

IFE CORE
GROUP

Meeting report



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IFE Core Group meeting report 2019

28 - 30 October 2019, Oxford, UK

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About the IFE Core Group

The Infant Feeding in Emergencies (IFE) Core Group is a global collaboration of agencies and individuals that formed in 1999 to address policy guidance and training resources gaps hampering programming on infant and young child feeding support in emergencies.

Coordinated and facilitated by ENN, the IFE Core Group consists of members from several agencies: ACF, ADRA, CDC, CGBI, Concern Worldwide, Eleanor Crook Foundation, ENN, GNC, Goal, IBFA, IMC, IOCC, IRC, MSF, SafelyFed Canada, Samaritan's Purse, Save the Children, UCL, UNCHR, UNICEF, USAID/FFP, USAID/OFDA, WFP, and World Vision in addition to individual members.

For more information about the IFE Core Group visit: <https://www.ennonline.net/ifecoregroup>



This meeting was dedicated to the memory of our dear colleague, Claudine Prudhon, who passed away recently and who contributed so much to our collective work.

Acronyms

AAH	Action Against Hunger
BFS	Baby Friendly Spaces
BMS	Breastmilk Substitute(s)
CF	Complementary Feeding
CFE	Complementary Feeding in Emergencies
Code, the	International Code of Marketing of Breast-milk Substitutes
DOI	Declaration of Interest
ENN	Emergency Nutrition Network
GNC	Global Nutrition Cluster
GTAM	Global Technical Assistance Mechanism for Nutrition
GTAM-CT	GTAM Core Team
GTWG	Global Thematic Working Group
IFE/IYCF-E	Infant and Young Child Feeding in Emergencies
IFE-CG	IFE Core Group
IFE-CG SC	IFE Core Group Steering Committee
IYCF	Infant and Young Child Feeding
ICFI	Infant and Young Child Feeding Index
MAMI	Management of At Risk Mothers and Infants under six months
MSF	Médecins Sans Frontières
NGO	Non-governmental organisation
NiE	Nutrition in Emergencies
NIS	Nutrition Information Systems
OG-IFE	Operational Guidance on Infant and Young Child Feeding in Emergencies
Tech RRT	Nutrition Technical Rapid Response Team
TOC	Theory of Change
TOR	Terms of Reference
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WHA	World Health Assembly
WHO	World Health Organization

Meeting Overview

The IFE Core Group Annual Meeting was held in Oxford from 28 – 30 October 2019, hosted by Emergency Nutrition Network (ENN) and funded by the Office for Foreign Disaster Assistance (OFDA) and Irish Aid. Days 1 and 2 were full member meetings. Day 3 was attended by Steering Committee (SC) members only.

The meeting objectives were to:

1. Review the **way of working** for the IFE Core Group (IFE-CG), including **demands and needs** for the group.
2. Locate the work of the IFE-CG with the wider existing initiatives/collaborators (e.g., Global Technical Assistance Mechanism for Nutrition (GTAM), Nutrition Technical Rapid Response Team (Tech RRT), the Global Breastfeeding Collective, Global Nutrition Cluster (GNC) and strategic engagements (e.g., World Health Assembly (WHA)).
3. **Review IFE-CG progress** against the workplan and **identify priority areas and actions** or a feasible workplan to be delivered by the collective for 2020.

The expected outputs of the meeting were:

- **Key areas to address in updated IFE-CG terms of reference (TORs)**, including strategies to optimise ways of working.
- Clarity on the working modality for engagement with different initiatives; specifically the GTAM.
- **Updated workplan** with key identified priority areas, roles and responsibilities.
- Meeting report with clear priority actions.

A total of **22 participants** attended the first two full days of

the face-to-face meeting, with an additional seven participants joining remotely at various times and five attending part of the meeting. Topics covered over the two days included a review of internal ways of working, a review of the workplan objectives and activities, and a discussion on collaborations and linkages with external entities (particularly the GTAM). Space for technical discussions was dedicated to an in-depth look at complementary feeding (CF) (ongoing OFDA-funded review of CF in emergencies by Emergency Nutrition Network (ENN) and a new global informed action framework for CF being developed by United Nations Children's Fund (UNICEF), and presentations on various innovations in Infant and Young Child Feeding in Emergencies (IFE).

