



ENN

Strategy 2016-2020

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ENN is a registered charity in the UK (charity registration no: 1115156) and a company limited by guarantee and not having a share capital in the UK (company registration no: 4889844). Registered address: 32, Leopold Street, Oxford, OX4 1TW, UK. ENN Directors/ Trustees: Marie McGrath, Jeremy Shoham, Bruce Laurence, Nigel Milway, Victoria Lack and Anna Taylor.

Summary

ENN is a UK registered charity, international in reach, focused on supporting populations at high risk of malnutrition. ENN aims to enhance the effectiveness of nutrition policy and programming by improving knowledge, stimulating learning, building evidence, and providing support and encouragement to practitioners and decision-makers involved in nutrition and related interventions.

ENN is both a core team of experienced and academically able nutritionists and a wider network of nutrition practitioners, academics and decision-makers who share their knowledge and experience and use ENN's products to inform policies, guidance and programmes in the contexts where they work.

ENN will implement activities according to three major workstreams:

Workstream 1: Experience sharing, knowledge management and learning. This includes ENN's core products: Field Exchange, Nutrition Exchange and en-net, as well as embedded knowledge management within two key global nutrition fora (the Scaling Up Nutrition Movement (SUN) and the Global Nutrition Cluster (GNC)).

Workstream 2: Information and evidence on under-researched nutrition issues. This comprises ENN's research and review work on filling gaps in the evidence base for improved nutrition policy and programming.

Workstream 3: Discussion, cooperation and agreement. This will be made up of a range of activities for discussing and building agreement and consensus on key nutrition issues. It includes ENN's participation in and hosting of meetings, its activities as facilitator of the Infant Feeding in Emergencies Core Group and its participation in the development of training materials and guidance, including normative guidance.

Through its delivery of these workstreams, ENN expects to achieve: (i) an expansion in its network and an increase in their engagement; (ii) the identification of key priority themes and an understanding of their importance; (iii) the enhanced availability of knowledge and know-how in a range of formats accessible to all network members; and (iv) improved consensus on agreed actions and key ways forward to improve nutrition policy and programming.

By achieving these outcomes, ENN seeks to advance its core aim of more effective nutrition policy, programming and institutional architecture.

This strategy period sees a consolidation of recent changes in ENN's operations, including a broadening of its focus from populations suffering humanitarian crises to those at high risk of malnutrition (emergency-affected, living in fragile or conflict-affected states, and living in countries with a high burden of malnutrition) and its new role in embedded knowledge management.

As such, this five-year strategy represents an evolution rather than revolution from ENN's current way of working. However, there are a number of innovations. These include:

- A commitment to faster dissemination of information and experiences through online publication of articles, reports and briefs, as soon as they are ready;
- The development of SUN Movement specific thematic areas on en-net;
- Increased translation of Field Exchange and en-net;
- Work to further build and sustain the network that ENN both serves and draws upon by increasing outreach; in particular to countries at the national and sub-national level, to increase uptake of ENN products;
- An increased focus on identifying mechanisms to improve uptake of reviews and research in order to increase the use of evidence for policy-making and programming;
- A focus on the institutional and financial capacity within ENN to deliver on this strategy;
- The development of a results framework which goes beyond measuring interventions to assessing progress towards achieving outcomes and impact.

ENN aims to enhance the effectiveness of nutrition policy and programming in contexts where populations are at high risk of malnutrition by improving knowledge, stimulating learning, building evidence and providing support and encouragement to practitioners and decision-makers involved in nutrition and related interventions. ENN is often best known as a result of its two main publications (Field Exchange and Nutrition Exchange); its online forum (en-net); and its participation in key nutrition-related movements and fora (SUN, GNC and Infant and Young Child Feeding in Emergencies Core Group).

Introduction

Who we are

ENN¹ aims to enhance the effectiveness of nutrition policy and programming in contexts where populations are at high risk of malnutrition by improving knowledge, stimulating learning, building evidence and providing support and encouragement to practitioners and decision-makers involved in nutrition and related interventions. ENN is often best known as a result of its two main publications (Field Exchange and Nutrition Exchange); its online forum (en-net); and its participation in key nutrition-related movements and fora (SUN, GNC and Infant and Young Child Feeding in Emergencies Core Group).

ENN not only fills a gap by what it does; it is unique in how it works. It taps into a network of practitioners, academics and decision-makers from a wide range of nutrition-related sectors. By doing so, ENN ensures that it is meeting the needs of individuals and the programmes in which they work, draws on their extensive knowledge and experience, and builds constituencies to support needed changes in policy and programming.

ENN partners with, and is financially supported by, many bilateral organisations, United Nations agencies and non-governmental organisations and works closely with academic institutions and expert individuals worldwide². ENN's core technical team is made up of staff members and associates who are nutritionists, with a strong academic background and substantial practical experience.

¹ Formerly referred to as the Emergency Nutrition Network, ENN is a UK registered charity based in Oxford, UK. It is governed by a board of six trustees. Four technical directors oversee ENN's strategic direction and manage ENN's portfolio of work.

² Principal funders include Canadian DFATD, DFID, Irish Aid, UNHCR, UNICEF and USAID (OFDA).

