



# ENN Strategy

2024–2028



ENN

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## About us

### Who we are

Established in 1996 with the purpose of enabling a more effective response to address the causes and consequences of undernutrition, the Emergency Nutrition Network (ENN) has a rich history of serving the global community. Working with our diverse network of close collaborators, we enhance the relevance and effectiveness of research, policy and practice by capturing knowledge, stimulating and exchanging learning, highlighting gaps and building evidence, brokering consensus and collective action and providing technical resources and guidance to practitioners and decision-makers involved in nutrition and related systems and services.

ENN is recognised globally as an independent thought leader, convener and trusted influencer in nutrition. We are privileged to convene key technical working groups, networks and communities of practice that are 'go to' fora for their specialisms.

### Our Context

#### Global trends

The global burden of undernutrition in children remains high with devastating consequences for immediate and longer-term survival, the growth and development of children and lost long-term opportunities for their communities and societies. Six years away from the 2030 Sustainable Development Goals, the rate of child stunting has steadily decreased, yet is off track to attain global stunting targets with 148 million children under five years of age estimated to be stunted in 2022. Child wasting stubbornly persists

at high levels (45 million children under five years of age in 2022, of which 13.6 million were severely wasted)<sup>1</sup>. Micronutrient deficiencies such as iron deficiency anaemia also continue to disproportionately affect women, girls, and children, creating wide reaching consequences for their health and that of future generations. With the global prevalence of anaemia remaining stagnant in women of reproductive age over recent decades<sup>2</sup>, the World Health Assembly's (WHA) ambition of halving this prevalence by 2025, from 2011 levels, is hugely off target. With overweight and obesity rising rapidly in low- and middle-income countries (LMICs)<sup>3</sup>, overlapping forms of malnutrition and their impact on vulnerable populations are of increasing concern.

The contexts where the burden of malnutrition is high are affected by an increasingly complex array of factors that disrupt health and social and food systems at scale. The growing impacts of **climate change** range from decreasing agricultural productivity and rising food insecurity to increased migration, conflict over natural resources, worsening climate events (floods, droughts) and changing disease profiles and incidence. As a result, humanitarian and development resources are increasingly stretched and all forms of malnutrition are predicted to rise with already vulnerable populations being disproportionately affected. Global economies are changing with economic power shifting from West to East and from North to South and, by 2030, it is expected that 50% of nominal global GDP will be derived from Asia (excluding Japan) and sub-Saharan Africa (up from 20% in 2010). This shift in **economic growth** is impacting global food systems and food security and plays a role in people's access to healthy and affordable diets. Rapid **urbanisation**, especially in Africa and Asia, is creating new food system pressures requiring nutrition programming to adapt to fresh challenges in urban spaces. **Population growth** and increased life expectancy have resulted in an increased demand for services for older age groups. At the same time, the increasing numbers of youth in LMICs and a better understanding of the impacts of their nutrition on both their own futures and that of subsequent generations mean there is a need, as well as an opportunity, for greater investment in adolescent nutrition.

### Direction of the sector

The international development sector, once nurtured, funded and protected, now finds itself challenged and under threat. The needs and the cost of implementation have grown in tandem while independent and institutional donors, faced with recurring demands and domestic challenges, are now meeting less than 50% of humanitarian budgets. Humanitarian and development programmes based on specific geographic areas or populations and a cost linear route to increased impact determine that existing responses can no longer be scaled up to meet all needs.

The growing gap and demands to de-colonise as well as notable lapses in accountability call for urgent reform and, while there are iterative improvements, lasting change is often confronted by vested interest, short-termism, inertia and fatigue. More than ever, there is an urgent need for collaborative but independent institutions to act as a critical friend to all in carrying out the objective research and analysis, knowledge transfer and influencing to shift practice in ways that achieve long term impact and a greater return on investment for all actors. It is now more important than ever that greater focus is placed on altering the systemic causes and effectiveness of responses.

