evidence and know-how for effective nutrition interventions in countries prone to crisis'.⁵⁴ The site aims to create a community of practice by providing a forum for 'real-time' debate and information sharing on key nutrition emergency technical issues, including: nutrition assessments, prevention and treatment of (severe and moderate) acute malnutrition, infant and young child feeding, micronutrients, urban nutrition and livelihoods. The site also provides information on upcoming events and new posts for recruitment of nutritionists and associated personnel.

How is en-net run?

5. **Accessibility.** The site is designed to be user-friendly, and usable in situations where connectivity is poor. Attachments are not permitted, though links are provided to documents elsewhere on the ENN web-site. Users may register but are not required to. Questions and answers may be posted anonymously (though identities are disclosed to the moderator). Registered users may receive e-mail alerts of new postings.
6. **Moderation.** Light touch vetting. The moderator receives all queries and reads before posting. The majority of the queries or comments are posted directly on the forum. A small proportion of the posts will be answered off-line directly to the person posting, often to clarify or ask for more contextual information. The question may be posted after the clarification. Occasionally, posts are not put onto the en-net site as they are deemed to be inappropriate. The moderator will also intervene in a

⁵⁴ ENN. Tamsin Walters

‘thread’ of replies to remind people of previous discussions on the same theme or in a small number of cases to appeal for civility and respect for the opinions of other professionals.⁵⁵

7. **Technical experts.** En-net has a number of highly respected technical experts⁵⁶ who intervene in specific thematic areas. They may bill for up to 3 days per year. However, a number of the experts provide more substantial input. The moderator will also indicate a ‘recommended’ reply in a number of cases using symbols on the preferred replies (these are generally, but not exclusively, those provided by the technical experts)

8. **Replies from other practitioners.** En-net also provides a ‘*practitioner to practitioner*’ platform, where people who have similar experiences can share information, technical expertise and opinions. This is largely uncensored, although the moderator will point out if erroneous information has been posted.

What does en-net provide?

9. **A demand driven forum for the discussion of the ‘grey areas’ of nutrition practice**, not as an academic subject, but as a living science with people working in highly stressed emergency environments, where practitioners are often required to take life and death decisions (see Illustration 1).

Illustration 1

On the 20th of May 2015 a GOAL staff member posted the following:

“There are some partners starting work in IMAM in the besieged areas of Homs. There is no way that RUTF or F75/100 can be brought in. They want advice on how to make alternatives using local resources. They mentioned wheat and vegetables as being available so I assume wheat flour. I know this is a very difficult thing to do as they currently have no training. Being wheat the only staple available, it is important to know if there is any adverse effect of that grain in the metabolism of the AM children and I believe that it is not an option anyway for children with SAM and medical complications at the SC.”

Please, only answer if having current expertise in the subject, it is a very urgent question and requires immediate solutions, if there are.’

The post was replied to by users and frequent users of the site providing some practical steps to take in the above mentioned situation.

10. The forum provides a reactive platform for practitioners to query the standard responses (found in guidelines and textbooks) that are potentially not nuanced

⁵⁵ Information from interviews and ENN staff.

⁵⁶ Jay Berkley, Rita Bhatia, John Borton, Sylvia Garry, Michael Golden, Marko Kerac, Sonya LaJeune, Mark Manary, Marie McGrath, Martha Mwangome, Mark Myatt, Laura Phelps, Felicity Savage, Andrew Seal, Liesel Tally, Bradley Woodruff, Jackie Knowles, the Coverage Monitoring Network and Valid International.

enough to be useful in complex resource poor settings. For example, on the Assessment thematic forum field practitioners often require support in finding the right way to assess need (Illustration 2). In the most active sections of en-net, detailed responses are provided quickly and in some cases the thread will provide ongoing clarification

Illustration 2

Query posted on the 29th of January 2015

I am seeking help on the determination of sample size for establishing the usefulness of diagnosis of a disease with a questionnaire vis-a-vis regular diagnosis by a specialist.

How may I calculate the sample size? prevalence is 5.5/1000, 95% CI, desired sensitivity 80% and desired specificity 90%, precision 5%. Does it include power aspect as well, if yes, then how? I noted formulas that estimate sensitivity and specificity separately, but can both aspects be integrated together at one time for estimating sample size?

A detailed reply was provided by the technical expert on the forum to support the practitioner.

11. **En-net links researchers, and appears to forge alliances that probably would not have existed without the forum** – putting practitioners and professors in direct contact with one another.
12. **Raising topics that may not be comfortable to raise.** The fact that people can post anonymously is seen as a plus as it allows practitioners to honestly state opinions or disquiet that may not be politic in their present positions, for example taking a stand against an organizational policy and garnering opinions from other respected professionals.
13. We noted a number of **linkages forged between practitioners working on similar issues that appear to have continued off line**, thereby creating further ripples of information and exchange outside of en-net.
14. **Information exchange** in its purest form:
 - Provides linkages to new resource material (hot off the press) and guiding people to up-to-date previewed material. This is an under developed use of en-net but potentially extremely important for nutritionists working in remote settings without link-back into academic publishing.
 - Provides real time information on alterations to nutrition products commonly used in emergencies and changes in key guidelines (Illustration 3).
 - Provides information on courses and recruitment for postings (Illustration 4).

