

Feedback on Fenot Website

Overall impression

This is an excellent piece of work!

- Clear, attractive, and easily likable
- The IT consulting team made strong efforts to transform it.
- The comments below are provided to standardize it and ensure the content is logical, accurate, and well-linked to the rest of the information on the webpage.
- Most of the comments concern how the pictures and tasks are connected. Specifics are in the feedback below.
- Most of the comments can be easily addressed by the expert team.

1. Homepage

- The **Fenot logo** is too tiny. Please increase its size. Check the resolution.
- **Contacts and address** at the top of the page: please change the email to admin@fenotassociates.com (Ethiopia) and infousa@fenotassociates.com (USA). Change the Ethiopia address to 13th Floor, Tropical Mall, Bole Road, Addis Ababa, Ethiopia
- Change the sliding images on the home pages to something that reflects our motto, i.e., the translation of research evidence to policy or practice, or something that reflects “connecting knowledge/research/science, policy and practice.”
- The **strategic partnerships** tab only highlights an MOU signing session and includes pictures from one region taken some time in 2025. However, Fenot has engaged in many similar activities. For example, there are collaborations with the MOH-Ethiopia, the Alliance for Health Policy and Systems Research of the WHO, Harvard T.H. Chan School of Public Health, and ThinkWell, which were included in the materials shared with the IT consultant. Please add more content and pictures from these shared materials.
- **Our proven impact:** This subtitle leaves out much of the content in the material shared previously. For example, the RAC’s work and achievements, contributions to health innovation, research products that guide policy and program development, and health financing efforts are not well covered.
- **National ePSIRS launch and IQ-RAC Advisory Council:** The image associated with them doesn’t align. Replace it with the images from the shared content. Also, update 'IQ-RAC Advisory Council' to “IQ-RAC or Innovation and Quality Research Advisory Council.”
- **Why partner with Fenot:** Overall, the content looks good. However, the pictures appear to be randomly chosen. Including examples of our collaborative work with various partners would be beneficial.
- **The Oromia Regional Health Accounts:** The phrase "Bridging the \$7 Gap" is unclear and requires a clear definition. Additionally, the diagram under “The Impact” lacks labels, which makes its meaning unclear. What do the pictures illustrate? The image placed behind or after the impact could be moved to the "Why partner with

Fenot" section or to another section that highlights our involvement in national and international conferences, such as ICPHC.

- **Map:** What does the map at the bottom of the homepage indicate? Its purpose is unclear and it takes up more space than needed. Replacing it with an address icon might be more effective.

2. About Us

- Relocate the YouTube video to the RMNCAH-RAC section, as it's currently in the wrong place. Please place it into a smaller placeholder adjacent to the RMNCAH-RAC story.
- Add more content under "Bridging the Gap Between Science and Policy." For instance, include:
 - Learning and Addressing Complex Issues: Converts complex research findings into clear, policy-relevant insights, briefs, and decision tools for ministries and stakeholders.
 - Facilitating Evidence-Informed Decision-Making (EIDM): Supports government institutions—especially Ministries of Health—in integrating data and research into planning, prioritization, and resource allocation.
 - Providing Real-Time Data for Decision-Making: Establishes systems that generate timely, high-quality data to support adaptive management and rapid policy response.
 - Convening Multi-Stakeholder Platforms: Brings together policymakers, researchers, implementers, and donors to co-create solutions and align evidence with policy agendas.
 - Embedding Research Within Health Systems: Designs and implements studies directly within service delivery platforms to ensure findings are immediately relevant and usable.
 - Strengthening Institutional Capacity: Builds the capacity of national and subnational actors to interpret, generate, and apply evidence through training, toolkits, and advisory support.
 - Co-Developing Policy-Relevant Innovations: Works with governments to design and pilot innovations (e.g., digital tools like ePSIRS) that directly inform policy and system improvements.
 - Aligning Global Evidence with Local Contexts: Adapts global best practices to local realities, ensuring feasibility, acceptability, and sustainability in Ethiopia and similar settings.
 - Supporting Policy Design, Implementation, and Evaluation: Engages across the full policy cycle—from problem identification to implementation and impact evaluation.
 - Advancing Equity-Focused Policy Solutions: Generates and applies evidence to address disparities (e.g., zero-dose children, maternal and newborn health gaps) and inform inclusive policies.