Box 1

History of ENN

Following the evaluation of the Great Lakes emergency, the agencies present at a UNHCR-hosted meeting in Addis Ababa in 1995 identified the need to establish a vehicle for capturing programming experiences and preserving institutional memory in the emergency food and nutrition sector. This led to the formation of ENN and the publication of the first edition of Field Exchange in 1996. ENN first worked as a self-financing activity within Trinity College, Dublin before being incorporated as a not-for-profit company in Ireland in 2001 and moving to Oxford and becoming registered as a UK charity in 2006.

Critical gaps in technical knowledge highlighted by Field Exchange resulted in various collaborations between ENN and other agencies to implement operations research and develop technical guidance materials. Research interests developed and remain in the areas of prevention and treatment of moderate acute malnutrition (MAM) and management of acute malnutrition in infants under six months (MAMI). Since 2004, ENN has been the coordinating agency for the Infant Feeding in Emergencies (IFE) Core Group, an international inter-agency collaboration concerned with developing policy, guidance and capacity-building on IFE. ENN also played a key role in documenting experience and developing the evidence base for Community Management of Acute Malnutrition (CMAM).

More recently, ENN has implemented two other core knowledge-related products: Nutrition Exchange and en-net. Nutrition Exchange was developed to offer experiences and learning in nutrition in a shorter format that was more accessible to non-technical, country-level practitioners. en-net was established to provide practitioners with rapid answers to key operational questions resulting from challenges they were experiencing in their work.

Box 2

Core principles guiding ENN's work

Independent and impartial

ENN is not bound by the views or positions of any particular institution. Any opinions expressed are based on the available evidence and the experience of the network.

Driven by network

ENN's network is made up of practitioners, decision-makers and academics working on nutrition and associated fields all over the world. By supporting their learning and sharing their knowledge, ENN is able to make a unique contribution to turning knowledge into practice.

Based on experiential learning and evidence

ENN believes that policy and practice can, and should be, informed by evidence and experience. Where this exists, ENN seeks to share the learning from this evidence and experience; where it is missing, ENN advocates for it to be developed or directly supports its development.

This strategy

This five-year strategy (2016-2020) represents an evolution, not revolution from ENN's current ways of working and areas of focus. This is in part because it is reflecting changes to which ENN has already committed. These include an expansion in ENN's focus from purely emergency contexts to contexts of emergencies, Fragile and Conflict Affected States, and countries with a high burden of undernutrition³. Changes also include ENN's emerging role in embedded knowledge management in the SUN Movement and GNC and the increase in the size of ENN as an organisation.

Despite this consolidation, there are some significant differences in this strategy. Its development was informed by a recent comprehensive evaluation of ENN conducted by a group of independent consultants⁴. The content of the strategy has also been informed through the development of a theory of change (TOC), which articulates how ENN expects its activities and interventions to impact on improved nutrition policy and programming. As a result, there is greater coherence in how products and workstreams link together. The TOC has allowed the identification of key outcomes and the articulation of a results framework, which ENN will use to measure progress towards achieving outcomes and impacts. There is also greater recognition of the value of the network and how it is central to

everything ENN does and its importance in achieving impact. This strategy also reflects the importance of addressing ENN's capacity to deliver the strategy; particularly its human resources and financing. These aspects are now included in a section (below) on operationalising the strategy.

Furthermore, the thematic areas that ENN works on are already evolving to reflect the changing global context and will continue to keep step with developments over the coming years. Key elements of this changing context are described in the section below, but can already be seen reflected in ENN's latest attention to the relationship between stunting and wasting; the need to consider non-communicable diseases in emergency programming; and a new interest in exploring the role of the private sector in nutrition.

³ While the focus in this strategy is to a large extent on undernutrition, ENN will also give attention to issues of obesity, NCDs and the double burden of malnutrition in the contexts in which we work.

⁴ S Lister et. al, 2015, Evaluation of the Emergency Nutrition Network, Mokoro Ltd.
<http://www.ennonline.net/file/download/2398>

The Changing Global Context

Rates of undernutrition are decreasing, with stunting in young children reduced from nearly 40% in 1990 to just under 25% in 2014, and wasting from 9.1% to 7.5%. **However, progress has been unequal**, with Africa having seen the lowest reduction in stunting (from 42.3% to 32.0%) and little progress in wasting. In fact, the number of stunted children in Africa increased from 47 million to 58 million between 1990 and 2014. This reflects a general situation where progress has been slowest in low-income countries⁵.

Obesity and the double burden of over- and undernutrition is a growing concern worldwide and is no longer a concern only for wealthier countries. Almost half of all overweight children live in Asia and a quarter live in Africa. As a consequence, low-income countries have to deal with the double burden of over- and undernutrition⁶. And not only are they happening in the same countries: they are also happening in the same populations, with undernutrition in early life increasing the chance of a person being overweight in adulthood⁷.

In the past, stunting has been seen as a failure of development, while wasting has been viewed as the effect of a crisis. As a result, **policies, interventions and financing have often been kept separate for stunting and wasting**⁸. There is growing recognition that this view is too simplistic and does not fully represent the overlaps between these two manifestations of malnutrition in their aetiology (both being outcomes of disease and poor diet), in the contexts and individuals in which they occur, and the degree to which one contributes to the other (particularly that episodes of wasting can contribute to stunting). While many questions remain about their inter-relationship, the speed at which they develop and the prognosis for children suffering from them differ, **there is increased recognition of the need to address both forms of malnutrition simultaneously**. The increased risk of mortality that has been

demonstrated when a child is affected by both conditions underlines this need⁹. ENN is committed to further highlighting at global level the need for better linkages at research, programming and policy levels between wasting and stunting and to convening relevant experts and organisations to help key research gaps in this area.