Illustration 3

The Forum moderator in 2011 posted

*‘Notification from UNICEF supplies (Jan Komrska)
Substantial changes have been made to the sachet sizes for F-75 and F-100
therapeutic milk as well as to the carton sizes..... (the post provides details of the
product change).*

Illustration 4

The most recent posting (as of mid-June 2015) indicates that:

*‘I am seeking help on the determination of sample size for establishing the
usefulness of diagnosis of a disease with a questionnaire vis-a-vis regular diagnosis
by a specialist.*

*How may I calculate the sample size? prevalence is 5.5/1000, 95% CI, desired
sensitivity 80% and desired specificity 90%, precision 5%. Does it include power
aspect as well, if yes, then how? I noted formulas that estimate sensitivity and
specificity separately, but can both aspects be integrated together at one time for
estimating sample size?*

*A detailed reply was provided by the technical expert on the forum to
support the practitioner.*

Assessment

15. Our assessment of en-net against a range of basic criteria is as follows:

- a) **Relevance.** The forum is largely considered to be relevant to the key issues concerning practitioners.
 - A survey monkey review sent out by ENN to registered Field Exchange subscribers in 2015 found that a number of the themes were viewed most closely, namely: *prevention and management of severe acute malnutrition*, followed by *infant and young child feeding interventions*, then *prevention and management of moderate acute malnutrition*. This is an interesting finding as the theme that appears to have the most traffic and liveliest discussions is the area of *assessments*, followed by the themes mentioned above. However, when reviewing the assessment thematic area it is clear that the majority of questions concerning assessments are linked to the management of SAM – it may be surmised that the respondents to the survey considered the assessment of SAM to be part of the ‘management of SAM’.
 - There are a number of themes that have very few postings and appear moribund. This may be that they are not relevant to the en-net users or that initial responsiveness to queries did not correspond to expectations and interest in the stream was not maintained. On a number of the theme sites queries were not responded to.

- b) **Timeliness.** Many of the respondents to the e-survey stated that en-net; provided 'real-time' information to a problem they were facing in the field; and was a facility they used to double-check a technique used (for example, sampling or assessments). Discussion with one of the technical experts and the moderator of the forum, backed up by the reviewer's independent assessment, indicates that the turn-around time for responses was rapid (at least on the most visited thematic areas) and provided detailed information in response to the post.⁵⁷ One of the technical experts on the assessment thematic area responds on the same day, and his colleagues on the site are similarly engaged with the provision of timely replies. As a general rule of thumb, there is a quick response to the posts that indicate a level of urgency; replies coming from users, technical experts and ENN staff members.
- c) **Ease of use.** The respondents to the e-survey stated that en-net was easy to use and there were few issues beyond difficult internet connections in remote field settings. There were a number of misunderstandings about all the functions of the site, e.g. unawareness of the option to filter email replies that led to people stating they received more email traffic than they would like. However, this was a minority view. The reviewer found the site accessible and easy to use.
- d) **Accuracy.** Many people use en-net for advice on extremely important field issues that will impact on the effectiveness of the service provided in emergency settings. The accuracy of the replies is therefore of utmost importance. The technical experts are leading professionals in their fields, highly respected and committed to the furthering of nutrition knowledge and practice; in addition the ENN team are respected professionals and able to add value to the replies provided. This commitment is a massive resource for en-net and is well used by the ENN team.
- e) **Responsiveness.** There is varied responsiveness across the forum. In the liveliest thematic areas the turn-around time is quick and responses are numerous. However, a number of 'threads' within thematic areas can turn into monologues with one dominant voice that appear to reduce the debate into a question and answer session. This case is the exception and seems to occur when a particular 'hot' topic is queried – for example, the merits and demerits of the use of different anthropometric measurements to measure nutrition status. In general, we conclude that responsiveness is both high and considered to be useful.
- f) **Neutrality.** The question of neutrality on the site is an interesting topic to explore. ENN strive to present technical issues in a neutral light and part of the job of the moderator on the site is to winnow out any obviously partisan positions. However, passionate and committed professionals who have spent a lifetime seeking to improve nutrition outcomes in extreme circumstances

⁵⁷ The moderator is back-stopped by one of ENN's technical directors to ensure continuous operation of en-net.

(humanitarian disasters and complex emergencies) often have very strongly held positions – backed by experience (and sometimes science!). It is therefore difficult to request ‘neutrality’ from all responders and/or the technical experts. Reviewing all of the thematic areas it is the reviewer's opinion that there is enough clarity in the responses for the reader to take an informed position, even when the information provided may be discordant.

- g) **Honest broker.** Linked to the question of neutrality is the position of ENN as an honest broker, facilitating discussions between professionals in the field of nutrition. To a large extent they play this role well and allow discussions to range freely within a theme and thread. However, an interviewee felt that ENN did not take a strong enough leadership role, in general, and particularly on the site, to terminate ‘never ending discussions’ when the ‘answer’ had already been provided or provide a strategic point of view on critical issues (see discussion in the next section).
- h) **Value for money.** The site is run on a modest budget⁵⁸ and depends on a lot of good will from the technical experts. The paid moderator dedicates one fee day a week and the technical experts are paid for up to 3 days a year for technical advice and response. Some of the technical experts provide way and above the maximum number of paid hours. Leveraging both paid and unpaid expertise to the high standard found on the en-net site is a considerable feat, and speaks to the respect the profession has for the ENN endeavour.

Discussion points / reflections

Democratic or technocratic forum?

16. One of the questions for en-net is whether the site is a *democratic* forum or a *technocratic* forum. As a democratic forum all opinions are equally valid on the subject matter and should be allowed equal airing, whereas on a technocratic forum the weight of evidence and expertise would be given a louder voice – and the forum would take the form of a Q&A site. At present the site oscillates between the two positions, moderating on the side of technical issues through the use of preferential rating of responses and occasionally direct intervention when erroneous information is posted, but on the other hand allowing long threads to develop with significantly divergent views, where practice may be pitted against other evidence. It may not be necessary to take an extreme position, and the lively nature of the debate provides added interest to the site. However, thought could be given to where the buck finally stops and who takes that final editorial decision. This is a relevant discussion point given the important nature of many of the questions posed, where the answers may change practice, and impact on nutritional outcomes.