Five IFE-CG Steering Committee (IFE-CG SC) members attended Day 3. Key discussions from the previous two days were examined to reflect on and further refine key decisions and suggested action points. Issues covered included member engagement, engaging other sectors, communications, the group's TOR and Declaration of Interest requirements, the group's sustainability, monthly meetings and upcoming work on the Theory of Change. Summaries of Day 3 discussions have been included throughout this report.

See **Annex A** for a full list of **participants**. The agenda is shown in **Annex B**. Presentations are available on request from ENN. This report provides an overview of the meeting's proceedings, including **suggested areas for action** for further review (**Annex C**).

Section 1 Review of internal ways of working

The IFE Core Group Working Modality – Is it working?

Presenter: Linda Shaker Barbari (IFE-CG Facilitator/ENN)

This opening session aimed to collectively reflect on current ways of working and identify where there is room for improvement.

Overview of the new working modality

Looking back, **significant changes** have occurred and

progress has been made since the group last met in December 2017. Several recommendations made during the 2017 IFE-CG Meeting have been taken up, including the establishment of **new structures** (a Steering Committee (SC) to guide and support the Chair (ENN) and working groups to deliver on specific tasks) and **functions** (IFE-CG Facilitator) whose roles and responsibilities are

clearly articulated in **Terms of Reference (TORs)**. **Group membership** was also formalised, through a process which required interested agencies and individuals to declare their interests as per the group’s newly developed **Declaration of Interest (DOI)** guidelines. Following a strategic pause in 2018, during which the group’s ways of working and priorities were re-examined, it was now time to ask whether the IFE-CG’s new working modality is, indeed, working.

Survey results: Feedback on the working modality

The results of a short survey (n = 19, 12 organisations and two individuals) issued ahead of the meeting to solicit members’ feedback on ways of working were shared. Most respondents indicated having contributed to the collective in small ways (thought to be an underestimation by SC and facilitators), and identified **heavy workloads, time pressure** and **staff shortages** as barriers to contributing. Currently, 60% of member agencies are attending **at least**

80% of monthly calls, as required. The majority of respondents were **satisfied** with the **membership procedure** (68% adequate, 26% neutral) and **monthly calls** (89.5% helpful, 10.5% neutral), with numerous suggestions made to improve both further.

“I think it could be useful to discuss in the IFE-CG how the donor community can best support and participate ... we could get creative in terms of how we can best support the IFE-CG, beyond paying [contributions]. Are there key priorities that donors can support within different fora? Are donors connected with stakeholders that implementers are not, where key issues can be flagged?”

– Survey respondent

During the meeting, the draft workplan for 2019 was used to track progress. Objective 4 in the workplan includes activities related to the internal way of working in the IFE-CG.

Progress against objective 4: Maintain IFE Core Group Membership and Engagement

TASK	PROGRESS	WHAT NEXT
5.1.1 Final list of members with relevant documents – members aware of IFE-CG events and updates		Update as needed
5.1.2 Monthly meetings conducted and minutes shared		Ongoing activity
5.1.3 A face-to-face meeting conducted with IFE-CG membership and a meeting report completed		Done
5.2.1 Updated IFE-CG online material, including IYCF-E resources	 Outline developed and content discussed	Populate outline/ content of web page

Plenary discussions Day 1 and 2: Strengthening ways of working

It was noted that the implemented structural changes, including the formalisation of membership procedures, have strengthened member engagement, while the introduction of a facilitator has been invaluable in advancing the collective’s workplan. Acknowledging that the issue of conflict of Interest identification and management has many dimensions to consider, the introduction of a process addressing the matter is viewed as a welcome and positive step forward.

Upcoming plans include the development of a strategy and Theory of Change (TOC) for the IFE-CG to articulate its impact and a monitoring strategy, as well as a revision of the current web page to showcase “who we are and what we do”.

With regard to **strengthening the working modality** further, the following suggestions and comments were made (see Box 2 below for further discussions and decisions by the IFE-CG on the following points.)