There has been much investment and success in the **treatment of acute malnutrition**, with the innovative CMAM programming of the early 2000s in the humanitarian arena embedding within health systems while keeping attention on coverage and quality. Emerging collaborative initiatives with a strong research agenda to embed treatment within integrated community case management, for example, herald a new wave of innovation around evidenced programming.

Recent years have seen the rise of new emergency contexts. **Humanitarian actors are dealing with familiar crises, whether caused by drought or war in Africa, but are also working in new contexts, in the Middle East and Ukraine, for example**. In these middle-income contexts, wasting may not be the main problem; instead there may be high levels of stunting, anaemia, non-communicable diseases (NCDs); and different

⁵ UNICEF, WHO and the World Bank, 2015, Levels and trends in child malnutrition: Key findings of the 2015 edition and UNICEF, WHO and the World Bank, 2012, Levels and trends in child malnutrition: UNICEF-WHO-World Bank Joint Child Malnutrition Estimates.

⁶ UNICEF, WHO and the World Bank, 2015.

⁷ Shrimpton and Roc, 2012, The double burden of malnutrition: a review of global evidence.

⁸ Khara T, Dolan C. The relationship between wasting and stunting, policy, programming and research implications. Technical Briefing paper. Oxford, UK: Emergency Nutrition Network, 2014.

⁹ McDonald CM, Olofin I, Flaxman S, Fawzi WW, Spiegelman D, Caulfield LE, et al. The effect of multiple anthropometric deficits on child mortality: meta-analysis of individual data in 10 prospective studies from developing countries. *Am J Clin Nutr*. 2013;97(4):896-901.

patterns of infant and child feeding, including the widespread use of breast-milk substitutes¹⁰. There is a need for the emergency nutrition sector to be able to adapt and innovate to meet these needs and to engage with other sectors more closely.

These newer contexts may also become more common as a result of the increasing conflict and resulting fragility evident today. Furthermore, there will be other changes in the contexts and risks within which we work. **Increased urbanisation** will lead to new opportunities and challenges to address malnutrition. The changing age structure of populations will require an increased focus on the middle-aged and older age groups. **Climate change** is likely to exacerbate risks such as drought, flooding, storm damage, salinization in coastal areas and changing disease patterns. **Changes within the institutional architecture tend to lag behind context changes** and there is a need to review and adjust organisational priorities and roles and responsibilities to improve their ability to respond to these new realities.

There is growing recognition that the private sector does and will continue to play a role in the nutrition sector. Private sector actors are critical to food, medical and other supply chains; they can play a key role in ensuring the maintenance of food safety standards and improved fortification of products; in communication and targeting (mobile and e-technology); as well as playing a broader role in economic growth and employment. However, there are also risks of private sector engagement. The role of the private sector in marketing products that undermine public health nutrition (such as breast-milk substitutes or foods high in fats and sugars) and their desire to influence public policy to facilitate this marketing are two such examples¹¹. As such, while the private sector is an important partner for nutrition, there is a need to develop mechanisms to enhance potential positive benefits, limit and mitigate adverse areas, and build systems to prevent and address conflicts of interests.

There is also growing interest and emerging evidence that mainstreaming nutrition into other sectoral interventions (improving ‘nutrition sensitivity’) can contribute to better nutritional outcomes¹².

Box 3

World Health Assembly Nutrition Targets¹⁴

- 40% reduction in childhood stunting
- 50% reduction in anaemia in women of reproductive age
- 30% decrease in low birth weight
- 0% increase in childhood overweight
- An increase in the rate of exclusive breastfeeding in the first six months to at least 50%
- A reduction in childhood wasting to less than 5%

More positively, **nutrition has never received such attention** as it does now. Spending on nutrition has increased in recent years and there are a number of initiatives focused on scaling up and increasing the impact of nutrition actions. This attention makes it even more critical to learn about what is and is not working, to disseminate good practices and to find ways of making improvements where nutrition and related interventions are not leading to the desired outcomes. An analysis of how much the 37 countries with a high burden of stunting need by way of investment to achieve stunting targets (see Box 3) indicates that national government spending will need to more than double and official development assistance more than quadruple between now and 2025¹³. Spending on nutrition will need to increase even further to help meet these target reductions.

This increased attention is also reflected in renewed targets for nutrition. At a minimum, wasting and stunting are likely to feature as key targets in the new Sustainable Development Goals (SDGs). These goals will be aligned with the six nutrition World Health Assembly Targets (see Box 3) agreed in 2012. These targets, combined with data on financing of nutrition, are of great value to the nutrition sector, but gaps remain in providing even these data, with only 59% of countries able to report on three or more of the six targets¹⁵. Furthermore, the reliance on infrequent national survey data does not adequately capture trends in stunting and wasting.