<sup>1</sup> WHO, UNICEF, World Bank Group (2023). Levels and trends in child malnutrition: UNICEF/WHO/World Bank Group joint child malnutrition estimates. Available at: <https://www.who.int/publications/i/item/9789240073791>

<sup>2</sup> Stevens GA, Paciorek CJ, Flores-Urrutia MC et al. National, regional, and global estimates of anaemia by severity in women and children for 2000–19: a pooled analysis of population-representative data. *Lancet Glob Health*. 2022; 10: e627-e639

<sup>3</sup> Popkin BM, Corvalan C, Grummer-Strawn LM. Dynamics of the double burden of malnutrition and the changing nutrition reality. *The Lancet* 2020; 395(10217): 65-74

## Our Purpose

**We help practitioners to better serve those most vulnerable to the causes and consequences of malnutrition.**

ENN's purpose hinges on the fact that the practice of preventing and treating the life-limiting consequences of undernutrition in all its shapes and forms is constantly being improved by practitioners through 'learning by doing' and that the informal and formal mechanisms for capturing and learning from this more widely are vital to drive positive change from local to global levels. Twenty-seven years since ENN was founded, rates of undernutrition remain unacceptably high and, given the challenges confronting the sector, the need for systemic analysis of what is working and what is not is greater than ever.

## Our Vision

**Every individual confronted by malnutrition has access to the knowledge, tools, services and resources they require to meet their needs.**

We believe that, as their own first responders in crisis or to threats, greater agency and access to relevant, contextualised services for individuals, and the families and communities that support them, is critical to the sustainable, prevention and treatment of malnutrition.

## Our Strategic Objectives

Working with and within the system to bring about positive change in specific areas of work, ENN's strategic objective is a sector where the work of all practitioners is shaped and served by the best possible policy, research and practice at any given time and that this ultimately reduces the incidence and impact of malnutrition.

All our work is guided by the priorities and realities of local practitioners working in challenging contexts worldwide and our networks of collaborators. Working towards collective goals, ENN is committed to contributing to the collective achievement of global nutrition targets:

### Global Nutrition Targets

*The 2030 Agenda for Sustainable Development, Goal 2, to: 'end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round*

and

*to end all forms of malnutrition including achieving, by 2025, internationally agreed targets (see below) on stunting and wasting in children under five years of age and to address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.*

- Achieve a 40% reduction in the number of children under-five who are stunted
- Achieve a 50% reduction of anaemia in women of reproductive age
- Achieve a 30% reduction in low birth weight
- Ensure that there is no increase in childhood overweight
- Increase the rate of exclusive breastfeeding in the first six months up to at least 50%
- Reduce and maintain childhood wasting to less than 5%

## Our Values

ENN applies the same values to our work as we do to our network, our partnerships and to our team.

### Independence and Impartiality

ENN is an independent organisation and is not bound by the views or positions of any one institution, nor is it a nutrition implementing agency. Any opinions expressed are based on the available *evidence* and the *experiences* of our rich and diverse networks. We pride ourselves on our objectivity and neutrality, along with our ability to bring fresh perspective.

### Driven by Network, Committed to Evidence

ENN believes that policy and practice can, and should be, informed by evidence and experience. Our networks of committed, informed and engaged individuals help to shape and inform our priorities, drive us to deliver and help to hold us to account. ENN seeks to capture, sense-make and share the learning from this evidence and experience where it exists and to advocate for it to be developed where it is missing. All our work is underpinned by our commitment to evidence, to technical quality and rigour, and to depth.

### Passionate About People

We are passionate about our people and believe everyone we work with can make a unique and outstanding contribution to what we do. We want to value and recognise everyone as an individual and to give them the support, flexibility and environment to contribute and deliver. We want to nurture a culture, internally and externally, that listens, empowers and innovates, and where we are all engaged with and driven by shared goals.