- While what is done as a collective is reflected in the workplan’s objectives, this is missing in the group’s TOR. **ACTION:** Once ways of working are more clearly articulated as part of the process of developing the IFE-CG Strategy and TOC, revise the *IFE Core Group Membership and Terms of Reference* document to include terms of reference for the IFE-CG itself.
- Greater transparency is required on the activities of the IFE-CG SC. **ACTION:** Create an online folder with SC meeting minutes. **ACTION:** Add standing agenda point to monthly meeting agenda: top-line updates from the SC on key discussion points and decisions.
- The appeal of learning something new (e.g., during the “updates from current emergencies” monthly agenda item) might encourage attendance. A decision was taken to keep the standing agenda item on “updates from current emergencies.” However, there was a note

of caution to limit the amount of information being shared during monthly meetings: they serve to update members, hold one another accountable and stay on track. Technical discussions need a separate forum; it was therefore agreed that discussions on the monthly call will be limited to notifying participants that an issue has been flagged and a separate call will be convened.

ACTION: Form a working group to run technical meetings for different emergencies and/or issues and update the group during monthly meetings. (NB: To be coordinated with the GNC and GNC partner calls).

With regard to the **group's composition**, it was agreed that there is a need to engage across sectors and bring a more diverse range of voices and agencies to the table:

- There is a need to seek out and engage particular experts to work with the group as needed (e.g., advocacy or communications experts to work on specific pieces).
- Consider the type of representation and profile (skills, country/regional representation, etc.) that are deemed important to have in the collective.

ACTION: Map the group's current and desired composition; strategise how to fill gaps in current composition.

- A wealth of experience exists and the issue of localisation is becoming more prominent; consider how the IFE-CG can ensure it brings in diverse voices and experiences.

ACTION: Increase engagement with local/national organisations to tap into the wealth of experience on IFE.

With regard to **strengthening member engagement** in a sustainable manner:

- Significant internal advocacy is needed for agencies to dedicate more staff time to IFE-CG activities that benefit the collective.

ACTION: Acknowledging agency workloads and competing priorities, consider what the IFE-CG can do to help agency staff make the case for contributing to the IFE-CG.

ACTION: Define member participation and engagement with working groups further.

- Consider how **policy change can be brought about in member organisations** (e.g., strengthening dissemination of the Operational Guidance on IFE (OG-IFE)). A concrete and visible workplan was identified as critical to maintaining momentum, monitoring impact and generating internal buy-in.
- With regard to members' **Declarations of Interests**, to help identify and manage conflicts, agency commitment at higher levels is valuable but poses challenges. Save the Children shared that escalation of the issue prompted valuable discussions with other departments (such as those working on business and partnership developments) on the implications for an organisation as a whole. Members are encouraged to escalate this matter as high

as possible as part of mainstreaming commitment to IFE across their agencies.

ACTION: Update definitions in the DOI to reflect those in the International Code of Marketing of Breast-milk Substitutes and subsequent resolutions (the Code).

- Working groups were identified as a helpful means to deliver on tasks but had limited access to the latest information and updates.

ACTION: Reshare list of working groups so all can sign up to sub-committees and working groups of interest.

- The current timing of monthly meetings is a barrier for members in the Asia Pacific region.

ACTION: Alternate meeting times to allow for members in different time zones to attend.

- Beyond members, it was noted that there may be things to be learned from other collectives on engaging other bodies and individuals.

ACTION: Consider how an investment in external communications (including translation and design) could result in a broader impact. Examine what is needed **internally versus externally** in order to communicate more effectively. Identify what can be done in the immediate term to improve visibility of the IFE-CG (e.g., updating website sub-headings).

ACTION: Consider what type of documents and outputs the IFE-CG should generate and whether these should have a consistent look and feel.

Reflecting on recent asks originating from the newly created **Global Technical Assistance Mechanism for Nutrition (GTAM)**:

“The question of how we work with the GTAM and how much is enough is important? How much process and predictability do we need to have on generating specific documents? How many need to be involved in shaping the document, vetting it, and “signing off” in order to feel confident that this represents the collective?”

- Some GTAM requests have been referred to other groups but could benefit from an IFE lens.

ACTION: Review potential models and processes for joining other groups to provide an IFE lens.

