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Story of change

ENN's role in Knowledge Management related to the SUN Movement



Author

Anne Bush on behalf of ENN.

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Abbreviations

DFID	Department for International Development
ENN	Emergency Nutrition Network
FEX	Field Exchange
FCAS	Fragile and Conflict Affected States
GG	Global Gathering
HDN	Humanitarian-Development Nexus
KM	Knowledge Management
MSP	Multi-Sectoral Programming
NEX	Nutrition Exchange
SMS	SUN Movement Secretariat
SoC	Story of Change
SUN	Scaling Up Nutrition
TA	Technical Assistance
TAN	Technical Assistance on Nutrition
UNICEF	United Nations Children's Fund



Contents

Executive summary	3
Aims and objectives	4
Methodology	5
Background	6
Overview of ENN's involvement in Knowledge Management of SUN	6
Technical Assistance for Nutrition (TAN) Programme	6
ENN's role in SUN KM	7
ENN's approach to SUN KM	8
Findings	11
Role of ENN in SUN KM	12
How ENN engaged in SUN KM (and how relationships have evolved since 2015)	12
Added Value of ENN's engagement	13
Building of in-country capacity	15
Capturing key learning on SUN Movement approaches and country level scale up	15
ENN's Injection of a critical lens	16
Specific or unique attributes of ENN that have enabled and/or hindered progress	17
Most useful platforms and mechanisms of ENN KM	17
The need for ENN to continue in SUN KM and if so in what areas with what level of commitment. Is there another agency?	18
Benefits and/or risks of ENN's continued involvement into Road Map 3.0	19
Conclusions	21
Recommendations	22
Annex 1 Questionnaire for Semi-Structured interviews with key informants	22

Executive summary

This Story of Change reviews ENN's role in providing Knowledge Management services for the Scaling Up Nutrition (SUN) Movement within the DFID funded Technical Assistance to Nutrition (TAN) programme from 2015-2020. The 'Story of Change' methodology is a narrative, qualitative approach to capturing impact pathways of an activity. It provides a framework to explore key processes, findings, developments and accomplishments through key informant interviews with a range of stakeholders from a retrospective viewpoint.

Key objectives of this review were to: gain an understanding of the added value of ENN's role in SUN KM, the extent to which ENN has injected a critical lens into nutrition within the SUN Movement, captured key learning, and facilitated in-country capacity to document and share learning; as well as establish the need for the continued involvement of ENN in SUN KM and any potential risks and/or benefits.

Semi structured key informant interviews were held with 22 out of a total of 35 stakeholders contacted by email. Key informants came from a range of backgrounds and held positions at global, regional and country level. They included current or previous members of ENN's SUN KM team, the SUN Movement Secretariat, SUN Global Networks, Donors, ENN's partners with the TAN programme, and regional and country level actors. A desk review was undertaken to consolidate background information and triangulate qualitative data from the interviews.

Interviewees unanimously agreed that there has been added value from ENN's engagement in SUN KM over the last five years, describing this in a variety of different ways, facilitated by a number of key attributes. This was in spite of initial challenges within the terms of ENN's engagement in SUN KM, including a lack of clarity and agreement on roles, expectations and understanding of what KM is across partners, which were noted to have

hindered progress and created missed opportunities. These challenges have since been largely overcome, with ENN's role in a much stronger, productive position now.

The added value of ENN's documentation of the realities of nutrition programming at grassroots level was appreciated from many perspectives. At global level, this work was recognised for challenging the often 'rosy' picture presented by the SUN Movement Global Structures. From the regional and country level perspective, the added value of this work was described in terms of ENN's direct engagement with country level actors, helping them to showcase their experiences and the increased confidence, capacity and lesson learning this resulted in. However, an important shortfall highlighted was the lack of subsequent country level dissemination and follow up to KM documentation and publication. This resulted in missed opportunities in terms of potential country level learning and uptake of the KM to bring about change in policy and processes.

Future SUN KM requires a stronger national/sub national level focus as this is where the greatest added value and potential for meaningful change in practice is. Furthermore, country level KM documentation requires follow up at national/sub national level to present the findings, unpack the implications, set in motion actions for change and ensure sufficient accountability mechanisms are put in place. More in depth, sustained country level engagement can also allow ENN to explore the extent to which KM uptake brings about change, and also understand how better to support uptake and facilitate the change process.

ENN has captured key learning on SUN Movement approaches, in particular through its case studies on sub national MSP and the publication on SUN Networks in FCAS. Through these publications ENN has also been seen, to an extent, to have injected a critical lens, although there is room for

this to be more grounded in the realities of context and available evidence. These achievements are perceived to have been enabled by certain key attributes of ENN including; independence and impartiality, technical expertise and long experience in the nutrition sector, particularly in emergencies, as well as demonstrated experience of KM and established platforms. The added value of ENN's existing networks and contacts to disseminate information was noted for reaching a far larger audience, thereby amplifying existing channels.

In terms of SUN KM products and platforms, this SoC provides evidence that the greatest value has been in bespoke, in depth publications i.e. the case studies on MSP and SUN platforms in FCAS, as opposed to SUN related content published within FEX and NEX. However, for all KM products this SoC highlighted a need for better dissemination at all levels. A lot of information does not necessarily reach grassroots level; equally regional and global actors reported not being aware of key SUN KM products until coming across them by chance.

ENN needs to continue to work at strengthening the rigor and validity of its KM products, raise its profile to ensure valuable work is more widely recognised and contributes more extensively to the evidence base on scaling up nutrition at national level. There would be value in ENN developing its own KM and communications strategy to achieve these aims.

This SoC established a continued need for ENN in KM for SUN Movement Road Map 3.0, albeit within a different model of coordinated KM, with a blend of other actors bringing complementary experience and attributes. ENN is well placed to play a role in the thinking and facilitation around the development of this model. More generally, there is potential to greater cross learning and cross fertilisation of ideas and work, not only with SUN Movement but with other KM actors, to avoid duplication of efforts and maximise potential for learning and sharing towards sustained improvements in nutrition globally.

Aims and Objectives

The overall aim of this review was to develop a Story of Change (SoC) regarding ENN's role in Knowledge Management (KM), with specific consideration of the Scaling Up Nutrition (SUN) KM project, ENN's KM role in SUN countries, in the wider SUN Technical Assistance for Nutrition (TAN) project and the Global Support Structures. The review was commissioned at an important stage given that ENN's SUN-KM Project is entering its final year of funding and is required to demonstrate results, impact and value for money. A SoC provides an ideal vehicle to explore potential impact.

The key objective was to answer the following questions through the SoC process:

- To what extent has ENN injected a critical lens into nutrition within SUN Countries and the SUN Movement Global Support Structures?

- What has been the extent of the uptake of ENN's work in SUN Countries and within the SUN Movement Global Support Structures?
- To what extent has ENN facilitated in-country capacity to document and share learnings, with a particular focus on SUN Countries?
- Are there specific/unique attributes of ENN that have enabled and/or hindered progress?
- Is there a need for ENN to continue work on SUN-KM (is there demand?) and if yes, why ENN, on what areas and requiring what level of commitment?
- What are the risks and benefits of ENN's continued work on SUN-KM in the future as part of Road Map 3 (2020-2025)?

Methodology

This study adopted a 'Story of Change' methodology which is a narrative, qualitative approach to capturing impact pathways of an activity, in this case ENN's role in conducting KM for the SUN Movement. A Story of Change (SoC) aims to provide a framework to highlight key processes, findings, developments and accomplishments from a retrospective viewpoint and as experienced by a range of stakeholders. As key informant interviews are crucial to the SoC methodology, a series of semi structured interviews were conducted with key stakeholders by phone/Skype between October and December 2019.

A list of key informants was supplied by members of the ENN team and contacted by email to determine their willingness to be interviewed. A total of 35 stakeholders were contacted for interview. Those who did not respond initially were actively followed up to maximise response rate. A questionnaire for the key informant interviews was developed to help guide the open ended, semi-structured interviews (see Annex 1).