¹⁰ ENN, 2014, Field Exchange Issue 48: Programming experiences and learning from the nutrition response to the Syrian crisis, ENN.

¹¹ IFPRI, 2015, Global Nutrition Report 2015: Actions and Accountability to Advance Nutrition and Sustainable Development, Washington, DC.

¹² Noreen Mucha, 2014, Preventing Moderate Acute Malnutrition (MAM) Through Nutrition-Sensitive Interventions, CMAM Forum Technical Brief.

¹³ *ibid*

¹⁴ WHO, 2014, Global Nutrition Targets 2025: Policy Brief Series (WHO/NMH/NHD/14.2), Geneva: World Health Organization.

¹⁵ IFPRI, 2015, Global Nutrition Report 2015.

Our Mission

ENN aims to improve the effectiveness of nutrition policy and programming by improving knowledge, stimulating learning, building evidence and providing support and encouragement to practitioners and decision-makers involved in nutrition and associated interventions. The

populations expected ultimately to benefit from ENN's work are those affected by acute humanitarian crises, those living in Fragile and Conflict Affected States and those suffering from a high burden of undernutrition.

What We Deliver

ENN's work is organised according to three workstreams:

- Experience sharing, knowledge management and learning;
- Information and evidence on under-researched nutrition issues; and
- Discussion, cooperation and agreement.

Workstream 1

Experience sharing, knowledge management and learning

ENN will continue to produce its core products: Field Exchange, Nutrition Exchange, en-net (see Box 4 for further details). During the period of this strategy, ENN will continue to expand readership and use of these products as indicated in the targets set in Figure 1 below. This will be facilitated by focused work to further develop the network mentioned above, as well as ENN's ongoing commitment to ensure that Field Exchange, Nutrition Exchange and en-net continue to reflect the needs of readers and users. ENN's regular

interaction with network members through meetings, en-net and other communication will strive to achieve this. It will result in some new areas of focus in response to needs, as well as emerging themes in the sector.

This strategy period will see efforts to ensure more rapid dissemination of technical articles and research findings prepared for Field Exchange. This will include early publication of online content, prior to the formal collation of articles into the Field

Exchange issue. Network members will be informed of the availability of early online content through regular newsroom emails and social media postings. ENN will aim for translation of Field Exchange to facilitate capture and sharing of experiences in French. Significant influential learning was captured in Field Exchange 47 on the nutrition response to the Syria crisis; ENN envisages another special edition on a large-scale nutrition response during the strategy period.

ENN emerged in response to the need to improve the institutional memory of those working in the emergency food and nutrition sector and will continue to fulfil this knowledge-management role. Specifically, ENN will increasingly play a knowledge-management role for the SUN Movement with a focus on Fragile and Conflict Affected States, and is working with the GNC to identify future knowledge-management priorities. Key knowledge-related actions will be developed in a consultative approach and, in the case of the SUN movement, will be laid out in the SUN 2 Road Map currently under development. ENN will also consider other opportunities to embed knowledge management as and when these emerge.

In supporting this knowledge-management role, ENN will also explore new opportunities to allow network members to share and

Box 4

Core ENN Products

Field Exchange
Emergency Nutrition Network

Field Exchange is an established online and print technical publication publishing operational experiences, research and news related to nutrition in emergencies and high-burden contexts. It is currently available in English and is aimed at readers with a graduate level of understanding. It is published three times a year.

www.enonline.net/fex



NUTRITION EXCHANGE

Nutrition Exchange targets country practitioners. It contains non-technical, short, easy-to-read articles on nutrition programme experiences and learning, summarises research and provides information on guidance, tools and upcoming trainings in nutrition and related sectors. It is available in English, French and Arabic.