⁵⁸ See Annex F, Table F11.

Accommodating a range of users

17. One of the challenges facing the en-net is the wide range of practitioners using the site. The practitioners range in expertise and levels of experience. A first time 'emergency response' nutritionist may post and receive a reply from a tenured professor at Cornell or LSHTM, and every other combination in between; and the posts range from simple issues that require the person to refer to published guidelines to extremely complex and nuanced queries that require considerable untangling before a coherent response can be provided. This situation is both a richness and a potential threat to the usefulness of the site. If Q&As are particularly complex and context-specific a large part of the audience may be lost. On the other hand if field guidelines and text books can solve most of the queries, many seasoned practitioners will not engage with the site. Achieving a balance between quick-fire responses to relatively simple issues, and developing long 'threads' to tease out the best solution to complex issues is something the en-net moderation team needs to be aware of.

ENN neutrality

18. Another key discussion point that has arisen from the assessment is linked to the twin questions of being a demand driven site and maintaining ENN neutrality, i.e. not unnecessarily influencing the debate. The question is whether ENN should use the en-net forum to spike the nutrition agenda with critical emerging themes or should the forum continue to be a responsive tool for practitioner information. Through its other products ENN has often nudged the agenda, steering towards consensual positions on, for example, CMAM. Currently, with the publication of the briefing document on the linkages between acute and chronic malnutrition, ENN appears to be raising conceptual questions that blur the lines between emergency nutrition and developmental concerns, and the impact on nutrition practice, programming and policy. Is this an issue that could be raised in the form of a community of practice open discussion⁵⁹ on the en-net, led by ENN? – would this help ENN to place themselves more firmly in the evolving context?⁶⁰

Censorship

19. Censorship is a sensitive issue for any public forum for the exchange of information and views. An extreme view would be that any censorship is wrong and that the 'users' will decide for themselves to take or discard a given position, a less extreme opinion is comply with the cultural and social norms of the forum, and remove offensive or denigrating language before allowing the argument to flow

⁵⁹ Similar to the Ag2Nut or the community of practice for social protection sites, that prepare open debating platforms a couple of times a year on key and emerging topics.

⁶⁰ It appears that ENN involvement in SUN KM linked to nutrition-sensitive issues is likely to lead en-net (and ENN's flagship publications) in precisely this direction.

again. Under en-net's terms of use, the moderator does not alter the technical content of posts but may remove language that is considered offensive or disrespectful. Once again most users considered that the position of the forum moderator was fair but one or two felt strongly that censorship had been heavy handed and unnecessary. Achieving transparency for the en-net is part of guaranteeing credibility for the resource.

Recommendations

20. **Keep up the good work.** En-net is providing a useful forum for the exchange of ideas, practical solutions and information. The forum should be kept live. The attention to the forum provided by ENN has the right balance of moderating the debate but allowing all types of practitioners to have a voice.

21. **Technical guidance – Maintain the light touch.** The use of the 'symbols' to suggest recommended replies provides the right amount of guidance on the site. Referring back to previous threads that have dealt exhaustively with a topic is also a useful tool and should be used more frequently.

22. **Technical experts – throw the net wider.** Contact leading Latin American, including Brazilian and Cuban nutrition practitioners, to try to draw the experienced practitioners in Latin America into the debate. Note: This would require an investment in a Spanish and Portuguese translation facility.

23. Possible future developments:

- **Live forum debates.** Promote community of practice live debates (perhaps twice a year). Base the topic on; a) the postings on the forum indicating interest in a particular topic; b) an emerging controversial topic (discordant postings); c) up-coming key events that will affect practitioners. These moments could be used to prod the community to move forward and research some key issues.
- **Give a nutritionist a soap-box.** Host a series of 'Ted Talk' videos or sound recordings for nutritionists that would like to shed light on a particular issue, have findings or experience to share or are concerned with current trends in practice/research (or lack of research).

Annex J ENN Website Review

ENN Website overview.

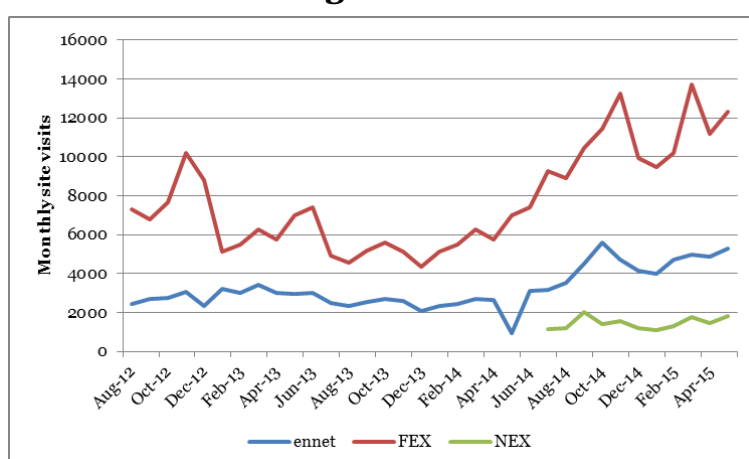
1. In July 2014 ENN launched a new website. Until this date, Field Exchange was hosted on an external site (fex.ennonline.net) and Nutrition Exchange was only available as PDF online. The new website brought Field Exchange and Nutrition Exchange under one site, with their own dedicated areas, as well as incorporating the en-net site (<http://www.en-net.org/>). The website shows a clear difference between Field Exchange, en-net and Nutrition Exchange areas of the site. It is also a portal for other resources, including ENN publications, and has a newsroom page, which substituted a monthly e-mail newsletter. The en-net site is very simple to allow it to be accessed on a low bandwidth and there are no attachments allowed, only links. The ENN website clearly targets people who wanted to use ENN services of Field Exchange, Nutrition Exchange and en-net.