All interviewees consented to take part in the study with the understanding that findings would be anonymised. Written notes were taken during the interviews. Transcripts from the interviews were then coded according to key words or phrases and categorised under each of the themes presented by the questions of the semi-structured interview guide.

In addition, a review of relevant materials, key documents and information from websites including ENN and the SUN Movement websites was undertaken to consolidate background information on the history of ENN's role in SUN KM, to create a timeline and triangulate qualitative data from the interviews, where relevant.

Strengths and limitations

This study was designed to develop a Story of Change on ENN's role in conducting KM for the

SUN Movement over the period from June 2015 to November 2019 based on the perspectives of key stakeholders gained from semi-structured interviews. The study was strengthened by including a wide range of interviewees from global, regional and country level, each with direct experience of working with ENN on KM services. Interviewees held a broad range of positions within different agencies including donors, UN, NGO, government institutions, ENN and each of ENN's partners within the Technical Assistance for Nutrition (TAN) consortium.

As this was a qualitative study with a small number of participants, the findings are not generalisable. It is possible the perspectives of those who chose not to take part in the study, by not responding to the request for interview, differed significantly from those who did. There may also be bias from the fact that the interview list was drawn up by members of the ENN team, although this was mitigated as the team selected both people who would be critical/potentially negative, as well as those who would be positive.

Another possible limitation is the higher proportion of interviewees from the global level (13/22 or 59%) compared to country (4/22 or 18%) and regional (5/22 or 23%) level. This was due to a high non-response rate from country level stakeholders, despite concerted efforts to follow up with non-responders. Of 12 country level actors contacted for interview, only 4 (33%) responded and were available for interview. This compares to 13/16 (81%) for global and 5/7 (71%) for regional level actors. However, overall, this study provides rich insights into the added value of ENN's role in SUN KM to date and valuable evidence to inform the shape of ENN's KM role in the future.

Background

Overview of ENN's involvement in Knowledge Management of SUN

SUN Movement

The SUN Movement was founded in 2010 as a collective multisectoral and multi-stakeholder effort to improve nutrition, focussed on strengthening political commitments to nutrition and improving accountability for those commitments. It is an unprecedented movement made up of voluntary membership of SUN countries, networks and supporters, growing from a membership of 5 countries in 2010 to its current membership of 61 countries. The SUN Movement has both been reinforced by, and has helped to stimulate, the recent global momentum around tackling

malnutrition, including the recognition of the importance of good nutrition as an end in itself and, as an underlying cause of ill health, poverty, gender inequality and human development. The SUN Movement approach is based on the understanding that efforts to scale up nutrition must be country led and include nutrition-specific and nutrition-sensitive interventions and actions at-scale. Membership of the SUN Movement provides opportunities for countries to exchange learning and best practice, and to receive guidance on the development of robust and costed multi-sectoral country plans to reduce undernutrition.

Technical Assistance for Nutrition (TAN) Programme

ENN's engagement in KM for the SUN Movement over the past four years has been through the Technical Assistance for Nutrition (TAN) programme funded by the Department for International Development (DFID) of the UK government. The TAN programme is intended to help strength the capacity of countries within the SUN Movement to deliver policies and programmes that reduce malnutrition. The anticipated programme impact of TAN is increased coverage of quality multi-sectoral plans and interventions that address the immediate and underlying causes of malnutrition. The TAN programme runs from 2015 to 2020 and is aligned with the SUN Movement Road Map for the period 2016 to 2020.

ENN is one of four partners within the TAN programme, along with the SUN Movement

Secretariat (SMS), Nutrition International (NI) and the MQSUN+ consortium . NI and MQSUN+ provide technical assistance (TA) to catalyse multisectoral efforts to scale up nutrition efforts, as well as maximise the quality of nutrition interventions, building nutrition capacity and contributing to evidence generation and knowledge uptake on effective nutrition programming. SMS plays an important role in helping SUN countries track and communicate progress being made in line with the strategic objectives of the SUN Movement. It also helps to facilitate and coordinate TA, in particular through MQSUN+. SMS also plays a facilitation role in organising regional and global workshops to foster sharing and learning across SUN countries, covering knowledge exchange and technical thematic areas such as financial tracking.

ENN's role in SUN KM

Within the TAN programme, ENN's role has been to provide tailored KM services across the SUN Movement, contributing to the capture, dissemination and exchange of knowledge and learning around scaling up nutrition sensitive programming at national, regional and global level, with a particular focus on countries defined as Fragile and Conflict Affected States (FCAS). In taking on this role, the intention was to build on ENN's expertise and leverage ENN's existing nutrition sector KM products, networks and platforms, whilst also allowing ENN to develop new KM activities and products tailored to the needs of SUN actors at country level. ENN was seen to be a uniquely placed KM provider within the global nutrition sector, with 20 years of experience in the capture, curation and dissemination of learning amongst programmers, policy makers and researchers. Furthermore, ENN was seen to be able to provide a neutral voice and therefore have the potential to provide a critical lens to SMS processes and the SUN Movement in general.

The aim of the ENN's role in providing SUN KM services was to involve a "bottom up" approach to capturing evidence and experiential learning at country level with an independent approach to the curation of knowledge and a commitment to disseminate outputs widely in multiple user friendly formats (as printed hard copy, email and web content) in existing ENN publications, Field Exchange (FEX) and Nutrition Exchange (NEX), and channels, as well as through new channels, such as the Media Hub and webinars.

In undertaking this role, ENN has focussed on developing SUN-related content within its two main publications; FEX and NEX, as well as producing more in-depth 'bespoke' SUN-related pieces, setting up a separate SUN specific platform on en-net and developing and expanding its Media Hub platform, including podcasts, videos and blogs. Additionally, ENN worked towards developing NutritionGroups, an online platform where SUN Focal Points and others, can exchange documents and information and hold private discussions.

Thus, since 2015, ENN has developed the following documentation in relation to the SUN Movement:

- Exploring multisectoral nutrition programmes at the sub-national level
- Unpacking the progress of SUN Networks in FCAS
- Documenting the development of SUN mechanisms in country and unpacking the progress of scale-up in country, through publication of articles in FEX and NEX.
- Exploring different themes including the Humanitarian Development Nexus (HDN) for nutrition and the integration of nutrition and health services, leading up to the Tokyo Summit on Nutrition in 2020.

ENN has also played a role in knowledge capture for the two TA partners within TAN, NI and MQSUN+. For example, exploring the uptake of work produced following TA provision and experiences of TA providers.

Table 1 Definitions of Knowledge Management (KM)

A classic single line definition is given as "Knowledge Management is the process of capturing, distributing, and effectively using knowledge."²

"Knowledge management is the process of creating, sharing, using and managing the knowledge and information of an organisation. It refers to a multidisciplinary approach to achieving organisational objectives by making the best use of knowledge."³

"KM involves the understanding of: where and in what forms knowledge exists; what the organisation needs to know; how to promote a culture conducive to learning, sharing, and knowledge creation; how to make the right knowledge available to the right people at the right time; how to best generate or acquire new relevant knowledge; how to manage all of these factors so as to enhance performance in light of the organisation's strategic goals and short term opportunities and threats."⁴