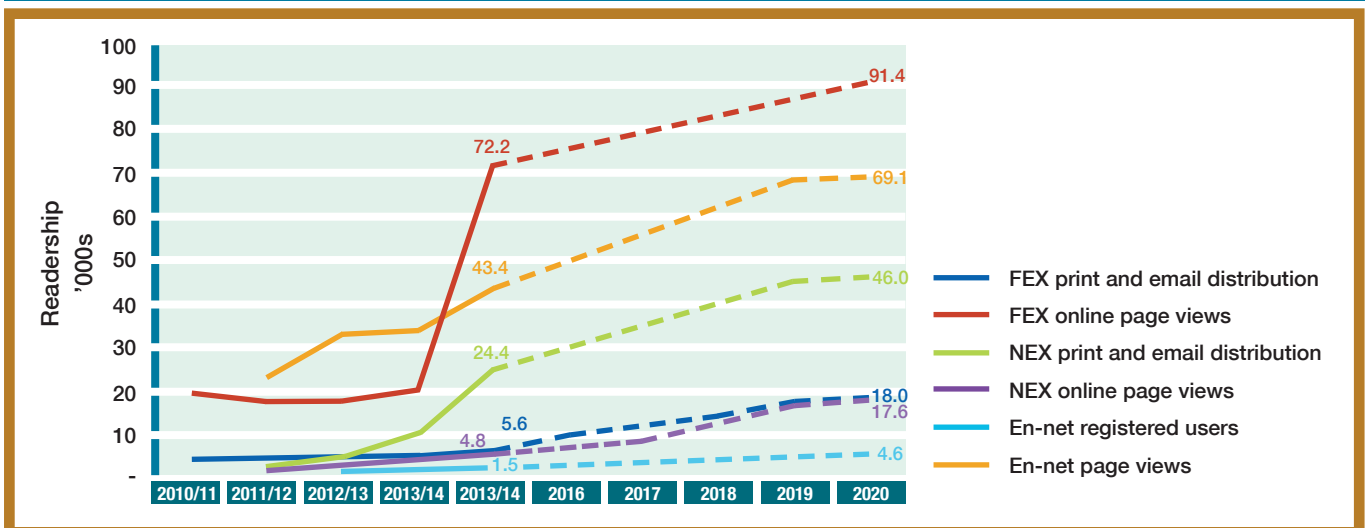
www.enonline.net/nex



en-net is an on-line technical forum hosted by ENN which provides prompt technical advice for individuals and organisations facing programming challenges worldwide. It is supported by a network of moderators. The main en-net forum has 15 thematic areas. A dedicated SUN en-net section provides space

for informal discussions of topical issues, approaches and good practices in relation to SUN Movement country priorities. Visit www.en-net.org and www.en-net.org/SUN

Figure 1 Planned targets for increasing the reach of core ENN KM products 2015-2020



receive information. For example, en-net will provide the SUN Movement with thematic areas organised around the current three Communities of Practice (CoPs)¹⁶. Additional SUN en-net thematic areas are likely to emerge and will be available in both English and French to increase access to the forum.

ENN will also explore other options for increasing access to information and improving experience sharing. This will include the wider use of electronic media to encourage uptake by under-served groups and increase their ability to contribute knowledge and experience. This wider use of media and other means of sharing information will be informed by an analysis on how different existing and potential users of ENN can best access information (articles, blogs, podcasts, face-to-face discussions), what means of access they have (print-copy, computers, tablets, smartphones) and how they can best contribute knowledge and experience (writing articles, PowerPoint presentations, interviews, face-to-face discussions). ENN will also consider the additional translation of core products.

As highlighted above, ENN is unique in the extent to which it taps into a network of practitioners, academics and decision-makers. ENN will continue to draw on and support members of this network and will seek to further build and support it. ENN will continue to grow the network, but with a particular focus on under-served groups, countries and regions. In particular, ENN will increase outreach to countries with limited uptake of ENN products and focus on improving dissemination of products at the national and sub-national level. Regional ENN knowledge management staff focusing specifically on SUN experiences will be positioned in Africa and Asia to identify opportunities for extending the uptake, use and engagement in ENN products.

¹⁶ The three CoPs are currently titled: (1) Planning, costing and financing multi-sectoral actions and the use of a common results framework; (2) Social mobilisation, accountability and communication for scaling up nutrition; and (3) Development of effective capacity for scaling up nutrition.

Workstream 2

Information and evidence on under-researched nutrition issues

ENN's ongoing interaction with practitioners in the nutrition and related sectors provides it with a unique opportunity to identify key gaps in knowledge that require further exploration, review and research. ENN will continue to use this knowledge to advocate for such reviews and research to be funded and implemented, and where necessary and appropriate, carry out these activities directly.

Box 5 lists some of the current and emerging themes of focus in ENN. These reflect the interest areas of our network and will be reflected across workstreams. The list does not, however, reflect the full range of themes ENN will support, as we will continue to be flexible and respond to demand and new emerging themes as they arise. For example, the release of a special issue of Field Exchange on the Syria crisis and supporting the rapid

development of guidance on infant and young child feeding in the context of the Ebola outbreak were not originally planned, but emerged as critical areas of concern and demand.

ENN's current research themes include:

- Nutrition-sensitive interventions, in particular how cash-transfer programmes can maximise impacts on nutrition. A big component of this is the REFANI (Research on Food Assistance for Nutritional Impact). This three-year research collaboration between DFID, ACF, Concern Worldwide, UCL and ENN involves three research studies (Pakistan, Somalia and Niger), examining the role and impact of cash-transfer programmes on nutrition in children under five years old.
- Management of Malnutrition in Infants less than six months (MAMI), including an analysis of the

Box 5**Current and emerging themes in nutrition in emergency and high-burden contexts**

- The relationship between wasting and stunting
- Addressing stunting in emergencies
- Management of acute malnutrition in infants less than six months (MAMI)
- Infant and young child feeding in emergencies
- Adolescent and maternal nutrition and its role in preventing the inter-generational transmission of malnutrition
- Innovations in the treatment and prevention of acute malnutrition and integration of treatment for SAM and MAM
- Role of the private sector in nutrition
- Need for coherence and effectiveness of nutrition architecture to meet the needs of the nutritionally vulnerable
- Mainstreaming of nutrition in broader emergency/development programming (cash, social protection, WASH, etc.)
- Double burden of malnutrition in countries with a high burden of undernutrition
- Management of NCDs during humanitarian response

factors associated with acute wasting in infants under six months, a review of the MAMI content of national acute malnutrition treatment guidelines, and development of a tool to support MAMI in uncomplicated cases at community level.

- The relationship between stunting and wasting, focusing on the global burden of concurrence in stunting and wasting, any regional patterns in concurrence, and the identification of key gaps in the available evidence.
- Stunting in emergencies and the evidence on how best to respond effectively to emergency contexts in which there is a high burden of stunting.