- The diagram or content under “Bridging the Gap Between Science and Policy” (see below) is unclear and seems misplaced. Is this part of how we ensure evidence-to-policy translation? If so, please revise it as indicated above or remove it.

Integrity, Excellence, Collaboration, Innovation, and National Scale Coverage 95%

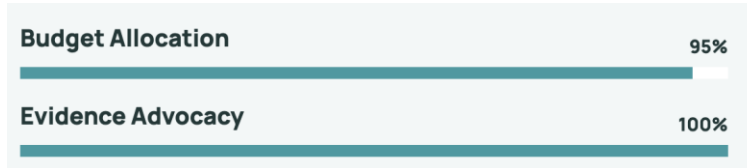


- The office address needs to be relocated to its proper position.
- The section titled “Our guiding principles” looks good, but adding graphics or formatting could enhance its visual appeal.
- For the core foundation section, please update or remove the current pictures; replacing them with visuals that reflect the mission and vision is preferred, but not mandatory.
- Regarding “Our multi-disciplinary team,” replace the placeholder images with actual portraits, which we will supply. These can be linked to research profiles and social media, or bios can be included with links.
- Also, remove the scattered pictures below the team tab, as they seem random and include images from various activities such as immunization, HSIQ support, and the ICPHC conference. Moving these images to relevant sections would improve clarity.
- Additionally, remove the background image and figures in front of it, as they do not contribute meaningfully to the story, as shown in the screenshot.



- Consider the names and logos of Fenot’s partners. It’s provided elsewhere in the content shared with your team. This is very important.
3. Our services: the drop-down misses some key services being provided by Fenot. For instance, the immunization project is missing, while others are merged with other programs.
 - So, revise the dropdown (sections) as follows: Healthcare financing, Evidence-informed decision-making, Immunization, Capacity building, Policy research, and Effective Coverage Measurements
 - 3.1. Health economics and financing
 - Almost all pictures are from one event. Please use different images shared along with the healthcare financing content.

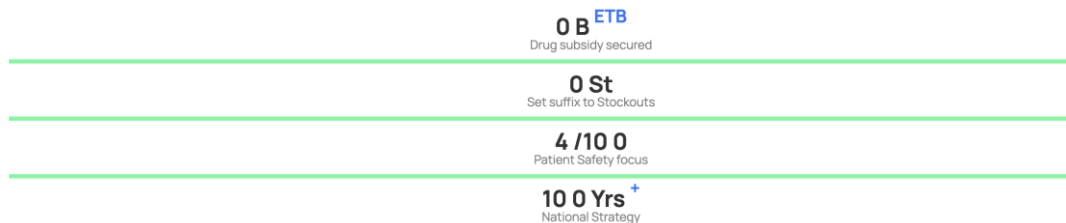
- Please include pictures from the Oromia support
- There is a large empty space below “Driving National Health Reforms,” and no details are included.
- Several healthcare financing successes were shared. However, most were left out. Please include those contents here.
- The “Oromia success story”: It’s unclear whether the mission and vision included under it are in the right spots. Besides, the terms and figures below them are unclear, or their sources are unknown. See the screenshot below.



- Again, all the pictures below this are from the same event. Please replace all of them with events from other workshops or conferences.
- Remove the background picture shown in the screenshot below. Replace it with Fenot staff participating in the healthcare financing events or activities.



- Also, remove the following statistics. It’s unknown where it is coming from.



- Overall, the healthcare financing “service” is one of the major activities implemented by Fenot, and there are several activities being implemented. So, this section requires a lot of improvement: add content from the shared document and structure it very well.