² https://www.kmworld.com/About/What_is_Knowledge_Management

³ https://en.wikipedia.org/wiki/Knowledge_management

⁴ https://www.kmworld.com/About/What_is_Knowledge_Management

ENN's approach to SUN KM

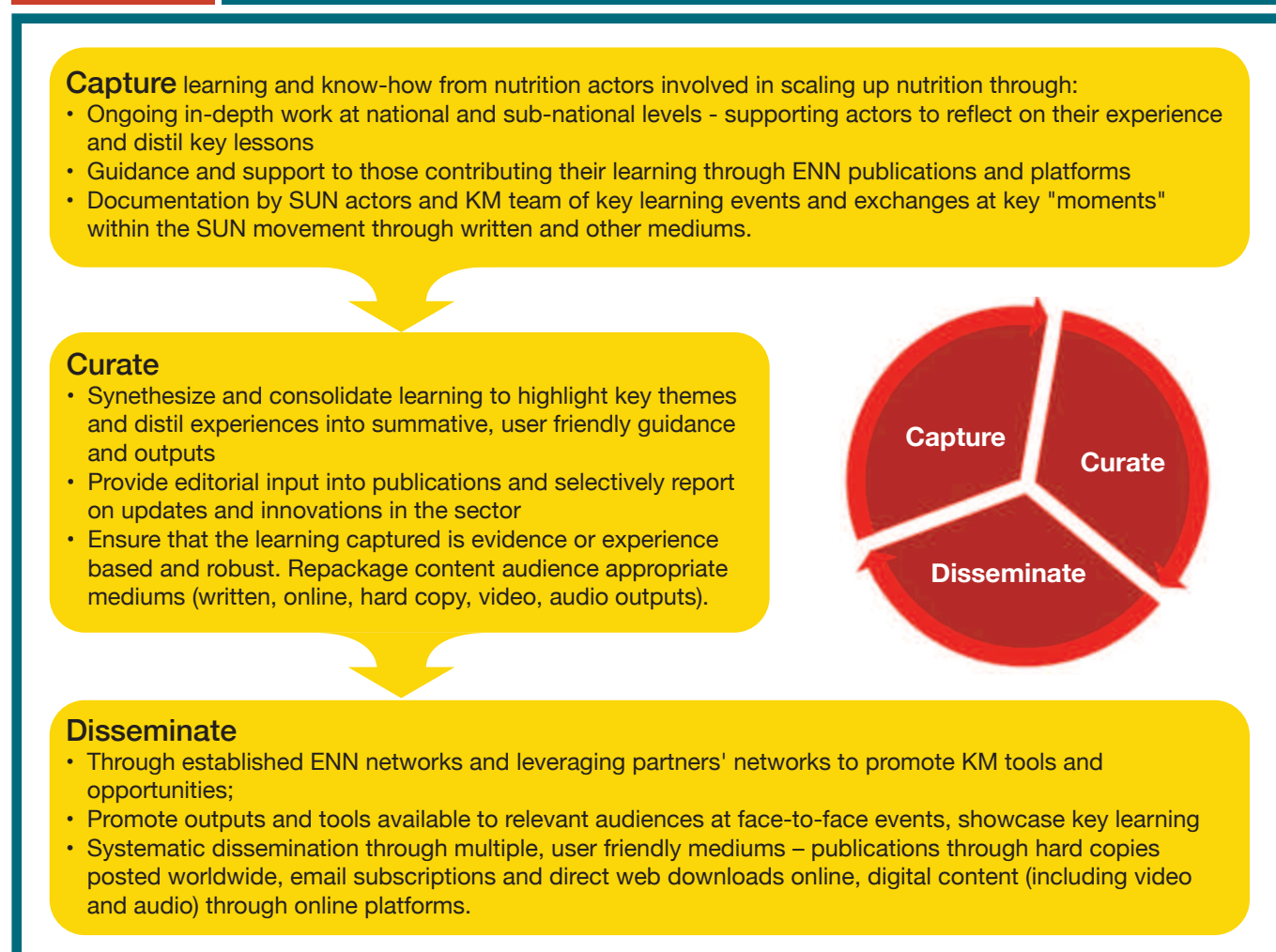
ENN's approach to KM is to provide in-depth support and guidance to organisations and individuals to reflect on and distil their own learning and to engage in peer-to-peer learning exchange. ENN does this through the collaborative development of articles or case studies for publication in FEX and NEX and moderating the online interactive forum, en-net. ENN also facilitates horizontal learning and relationship building within the nutrition sector through structured discussions, technical reviews, convening technical interest groups to advance knowledge in key technical areas and through hosting technical meetings.

There has been no 'blue print' for this role and as such it has been an exploratory and evolving process with learning on all sides about what works well and where constraints may operate.

Knowledge management means different things to different people. KM has been known to be confused with 'communications', or 'content management' or 'information management'. However, as highlighted by the shorter and longer definitions in Box 1, KM is much more than any of these. For ENN, KM is neutral and objective, an honest, open reflection of what works well, as well as what the real constraints are, so as to learn lessons and not repeat mistakes. It involves developing trust, to pull out what is working well, what is holding things back. It also provides 'institutional memory' where the institution can be a sector and/or an organisation or group of organisations.

Figure 1 summarises the KM cycle underpinning ENN's KM work for the TAN.

Figure 1 ENN's KM cycle



Source: Technical Assistance for Nutrition (TAN). ENN Knowledge Management Component: in support of SUN 2. Action Plan: 2016-2020

The ENN SUN KM team was structured to maximise opportunities to capture learning at national and subnational levels with 3 regional KM specialists based in regional hubs – Senegal for West and Central Africa, Kenya for East and Southern Africa, and India for Asia. This team of regional KM specialists worked closely with a Global KM Coordinator based in London, supported by two of ENN's Technical Directors.

How ENN's role in SUN KM has evolved since 2015.

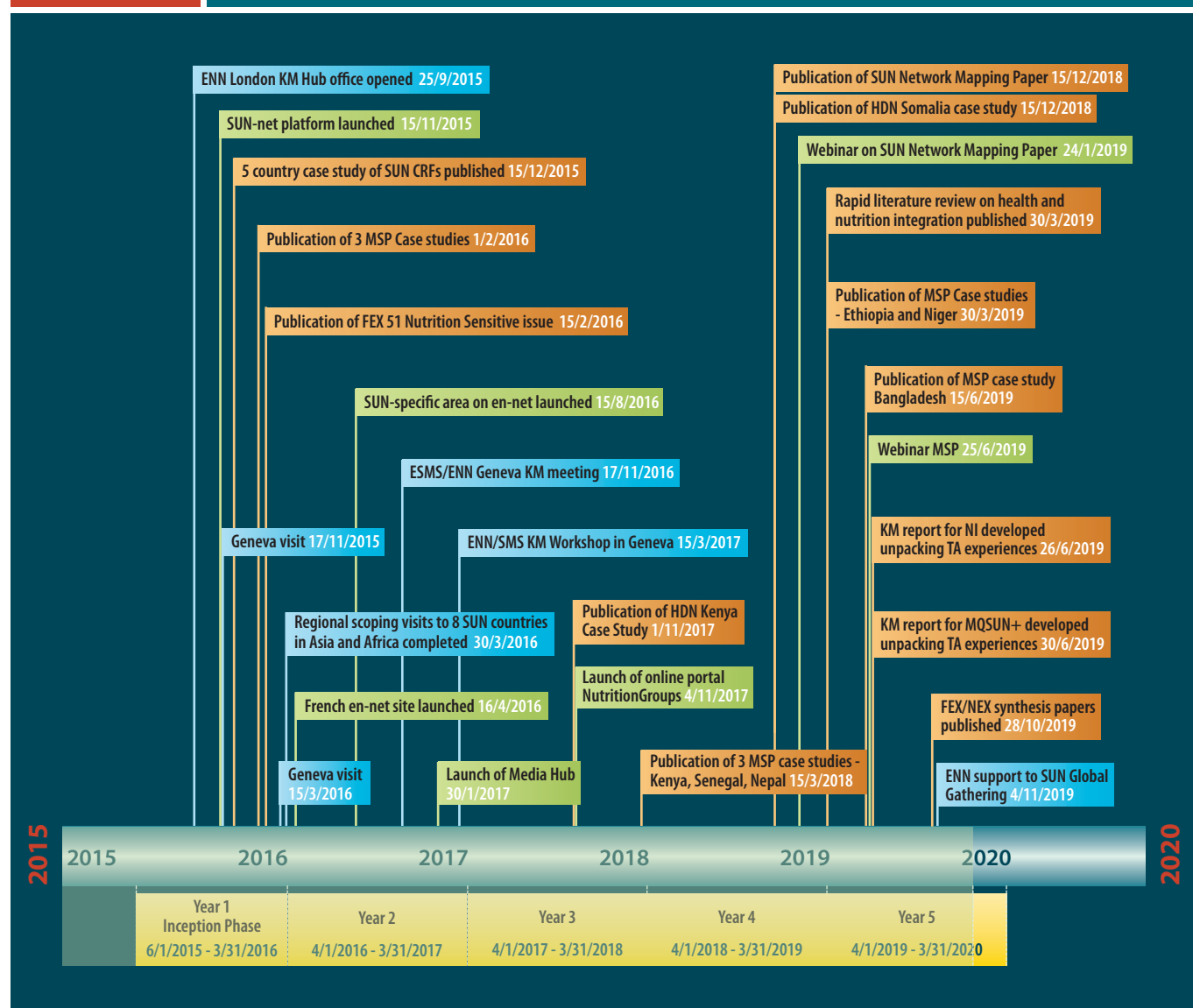
The timeline in Figure 2 summarises key events relating to ENN's role in SUN KM over the duration of the TAN programme to date and the narrative below describes how the role has evolved.