## Our Focus

We focus on those most at risk of the life-limiting consequences of malnutrition, whether by geography (countries with the highest burden of malnutrition), crisis or age. By looking across the life cycle we are able to consider where risks are passed from one stage to another and from generation to generation and identify opportunities to best disrupt the cycle of vulnerabilities passing from generation to generation. Within this, we also concentrate on areas where there are the greatest challenges in practice and gaps in awareness, learning and evidence where we can add value by filling. This approach leads to the following current priority and interconnected technical areas. The below are and will continue to be consistently reviewed according to the above so that we can remain responsive to emerging needs in the sector:

- Small and nutritionally at-risk infants (under 6 months) and their mothers (MAMI)
- Infant and Young Child Feeding in Emergencies (IYCF-E)
- Wasting and Stunting (WaSt)
- Adolescents
- Women's Nutrition

To strengthen the relevance of all we do, ENN also works on emerging broader issues that disrupt systems and exacerbate vulnerabilities and susceptibilities to malnutrition such as climate change, food systems, conflict and pandemics.



## ENN Works For

We work for those people who are working to improve outcomes of populations in countries that experience a high burden of malnutrition and the immediate, longer term and intergenerational consequences of this.

## ENN Works With

We work with individuals, institutions and networks at global, regional and country levels across specialities and sectors. This includes policymakers, notably government and United Nations agencies, academics, local and international non-governmental organisations (NGOs), civil society groups and funders (bilateral and independent). We are always willing to explore new collaborations including with the private sector when this aligns with our purpose and our values. In general, we do not directly engage with the general public, and, beyond primary research, we do not directly work with those affected by the risk or realities of malnutrition. However, we partner and network with agencies who do work closely with these stakeholder categories.

We nurture and leverage our relationships and invest in expanding collaboration with regional, national and subnational stakeholders and across specialities beyond nutrition, including health and food systems.

## How We Work – ENN’s Networked Approach

ENN works almost exclusively within networks, unleashing the power of complimentary collaborations to achieve maximum and multiplying impact, in all we do. We build, coordinate, facilitate and participate in networks of researchers, practitioners and policymakers at national, regional and global levels. Throughout

this strategic period, our connections at local, national and sub-national levels make up an ever-greater proportion of our collaborations so that all our contributions are shaped by and accountable to those we work for.

Our team is small and dispersed and they deliver relevant, appropriate, and necessary action by connecting with and facilitating our rich, grounded networks of practitioners, policy makers and researchers. We listen closely to practitioners, learning from their realities and amplifying their voice where it is not being heard. We engage with policy makers to better understand their considerations and we connect practitioners and policy makers and fora so that policy can better support practice. Our networks of researchers bring academic rigour to pragmatic research, working with implementers and policy makers to identify and address priority research gaps that inform policy and shape practice.

All our engagements are grounded in fair and accredited knowledge exchange and equitable and accountable collaboration. We analyse the diversity of the membership of our networks to guide us to be accessible and representative across people, organisations, and geographies. We are proactively broadening our research collaborations with individuals and institutions in countries affected by a high burden of undernutrition. By the end of the strategy period, ENN will be connected to and reinforcing significant networks of governments, institutions, and civil society organisations at national and regional levels, helping to respond to their technical needs to drive their policy, programming and research agendas. In the first instance, our focus is on network expansion in Asia and Africa.

## What We Do – Our Contribution

ENN enhances the relevance and effectiveness of research, policy and practice by capturing knowledge, stimulating and exchanging learning, highlighting gaps and building evidence, brokering consensus and collective action and providing technical resources and guidance to practitioners and decision-makers involved in nutrition and related systems and services.

ENN's work can be described within three strategic pillars:

1. Building Evidence
2. Convening and Brokering
3. Managing Knowledge

### 1. Building Evidence

Influencing policy, programming and practice relies on the identification and analysis of a spectrum of formal and informal evidence and the building of a collective understanding of the implications of that evidence, including its strengths and weaknesses, where it can underpin positive change and where critical gaps lie.

ENN works with partners to find and review existing evidence, identify and prioritise gaps and establish how best to fill these to inform policy, research agendas and practice. Where evidence exists, we maximise its reach and impact through careful collation and tailored dissemination with and for different audiences. We directly engage in evidence generation, through quality primary or secondary research published in the peer review literature, where there are critical evidence gaps with important implications for programme and policy, and where we are well placed to do so. We help to uncover and amplify implementation evidence, seeking, documenting and unpacking implicit knowledge and learning from practitioners.