ENN will continue to conduct research, although the emphasis may shift from field-based quantitative work in affected communities (e.g. REFANI) towards more qualitative research at the ***national and global programming level***. This reflects the challenges for ENN of conducting field level research without in-country offices. Nevertheless, ENN will continue to undertake analysis of secondary data, reviews and scoping exercises where knowledge gaps and the need for clearer understanding on specific technical areas are identified.

Box 6**Gender and Equity**

ENN focuses on the nutritionally vulnerable and the factors that influence this vulnerability; gender and equity issues therefore cut across all of ENN's work. Women's vulnerability to malnutrition has multiple causes: environmental causes because the division of labour can increase their exposure to certain diseases; social causes because they may eat last and less nutritious foods; and biological causes because of the risks of anaemia and their reproductive role.

Examples of how gender is incorporated in ENN's work includes the range of Field Exchange articles which focus on nutrition vulnerability and the analysis of factors associated with acute malnutrition in infants, including maternal depression, education and attitudes to domestic violence.

Nutrition vulnerability is not limited to women and girls; nutrition surveys routinely find higher rates of malnutrition, morbidity and mortality in boys. ENN highlights this and will continue to identify the policy and programme implications.

Workstream 3

Discussion, cooperation and agreement

ENN's unique overview of the sector, combined with the outreach it has through its network, means that it is well-positioned to identify or engage in areas where increased cooperation, leadership and discussion is needed to support improved coordination, agreement and guidance. ENN will continue to play a role in facilitating dialogue and brokering agreements on contentious and unresolved issues, whether this involves participation in discussions organised by other institutions or through identifying subject matter and convening meetings to support progress. ENN will increase its participation in key global and regional fora and meetings to support leadership, stewardship and accountability. In some instances, the need to provide such input arises in response to events outside ENN's control, the emergence of crises, or the opportunity to feed into and influence key global or regional nutrition processes. ENN will ensure it retains the flexibility to identify and respond to key areas.

ENN will also seek to strengthen its engagement with key actors working in Fragile and Conflict Affected States and in countries and regions with a high burden of undernutrition. This may also result in an increase in the number of fora in which it participates, particularly at regional level.

During the next five years, ENN will increase efforts to improve uptake of evidence. This will include the development of influencing plans for major thematic areas, including an analysis of key stakeholders to be reached and the measures to be taken to reach them effectively. Activities related to implementing these plans will be built into the funding agreements for any research activities associated with each major thematic area. ENN will strengthen working relationships with normative and agency policy and guidance-makers, notably the World Health Organisation.

ENN has also played key roles in instigating and contributing to the development of guidance materials in response to specific needs. In recent years this has included the development of guidance on Ebola and infant and young child feeding in

response to questions raised by practitioners working in West Africa during the Ebola crisis, and the development of UNHCR standard operating procedures for handling breast-milk substitutes in refugee settings. ENN will continue to respond to such needs when it is appropriate and feasible and to participate in development of other guidance when it is in a position to do so. For example, ENN will co-lead with UNICEF a collaborative effort to update the Operational Guidance on Infant and Young Feeding in Emergencies to reflect new evidence and take account of recent experiences and challenges in humanitarian response.

ENN occasionally participates in the development of training materials and the delivery of training. ENN will continue to help further knowledge and understanding of the sector and the thematic areas in which ENN works.

Furthermore, ENN will continue to contribute to influential publications such as the Global Nutrition Report. ENN is committed to securing peer-reviewed publication of its research to maximise influence and research.