Year 1

During Year 1, the inception phase of the project (April 2015 – May 2016), a significant focus of ENN's work was on scoping and consultation with a wide range of stakeholders from the SUN Movement at national and global level, TAN partners and other KM providers, to inform the direction and focus of the KM work and develop the Action Plan for the subsequent 4 years. Members of the ENN SUN KM team were recruited and two regional scoping visits were undertaken, one to Africa (five countries) and one to Asia (three countries) to understand more about KM needs at the country-level. Also during year 1, ENN produced a number of KM products specifically tailored to the SUN Movement including a special issue of Field Exchange on nutrition sensitive

Figure 2

Timeline of ENN's role in SUN KM



programming; a review on experiences of implementing the SUN Common Results Framework; a SUN-specific area on en-net; a French language en-net mirror site and multiple SUN focused content in NEX and FEX.

Year 2

A key achievement in Year 2 was the launch of the online Media Hub with three channels (blogs, videos and podcasts) in January 2017. Steps were also taken towards the finalisation of the online community portal "NutritionGroups". Further scoping visits were undertaken in SUN focus countries to better understand KM needs and ENN continued to work at building relationships with TAN partners, NI, MQSUN+ and SMS. SUN focused articles were published in each of the FEX and NEX editions, with accompanying podcasts on the Media Hub. The SUN-net forum was moved to the main en-net forum resulting in increased usage from ENN's focus countries, particularly in East Africa and Asia. Increased collaboration between ENN and SMS saw the promotion of en-net and Media Hub content as well as other ENN project and website updates on the SUN Movement website. In March 2017, SMS and ENN jointly hosted a global KM meeting in Geneva, bringing together a network of global KM actors.

Year 3

Lesson learning from Year 2 led ENN to narrow down its focus for the subsequent year to five key areas: technical design of multi-sector programming, strengthening linkages between humanitarian and development programming, role of the private sector in scaling up nutrition, experiences of technical assistance provision and progress of the SUN global and country networks. Within this narrowing of focus, ENN continued to acknowledge the challenge of how to prioritise activities when there are such a large number of opportunities for learning and KM within the SUN Movement.

In recognition that there was very little to show at ground level for a stronger enabling environment for designing multisectoral, nutrition sensitive programming, ENN also turned its efforts towards capturing how such programmes on the ground were evolving. This led to the development of 3 case studies on multisectoral programming (MSP)

at sub-national level from Kenya, Senegal and Nepal, plus an accompanying video of each on Media Hub. Other KM products developed in Year 3 included a case study on the Humanitarian Development Nexus (HDN) in Kenya and initial work on knowledge capture for TAN partner NI.

Over year 3, ENN also continued to ensure improved coverage of KM products for Francophone audiences. The first FEX French digest of issues 51 – 54 was published online with hard copies available for dissemination at global and West Africa regional events. En-net in French was further refined, key KM outputs including the MSP case studies were translated into French, whilst the Media Hub continued to contain original and translated content in French.

Year 4

Key outputs from Year 4 included the documentation of a further 3 case studies in MSP in Bangladesh, Ethiopia and Niger. A detailed mapping and analysis of the SUN Movement Networks across all 17 FCAS was also undertaken. This led to an ENN hosted webinar discussion of the main findings with key global stakeholders. Also in Year 4, considerable support was provided to national stakeholders to write up and publish their experiences and lessons learnt working on projects and programmes to reduce malnutrition through ENNs two core publications NEX and FEX. This culminated in two SUN focussed editions of NEX, a substantial number of articles in FEX, along with the release of related podcasts.

ENN engaged with both MQSUN+ and Nutrition International (NI) to identify opportunities for retrospective KM in relation to technical assistance (TA) provision. Working closely with NI, ENN conducted an analysis of the types of TA requests and produced a desk review of the most common TA request - the area of costing national nutrition plans and financial tracking of nutrition investments.

In addition, a rapid non-systematic literature review of the extent to which nutrition was being integrated into health systems was carried out and a second case study on opportunities to improve nutrition through strengthening the humanitarian and development nexus, this time in Somalia, was undertaken and co-authored with the Government of Somalia and the Country Nutrition Cluster.

Finally, reflections on KM quality led to work to document ENN's approach to measuring quality and impact of articles published in FEX and NEX, as well as outlining steps to ensure external and internal validity. A top-sheet check list was developed to assess internal and external validity of articles with the aim that these documents can evolve and form part of ENN's broader work on monitoring and evaluation.

Year 5

In Year 5, ENN focused its attention on conducting a further two MSP case studies (In the Philippines and Zimbabwe, to be published shortly) as well as synthesising what can be said about the following:

- sub-national MSP, network performance and added value across focal countries, and
- the ways in which FCAS can be helped to develop greater nutrition resilience through alignment of humanitarian and development efforts.

Furthermore, ENN focused on supporting KM for the TAN partners, developing two focussed reports exploring budget analysis and costing and finance

tracking technical assistance (TA) as well as three 'brief's exploring TAN TA partners 'Ways of Working', a landscape analysis of TA provided within the TAN programme and a brief exploring the value of TA provision.

In addition, a key activity for ENN in Year 5 has been to provide KM services for the SUN Global Gathering (GG) in November 2019. Prior to the event, and in move towards getting better uptake and utility from existing publications, ENN worked on synthesising and organising FEX and NEX material under themes, developing 5 papers of emerging themes from FEX and NEX articles over the last four years⁶. Also leading up to the SUN GG, ENN worked closely with SMS in supporting the design of specific workshops. During the event, ENN sat in on all workshops to capture key discussion points and emerging themes to feedback to SMS and compile into a workshop report. Finally for Year 5, a SUN GG edition of NEX is to be published focusing on stories from SUN countries.

⁶ <https://www.ennonline.net/ourwork/knowledgemanagement/sunkm>

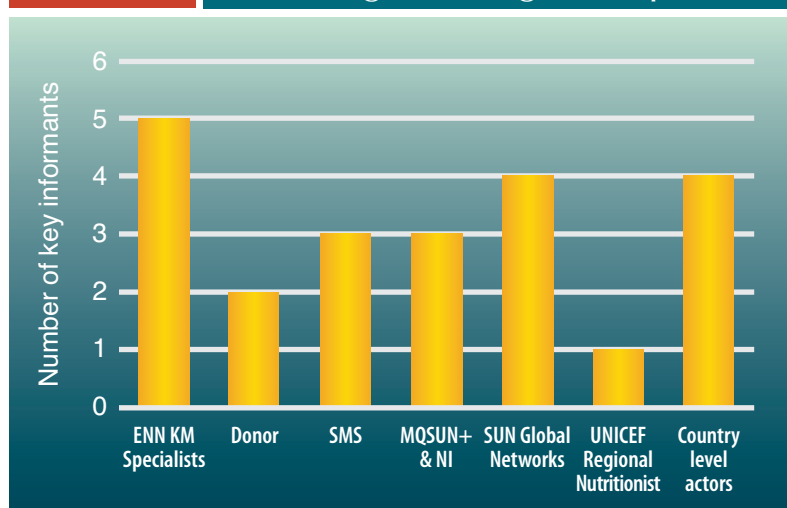
Findings

Study participants background

Study participants had held positions at global, regional and country level during the period reviewed. Figure 3 shows the distribution of key informants according to background/position held.