Website views

2. The Field Exchange area of the website has been consistently visited much more frequently than en-net and Nutrition Exchange. The Field Exchange pages have had an average of 10,929 views/month since site launch, compared with 4502 views for en-net and 1,456 views for Nutrition Exchange. The limited visits to Nutrition Exchange reflects its target audience of field practitioners with less readily available internet access.

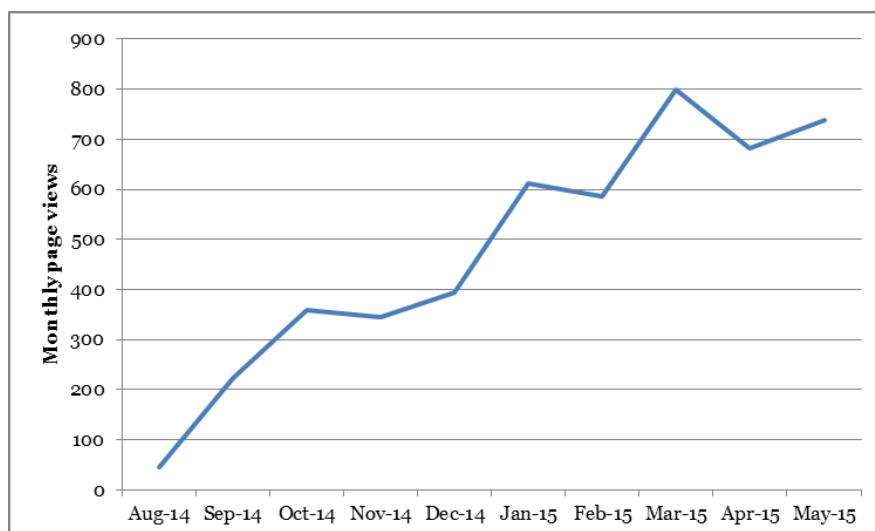
3. The number of site views has been increasing since the new website (Figure J1). En-net received on average 1,850 more site visits per month after the new website and Field Exchange received on average 4,640 visits.

**Figure J1 Monthly site visits to the ENN website
August 2012 – June 2015**



4. The Newsroom pages are not visited often. In May 2015, there were 738 views of these pages, which accounted for 2.5% of views to the entire website. However, visits to this section have been increasing as illustrated by Figure J2.

Figure J2 Monthly site visits to Newsroom page



Field Exchange articles

5. Table J1 below illustrates the continued readership and relevance of Field Exchange articles, with some of the most read articles dating back to 1990s and early 2000s.

Table J1 Popular Field Exchange Articles

Website address	Article title	Date of publication	Number of page views since website launch (year to 1 June 2015)
http://www.ennonline.net/fex/103/chapter2	What is Livelihoods Programming? (Special Supplement 3)	Mar-06	2,526
http://www.ennonline.net/fex/10/volcano	Evaluation of the Response to the Montserrat Volcano	Jul-00	1,722
http://www.ennonline.net/fex/1/practical	The practical implications of using z-scores: Concern's experience in Angola	May-97	1,520
http://www.ennonline.net/fex/43/acute	Integrated management of acute malnutrition in Kenya including urban settings	Jul-12	1,257
http://www.ennonline.net/fex/18/understanding	Understanding the food crisis in Zimbabwe	Mar-03	1,171
http://www.ennonline.net/fex/40/ehnri	EHNRI - Profile and role in the National Nutrition Programme	Feb-11	1,034
http://www.ennonline.net/fex/32/who	WHO growth reference for children and adolescents	Jan-08	871
http://www.ennonline.net/fex/27/who	New WHO Growth Standards for 0-5 years	Mar-06	864
http://www.ennonline.net/fex/43/challenges	Managing severe acute malnutrition in India: prospects and Challenges	Jul-12	831
http://www.ennonline.net/fex/103/chapter3	Livelihoods analysis and identifying appropriate interventions (Special Supplement 3)	Mar-06	828

En-net forums and questions

6. In 2014/15 en-net had 15 discussion areas. Table J2 illustrates the 10 most popular forums between 1 June 2014 and 1 June 2015. The forum ‘Announcements and Nutritionists needed’ is the most popular forum, with 41 % of the views to the forums pages. This area is for announcements of training, publications and conferences, as well as being used to fill emergency posts.

Table J2 Popular en-net forums

Website address	Forum Title	Number of area views	% of total forum views
http://www.en-net.org/forum/11.aspx	Announcements & Nutritionists needed	7088	41.02%
http://www.en-net.org/forum/1.aspx	Prevention and treatment of severe acute malnutrition	1937	11.21%
http://www.en-net.org/forum/3.aspx	Assessment	1756	10.16%
http://www.en-net.org/forum/15.aspx	Upcoming training	1661	9.61%
http://www.en-net.org/forum/4.aspx	Infant and young child feeding interventions	1176	6.81%
http://www.en-net.org/forum/2.aspx	Prevention and treatment of moderate acute malnutrition	1154	6.68%
http://www.en-net.org/forum/16.aspx	Coverage assessment	734	4.25%
http://www.en-net.org/forum/10.aspx	Micronutrients	378	2.19%
http://www.en-net.org/forum/5.aspx	Food assistance	282	1.63%
http://www.en-net.org/forum/12.aspx	Cross-cutting issues	241	1.39%

7. Popular en-net questions between 1 June 2014 and 1 June 2015 are shown in Table J3, showing continued engagement with questions in the years after they are published. The top two questions, receiving over 3000 page views each in a year, were on ‘Negative Confidence Intervals’ (2010) and ‘Infant feeding and Ebola Outbreak’ (2014).