Our curated and published evidence, deliberately made available to all, contributes to informed decision making by normative global bodies such as the World Health Organization (WHO), national governments, donors, aid agencies and practitioners, informing their policies, actions and investments for the greatest possible impact.

ENN's commitment to evidence and research is grounded in technical quality, rigour and depth. It is also grounded in inclusivity, bringing different types of evidence together from diverse sources, embracing grey literature, evaluations, case studies and key informant interviews alongside peer reviewed material.

Since we began, ENN has championed quality, curated documentation of programming experiences in varied contexts, drawing on these to identify contextual/local successes and challenges that can inform the wider evidence base. In this strategic period, our commitment to contextualised/local evidence generation and review is amplified through greater advocacy for and in pursuit of implementation research that builds stronger evidence of what works or does not, for whom and how in different settings.

As part of the further development of our networked approach during this strategy period, we engage more deliberately with academic institutions, research groups and national bodies in LMICs to amplify what they do in global fora and seeking equitable partnerships where we are invited to contribute.

## **2. Convening and Brokering**

ENN believes nurturing relationships with and between individuals and institutions is central to generating collective understanding, galvanising shared commitment and most efficiently working towards effective nutrition policy, programming and practice.

ENN's experience in convening and brokering has been instrumental in delivering lasting impact by securing prioritised shared agendas, aligning actions and leveraging the multiplying effect of the collaboration of complimentary actors to make concrete shifts in policy and practice. Where technical differences exist, we are trusted to broker solutions that help to overcome these and our unique position in the sector, as an objective non-implementer, results in ENN being invited to host or facilitate critical groups of global nutrition actors.

At the outset of this strategic period, we facilitate several technical and special interest groups, including:

- Global Adolescent Nutrition Network (GANN)
- Infant Feeding in Emergencies Core Group
- WaSt Technical Interest Group
- MAMI Global Network

These groups were set up by ENN to address critical gaps in coordination, evidence and learning in specific technical areas. Within them, ENN creates and maintains a safe, neutral space to discuss and progress in these areas with researchers, programmers and policy makers. Specifically, gaps and technical challenges are discussed, consensus built, priorities agreed upon and collaboration between actors and organisations is brokered where necessary to carry out specific activities to address gaps. ENN also co-facilitates additional groups as and when to broker collaboration between actors and organisations for the improved alignment of priorities and actions. For example, together with UNICEF, ENN co-facilitates the Maternal Nutrition Taskforce responding to an increase in interest in this previously neglected area of nutrition. An ENN staff member is also co-chair of the [UNICEF/WHO Technical Advisory Group on Wasting and Nutritional Oedema Acute Malnutrition](#) to support the uptake of the 2023 guidelines.

We are open to new convening roles in areas where we have the greatest value. Where appropriate, we will step back from existing activities when we are no longer needed or where group remit transition beyond our scope. We are committed to increasing national representation in the groups we manage, including in leadership/chairing roles.

### **3. Knowledge Management**

Knowledge capture, curation and exchange to inform effective policy and practice is why ENN was established. It remains at the heart of our work, pervading all that we do and informing how we do it.

Effective policy and practice respond to the needs of those affected by malnutrition. Geographic distance, contextual and cultural differences, unequal power dynamics, agency agendas and language barriers are just some of the factors that can impede local knowledge capture and exchange, and the accreditation required to ensure those needs and implementation knowledge translate to better policy and practice.

We are well-positioned to break down barriers to knowledge transfer, to help all voices to be heard and all experience to be reflected in critical discussions, helping to rebalance who is contributing to nutrition discourse at all levels. We enable peer to peer capture and exchange of knowledge through our established, dedicated platforms (Field Exchange, our flagship technical publication, the en-net online technical forum in English and French, and the Digital Media Platform) and within our formal and informal networks. By collating and curating content around specific themes, ENN is able to highlight emerging trends and challenges being experienced and bring these to a wider audience for action. Beyond the collation and distribution of information, ENN's knowledge management approach provides support to contributors,

offering review and feedback to appraise and strengthen submissions from those delivering relevant services and programmes worldwide. Our aim is to optimise the learning that can be brought to others through the sharing of experiences on our platforms. These mechanisms help to identify and continue to fuel ENNs technical focus areas, constantly sparking knowledge exchange and mutual learning.