Of the total 22 participants, 5 were current (1) or previous (4) ENN KM Specialists, either at global or regional level. Four participants were current members of one of the following SUN

Figure 3 Distribution of key informants according to background/position



Global Networks: the Donor Network, the UN Network and the Civil Society Network. Two were from the donor DFID (also members of the Donor Network). Three either held or had previously held a position within SMS; three were representatives from the TAN partners, MQSUN+ and NI; one held the position of regional nutrition adviser with UNICEF and 4 were country level actors from Asia and Africa.

A total of 13 interviewees were based at global level, with 5 at regional level, 4 at country level. The skew to global level participants reflected challenges with low response rates from regional and country level actors who were not necessarily so recently engaged with ENN on KM. Another challenge was the timing of the review which overlapped with a busy time for SUN actors leading up to and including the SUN Global Gathering in November 2019.

What is the role of ENN in the SUN KM Project?

There was reasonable consensus among all the participants of the study as to ENN's role. One country level participant described the role of ENN in SUN KM as *'documenting best practices and lessons learned, plus technical support and enabling countries to document and capture lessons through working closely with actors', 'show casing activities and achievements', 'proposing better design of programmes.'* This summed up the views of other country level actors.

Among ENN regional KM specialists, the evolution of ENN's role was described. Over the first year of their involvement, work was focused on determining ENN's role, identifying focus countries, stories to document and critical points in countries' planning cycles for when to engage. In their second year, ENN's role evolved into identifying KM needs of focus SUN countries and what evidence gaps ENN could start to fill e.g. around MSP at the sub

national level, SUN networks in FCAS, working with countries to document these and share with the wider nutrition community.

For members of SUN Global Networks, ENN's role was described in the following ways: *'a critical role in documenting realities of SUN at country level', 'to challenge SUN structures with different perspectives', 'to provide KM from the field, operational examples over a range of contexts and share this to the wider audience'.*

Views on ENN's role among MQSUN+ and NI reflected their specific relationship with ENN within the TAN consortium. Initially ENN's role was understood to be capturing and disseminating lessons learned from products of TAN for better uptake. Later, the interest in retrospective KM, looking at capturing lessons learned on how TA was provided, became clearer.

How has ENN engaged in SUN KM and how has this relationship evolved?

Participants from country level described engagement with ENN as on a one to one basis, through remote and face to face visits. ENN's flexibility around ways of working and submission of drafts in response to shifting workloads was noted positively by 2 of the 4 country level actors.

Participants at the global level, in particular partners within TAN, described some initial challenges of ENN's engagement in SUN KM. Challenges mentioned were political, structural and relationship

driven and included: differences in expectations/ interpretations of the role of ENN, differences in understanding of what KM is, combined with *'an ad hoc set up between TAN partners'* and *'a confused inception period'*. It was noted how these created missed opportunities and hindered progress in the early stages. It took a while to establish relationships and mutual understanding but there was consensus from all partners that relationships have evolved with time and are in a much stronger

position now. Several factors contributed to the challenges faced. As one interviewee put it:

'TAN programme is challenging as its multi-partner and set up in a challenging way. The lack of clarity around who was doing what within the TAN programming combined with everyone being so busy meant there wasn't a focus on how to work with partners but on getting the products out. Once relationships and roles were clearer, it has been easier to create linkages.'

Differences among partners in their understanding of what KM is and its potential impact were also noted by over a third of respondents (8/22). As one informant stated: *'the big catch is how to define KM, this is where all the issues have been. All partners have their own idea of what KM'*. However, several respondents pointed to the KM workshop in Geneva held in March 2017 as a turning point when ENN came in person to present lessons learned and opportunities to date. This was described as very useful, very open, inclusive and interactive, *'opening up dialogue on KM and mutual understanding of what KM is'*. Several participants acknowledged that with hindsight such a meeting would have been helpful from the beginning and placed value in face-to-face meetings. As one

partner stated: *'it might have been better at the very beginning of the collaboration to have had a face-to-face meeting. Mutual understanding and collaboration would have come quicker then'*.

High staff turn over within SUN Global support structures was also identified as a challenge by several respondents from both SMS and ENN. This was noted to have resulted in *'disjointed, ad hoc relationships, with only one or two people really knowing ENN and understanding their role'*.

For all these difficulties, the consensus is that *'relationships are definitely better now'* and that this is having positive results. ENN was described as *'open to critical feedback; they do try to adapt and improve and have strengthened their approach'*.

'That SMS have agreed to ENN doing KM for SUN Global Gathering is testament to fact that relationships have moved on'.

As another interviewee put it *'Fluency and understanding has shifted on what the priorities are for SUN countries.'* Similarly, TAN partners noted a positive shift in focus from ENN on the specific thematic areas ENN can help with, in particular options to support on retrospective KM on TA provision.

What is the added value of ENN's engagement?

All respondents felt there has been added value of ENN's engagement in SUN KM. There was a wide range of responses to this question, with some participants focusing on the attributes of ENN that have added value, others mentioning the engagement ENN has had with them and for others, particular KM products.

All country level actors described the added value of ENN. This was in terms of showing best practice and challenges both from their own countries and from other countries, providing the opportunity to take time, step back from the usual routine and see their own best practices highlighted and see the bigger picture as well as learning from those of others.

'As a field practitioner immersed in operations you don't really see learning or have time to document

it but because of ENN's engagement it supports the operator in the field to be able to highlight best practices. Otherwise you continue to do the routine by default'.

As one regional actor put it: It's refreshing for them to hear their story from someone else. Helps them step out from what they do every day and see the bigger picture.

Another regional actor stated: *'Engaging with stakeholders brings value to their work and increases confidence'*. This is borne out by the comment of one country level actor: *'Although it takes time, when you see the final article you feel proud'*.

At country level, as well as increased capacity and confidence, ENN was also credited with improving the quality of work. For example, one country level



actor described how the process of showcasing MSP in their country and the discussions held on the National Nutrition Action Plan *'helped to improve the document and make it more nutrition orientated and the MSP better designed.'* Another example from country level noted that ENN's engagement *'brought people to question their practices, how they plan their work, are programmes well designed enough to have impact?'*

Whilst country level actors do report the value, several respondents from the regional and global level highlighted the fact that the true extent to which country level actors are using articles to inform their policy and process is still unknown and noted *'if they are not being used, then there is no added value.'* Questions were also raised about the extent to which the sharing of experiences from one country has helped another. As one respondent put it, there are *'perhaps many assumptions about uptake from one country to another.'*

Also, pertinent here on added value at country level, was a point made by one interviewee from SUN Global Networks that whilst the process of engaging with country level actors has been reported to be of value in terms of building confidence, what about the follow through after documentation at country level is finalised. Real value needs to be looked at in terms of *'the extent to which country level actors reviewed the documentation, were made aware of it, what reaction did they have, did the documentation influence a change in practice, what needs to happen next.'*

From the global level, as one respondent put it *'Bringing the voice of the people at the coal face out a bit more'* was identified as a key feature of added value of ENN by several interviewees. Furthermore, for several global level actors, there

was particular value in ENN highlighting real life experiences and challenges as a balance to the *'rosy'*⁷ picture presented by the SUN Movement on progress to date at country level. *'ENN bring the programmatic perspective in the face of high-flying results and impact focus of SUN Movement global structures.'*

Nearly one third of respondents (7/22) highlighted the added value of ENN's existing networks and contacts to disseminate information thereby reaching a far larger audience, amplifying existing channels. *'ENN brings its own networks. They reach more people than SMS, therefore they amplify.'*

Differences between the work of ENN and that of academia were raised by several (3) respondents. For most, the added value of ENN's work was recognised in the following ways: *'not robust scientific evidence but valuable experiential evidence'* *'not an "either or" as ENN independently brings out the perspective of the country.'* ENN's major strength and added value is their presentation of the operational realities in contrast to more academic perspectives on political decision making for example. The challenge is that ENN's work in SUN KM does not yet have academic credibility so that their work is *'not able to get the profile and recognition it deserves because of perceptions and biases.'*

In terms of specific KM products, ENN were described as the *'Go to place'* for material on learning on MSP. *'MSP case studies have been the best added value for me. ENN are the only ones documenting this and using the voice of the people.'*

⁷ 'Rosy picture' refers to making something sound very good, perhaps better than the reality

How has ENN build in-country capacity?