3.2. Capacity development

- Replace the images at the top of the page with photos illustrating the development of health system capacity. For example: training on E2P, mentoring, supervision, experience-sharing visits, conference participation, equipment supplied, and similar activities.
- Please remove the pictures in the screenshots below with other relevant pictures submitted with the contents. These ones are random and not linked to the contents defined.

Our Methodology →



Diagnostic Capacity Assessment



Institutionalization Of Tools



Collaborative Learning Cycles

- Remove the following pictures. They are from the same event I raised elsewhere (Fenot 1.0 closure or dissemination workshop. See the screenshot below. You can include one or two pictures from



- Remove the following. It's unclear.



- The rest of the content under this “service” looks good.

3.3. Monitoring and evaluation: This topic may be revised as “Effective Coverage Measurements.”

- Please replace the image at the start of the section with something that signifies monitoring and evaluation. Pictures showing supervision and follow-up, or the evaluation of a program or documents produced, can be considered here.
- Change “Our Different Levels of Research Fenot Handles” with “Strengthening Measurement Approaches and Tools”. The sub-section shown in the following screenshot can remain under it. For details on effective coverage measurements, please see the previously shared content.



National Effective Coverage Guide

We led the development of Ethiopia's first landmark framework for measuring health system performance, turning a complex vision into a living, measurable system.



Quality-Adjusted Coverage

We help managers see the “Quality Gap.” Our tools show where a service is available but failing to meet clinical standards, allowing for targeted quality improvements.

- Please replace the pictures in the screenshot below with others. The picture is mismatched the actual activity. However, the contents, equity-focused ... and evidence-driven ... are good and should be under a new sub-section named “Demonstrating Paths to Outcome.”



Equity-Focused Dashboards

Our M&E systems illuminate disparities by geography, wealth, and gender, ensuring that “Universal Health Coverage” actually reaches the most underserved populations.



Evidence-Driven Accountability

We link inputs directly to outcomes. By providing decision-makers with evidence-linked performance data, we reinforce a culture of performance-based planning.

- The Fenot mentorship model: Please change the picture. It’s still from the ICPHC conference. It’s no connection to the theme.
- Change the organization's phone number. The one posted is a personal number. The email is correct and should be considered for all Fenot Ethiopia communications.
- As before, please change or remove the background picture from the ICPHC conference, as it has no connection to the mentorship program. See the screenshot below.

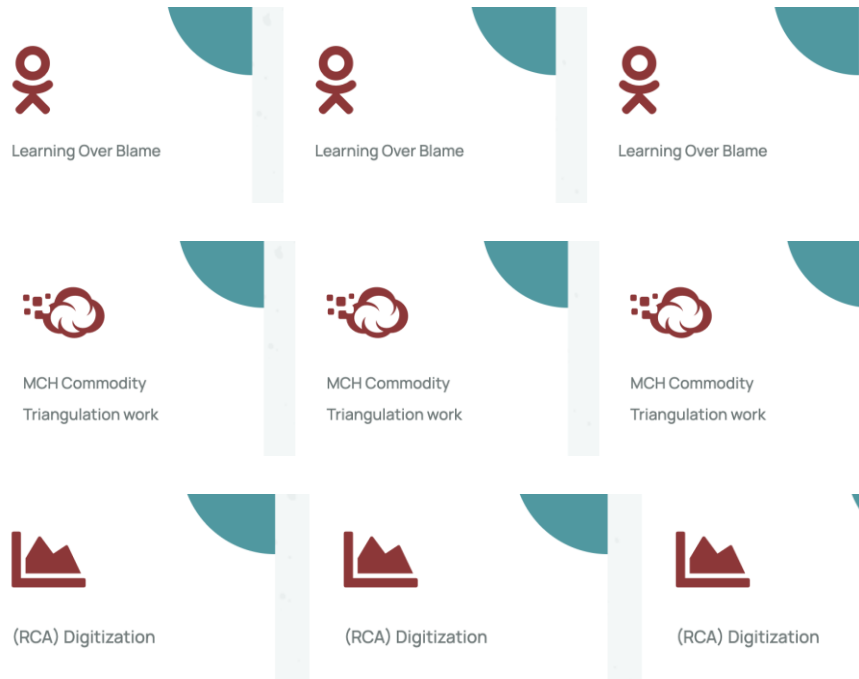


- Please remove the statistics in the screenshot below. I have no idea where it’s coming from.
- Same comment on the map as before.