- The linkages between the GTAM and the IFE-CG are a potential opportunity for sustainability; e.g., by determining how the IFE-CG can contribute to providing technical advice via one sustained voice, contributing to outlining the process for not only developing but also regularly revising consensus-driven guidance and IFE-CG member involvement in the GTAM's Technical Expertise Pillar.

Box 1 Summary of group's key decisions

- "Updates from current emergencies" will remain a monthly meeting standing agenda item and be used to identify a need for separate technical discussions (to be organised by a dedicated working group).
- To strengthen engagement, all are encouraged to sign up to the various working groups and sub-committees, and monthly meeting call timings will be alternated.
- SC transparency on key discussions and decisions will be strengthened.
- A mapping of the current membership will be carried out to establish who is currently missing from the group's ideal composition and reviewed in relation to scoping where the IFE-CG needs to be connected to deliver on its strategy.

Box 2 Summary of Steering Committee discussions and decisions

Member Engagement: It is important to understand what organisations are doing and to ensure that membership representation is what the IFE-CG needs. Membership needs to be linked to accountability.

- Plan to map skills and specialties among members and agencies.
- Write to agencies to acknowledge contributions and build more resources.

Monthly Meetings:

- Add an agenda item related to cost updates and funding opportunities.
- Add an agenda item on SC activities.
- Keep "updates from current emergencies" as a standing agenda item.

- Include updates on how sub-committees are delivering on workplan objectives.
- Alternate meeting times to enable broader participation.

Steering Committee Membership: The term of the Steering Committee members will be two years; every two years, half of the members will change.

- Update TOR to reflect SC term.

Declaration of Interest. The discrepancy between the definitions of the products covered and the official definitions used by the Code is noted. Seek advice from UNICEF on product definitions (as indicated by NetCode and the Breastfeeding Collective) so that the definitions can be updated in the DOI.

Section 2 Review of the IFE Core Group's workplan

In this section, key points of discussion and suggested actions from several sessions held over the first two days of the meeting have been consolidated. These include a review of the workplan's objectives, updates on progress against workplan activities and planned outputs, further review and

refinement of selected areas of the workplan (Training Materials and Capacity Strengthening; BMS-dependent Infants; Advocacy, Research Priorities and Overall Workplan, including Objectives) in small groups and a plenary session to agree on a revised workplan and priority areas.

Review of workplan objectives

Facilitator: Alessandro Iellamo – Save the Children

This session aimed to:

- Present the IFE-CG workplan objectives and activities.
- Discuss the relevance of objectives and layout of the workplan.
- Establish how to develop a feasible workplan and identify what is needed to take it forward.
- Review experiences of delivering/not delivering on the workplan in 2019.

IFE Core Group workplan goal

Support IFE by addressing policy guidance and training-resource gaps hampering programming on IFE.

Feedback on IFE Core Group workplan objectives – initial discussion

1. Provide technical guidance on IFE through development and dissemination of relevant guidance, resources and materials.
 - Steps following dissemination (i.e. translation into practice) should be included.
 - Be more specific about preparedness materials (which are in high demand)

ACTION: Review the IFE Preparedness Tool drafted by Save the Children.

2. Develop and implement an advocacy strategy to ensure IYCF is appropriately supported in emergencies.
 - Both internal and collective advocacy need to be encompassed by this objective.
 - Consider advocacy on preparedness (by members, the GNC and higher levels).
3. Document evidence and lessons learned and bring challenges and issues to the collective for action and support.
 - There is a lack of clarity on the IFE-CG role in holding others to account at country and global level, as highlighted by the apparent inaction following an outcry over the lack of support for non-breastfed infants in 2018. Where does IFE-CG accountability end, in this example, and what is the responsibility of the GNC Global Coordinator to ensure Nutrition Cluster Coordinators take forward actions from the GNC meeting? Consider including the issue of accountability under this objective.
4. Maintain IFE-CG membership and engagement.

Following a continuation of Session 6, groups fed back to the wider group on their discussions.

Feedback on IFE Core Group workplan objectives – small groupwork

- The objectives are straightforward, based on the IFE CG's history.
- Keep the same workplan format and layout.

- Extend workplan until end 2020 (i.e., until TOR and strategy are complete).
- Include a column with information on sub-committees (members).
- Update 2020 outputs (e.g., those linked to the GTAM).
- Include a public version of the workplan on the web page.
- Prioritisation was challenging – not done.