Table J3 Popular en-net questions

Webpage	Question title	Question Author	Question start date	Page views
http://www.en-net.org/question/290.aspx	Negative Confidence Interval	Beka Teshome	1 Nov 2010, 13:32	3,596
http://www.en-net.org/question/1445.aspx	Infant feeding and Ebola Outbreak	Fabienne Rousseau, ACF	12 Aug 2014, 15:39	3,376
http://www.en-net.org/question/768.aspx	What is the difference between sampling error and standard error?	Anonymous 402	22 Jun 2012, 19:15	1,599
http://www.en-net.org/question/1460.aspx	What should be the nutritional support to adult patients with Ebola Virus Disease (EVD) in treatment centres in West Africa?	Mija Ververs	30 Aug 2014, 07:53	894
http://www.en-net.org/question/1077.aspx	What homemade food for children is equal to plumpy nut?	Imran Ali, Nutriton Coordinator World Vision Pakistan	14 Jun 2013, 19:58	774
http://www.en-net.org/question/338.aspx	Sample size for KAP survey	Anonymous 402	3 Feb 2011, 17:11	768
http://www.en-net.org/question/1550.aspx	Call for abstracts: 3rd FANUS Conference 2015 Arusha, Tanzania	Tamsin Walters	27 Nov 2014, 09:38	729
http://www.en-net.org/question/171.aspx	Vitamin A supplementation for severe wasting	Anonymous 81	15 Dec 2009, 07:44	717
http://www.en-net.org/question/1274.aspx	MUAC tapes	Jan Komrska, UNICEF Supply Division	13 Feb 2014, 14:27	697
http://www.en-net.org/question/75.aspx	Converting F100 to F75 or making F75 from commercial milk powder	Erin, nutrition specialist	28 Mar 2009, 14:12	680

Location and Language of site users

8. 18.38% of visitors to ENN website were from Eastern Africa, with 18.19% from Northern America and 12.07% from Northern Europe. The most visitors came from United States (18.38%), United Kingdom (18.19%) and Ethiopia (12.07%).

Table J4 ENN Site visitors 1 June 2014-1 June 2015

Country	Page views	Share of page views
United States	21905	18.38%
United Kingdom	14262	18.19%
Ethiopia	10122	12.07%
India	8616	10.56%
Kenya	7772	8.06%
Indonesia	4135	7.25%
Canada	4055	4.38%
Philippines	3978	4.04%
Australia	395	2.88%
Pakistan	2610	2.52%

9. En-net was dominated by visitors from the United States (15.16%) and United Kingdom (12.36%) in 2014/15 and this was also reflected in the visitor numbers for 2013/14.

Table J5 en-net site visitors 1 June 2014--1 June 2015

Country	Page views	Share of page views
United States	8265	15.63
United Kingdom	4899	9.26
Kenya	3418	6.46
India	2946	5.57
Ethiopia	2015	3.81
France	1535	2.9
Canada	1468	2.8
Pakistan	1355	2.56
Indonesia	1164	2.2
Uganda	1011	1.91

10. The countries with the most site users were predominantly Anglophone countries.

11. Visits to the ENN website and en-net website in the last 6 months (1 December 2015–1 January 2015) were largely English speakers (over 80%). French was the second most common language, making up 4.71% of visits to the ENN website and 6.91% of visits to the En-net website.

Figure J3 Top 5 languages for ENN and en-net site users from December 1 2014 – June 1 2015.

	ENN		en-net	
	Site views	% of views	Site views	% of views
English	23,665	83.79%	66,739	85.84%
French	1,953	6.91%	3,661	4.71%
Spanish	457	1.62%	1,342	1.73%
German	224	0.79%	761	0.98%
Portuguese	468	0.60%	474	1.68%

Source of website readers

12. 74.89% of ENN website viewers come to the site through a search engine (predominantly Google). 15.95 % come to the new site directly and 16.25 % are referred from elsewhere. The most popular referral is direct from the en-net pages (36.75%) but there are also a lot of other pages that refer a small amount of traffic each (under 4% each). These include, as examples, WHO, UNICEF, Wikipedia, Global Nutrition Cluster, Global Corps, WFP, and CMAM Forum.

Annex K Summary of ENN Citation Study, June 2015

Background

This report is a summary of a review carried out by Alex Bycroft, a student at Oxford Brookes University from April to June 2015. This review was instigated to explore how ENN produced resources are cited and used in the development of a range of external publications.

The review investigated three areas of ENN publications published between Jan 2010 and April 2015:

- 1) *Field Exchange* article citations and use in ‘officially’ published online/print materials

Field Exchange (FEX) is an online⁶¹ and print technical publication on nutrition and food security in emergencies and high burden contexts. The target readership is post-graduate international and national staff. All past issues of Field Exchange (49 in total) are archived, referenced and searchable online.

Field Exchange articles comprise the following types: field articles (detailed programme experiences), research (original research or summaries of published research), news and views (key developments or initiatives in the sector; agency or individual perspectives on programming), evaluations (original or summaries of evaluations with sectoral learning points), and agency profiles (generally featuring one interview-based profile per edition). Original FEX articles are typically written by international and sometimes national staff working with non-governmental organisations and UN agencies in humanitarian and more recently, in longer-term operations, which describe varying types of nutrition research and programming.

- 2) *ENN authored peer review publication citations*

EN team members have been involved in the production of articles outlining the findings of research and reviews for peer-reviewed journals along with other academics in relevant fields. Between January 2010 and June 2015, ENN co-authored 7 peer reviewed articles.

‘Citation and use’ includes reference citation, narrative reference to an ENN resource and use of extracted content for material development, e.g. in a book or training materials.