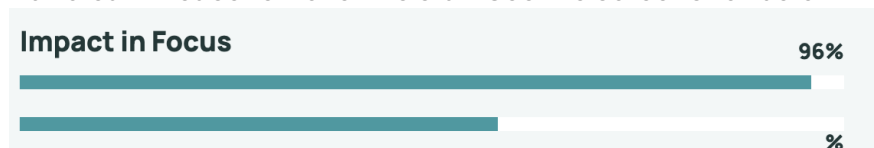
3.4. Digital health and innovation

- Please remove or change the pictures at the start of the section. They are unrelated to the theme. Use appropriate/ related pictures from the content shared earlier.
- Most of the content looks great, except that the pictures linked to it are irrelevant. Please use the pictures linked to the shared content previously.
- The sub-section “Our different levels of research...” needs to be removed. Replace it with “digitizing health functions.” Replace all the pictures. They are unrelated. You can replace them with relevant icons or generated diagrams.

- The “gap between ...” content (knowledge brokering in action ...) is misplaced. Move this to the “evidence-informed decision-making” sub-section.
- The ePSIRS content is mixed with other topics or scattered throughout the page; for example, the real-time safety dashboard focuses on patient safety and the cultural shift, with cross-platform verification, RCA, learning over blame, from paper trails to patient safety, etc., as its sub-components. “From paper trails to patient safety” may come first when you begin the sub-section of ePSIRS. Please restructure them as parts and parcels of the ePSIRS. Use the previously shared content to organize the sub-section. Do the same for others.
- Insert the health innovation support activities of Fenot in this section. The content shared includes many pictures that can be brought here.
- Overall, all pictures are unrelated to the contents and must be replaced.
- Repeating tabs/ placeholders. See the screenshots below. Replace with other relevant themes.



- The source of the stat below, “from paper trails to patient safety,” is unclear. Please remove this stat. See the screenshot below.

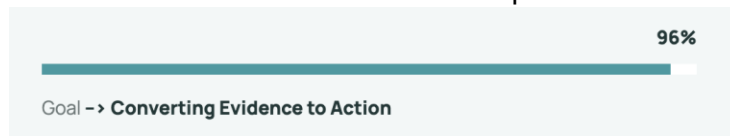


- Change the image below with something that signifies digital health. For instance, ePSIRS.



3.5. Policy research (evidence-to-action)

- Rename this section as “Evidence-informed Decision-making (EIDM).”
- Move the picture coming immediately to the healthcare financing “Services.”
- Remove the stat in the screenshot below. Please remove all similar stats that are unrelated to Fenot’s work unless provided in the contents shared.



- Remove “Our different levels of research ...” and replace it with “Creating and strengthening systems for evidence use”
- Move “Opportunities and careers...” to the last part of the page or to a designated tab/menu.
- Remove the steps listed after some sub-themes. See the screenshots below. Otherwise, keep the contents defined.

— HOW FENOT WORKS STEP 1 —>

Priority Setting

We don't just study everything; we help the MoH maintain the national RMNCAH Research Agenda, ensuring that limited resources are focused on the most pressing system bottlenecks.

Step One

Step One

Step One

Multidisciplinary Deliberation

We bring together academia (EPHI, Universities) and practitioners (Regional Health Bureaus) to debate findings. This ensures that a policy is not just scientifically sound, but practically implementable.