Broader feedback on the overall workplan

- Do not lose sight of the group's aim to protect breastfeeding in emergencies while other areas of IYCF-E programming, such as support for BMS-dependent infants, are strengthened.
- Engage more with government on political issues, such as Code violations.
- Consider what role donors can play beyond financing when considering priorities and engagement with other groups.
- Review where the IFE-CG may need to engage in cash and new modalities of working which are eliciting numerous questions from the field.
- Look beyond next year, considering medium and long-term objectives in order to become agents of change. Examine what success looks like in 20 years' time.

In conclusion, the need to embrace difficult discussions was acknowledged and the ability to be open and transparent with regards to both members' commitments and challenges with fulfilling the OG-IFE to its full extent was appreciated.

Review of workplan activities

Presenters: Alessandro Iellamo (Save the Children), Alexandra Rutishauser Perera (Action Against Hunger), Diane Holland (UNICEF), Isabelle Modigell (ENN), Linda Shaker Barbari (ENN) and Marie McGrath (ENN).

The following activities were initially suggested for inclusion in the workplan:




- Develop a strategy which addresses **internal and collective advocacy** as distinct activities. Internal advocacy: individual agencies can become a barrier to implementation in emergencies; difficult discussions on what is and isn't happening are to be embraced (internal advocacy). External advocacy: the IFE-CG is still relatively unknown outside the emergency sphere; its impact could be significantly greater if IFE is seen as a public health issue. Continued engagement of sectors beyond nutrition is also needed – consider including sector focal points when outlining desirable member profiles and committing to "being the only nutritionist in a meeting."
- **Collaborate with the GNC on preparedness**, there is a broadly overlapping activity with GNC workplan.



(Otherwise, there is minimal overlap with the GNC workplan).

- Develop structured **thought pieces/position papers** that unpack complex issues which regularly arise, such as the matter of maternal choice. (NB: Karleen Gribble is working on a paper examining the ethical issues around maternal choice).
- **Document emergency experiences and their challenges** with transparency to better identify problematic areas and create a clearer course on issues needing attention.

Review of activities under objective 1

Provide technical guidance on IFE through development and dissemination of relevant guidance, resources and materials

TASK	PROGRESS	WHAT NEXT
1.1 Operational Guidance Version 3 available online in the following languages: French, Spanish, Japanese, Arabic, Swahili, Hindi, Bahasa, Bangla, Portuguese (Additions: Portuguese and Bangla)	 9/10 translated, 5/10 formatted.	Support needed for formatting of Portuguese and Arabic versions and review of Hindi translation/ Decide on need for printed copies (cost considerations)
1.1.2 Report on dissemination of Version 3 of the Operational Guidance (includes methods of dissemination and lessons learned)		ALL to complete online form for the year 2019 or share with those who have delivered trainings/ Plan for a lessons-learned document in 2020 based on 2019 data
1.1.3 Mapping of agencies providing training for lactation professionals at the global level	 Mapping started	ALL members invited to review/Prepare to reply (identify training courses for referral, including coordinating with WHO on BF Counselling Course update, online Nutrition in Emergencies (NiE) training course). Contact training organisations/ Capture experience for rollout to national level. NB: Potential need to define the core competencies and skills required for the main target groups; e.g., IBCLC's (would need resourcing)

TASK	PROGRESS	WHAT NEXT
1.2.1 Newly developed material to include YCF-E provisions in line with the Operational Guidance		Use agreed-upon tool (to be finalised) to review globally developed materials
1.2.2 Updated IYCF-E module within NiE online classroom training	 1 of 16 NiE modules, based on Save the Children's course	Online training to be finalised (planned for Q1/2, 2020)

With regard to 1.2.2, the **NiE Course** will contain 16 modules. The target audience is the same as that of the Harmonised Training Package. The IFE module will be comprised of two sub-modules of 35 minutes each, based on Save the Children's 5-day IFE curriculum. An open-source website for learning will be accessible to all, as well as classroom materials for adaptation to country contexts. So far, two complementary classroom trainings have been conducted, in Beirut and Kathmandu. In both locations, the IFE module received the highest rating. An activity on reviewing national policies was particularly effective, as was asking participants to prepare case studies of their work on IFE in advance. It was recommended to:

- Apply learning from the OG-IFE translation process.
- Link with the GNC's global capacity development strategy (coordination, information management and technical capacities).
- Address the question of "how to"; i.e. translate guidance into practice.
- Consider involving others in the review to promote ownership.
- Ensure there is a balance of issues stemming from different regions.