While capacity building was not a formal objective of ENN's role in SUN KM, previous anecdotal evidence has suggested that the process of engaging with stakeholders in documenting their experiences does indirectly increase capacity and confidence. This was confirmed by the views of participants in this study.

Ways in which capacity was increased fell into two categories. Firstly, the engagement with individuals in documenting their experience increases their learning and reflection on their own work, as well as their capacity to be able to document their experiences in the future. Secondly through the capture of the learning from one country and sharing of this through ENN's platforms, others can learn from and apply it to their own contexts.

One country level actor clearly articulated how engagement with ENN had increased their capacity and confidence to develop articles in the future. In particular *'I learned of the importance of including data analysis to develop not just a human interest story but an evidence based article.... I now feel confident to produce something myself but with my workload, I run out of time to document and share'*.

In a couple of countries, the process of engagement was highly appreciated for not being bilateral but *'bringing on board government actors and partners and to make sure capacity – and credit - is institutionalised.'*

Although country level interviewees unanimously agreed that ENN have built capacity indirectly through both channels above, a need for more direct, structured support to country level actors in the future through the development of training tools, modules and mechanisms on how to do KM with a *'training of trainers'* approach was also expressed.

Without exception, regional level respondents echoed these views of informal capacity development. Several of them noted that they perceived greater utility in the process of engagement with national stakeholders than in the sharing of the resulting article with others. Certainly, this review gathered more evidence of the positive effects of engagement on increased confidence and recognition than it was able to gather on capacity being increased through sharing of documentation, although one country level actor did comment: *'I really learn from different countries through the ENN platforms, for example the case study on Yemen, it's been really useful to read about what they are doing'*.

Global level participants felt more in-depth exploration is needed on this area to understand better the extent to which country level actors access, learn from and use the KM that is available. Missed opportunities for learning were identified in the lack of follow up at country level subsequent to the publication of MSP case studies. It was mentioned that there was considerable potential for more learning if ENN had gone back to the country with the final document and accompanying video and held national/sub national dissemination to raise awareness and discussion on the issues.

Another view on this potential was expressed as follows: *'How much are ENN stories presented to SUN Focal Points as learning experiences? There is a need to bring SUN Focal Points together and share ENN examples'*.

Another interviewee noted the value of ENN bringing greater coverage of learning into francophone countries through translation of articles allowing francophone countries to tap into lesson learning from the Anglophone world.

How has ENN captured key learning on SUN Movement approaches and country level scale up?

The prevailing sense was that over the last four years, ENN has contributed to capturing key learning on SUN Movement approaches. However, it was noted that that this was; a) still in the early

stages and b) there has been *'a significant missed opportunity, although not one ENN necessarily could have prevented'*. Around a quarter of respondents (6/22) cited challenges within the SMS

that resulted in *'the SUN Movement hasn't used ENN to the best of what ENN can offer'* as one global level actor put it. However, this situation can be seen to have evolved as described during one interview conducted post SUN GG which highlighted the important contribution ENN had made to capturing learning both leading up to and during the event: *'ENN have gone above and beyond, helping shape a lot of material for GG... and have been invaluable capturing key themes from the GG.'*

There was also a predominant view among interviewees that where learning has been

captured, it is not being heard widely enough, either at grassroots level or in more academic circles, with one member of the SUN Global networks noting *'the system not maximising the use of what has been done'*. As another participant put it *'It is not just about capturing key learning but making sure it is heard, actions are taken as a result and someone is accountable for it'*.

Where an example was given, the publication on SUN Networks in FCAS was the most frequently cited example where key learning has been captured (mentioned by 4 participants).

Has ENN injected a critical lens?

This question was not asked to country level actors.

Respondents agreed that ENN has injected a critical lens and as mentioned in other sections that this has been appreciated as bringing a truer reflection of realities on the ground as compared to the sense of *'rosy'* picture often presented by SMS – *'ENN is really good at dispelling the myths'*. Several respondents cited the sub national MSP case studies as examples where their critical lens has been usefully applied.

ENN's independence has been a key factor in providing this critical lens, however, there is still room for improvement. As one interviewee put it *'Critical aspects need to be filtered through other stakeholders' views and the particular context, so they are realistic, relevant and consultative'*. By adopting a more consultative and triangulated

approach, ENN can do more to ensure the critical aspects are grounded in the reality of a particular context, and in the available evidence, so that critical pieces are not just *'an academic exercise'* nor an *'opinion piece'*.

The challenges of being critical were noted as a balance between *'sticking ones neck out vs not wanting to demoralise existing country efforts'*. Another respondent noted a particular challenge with SMS accepting a critical lens in the early phase of ENN's engagement. With the *'personalities and the stage SUN was at, it was not ready to look at itself critically therefore anyone who wanted to do this was not readily received.'*

One respondent queried if ENN is as willing to be as critical on SUN as it has been known to be on other issues, in FEX editorials for example.



What are the specific/unique attributes of ENN that have enabled or hindered progress?

Key informants identified a number of specific attributes that contributed to ENN's ability to progress the knowledge management of SUN. Many of these attributes were also mentioned as key features of ENN's added value.

Impartiality and independence were the most commonly cited attributes of ENN (11 out of 22 respondents). With no allegiance to a specific organisation, approach or agenda, ENN were seen as *'honest brokers'* of the experiences, realities and challenges of scaling up nutrition at country and global levels and credible in terms of any recommendations being made.

Interestingly, many attributes were viewed as a double-edged sword, with some participants viewing the characteristic as enabling and others seeing the same characteristic as a hinderance to progress. In particular, on the one hand ENN's willingness to *'say it as it is'* was widely appreciated but on the other, several respondents noted the tension between this and being objective whilst remaining liked and *'wanted in the room'*. Some of the ways ENN engaged *'could have been more softly, softly and less combative'* and were seen to have potentially impeded progress in the earlier stages. By a few, ENN were perceived as too critical and this created defensiveness.

Furthermore, despite ENN's independence being widely noted as a key enabler, there were concerns expressed by several interviewees that there has been a price to pay for this independence in that ENN's approach to KM has not been integrated enough into the SUN ethos and processes on the ground. There were also questions around the extent of collaboration, coordination and cross fertilisation of learning on scaling up nutrition approaches, not only with SUN but other agencies efforts too, e.g Alive and Thrive.

ENN's long-standing experience was another commonly identified attribute (9/22). Several informants cited the importance of ENN's ability to bring an historical perspective with deep institutional memory, for example in integrating learning from multi sectoral programming from 1970s and 80s into its current focus within SUN. Linked to their long experience is that ENN is a well- established, well respected institution with existing networks and platforms – *'well-oiled machinery'* as a regional actor put it.

Other key enabling attributes mentioned were technical expertise (6/22 respondents) and being *'excellent at convening and building relationships'*.

What are ENN's most useful KM platforms and mechanisms?