Specifically, ENN is the knowledge and learning partner for the Global Nutrition Cluster Technical Alliance, a mechanism providing technical assistance in the form of deployments, guidance and advice to those working in humanitarian contexts. In this role, we identify, develop and disseminate specific learning and capacity-strengthening products informed by the country-level technical priorities of Cluster partners. We take care in this role to maximise on, consolidate and improve the accessibility of existing learning and guidance, rather than reinventing the wheel, and support the documentation of curated country experiences for other practitioners to learn from.

ENN works to constantly expand the dissemination and uptake of our work, with a focus on digital and social media, and reaching new audiences through the increased translation of outputs into more languages.

## Field Exchange

### Field Exchange

Field Exchange is ENN's flagship online and print technical publication which has been published

continuously since 1996. It enables the fast-track dissemination of operational experiences and research summaries from emergencies and high-burden contexts, with peer-to-peer knowledge exchange being its central aim. The publication is available in English with selected online content translated into French. Field Exchange is

published three times a year and one podcast per publication is also produced. Over this strategy period, a key target is to increase readability and engage with a broader readership, including early career professionals and government readers and through additional languages while maintaining our core audience.



### en-net

en-net is an online technical discussion forum hosted by ENN. It provides practitioners in nutrition and related fields with prompt technical advice and experience, sharing from a community of peers on operational challenges for which answers are not readily accessible. It is a free resource, open to all, and is supported by a network of technical moderators.

The forum currently comprises 11 technical areas, an area for discussing research partnerships and one which documents discussion related to the Scaling Up Nutrition Movement. It also hosts notices of upcoming trainings, job/consultancy opportunities and funding calls.



## Key initiatives

**ENN has identified a number of critical recent and longer-term trends that we want to deliberately respond to in this strategic period so that our contribution remains relevant.**

### Decolonisation

The international aid system was established in the colonial era and maintains norms that, in many instances, perpetuate power and resource imbalances between different people along geographic lines. ENN considers that a more inclusive, participatory and locally led approach, seen through this lens, is essential to understand and redress long standing imbalances.

ENN requires its connections to be purposeful, local and fair so that our work responds to, and is shaped by, those we aim to serve. By providing a platform for people's experiences, including their own first responses and their preferred solutions during a crisis, and by bringing that knowledge, and their participation, into all the fora where we participate, we endeavour to place that experience at the centre of our interventions to influence global policy, architecture and institutional mechanisms.

We develop practical mechanisms to be more inclusive and accountable in all we do and we advocate for the lead, participation and recognition of national institutions in all policy, research and practice spaces, including those currently dominated by international actors. We establish and reinforce links with national and sub-national governments, local NGOs, civil society and academic institutions to prioritise and amplify their role in our shared work and the wider collective effort. This strategy sees a deliberate shift to building deeper relationships at a local level to capture shared learning and, where there is demand, helping to

broker and evidence better policies and practice. We are adapting the language, terminology and images we use to be inclusive, equitable and respectful and we are increasing the translation of our outputs into more languages.

Unlike implementing organisations, ENN has a small institutional footprint of a couple of dozen technical experts. We constantly review our governance and procedures to maximise the diversity of globally dispersed trustees and staff from the greatest spectrum of countries, contexts and institutional backgrounds. We provide staff with training and the space to reflect on and respond to power imbalances within our sector and to maximise the positive roles that they can play within this.

## Digitalisation

ENN was founded to connect people and their experiences to enhance collective performance and the primacy of human connections remains central to our purpose and delivery. In the urgent pursuit of greater inclusion, accountability and new routes to greater impact, digitalisation represents a critical opportunity to enhance the quality and the efficiency of our work.