- Be clear on what is orientation and what is training, with clear objectives and expected competencies.

CALL for any members who have identified a country need for IFE training to contact Save the Children US (new cycle of funding available to deliver six trainings of five days each over the next 18 months).

Capacity strengthening – small groupwork feedback

- **Mapping of training materials** was identified as the top priority. Recommendation to tweak activity 1.2.1 to include mapping and the curating of an internal repository (what is available for whom) for follow-up activities (e.g., mentoring).
- **"Bite-size" breakdown of the OG-IFE.** Noting the existence of the IYCF Framework (to be extended beyond refugee contexts) for sector orientations, the lack of functional instructions for OG-IFE tasks was noted; e.g., BMS-donation management instructions for logistics and camp management.

¹ International Board Certified Lactation Consultant

- **Asset mapping of the IFE-CG.**
- **IFE Training** – Discuss ways for greater engagement with the IFE-CG on prioritisation/identifying locations for IFE training. Broaden facilitator base. Consider training GNC Nutrition Cluster Coordinators. “How do we take on capacity strengthening more broadly and strategically as a group?”

Capacity strengthening – plenary discussion

In response to the working group’s presentation, the following points were raised:

- A need has been identified by the GTAM to update the NiE Competency Framework, which includes competencies related to IFE which are very general. One of the gaps at the programmatic level is that this sector has not taken up the **competencies** required for skilled IYCF support (which might be defined elsewhere). IYCF counsellors on the ground often cannot access guidance and technical support for complex feeding challenges. This must be addressed if the IYCF-E community is to move towards quality, skilled support.
- The importance of **mentoring** was acknowledged; a

question to consider is how this could be supported by the IFE-CG as a collective. It is recommended to look to the experiences of others (e.g., use of telemedicine by Médecins Sans Frontières (MSF) and consider how the informal support that members regularly provide can be formalised and documented.

- It is recommended to include IFE-CG **member capacity-building initiatives** so they can be harmonised and coordinated.
- A mapping of the capacity of agencies within the IFE-CG should be considered. “What are the needs and how do we meet those needs with our capacity-building offer?”
- Discuss how to **move beyond dissemination and training** (e.g., case studies on where things worked well or did not work well as practical examples of guidance application.)
- Draw on other frameworks (e.g., Baby Friendly Hospital Initiative structure of trainings) that have used different levels of **training** based on job function.
- Ensure it is clear and obvious that IFE goes **beyond nutrition** and suggest mandatory training courses (similar to those existing for security training, gender, etc.). It would be practical to link this work to the IYCF Framework.

TASK	PROGRESS	WHAT NEXT
1.3.1 a) Finalise FAQs on support to non-breastfed infants, and development of other guidance as identified by GTAMe		Revision, vetting, dissemination
1.3.1 b) IYCF recommendations in the context of Ebola and vaccination		Redefinition of scope of work with existing resources and resource mobilisation for further work

Increasing support for non-breastfed infants is an IFE-CG priority. The frequency of questions received on how to support non-breastfed infants led to the identification of a need for a FAQ document, initially started by UNICEF with agreement that finalisation would be best done through the IFE-CG, as part of GTAM’s Global Thematic Working Group (GTWG). Some issues are factual and straightforward, while others require presentation of pros and cons and options, which requires further discussion among operational agencies. Responses were drafted to questions which can be answered by applying existing guidance; however, during the process it became evident that not all questions can be answered in this manner and thus wider vetting and input by the IFE-CG is required.

ACTION: Clarify the revision and vetting process for materials such as the FAQ document by the IFE-CG, as a thematic working group for the GTAM.

The proposed piece on **IYCF recommendations in the context of Ebola and vaccination** has highlighted some of the information and coordination requirements (e.g., influencing or contributing to ongoing processes at the right time) and

the need to have immediate and medium-term flexible resources (in kind and financial) to enable responsiveness. There is a need to redefine the scope of work into something clear and actionable over the coming months.