⁶¹ <http://www.ennonline.net/fex>

3) Other ENN publications (research reports and reviews) citations and use in published online/print works

ENN frequently encourages, supports and engages with operational research and reviews. This is in order to help fill critical gaps in the evidence base on issues to do with nutrition and food security in countries with high burdens of malnutrition. Reports are available in print and online.⁶² Between January 2010 and June 2015, ENN produced 14 research and review reports (see Annex 1 for a full list of reports)

Methods

The method involved searching through various channels, as follows;

- 1) Literature search via established databases commonly used in the health/sociological research setting (Google Scholar)
- 2) Literature search on 'Google books' search
- 3) A google search for training content related to nutrition/food security and emergencies
- 4) Consultation with ENN technical staff regarding awareness of citations/use of Field Exchange and resources in content development.

Limitations

Due to the limited budget and time available to conduct this work, searches were only conducted on 'free to access' databases such as google scholar. It is likely that many citations were missed from publications where access can only be gained via university libraries or other subscription-based databases/systems.

Additionally, it was not possible within the given timeframe to explore citation and use of ENN publications in 'grey' literature that are not in the public domain (e.g. agency reports, evaluations, policy documents, training materials⁶³). Similarly, it was not possible to investigate the use and adaptation of ENN resources by users that is not documented/in the public domain.

More recent ENN articles/publications are far less likely to feature (yet) in other publications.

A number of ENN co-authored peer review publications are pending; these were not captured in this process.

⁶² <http://www.enonline.net/ourwork/publications>

⁶³ Identification of 'grey' literature will not be exhaustive but will be a snapshot of what we can access within the given timeframe and using search engines and contacts available to us.

Overall findings

This study found that, between Jan 2010 and June 2015, 62 works (articles, publications or reviews) produced by the ENN were cited 128 times in 93 journals, reports and theses. See Table K1 below for the full breakdown of these figures and annex 1 for a full list of articles/citations.

Table K1 Summary of citations of all ENN publications

Type of ENN publication	Total number of ENN works cited	Total number of Journals/reports/publications	Total number of citations
Field articles in Field Exchange	34	45	52
News and Views articles in Field Exchange	3	2	4
ENN authored peer-reviewed publications	8	38	55
ENN reviews and research	9	8	17
TOTAL	62	93	128

ENN peer-reviewed articles were the most frequently cited (10 articles cited 55 times), followed by Field Exchange field articles (34 articles cited 44 times), write-ups of ENN research and reviews (9 write ups cited 17 times) and Field Exchange news and views pieces (3 articles cited 4 times). ENN works have been cited most commonly in peer-reviewed journals, as well as in organisational reports and academic theses. The peer-reviewed journals within which ENN works were cited were wide-ranging and influential publications (including the Lancet) and mostly focussed on nutrition, food and health topics. The topics/ themes of ENN works most frequently cited, in order of the most frequent, were malnutrition in infants less than 6 months, the double burden of malnutrition, Community-based Management of Acute Malnutrition (CMAM), Supplementary Feeding, Aid Effectiveness, Infant and Young Child Feeding (IYCF), Cash programming, and Wasting and Stunting.

This study indicates that ENN publications are both well read and well regarded by academics and peers, and have been used to contribute to the evidence base of effective nutrition and food security research, policy and programming.

Citations of Field Exchange field articles and evaluations

This study found that, over the past 11 FEX editions, 34 Field Exchange field articles were cited in other publications; a total of 52 times in 45 publications, including 36 times in academic journals, 7 times in undergraduate, masters or doctoral theses, 5 times in other reports and 4 times in other ENN publications, see Table K2 below.

Table K2 Citations of Field Exchange Articles

Type of publication cited in	Total number of FEX articles cited	Total number of Journals/theses/briefs cited in	Total number of citations
Journal/News Brief	18	32	36
Doctoral and Masters' theses	7	7	7
Reports/other publications	5	5	5
ENN publications	4	1	4
TOTAL	34	45	52

The field articles most frequently cited were:

“Increasing access to Ready-to-use Therapeutic Food (RUTF)” by Jan Komrska, Field Exchange 42, January 2012, *cited 7 times in 7 different publications.*

“Impact evaluation of cash, food vouchers, and food transfers among Colombian refugees and poor Ecuadorians in urban Ecuador” summary of an evaluation, Field Exchange 46, September 2013, *cited 5 times in 5 different publications.*

Additionally, three articles were cited twice in two different publications.⁶⁴

Field articles were cited in a large range of publications, most of which were peer-reviewed articles in journals (n=32). The most frequent journals that cited Field Exchange field articles were; Nutrition Journal, African Journal of Food Science, Toxicology Reports and the Food and Nutrition Bulletin. Citations were also made in a range of other journals, including PLoS One, JAIDS (Journal of Acquired Immuno Deficiency Syndromes), Maternal and Child Health, Journal of Urban Health and the International Journal of Environmental Research and Public Health. Field Exchange articles were also cited in other publications (n=5), including CMAM Forum Technical Briefs and papers by the Overseas Development Institute (ODI) and the World Food Programme (WFP).

Citations of Field Exchange ‘News and Views’ articles

This study found that 3 ‘News and Views articles’ were cited in 2 different publications, namely, Maternal and Children Nutrition and the International Baby Food Action Network (within which 2 news and views pieces were cited in one IBFAN article, 2014). The news and views articles cited were:

Draft guidelines for the marketing of ready to use supplemental foods for children. Greiner, T., Kaufmann, S., Kent, G., Koniz-Booher, P., Kuhnlein, H., & Krawinkel, M. (2011). Field Exchange 41, August 2011. *Cited in Maternal and Children Nutrition.*

⁶⁴ “Enhanced Outreach Strategy/ Targeted Supplementary Feeding for Child Survival in Ethiopia (EOS/TSF)” by Selamawit Negash, Field Exchange 40, February 2011.