The most marginalised practitioners are not yet digitally connected but a growing majority of those we serve is now able to engage with a plethora of locally produced and/or global platforms that help citizens and professionals to navigate and enhance their lives. ENN holds both considerations simultaneously, reaching the unconnected through long established mechanisms such as physical copies of Field Exchange while optimising and maximising the content for digital platforms.

Driven by evidence, ENN uses digital tools, including the careful exploration of Artificial Intelligence, to make our evidence and information easily accessible and comprehensible to our increasingly diverse audience. We also recognise that the information we currently publishes is consumed digitally and, above all, through mobile applications and therefore we are adjusting our platforms accordingly.

ENN's *en-net* online technical forum (in English and French) connects peers for immediate technical support from peers on both high and low bandwidth systems that allow for access, at or nearer the workplace. Field Exchange will maintain its printed format in the short term but focus on the digital dissemination through user-friendly mobile and web versions. We continue to invest in these two products while exploring partnerships for new avenues of knowledge transfer via social media, podcasts, blogs etc. that will enable the greatest changes in the work of nutrition practitioners, wherever they may be.

Acknowledging both the advantages of connecting digital tools with communications as well as the risks and required compliance of operating with data in a digital space, ENN invests in its human resources and management systems to maximise delivery while adequately managing and protecting the personal data of the people who we serve and work with.

## Food systems

Today's food systems are failing those who most rely on them, undermining nutrition and greatly contributing to climate change. Understanding and addressing the links between food systems, climate change and malnutrition is vital to devise effective strategies to mitigate these interconnected challenges and to deliver nutritious, safe, affordable and sustainable diets.



Work on food systems represents a new area of strategic focus for ENN that began in 2024. From the beginning of this strategy period, ENN is establishing networks to generate, curate and share knowledge to positively influence policy and programming for sustainable food systems that promote positive nutrition. Our immediate focus is on fragile and conflict-affected environments and how food systems can be better orientated for the prevention of malnutrition, including through a dietary approach. Understanding that anticipatory actions within the food system are crucial for effectively preventing malnutrition and addressing its underlying causes, we explore ways of preventing wasting through a food systems approach.

Given ENN's focus on infancy, childhood and adolescence, our food systems work prioritises these life stages. With predictions that more than two-thirds of the global population will live in cities by 2050, ENN's increased emphasis on urban contexts combines with our food systems work to prioritise access to, and utilisation of, sustainable healthy diets within urban food environments. As women are significant actors within the food system, ENN concentrates its contribution on the currently limited evidence base for strengthening women's voices and highlighting their role.

Early emphasis is placed on building and sharing country-specific learning of effective strategies to influence policymaking and practice in our strategic focus areas.

## Gender

ENN recognises that gender equality and women's empowerment lie at the heart of progress for food and nutrition security. Our intent is informed and aligned with international commitments around gender equality and the move towards adopting gender transformative approaches that aim to meet the practical nutrition and health needs of both women and men, in ways that encourage sustainable outcomes.

## Engaging with young people

For ENN's work to expand, remain relevant and impactful, it is critical for us to purposively engage existing and emerging groups of actors. Young people are directly impacted by malnutrition and are a rich resource for addressing it. In the early stages of their careers, young people are also often working closely with a range of vulnerable groups and communities affected by malnutrition within nutrition programmes. Subsequently, young people's voices, participation and agency are key to driving sustainable change within nutrition and related sectors. Recognising the unique perspective and contribution they offer, as well as the importance of reaching the next generation working and living with malnutrition, ENN is dedicated to the meaningful engagement of students and early careers in our work and networks, providing them with the space, voice, audience and influence to contribute to collectively achieving our goals.