The Media Hub or a specific channel (podcasts, webinars, videos, blogs) within the Media Hub was most commonly identified as the most useful platform of ENN (10 out of 22 respondents). It was recognised for complementing other existing platforms, and being particular relevant now with changes to the way information generally is digested. Within the Media Hub, 5 respondents were particularly appreciative of the podcasts commenting on how helpful, useful and well-produced they are,

with a suggestion these can evolve further in terms of length and diversity of people speaking. *'I loved doing the podcasts...and national colleagues find this more acceptable than writing.'*

The challenge of producing materials for the Media Hub in terms of time and work involved was highlighted by one stakeholder but the appreciation by others suggests the extra effort involved has positive returns.

Two participants expressed a personal preference for the written word, while for another couple of respondents, it was not the mechanism or platform but the specific content that interested them and they would access this through whichever medium was available.

The value of en-net was also singled out by 4 respondents, at both country and regional level as providing access to high quality technical expertise.

Interestingly NEX was only singled by 1 informant as being of particular value. NEX is orientated towards country level actors so this finding may reflect the limited number of respondents from this level. One key piece of respondent feedback suggested that there is a high burden felt by SUN focal points in terms of time and the amount of back and forth with ENN required to develop publications for NEX.

Another reflection on FEX and NEX platforms expressed by a global level interviewee was around the uptake of SUN related content in these publications: *'NEX and FEX are useful but the question is who are they targeted to, what is the added value and what is the learning? This is not as clear or effective as it could be'*. The same respondent added *'among government focal points or people from ministries, it is debatable if these people have access to, read and do justice to these publications.'*

Moving forward, an important point raised was around awareness of the availability of various SUN KM products. Several respondents from global, regional and country levels suggested mechanisms for dissemination could be improved. As a couple of interviewees put it: *'I'm not getting the nudge needed to say it's out there'* compared to email alerts provided for other ENN products e.g FEX and NEX. Another global level respondent commented on not being aware of certain KM products until stumbling across the print version of one at the SUN Global Gathering. Another quote, this time from country level, was *'...there are really useful platforms but the majority of nutrition stakeholders (at grassroots level) are not aware of these platforms'*.

Furthermore, several (4/22) respondents felt ENN are not doing enough to showcase their own products or champion them. According to one interviewee *'ENN undersells the stuff they do'* and another, *'You do your work but need to show your doing your work'*. Products need to be championed and more widely aired and debated for greater added value.

Interestingly, of all the ENN's SUN KM products, it was the sub national case studies on MSP that were most commonly praised by key informants, with nearly half (10/22) respondents singling out their value. As mentioned elsewhere, the other highly valued KM product was the publication on SUN Networks in FCAS.

Should ENN continue conducting KM related to SUN?

There was consensus among interviewees (21/22) that there is a continued need for KM of SUN with so much more remaining to document, share and learn from. The vast majority of respondents (20/22) felt that there was value in a continued role for ENN in this space, citing ENN's independence, existing platforms, experience to date, focus on FCAS and cost efficiency as reasons. As one respondent summed it up: *'there is so much potential if the way that we define KM and work together is better consolidated and tightened. There is a wealth of knowledge behind ENN and it would be a shame to lose this. To date we haven't*

been able to harness full potential because of old structures, functions, politics within the relationship.'

However, although no other agency was mentioned specifically, over a third of participants (8/22) suggested that moving forward there could be value in a different model. ENN doesn't necessarily have a *'unique selling point'*; an alternative option could be *'a blend of KM actors to complement and learn best practice from each other'*. Many respondents (9/22) highlighted the need for consultation, clarification and agreement with the

SUN Movement on roles and expectations in any future model. Building on its experience over the last five years and beyond, ENN could play a role in the thinking and facilitation around this.

One respondent felt that KM on SUN would be in a stronger position now if the SUN Academic/ research network had been more developed from the start. The potential for this moving forward was noted by another participant in terms of starting by *'taking stock of all the documentation the SUN has, including anecdotal communications, which are rich'*. ENN could then provide a complementary role as it was identified to do already with other institutions: *'we do load of work in KM, it's a challenge to bring it together. ENN's work complements and enriches our work and has helped the team have a critical eye.'* Related to this was another point raised by a global level actor on the need for an organising framework, or cross movement KM strategy and plan. This would reduce the risk of duplication of efforts by different actors (e.g. SMS, GNC, UN) and maximise the prioritisation of limited resources to make a difference on the ground.

A variety of areas to be covered by future KM were mentioned. There is still a wealth of experience and lesson learning to document and share from within the SUN Movement. However, as one interviewee put it *'documentation is redundant if it doesn't bring about change...and for change we need accountability'*. Therefore, any future SUN KM documentation needs to ensure follow through at country level, identifying what action will be taken as a result, by whom and accountable to whom. The value of ENN's continued role in reflecting the realities of progress was also identified by a

member of one of the SUN Global Networks: *'in many countries when you look at the documentation from the SUN Movement and then think of the reality of the country context, you can't connect the two. The whole reality on the ground seems to be understated. ENN needs to continue to take the role of reality check.'*

The continued need to document and share experiences and lesson learning from country level, particularly on sub national MSP and the transition achieved in SUN early riser countries was noted. In addition, other key emerging themes with strong links to nutrition were identified. These included: obesity, overweight and diet related non-communicable diseases, Universal Health Coverage, Climate Change and Sustainable food systems. As one TAN partner put it *'Groups like ENN can document how well countries are taking on these new approaches as they are being rolled out – the realities, challenges and opportunities.'*

Closer communication with SUN Focal Points and more formal initiatives on capacity building on KM were key priorities raised by regional and country level informants. In fact, stronger country level engagement was a key message coming through from many participants (8/22) at all levels. As one regional actor noted *'there is need for a greater involvement of country level actors, this takes time and energy but there is real value in this'*. Two themes emerged regarding this stronger country level engagement. One was around the value of building confidence and capacity of country level actors; the other was around increasing the understanding of, and support to, the extent to which KM is contributing to change in policy and processes at country.

What are the benefits and risks of ENN's continued involvement in RoadMap 3?

This question was not asked of country level actors.

Benefits

The benefits of ENN's continued involvement mentioned were: ENN's impartiality, the wealth of its overall experience, and building on the knowledge and experienced gained from its work

on SUN KM to date, including the time taken to build relationships and establish trust with partners.

Risks:

A key risk mentioned by many respondents from global and regional level (7/18) was to not repeat the mistakes of the previous contractual engagement in terms of a lack of clarity on roles, expectations and



understanding of what KM is across ENN, SMS and other TAN partners. This was seen to have hindered a lot of potentially good work to be done, creating *‘a big missed opportunity but not one ENN necessarily could have prevented’*. As another informant put it *‘There is a risk of continuing when people have different perceptions of what KM actually is’*.

Another more general risk mentioned was the *‘same as with any partner who has been around for a while. Bringing new people in can bring fresh ways of working’*. However, the time taken to build relationships and establish trust would seem to outweigh this risk in this particular case.

A small number of interviewees (4/18) highlighted a potential risk of ENN broadening their work on SUN KM beyond its current focus on FCAS. The SUN Movement is quite different to ENN’s core humanitarian work and audience, therefore there is a risk of watering down the original core work of ENN by trying to appeal to two different audiences. As one interviewee put it *‘ENN are the ‘go to place’ for KM on nutrition in humanitarian and FCAS. If they maintain the focus on SUN in FCAS there shouldn’t be a risk’*. On the other hand, SUN Movement is more than FCAS and one respondent queried that *‘if ENN are to continue in SUN KM do they need to rebrand?’*

Risks around the existing size and structure of ENN and the limitations this creates for their added value were raised by several (3) with one participant identifying *‘a risk of spreading too thin without adequate human resources’* and another *‘ENN’s two global KM coordinators did/do the work of 5 people. If ENN takes on the role again, they probably need more staff or a different structure.’*

Several (3) respondents identified how crucial the two Technical Directors of ENN involved were, in terms of their historical perspective, the depth of their experience and technical expertise for any continued involvement, this represents *‘a risk in terms of longevity and succession’*.