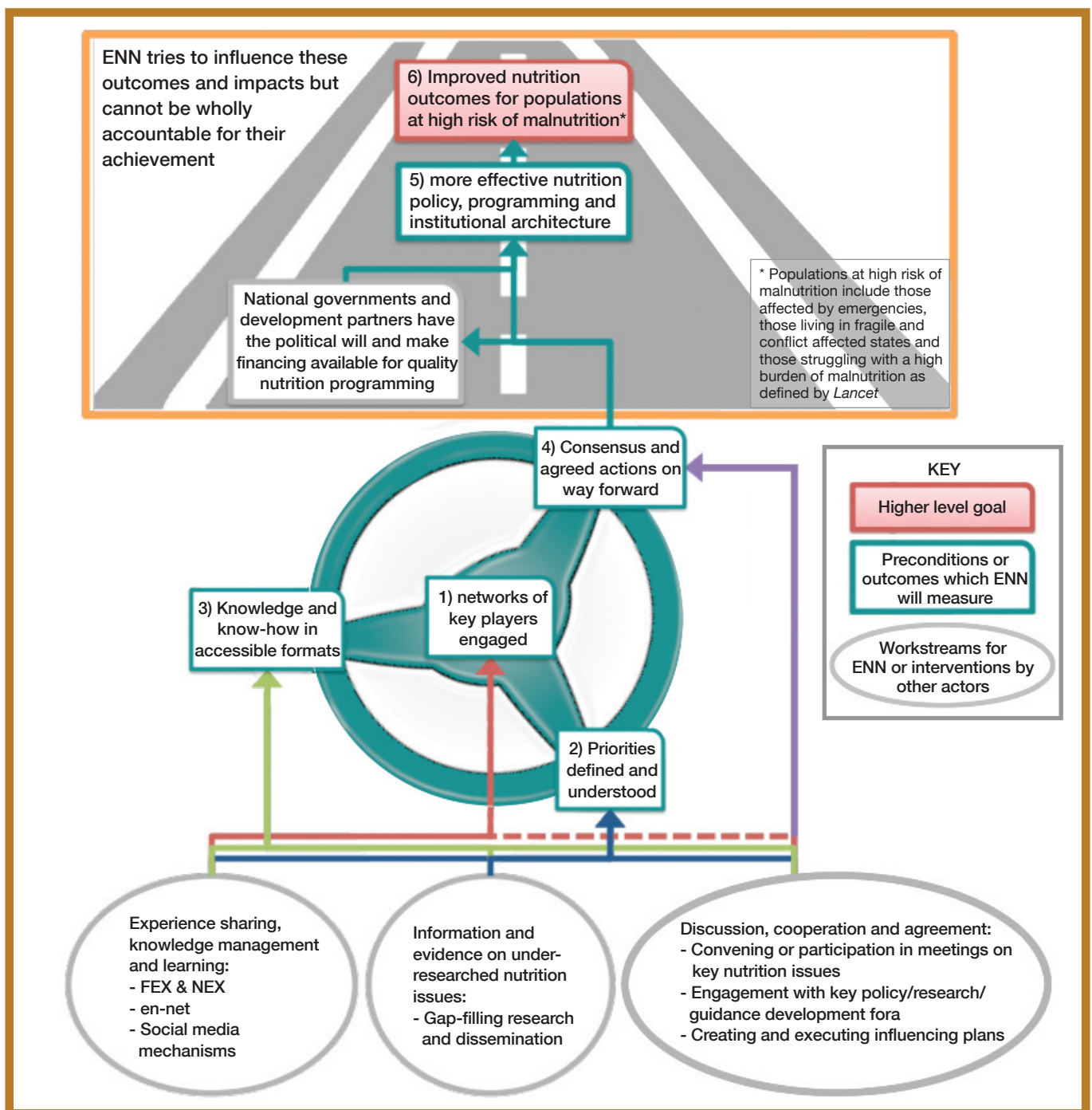
The first Technical Meeting on Nutrition (TMN) was convened by ENN in Oxford from October 7 to 9 October 2014

Theory of change

Figure 2 below indicates ENN’s understanding of how its activities will lead to its intended aim of improved nutrition policy and programming. It shows how ENN’s three workstreams contribute to four inter-dependent pre-conditions or outcomes, which in turn both directly and indirectly influence policy, programming and the institutional

architecture: directly, because the knowledge and know-how leads to consensus on a way forward which can form the basis of policies, programmes and revisions to institutional architecture; and indirectly, because the activities influence the political will for these changes, which also have impacts on the availability of financing.

Figure 2 Theory of change



Operationalising The Strategy

Human resources

ENN's core technical team is made up of a small number of staff members and associates. This includes the four technical directors, a staff nutritionist and five part-time associates. More recently, related to the knowledge-management support to the SUN Movement, ENN has employed a global knowledge management coordinator and will recruit full-time, regionally based, knowledge management staff. This technical team is supported by a small Oxford-based team working on finance, management and administration and by a Project Manager based in the London sub-office.

The technical directors work on flexible contracts, as do associates, allowing ENN to rapidly adjust staffing levels and costs to the requirements of the work and the financing available. However, the dependence on a 'surge capacity' model has drawbacks:

- For ENN, as it only allows for short-term planning and requires 'stop-gapping' by staff where capacity cannot be immediately identified or limits pursuit of key areas of work where capacity is not immediately scalable. Furthermore, there is a higher administrative and management burden for short-term contracts.
- For staff and associates who are highly committed to ENN but who may need to secure other

employment for 'low' periods of work, reducing or losing their availability for surge response.

The commitment and expertise of staff and associates are critical to ENN's quality of work, reactivity and direction and there is a need to address these challenges. ENN has enjoyed strategic funding support in the past three years, but remains heavily dependent on projectised funding. During the next strategy period ENN will proactively seek more flexible funding (see below) that will allow the organisation to commit to, invest in and sustain a high calibre of responsive personnel.

ENN technical staff largely work on a home-working basis, which has significant cost savings. ENN aims to strengthen internal communication with more regular call/face-to-face meetings of staff and associates to maximise cross-project learning and identification of synergies and new areas of work.

ENN manages a complex range of projects and funding streams. Delivery and accountability to our beneficiaries and funders is dependent on a strong and adequately staffed management, financial and administrative team. Recent appointments have strengthened ENN's capacity in this regard; this will be sustained and built as needed.

Governance

ENN is governed by a board of six trustees. Two of these trustees are also executive directors (and are two of the four technical directors mentioned above); four are non-executive directors/trustees. ENN is currently reviewing the size and composition of its board of trustees to ensure that the board remains appropriate to the needs of ENN as it has evolved and continues to develop.

Complementing this board, ENN will introduce a technical advisory committee (or near equivalent) to enable the organisation to formalise its accountability to the broader network it serves. ENN will explore approaches which will allow representation from a cross-section of network members but which will not result in undue burdens on the time of advisory board members, ENN management, nor incur significant expense.