As reflected in our 2023 engaging with young people strategy, we take purposeful actions to increase students and early careers participation in our networks. including:

1. Working with our networks to engage youth champions and universities, prioritising those in LMICs, to generate new sign-ups to our mailing lists from students and early careers. ENN is also dedicated to fostering younger staff within the organisation and ensuring their increased representation in organisational processes and has appointed a youth representative on ENN's Board of Trustees.
2. Increasing the **accessibility** of ENN's knowledge products for students and early careers by analysing how they access and share information and using ways of communication, specifically digital, that reach and resonate with this audience.
3. Increasing the **relevance of** ENN's knowledge products and activities to students and early careers by engaging in continued dialogue with a younger audience and ensuring our work speaks to the needs of this group, including featuring more students and early careers authors in our flagship publication, Field Exchange.
4. **Facilitating adolescent voices** in the work undertaken by GANN, including recruiting youth representatives as part of the GANN Core Group.



## —○ An effective and sustainable organisation

In a time of growing resource gaps, ENN's business model is differentiated in its exclusive focus on influencing systems and using a networked approach that enables greater impact for all, rather than pursuing impact through organisational implementation. ENN optimises its return on investment by remaining small, agile and networked in structure.

### Efficiency

As a small charity, ENN constantly seeks efficiencies in its operational model and business practices to maximise capacity while ensuring effective delivery and long-term organisational sustainability.

Our delivery and our business model are formally evaluated within every programme and annual planning cycle to make sure each iteration of implementation is more efficient than the last. Learning from the previous strategy period, we prioritise internal strategic investments in:

- Developing our core team of qualified staff in whom we consistently invest to enable their professional growth and productivity.
- The structured identification and pre-qualification of consultants and collaborators who allow ENN to flex and deliver against fluctuating needs in diverse technical specialisms.
- Nurturing/expanding our network of collaborating agencies and service providers to complement our own standing capacity.
- Refining our working model that balances the benefits of inter-personal connections in a central location with a hybrid approach that enables global recruitment and the regulation of overhead costs.



- Digital tools for greater technical impact, with an emphasis on data curation and analysis, accessibility and the dissemination of our products and those that provide improved institutional oversight and accountability.
- Pro-active review of our operating model including its structures, business processes, management tools and funding strategy; all with a strong focus on a cost model that is accountable, sustainable and fair to all parties.

At a technical level, ENN contributes to optimal efficiency and complementarity of the collective response by working closely with its networks of collaborators to avoid the duplication of collective efforts and only acting in specific areas that are not covered by and/or complementing other organisations where we know we can add value.

## Funding

ENN is funded entirely by restricted grants within a portfolio made up of government and NGOs as well as the private foundations that play an important role in funding this sector.

Our funding is balanced between annual commitments to single focus issues with grants that allow for critical institutional funding to more diverse initiatives that reflect ENN's responsive and nimble ways of working. As our portfolio evolves in the immediate and longer term, we explore new ways to develop programmatic frameworks within which our donors can contribute to specific bodies of work that include more clearly defined outcomes. As a recognised contributor of relevant and valued content, ENN works with its collaborators to refine the models of recurring contributions to Field Exchange publications and network membership.

As an enabling organisation that pursues maximum impact through approaches that can be longer-term and less immediately attributable than the more linear delivery of implementing organisations, ENN relies on donors that understand the importance of its theory of change and the extraordinary return on investment in delivering knowledge and positively influencing policy for all. Working closely with donors and demonstrating collective impact, combined with excellence in the stewardship of funding, are critical to securing long-term income. ENN's 2024 funding strategy forms a critical and complimentary strand to this strategy.

## Greening ENN

ENN acknowledges climate change and environmental degradation as interconnected global catastrophes as well as being among the biggest drivers of hunger and malnutrition. While developing technical projects that respond to these threats and although we have an extremely limited operational presence, it is a priority to understand and reduce ENN's own contribution to the climate crisis.