Linked to a previously discussed theme, many respondents identified a significant risk of not repeating the same again in terms of extent of country level engagement. *‘Many of the studies e.g. on SUN Networks should have been disseminated face-to-face not by email’* Another: *‘there were missed opportunities where ENN did the MSP case studies. ENN should have come back with final documents and video and held national or sub national level dissemination to bring more awareness and discussion’*.

Box 2

Key Highlights from SoC on ENN’s role in SUN KM

Highlights

- KM for SUN requires a stronger national/sub national focus as this is where the greatest added value and potential for meaningful change in practice is.
- Country level KM documentation requires follow up at country level to optimise learning and promote the uptake of findings at national/sub national.
- For SUN Movement Road Map 3.0, there is a continued role for ENN within a model of coordinated KM with a blend of other actors bringing complementary experience and attributes. ENN is well placed to play a role in the thinking and facilitation around this model.

Conclusions

This Story of Change demonstrates how despite initial challenges within the terms of ENN's engagement in SUN KM, ENN has been able to build strong productive relationships with partners and add value in the SUN KM space. The added value of ENN has been described in various ways, facilitated by a number of key attributes.

There has been value in ENN's documentation of the realities of programming at grassroots level which has challenged the often 'rosy' picture presented by the SUN Movement at the global level. Through informal mechanisms, ENN has built capacity at country level through direct engagement with country level actors and indirectly through the sharing of learning from other countries through its various platforms. Their added value has also been described in terms of building confidence and bringing value to the work of those who wouldn't otherwise consider their work of importance or interest to others. As such, this Story of Change has given a flavour of how the engagement of ENN on SUN KM has made a difference at country level.

What this Story of Change has not been able to unpack is the true extent to which country level actors are using KM products to inform their policies and processes and to change the way they do things. A next step would be to explore this in more depth, not only to start to understand the extent to which uptake brings about change, but to also understand how better to support uptake and facilitate the change process. ENN can begin to address this by moving towards following up their KM documentation with in-country visits and workshops to support incountry uptake, as recommended by a number of interviewees review.

The low response rate from country level actors was a limitation of this review. It was not possible to determine reasons for this, which may be many and varied. Possible reasons include the timing of this review which overlapped a busy time for SUN actors leading up to and including the SUN Global Gathering

in November 2019, the time gap between ENN's engagement at country level and this review, and the fact that this review was conducted remotely. Impact at country level is a key objective of ENN's role in SUN KM. In any future role for ENN in SUN KM, with a model of closer and more sustained engagement and accountability at country level, as recommended by several key informants, ENN will be in a stronger position to assess their added value more directly.

ENN has captured key learning on SUN Movement approaches, in particular through its case studies on sub national MSP and the publication on SUN Networks in FCAS. Through these publications ENN has also been seen, to an extent, to have injected a critical lens, although there is room for this to be more grounded in the realities of context and available evidence. These achievements are perceived to have been enabled by certain key attributes of ENN including; independence and impartiality, technical expertise and long experience in the nutrition sector, particularly in emergencies, as well as demonstrated experience of KM and established platforms.

In terms of SUN KM products, this SoC provides evidence that the greatest value has been in bespoke, in-depth SUN pieces i.e. case studies on sub national MSP and SUN platforms in FCAS, as opposed to SUN related articles included within FEX and NEX. However, as well as disseminating these at national/global level, a missed opportunity was identified in terms of follow through at country level, where there was a need to go back and present the findings, unpack the implications and set in motion actions to correct and ensure sufficient accountability mechanisms are put in place. In terms of KM platforms, the Media Hub with its various channels is highly valued but it should be recognised there continued to be those with a preference for the written word.

Finally, it can be concluded there is a need for better dissemination of KM products at all levels.

Although the added value of ENN's existing networks and contacts to disseminate information thereby reaching a far larger audience, amplifying existing channels was recognised, this SoC has also provided evidence that a lot of information doesn't reach grassroots level, whilst several regional and global level actors reported not being aware of key SUN KM products until coming across them by chance.

Furthermore, whilst accepting that to date ENNs SUN KM products e.g MSP case studies and articles in FEX and NEX are not peer reviewed, ENN should continue to work at increasing rigour and the internal and external validity of KM products to ensure that ENN's profile is raised and valuable outputs can therefore contribute more widely to the evidence base on scaling up nutrition at national level.

Recommendations

Conclusions from this SoC suggest the following recommendations for any future involvement in SUN KM:

1. A stronger and more sustained engagement at national and sub national levels as this is where the real added value and potential for change is. Future work at the sub national level should move beyond documentation and dissemination at global level to improve uptake of KM at country level. This should include better dissemination and follow up at subnational level, including actions to be taken as a result and accountability mechanisms to ensure KM leads to change. A stronger country level focus will possibly require a decentralised approach which could have implications for the size and structure of ENN.
2. A stronger focus at national/sub national level should support the uptake of KM at country level and the extent to which it contributes to change in policy and process, at the same time capturing lesson learning on how best to support uptake and influence change in policy and processes.
3. Building on the success of the subnational MSP case studies, greater focus on producing bespoke, in depth publications on specific SUN related themes plus accompanying material on Media Hub, as these received greater recognition for their value than SUN related content published within FEX and NEX. Continuing to work at improving the rigour of such pieces to ensure ENN's work gets a more far reaching profile and the attention it deserves.
4. Increased efforts to ensure KM products are reaching all potential interested audiences, are appropriately championed and that they receive the airing they need to influence change. There is potential for ENN to develop its in house KM and communications strategy to ensure its products achieve more widespread dissemination to increase awareness and uptake and explore ways in which KM products can be used as tools for learning for SUN country actors and achieve greater airing and debate at global level. Also to ensure regional learning can feed into other ENN work streams e.g. adolescent nutrition.
5. Explore opportunities for greater cross learning, cross fertilisation of ideas and KM work, not only with the SUN Movement but with other KM actors to avoid duplication of efforts and maximise potential for learning and sharing. Within this collaborative approach, explore ways of contributing to/supporting more formal capacity building efforts on how to do KM for country level actors.

Annex 1

Questionnaire for Semi-Structured interviews with key informants

The questions in this interview guide were adapted according to the background of the respondent, with some questions more directed to global level actors, and others specifically for those at regional or country level.

1. What is (or was) your position and with which agency when you were involved with ENN on SUN Knowledge Management?
2. What do you consider to be the role of ENN in SUN Knowledge Management?
3. Can you describe how ENN has engaged with you in their role to provide KM services? Or how have you worked with ENN in their role to provide KM services?
4. Do you consider ENN's engagement with you on SUN KM has evolved since 2015 and if so, please give examples of how and to what effect?
5. Do you think there was added value in ENN's engagement? What extra do you think ENN brought to the table that wasn't there before?
6. In your opinion, has ENN facilitated in-country capacity to document and share learnings in your country? How has capacity changed since ENN became involved? Can you give specific example/s of how ENN has facilitated in-country capacity?
7. Do you consider ENN has contributed to capturing key learning and recommendations on i) the SUN Movement approach? And ii) country level scale up of nutrition? And if so, how? In your opinion what was the added value, if any, of ENN's involvement?
8. To what extent do you think ENN injected a critical lens into the scaling up of nutrition at country/global level?
9. Can you describe any specific/unique attributes of ENN that have enabled and/or hindered progress in this area?
10. ENN hosted several different mechanisms for KM, including the Field Exchange, Nutrition Exchange and Media Hub. Which mechanism have you found most useful?
11. In your opinion, is there a need for ENN to continue work on SUN-KM (is there demand?) and if yes, why ENN, on what areas and requiring what level of commitment? Is there another agency that might be well placed to take over ENN's role?
12. Do you perceive any benefits and/or risks of ENNs continued work on SUN-KM in the future as part of Road Map 3 (2020-2025)?
13. Do you have any further observations/comments on ENN's role in SUN KM to date or for the future?

ENN (Emergency Nutrition Network),
2nd Floor, Marlborough House, 69 High Street,
Kidlington, Oxfordshire, OX5 2DN, UK

Tel: +44 (0) 1865 372340

office@ennonline.net
www.ennonline.net