Step Two

Step Two

Step Two

— HOW FENOT WORKS STEP 3 —>

Analytical Capacity Building

We don't just do the work; we train the MoH teams. As seen in the Oromia workshop, we train Scientific Panels in systematic coding and

Step Three

Step Three

Step Three

- Move case study: strengthening clinical mentorship to the capacity building “services” tab/menu. And replace the picture, which is unrelated to the activity.

- Remove the stat following it. We didn't provide such data.

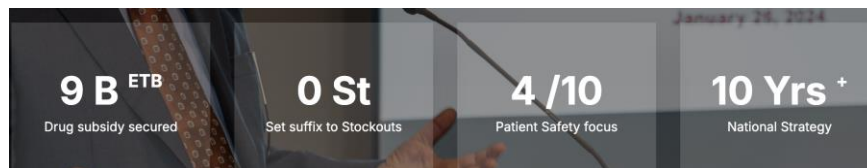
Collaboration

92%

- Converting evidence to action: Replace it with “Evidence to Policy Translation” and add contents from the same theme shared previously. Also, replace the picture.
- Replace/remove the pictures and contents shown in the screenshots below.



- Remove the stat below.



3.6. Create “Immunization” as a major theme under “Our Services.”

This is one of Fenot’s major projects. We provided detailed content and pictures about this project. Please add them here.

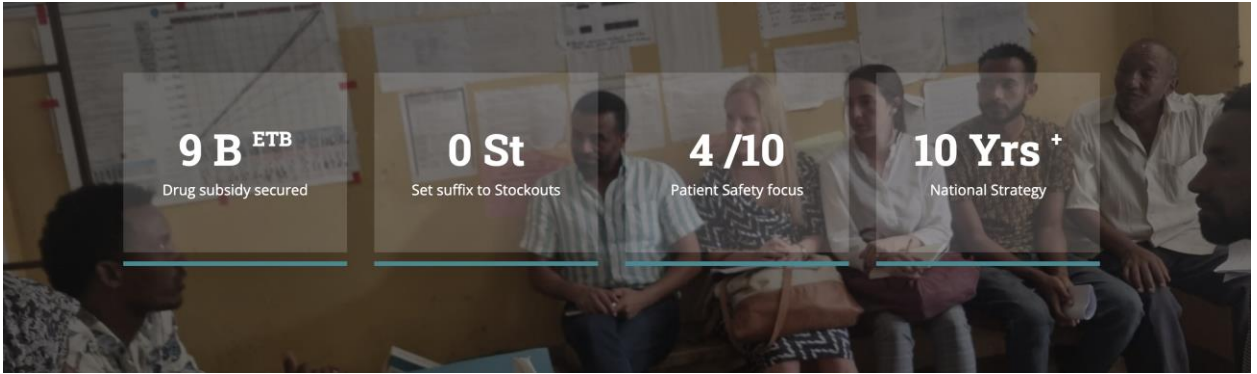
4. Our Approach

Most of the content and the structure look great.

Remove the info in the following screenshot. This is not Fenot’s objective or it’s projects.



The background picture relates to the “Immunization” project activities and must be linked to them. Move it to the relevant section. See the screenshot below. Also, remove the irrelevant stat that is not provided by Fenot.



5. Expertise and Impact

- Replace the picture at the beginning with Fenot staff delivering some activities. The one in the image is a Gates Foundation representative, and we might need to get consent before we feature her. Likewise, replace all the pictures in this section with the pictures provided in the relevant contents. The pictures in this section are randomly picked and unrelated to the activities mentioned.
- The RMNCAH-RAC video is repeated frequently. This section is one of the correct themes. The other theme is the E2P section. It should be removed from all other locations. In addition, the person listed, “Henock Gezahegn,” is just a subscriber to the YouTube channel. It shouldn’t feature on Fenot’s webpage. See the screenshot below.



- See the comment provided on “the Oromia Regional ...” in the healthcare financing “Our Services”. You can also keep it here as an impact, but make the changes provided in the healthcare financing section.
- Remove the stat below.