Against baselines and the targets established in 2024, ENN pursues actions and monitors progress in reducing its environmental impact in:

- Transport, notably air travel
- Energy consumption of our internal operations
- Use of plastic and other non-renewable material, notably but not exclusively, single use
- E-waste and disposal practice
- Banking and pension investments

A second phase looks at our external work filtering the research and recommendations for improved policy and practice to consider the unintended consequences to environmental degradation and climate change. This is led by our food systems work and cuts across all we do, including our digital footprint and access to low carbon options for visitors to ENN's website

## Our People

ENN's ability to achieve its vision depends entirely on the performance, collaboration and well-being of a small but highly effective team where everyone is empowered to bring and develop their own expertise, internal and external networks, resources, deliverables and risk management. We are passionate about and committed to what we do with the clarity of a shared purpose that allows us to thrive personally while contributing to maximum collective impact.

Operating within a culture of kindness and mutual respect, ENN provides a creative environment that promotes curiosity and open discussion and where employees have the freedom to lead, be creative and to challenge the internal and external status quo.

In this strategic period, we are building ENN as an organisation whose purpose is reflected within the diversity of its team, is efficient and transparent in the implementation of policy and practice at every stage of an employee's engagement, as a place where talent is recognised and systematically invested in and is ultimately considered an essential destination to build or further a career in the nutrition sector.

## An Equitable, Diverse and Inclusive Organisation

With our purpose focusing ultimately on serving vulnerable and marginalised people while working on a global level, ENN requires a team of staff and trustees with institutional diversity in representation, thought and process. Delivering on our diversity ambition, within the limitations of our minimal footprint, is integral to ENN's real and perceived success.

ENN embraces equality, diversity and inclusivity by setting ourselves targets in consultation with our staff, board and relevant external stakeholders and by learning from others to build internal policy and practices that enable an inclusive and diverse workplace. ENN proactively fosters a culture that cares for and respects each other as individuals, embracing our differences, diverse experiences, backgrounds and perspectives.

## Communications

The effective delivery of ENN's purpose, a successful networked approach and our work within the three pillars is dependent on effective communication. Our evidence, analysis and curated learning has the maximum benefit for the greatest diversity of dispersed practitioners if it is clearly, appropriately and purposefully disseminated.

New investments of resource and time on communications, and digital media in particular, offer an opportunity to considerably increase our reach and impact and the return on investment in all we do, including in maximising dissemination, collaboration and consensus across diverse and geographically separated practitioners. Therefore, this strategic period sees a deliberate expansion of our use of digital

communication tools and content to allow us, our collaborators and our products to engage and reach more people in multiple ways that are more inclusive and accountable.

All ENN staff take on increasing responsibility to communicate ENN's products, role and perspective on critical issues. Our budgets include time and investment for communications that enhance outcomes, raise ENN's and network profiles and the visibility of our supporters. There is consistency of style, branding and dissemination across all our products.

## Being Accountable – Monitoring Evaluation Accountability and Learning (MEAL)

ENN achieves significant impact, often through non-linear, difficult to attribute but consistent, systemic changes over longer periods of time, all of which require us to look beyond quantitative indicators. Our MEAL system identifies the change we seek and enables us to demonstrate progress and to articulate the overall impact of the organisation as well as the long-term collective efforts that influence sustained positive change in the nutrition sector.

In this strategic period we:

- Define the changes we want to achieve, our routes to impact and the concepts that will allow us to measure and report progress.
- Develop the monitoring tools that allow us to assess progress, identify and address problems as they arise and rapidly adapt to challenges and opportunities.
- Develop impact measurement tools that can capture systemic changes, their outcomes and the attribution of networked contributors, including ENN, to those changes.
- Establish two-way mechanisms to collect, analyse and distil relevant and accurate data to enable our accountability towards our collaborators and particularly to those we serve.
- Systematically generate and capture our internal learning to inform our own work and continuously improve our practice.
- Evaluate our work to periodically reflect on our overall direction of travel, re-assessing our assumptions and strategic priorities as well as to provide ongoing reflection on the external landscape of global nutrition.
- Develop our communication mechanisms to share our learning and improve the collective understanding of the return on investments from our systems influencing

As we invest in our MEAL system, processes and tools, we foster creativity and innovation in the way we think about sustainable impact, how we assess and demonstrate it. The impacts we deliver are always the result of collective effort but ENN is bolder in demonstrating and celebrating our specific contribution in both micro and macro level changes.



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