ACTION: Identify how financial resources can be secured to move forward on work, such as the development of stopgap guidance.

Support for BMS-dependent infants – small groupwork feedback

- This is a high priority area for the IFE-CG.

FAQs on non-breastfed infants and development of other guidance as identified by GTAM.

- The audience includes operations personnel, donors and policy makers.
- There is clear value in being able to give harmonised answers to core questions; however, sometimes it is very difficult to reach consensus or a definitive answer. “How do we appropriately violate our own guidelines in the answers we give?” Wider input is needed.

- The support for non-breastfed is an ongoing process as contexts differ and experience is learned/documentated.
- Next steps include defining and sorting the initial questions into “quick wins”, then prioritising a few for the IFE-CG in Q1.

IYCF recommendations in the context of Ebola and vaccination.

- There is reticence to provide normative guidance in the absence of evidence; this raises questions about what outputs can be provided by normative agencies

- such as WHO and UNICEF versus the IFE-CG.
- The IFE-CG can be a major player in pushing for/creating the guidance; however, questions of legitimacy will need to be unpacked.
- Thus far, the process has varied significantly for various pieces of interim guidance (e.g., Ebola, cholera, migrants and refugees). The GTAM developed a draft standard process for guidance development to address the issue of confidence and consistency in the process across working groups, to be reviewed by all GTWGs and WHO and put into place in 2020.

Review of activities under objective 2

Develop and implement an advocacy strategy to ensure IYCF is appropriately supported in emergencies

TASK	PROGRESS	WHAT NEXT
2.1.1 Questions on IYCF-E on en-net have been answered, as reported by ENN		All to sign up to en-net / define minimum commitment by members and discuss ways to increase engagement

Although there is currently no formal reporting or analysis by ENN, it was pointed out that **en-net contributions** by IFE-CG members thus far have been minimal. The forum currently has only one technical moderator (who is not an IFE-CG member).



ACTION: Consider whether several IFE-CG members should be designated technical moderators on en-net’s IYCF forum.

It was noted that, as **en-net** is considered a first-line service portal of the GTAM, where service users can go to ask technical questions, when IFE-CG members support en-net’s IYCF forum this is part of how the IFE-CG is contributing to the GTAM. GTAM will *not* be closely

monitoring and reporting on en-net forum activity, but difficult or contentious questions can be shared with the GTAM team by the en-net moderator. Questions that cannot be answered by applying existing knowledge and guidance will be considered for escalation to the IFE-CG/designated moderators among members.

ACTION: Consider whether there is a need to monitor and report on en-net activity (as per the workplan) or to revise this workplan activity.

There was a **CALL** for members to encourage those asking questions offline to post them on en-net instead to support wider learning.

TASK	PROGRESS	WHAT NEXT
2.2.1 Finalised TOR for engagement of IFE-CG with GTAM		Identify funding, implement the TOR
2.3.1 Three webinars executed on non-breastfed infants/BMS-dependent infants. Four webinars executed on integration of IYCF-E		Redefinition of scope of work with existing resources and resource mobilisation for further work

Four **webinars** on integration (reproductive health, cash, psychosocial support and assessment) and three webinars on supporting non-breastfed infants (relactation, wet nursing and safer BMS programming) were held between June and October 2019. Attendance was strong, with an average of 40 (peak 49) and 75 (peak 90) participants attending the integration and non-breastfed support webinars

respectively. Positive feedback was received on the webinars; particularly on the opportunity to ask questions and the practical, field-based nature of the presentations.

ACTION: Consider how to encourage and increase the participation of national/local organisations in these kinds of capacity building and opportunities for sharing of experience.

Review of activities under objective 3

Document evidence and lessons learned and bring challenges and issues to the collective for action and support

Task	Progress	What next?
3.2.1 IFE-CG participates and contributes to WHA		Finalisation of materials and preparation of the presentations
3.3.1 Targeted advocacy strategy is developed that responds to identified issues with the IFE-CG and GTAM		Content development (goals, scope, materials, development). Process development (review, sign-off, dissemination)
Statement/advocacy brief on care of formula-dependent infants from IFE-CG response letter		SC to clarify the objective, the audience and needed facts in Q1 2020.