“A cross-sectoral approach to addressing Konzo in DRC” by Emery Kasongo and Muriel Calo, Field Exchange 41, August 2011.

“Impact of cross-sectoral approach to addressing Konzo in DRC” by Marie-Morgane Delhoume, Julie Mayans, Muriel Calo and Camille Guyot-Bender, Field Exchange 44, December 2012.

Government experiences of scale-up of Community-based Management of Acute Malnutrition (CMAM). ENN (2012) Field Exchange 42, January 2012. *Cited in a 'breastfeeding brief' by Ted Greiner in International Baby Food Action Network, 2014.*

Integration of IYCF support into CMAM. Lung'aho, M., Stone Jimenez, M., (2009) Field Exchange 37, November 2009. *Cited in a 'breastfeeding brief' by Ted Greiner in International Baby Food Action Network, 2014.*

ENN authored peer-reviewed articles

Since 2010, 8 ENN-authored peer reviewed articles have been cited (55 times in 38 journals/theses): 5 in other peer-reviewed journals (51 times) and 3 in masters or doctoral theses (4 times), see Table K3 below.

Table K3 Citations of ENN authored peer-reviewed articles

Type of publication cited in	Total number of ENN publications cited	Total number of Journals/theses cited in	Total number of citations
Peer reviewed publications	5	34	51
Doctoral and Masters' theses	3	4	4
TOTAL	8	38	55

The two ENN peer-reviewed articles most frequently cited in other peer-reviewed journal articles were:

The emerging challenge of the double burden of malnutrition in protracted emergencies: A cross-sectional study of under-nutrition 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.*

Prevalence of wasting among under 6-month-old infants in developing countries and implications of new case definitions using WHO growth standards: a secondary data analysis. Kerac, M., Blencowe, H., Grijalva-Eternod, C., McGrath, M., Shoham, J., Cole, T., Seal, A. Archives of Diseases in Childhood (2011). *Cited in 26 different articles in peer-reviewed journals.*

Citations were in a range of journals, the most frequent of which were the Food and Nutrition Bulletin, Maternal and Child Health and The Lancet.

Citations of ENN Research and Reviews

This study found that 9 'write-ups' of ENN research and reviews have been cited 17 times in 8 different publications, including 15 citations in peer-reviewed journals and 2 citations in 'other' (Technical Brief) publications, see Table K4 below.

Table K4 Citations of ENN research and reviews

Type of publication	Total number of ENN reviews/research cited	Total number of Peer-reviewed Journals/Technical Briefs	Total number of citations
Peer reviewed publications	7	7	15
Other (Technical briefs)	2	1	2
TOTAL	9	8	17

The most frequently cited research and reviews pieces were:

The impact and effectiveness of emergency nutrition and nutrition-related interventions: a review of published evidence 2004-2010. Hall, A., Blankson, B., Shoham, J. Emergency Nutrition Network. (2011). *Cited 4 times in the Lancet, BMC Public Health and Food Policy.*

Government experiences of scale-up of Community-based Management of Acute Malnutrition (CMAM): A synthesis of lessons. Dolan, C., Khara, T., Mejia Acosta, A., & Shoham, J. (2012). *Cited 3 times in The Lancet and the Food and Nutrition Bulletin.*

Technical Briefing Paper: The relationship between wasting and stunting: policy, programming and research implications Tanya Khara and Carmel Dolan (ENN) (2014). *Cited twice in the Food and Nutrition Bulletin.*

The management of acute malnutrition at scale: A review of donor and financing arrangements. Jeremy Shoham, Carmel Dolan, Lola Gostelow (2013). *Cited twice in Food & Nutrition Bulletin and the Institute of Development Studies.*

ENN research and reviews write-ups were also cited in NutritionWorks reports and CMAM Forum Technical Briefs.

Annex L References

short ref	full ref
DFID 2015	<i>DFID's Approach to Value for Money</i> (smart guide), Mehalah Beckett, March 2015, Department for International Development.
ENN 2008	<i>ENN and private funding</i> . Board paper by Dr Bruce Laurence, February 2008.
ENN 2010	<i>Emergency Nutrition Network: Strategic Focus and Priority Activities 2010–2015</i> , Emergency Nutrition Network (ENN), Oxford 2010.
ENN 2012b	<i>Government experiences of scale-up of Community-based Management of Acute Malnutrition (CMAM) – A synthesis of lessons</i> . Prepared by the Emergency Nutrition Network (ENN), CMAM Conference, Addis Ababa, 2011, January 2012
ENN 2012c	<i>Conference on Government experiences of Community-based Management of Acute Malnutrition and Scaling Up Nutrition – Conference Report</i> . Addis Ababa, Ethiopia 14 th to 17 th November 2011. Prepared by the Emergency Nutrition Network (ENN), January 2012
ENN 2013a	<i>Feedback from Stakeholder Survey – 'thoughts on ENN'</i> , unprocessed document, ENN 4 th May 2013.
ENN 2013b	<i>ENN – Strategy and Priority Activities 2013–2015</i> , Emergency Nutrition Network, Oxford, 2013
ENN 2013c	<i>The management of acute malnutrition at scale: A review of donor and government financing arrangements</i> , Summary Report, March 2013, ENN (prepared by Jeremy Shoham, Carmel Dolan and Lola Gostelow).
Gostelow 2013	<i>Global Nutrition Cluster Governance Review. Preliminary Report for Discussion – 5th July 2013</i> . Lola Gostelow. GNC, July 2013
Jones 2011	<i>A guide to monitoring and evaluating policy influence, Background Note</i> . Harry Jones. Overseas Development Institute, 2011.
Khara & Dolan 2014	<i>The relationship between wasting and stunting, policy programming and research implications</i> , Tanya Khara and Carmel Dolan, Technical Briefing Paper, Emergency Nutrition Network, July 2014.
Mates 2012	<i>CMAM conference: follow up survey</i> , Emily Mates, ENN Researcher, Emergency Nutrition Network, Oxford, November 2012
Mokoro 2011	<i>WFP's School Feeding Policy: A Policy Evaluation</i> . Stephen Lister, Stephen Anderson, Mirella Mokbel Genequand, Anthea Gordon, Judith Sandford, Stephen Turner. Mokoro Ltd. Report number: OE/2012/002. Rome: WFP Office of Evaluation, 30 November 2011.
Mokoro 2013	<i>Timor Leste: An evaluation of WFP's Portfolio (2008 – 2012)</i> . Prepared by Mokoro Limited: Stephen Lister, Team Leader, Jane Keylock, Trish Silkin. Commissioned by the WFP Office of Evaluation. Rome: WFP, May 2013.