Financing

As ENN is heavily reliant on short-term, highly projectised funding, financing for key staff and core products are split amongst multiple donors and projects, contributing to insecurity of financing and a high burden of fundraising and reporting. Funding of management (operational and financial) costs is often restricted. During this five-year period, ENN will seek to increase the proportion of funds provided through unrestricted funding and flexible funding agreements (those which are not tied to specific activities). By ensuring that a significant proportion of its core products (Field Exchange, Nutrition Exchange and en-net) and financial and operational management costs are met, ENN will be able to better plan and manage its work. ENN envisages that such flexible longer-term funding will enable us to engage more in cross-cutting partnership building, networking and advocacy

work; all essential activities that are difficult to resource through projectised funding streams. It will also allow greater responsiveness to key issues emerging in the sector, with increased staff/associate capacity to respond. ENN will develop a fundraising strategy to identify key ways of increasing its unrestricted funding and will complement this through work to identify potential new sources of flexible financing.

ENN also plans to review and update its financial reserve policy to ensure that the reserve is sufficient to meet the costs of core products and critical management in the event of a grant not being renewed or its renewal being delayed, and to address key risks such as foreign currency exchange rate variations. Building the ENN reserve will form part of ENN's fundraising strategy.

Cost efficiency and value for money

The recent evaluation by ENN highlighted its value for money and attention to cost efficiency. It specifically highlighted the lean management structure, improved economies achieved by ENN's core products over time, and the attention given to keeping overhead costs low. At the same time, the evaluation highlighted the need to invest in senior operations management, which has been effected; it is a false economy not to do so. ENN will continue to maintain efficiency during this strategic period and seek to improve efficacies of its core products further through additional increases in uptake. ENN will improve its tracking of cost

efficiency to enable it to measure it more effectively. This drive will include greater budget management support to projects with more 'real-time' budget monitoring, more frequent tracking of costs, and better use of budget codes to allow more granular visibility of expenditure. Furthermore, ENN will pay particular attention to the cost-effectiveness of key changes in how the organisation operates. For example, ENN will review the costs associated with the employment of the regional ENN knowledge-management staff and the impact they have had on achieving key objectives in order to assess the cost-effectiveness of this new approach.

Measuring progress and impact

The aims and objectives outlined in this strategy are ambitious and their achievement relies on actions and decisions by a wide range of stakeholders, as well as ENN. This makes measuring progress and impact challenging but nonetheless important; both for our own learning, learning for the broader sector;

and to fulfil our obligations to be accountable to our trustee board, donors, partners and our network.

Over the next five years ENN will continue to monitor the completion of key activities. We will regularly collect and assess information against key

indicators of progress. For some indicators, this information will be collected or collated annually; for other (harder-to-collect) information, it will only be collected during a mid-term review and/or at the end of the strategy period (such as data requiring user surveys and evaluations). ENN will explore the use of innovative evaluation techniques (such as

stories of change, outcome-mapping or process-tracing) to measure progress against higher-level objectives. These approaches allow some measurement of the contribution of different institutions to achieving policy change. The table below presents ENN’s objectives and the indicators to support measurement of progress.

Table 1 Objectives and Indicators

Objectives	Indicators
Overall objective	
More effective nutrition policy, programming and institutional architecture	<ul style="list-style-type: none"> Independently reviewed ‘stories of change’ or ‘process-tracing’ reports that demonstrate plausible contribution by ENN to changes in policy programming and institutional architecture ENN referenced in policy documents, briefs supporting policy documents, and acknowledged as a source of information
Pre-conditions	
1. Networks of key nutrition players engaged	<ul style="list-style-type: none"> Registered users of en-net /recipients of print-copies of Field Exchange/Nutrition Exchange or registered users of Field Exchange/Nutrition Exchange (disaggregated by geographical area and type of user)¹⁷ Website visits (disaggregated by geographical area) Authors of Field Exchange and Nutrition Exchange articles (disaggregated by geographical area and type of user) Examples and evidence of formal and informal partnerships and collaborations Role of network in governance defined and established
2. Nutrition priorities defined and understood	<ul style="list-style-type: none"> # downloads of ENN-authored publications or resources from ENN’s online resource library Frequency with which ENN-defined priority issues occur in wider literature (and flagship publications) User surveys on relevance of ENN topics
3. Knowledge and know-how of key nutrition issues available in accessible formats	<ul style="list-style-type: none"> # of ENN-authored publications and training materials disaggregated by theme (and also # peer reviewed) Citation analysis # downloads of ENN-authored publications or e-library resources # people reached through presentations on ENN-conducted activities (either in meetings convened by ENN or by third parties) # followers, impressions and engagements on social media Results of user surveys (en-net, Field Exchange/Nutrition Exchange, wider website) on accessibility of ENN products # of languages in which Nutrition Exchange is available # thematic areas in multiple languages on en-net
4. Consensus and agreed actions on way forward	<ul style="list-style-type: none"> # meetings convened by ENN # meetings in which ENN participates # fora to which ENN makes regular contributions ENN’s participation in normative guidance/ standards development

¹⁷ This refers to the kind of organisation the network member belongs to; for example, whether they work for a development partner, an international or local NGO, the UN, a national government, an academic institution or a research organisation.

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