The Impact



- Remove the pictures and the stat below, and replace them with the relevant pictures from the content shared with your team.



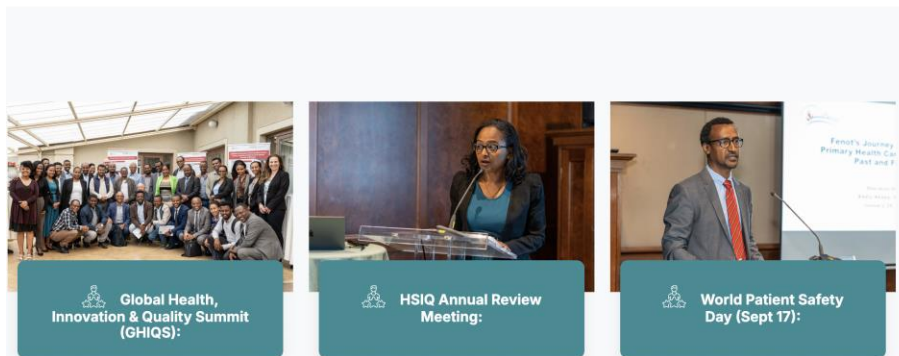
6. Opportunities and careers

Please remove the following picture and content: it's unrelated to the theme.



Move the following to News and Updates – some of it can be inserted into the home page.

National Events & Summits



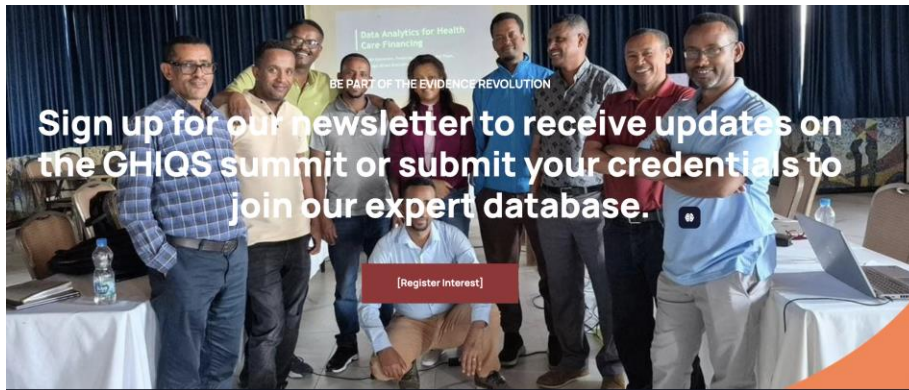
Move the following to the capacity-building and evidence-informed decision-making sections of “Our Services,” under the IR-RAC sub-section, or to the supporting platforms to strengthen evidence use. It’s unrelated to the current theme as it stands. In addition, joining the scientific advisory network is by invitation only. So the way it’s written is misleading. See the screenshot below.

Join the Scientific Advisory Network (IQ-RAC)



Our expertise and Empact – there is a typo “Empact”. Remove the section altogether or move it to the respective section. If the purpose of the sub-section is to lead the readers to the content, please address the typo and choose the best location to place it.

Change the background picture. It’s unrelated to fellowship. You can consider the some of the evidence to policy translation activities or a generated diagram for the following background picture.



7. Blogs

Leave this section empty. The contents as is unrelated or irrelevant to Fenot.

8. Contacts

Please update Fenot’s contact address as provided in the content shared. The only email we will use for informational purposes is admin@fenotassociates.com (Ethiopia). For the USA office, our email is infousa@fenotassociates.com

Do not use Fenot Project for contact addresses. The company name is Fenot Associates for both Ethiopia and the USA.

Remove Harvard from the contacts and addresses.

Adjust the map of both offices. Link the GIS codes to address icons for both offices. As is, it doesn’t look professional.

The company address is duplicated. It is also provided at the footer.

Please use the organization’s motto provided in the contents shared, not “Advancing global health...”