short ref	full ref
Mokoro 2015	<i>Independent Comprehensive Evaluation of the Scaling Up Nutrition Movement Final Report – Main Report and Annexes.</i> Oxford: Mokoro Ltd, 15 January 2015.
Navarro-Colorado et al 2008	<i>Measuring the effectiveness of Supplementary Feeding Programmes in emergencies</i> , Carlos Navarro-Colorado, Frances Mason and Jeremy Shoham, ODI Humanitarian Practice Network, paper 63, September 2008.
Renard & Lister 2013	<i>Technical Note on Efficiency Analysis.</i> Mokoro: Robrecht Renard and Stephen Lister. WFP OEV, 14 June 2013.
Renard 2013	<i>WFP Efficiency Analysis Guidance Materials – Definitions, Concepts and Methodology.</i> Mokoro: Robrecht Renard, 30 March 2013
USAID 2011	<i>Evaluation – Learning from Experience: USAID Evaluation Policy</i> , US Agency for International Development, Washington DC, January 2011.
WHO 2014	<i>WHO/UNICEF/WFP. Interim guideline: Nutritional care of children and adults with Ebola virus disease in treatment centres.</i> Geneva: World Health Organization; 2014.

Acronyms

ACF	Action Against Hunger (Action Contre La Faim)
ALNAP	Active Learning Network for Accountability and Performance in Humanitarian Action
BMS	Breast milk substitute
BOND	UK membership body for NGOs working in international development
CaLP	Cash Learning Partnership
CMAM	Community-based management of acute malnutrition
CDC	Centers for Disease Control
CHAI	Clinton Health Access Initiative
CIDA	Canadian International Development Agency
CIHD	Centre for International Health and Development
COI	Conflict of Interest
CSB	corn-soya blend
CSO	Civil Society Organisation
CTC	Community-based Therapeutic Care
DAC	Development Assistance Committee (of the OECD)
DFATD	Department of Foreign Affairs, Trade and Development (Canada)
DFID	UK Department for International Development
DHS	Demographic and Health Survey
DRM	Disaster Risk Management
EC	European Commission
ECHO	EU Humanitarian Aid and Civil Protection department
en-net	ENN online forum
EQ	Evaluation Question
ER	Evaluation Report
ET	Evaluation Team
EU	European Union
FANTA	Food and Nutrition Technical Assistance Project
FANUS	Forum of African Nutrition Societies
FEX	Field Exchange
GAIN	Global Alliance for Improved Nutrition
GOAL	an Irish NGO
GNC	Global Nutrition Cluster
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Virus
HQ	Headquarters
HPN	Humanitarian Practice Network
HTP	Harmonised Training Package
IA	Irish Aid

IASC	Inter-Agency Standing Committee
IBFAN	International Baby Food Action Network
ICRC	International Committee for the Red Cross
IFE	Infant and Young Child Feeding in Emergencies
IFPRI	International Food Policy Research Institute
IFRC	International Federation of Red Cross and Red Crescent Societies
IPC	Integrated Food Security Phase Classification
IR	Inception Report
IRC	International Rescue Committee
IYCF	Infant and Young Child Feeding
KEMRI	The Kenya Medical Research Institute
KM	Knowledge Management
LSHTM	London School of Hygiene and Tropical Medicine
M&E	Monitoring and Evaluation
MAMI	Management of Acute Malnutrition in Infants
MDG	Millennium Development Goal
MNIE	Maternal Nutrition in Emergencies
MO	Multilateral Organisation
MRP	Minimum Reporting Package
NEX	Nutrition Exchange
NGO	Non-Governmental Organisation
NiETN	Nutrition in Emergencies Training Network
NUGAG	Nutrition Guidance Advisory Group
OCHA	Office for the Coordination of Humanitarian Affairs
ODI	Overseas Development Institute
OFDA	Office for US Foreign Disaster Assistance
QS	Quality Support
REFANI	Research on Food Assistance for Nutritional Impact
RUS	Research Uptake Strategy
SCN	Standing Committee on Nutrition
SFP	Supplementary Feeding Programme
SMS	SUN Movement Secretariat
SNS	Standardised Nutrition Survey
SO	Strategic Objective
SPRING	Strengthening Partnerships, Results and Innovation in Nutrition Globally
SUN	Scaling Up Nutrition movement
TD	Technical Director
TIG	Technical Interest Group
TL	Team Leader
ToC	Theory of Change

TOR	Terms of Reference
UCL	University College London
UN	United Nations
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children’s Fund
WASH	Water, Sanitation and Hygiene
WAST	Wasting and stunting
WFP	World Food Programme
WHO	World Health Organisation