Samples of materials prepared for the upcoming **World Breastfeeding Conference** were shared for review and feedback during the meeting.

ACTION: Document learning from the World Breastfeeding Conference and 2018 World Health Assembly (visibility, collective collaboration, social media, leveraging donors, etc.)

A number of new tools and data have recently been released (e.g., the Cost of Not Breastfeeding Tool).

ACTION: Create a working group to agree on the **advocacy strategy's** scope and goals and to scope existing opportunities (such as the advocacy work done on Breastfeeding in Emergency Situations by the Global Breastfeeding Collective.)

ACTION: Clarify GNC expectations from the IFE-CG with regard to work that will feed into an advocacy plan/brief addressing support for BMS-dependent infants.

It was pointed out that the recently released position paper² by the **World Association of Infant Mental Health** on infants' rights in wartime does not mention breastfeeding.

Advocacy – small groupwork feedback

- Advocacy was identified as a **high-priority** activity.
- The **goal** for the advocacy strategy should be to build

advocacy into all activities/indicators (i.e. view them with an advocacy lens). All levels (global/regional/national) need to be targeted. The ambition and priorities of the strategy need to be determined and linked to the communications strategy.

- The **target audience** includes government, existing grassroots organisations, UN agencies/NGOs (all staff rather than just nutritionists), donors and academia.
- The long-term **scope** (contribute to achieving the Sustainable Development Goals by 2030) is to be determined once the TOC is mapped out, as this will determine the goal. The short-term scope is to engage ministers of health, decision makers and other international organisations during the WHA in May 2020.
- The **process** should involve asset mapping to determine in-house expertise (at individual and agency level) and whether external support is needed, as well as stakeholder mapping.
- Regarding the **content** of the strategy, it will be important to ensure that conflict of interest principles are not forgotten. A key driver is for the OG-IFE to be nationalised; consider whether this can be an end goal for us and, if so, what route can lead us there.

² <https://onlinelibrary.wiley.com/doi/abs/10.1002/imhj.21813>

Task	Progress	What next?
4.1.1 Global Report on the progress of implementation of the IFE-OG	 Data processing and analysis ongoing	Drafting of the report Plan for official launch at WHA May 2020
4.2.1. Standing agenda item of the IFE-CG regular monthly meeting is on "updates from active emergencies – issues related to breastfeeding, BMS-dependent infants and complementary feeding (or other related issues). • Regular updates from en-net and GTAM on any rising issues		Connect to GTAM for regular field updates
4.3.1 IFE-CG TOC developed that illustrates the IFE-CG desired change and expected outputs	 Funded by OFDA, consultant identified	TOR and process development
4.3.2 GTAM Baseline Technical Needs Assessment report developed summarising main issues and gaps in IYCF-E		Implement IFE-CG response letter recommendations (funding required)
4.4.1 Updated brief on research priorities in IYCF-E		Workplan focus on addressing prioritised gaps in 2019 and 2020/Link update to GTAM user needs in 2020?

With 2020 being the 10th year of official endorsement of the OG-IFE by the WHA, Save the Children has been leading on the production of a **global report** which showcases “where we are and how far we’ve come” from a member-state perspective. UNICEF has facilitated access to the most up-to-date information through NutriDash. This activity was identified as a good example of an IFE-CG member agency taking the initiative and securing funding while also framing the work within the IFE-CG workplan.

ACTION: Share report for feedback by IFE-CG members using a tightly managed review process. The aim is that the report will be endorsed by the IFE-CG and its members. Members will be asked to confirm their willingness to endorse the report and to include their logo.

There was agreement that the **standing agenda item on updates from active emergencies** will remain; members are encouraged to contribute as is relevant. To receive updates from **en-net** and the **GTAM** on emerging issues, GTAM Core Team (GTAM-CT) members could potentially join calls on a regular basis to provide an overview of the kind of questions coming in about IFE. (NB: the GTAM is awaiting the launch of its IT platform, which will facilitate the monitoring and analysis of incoming requests.)

ACTION: Identify how to connect the GTAM and the IFE-CG as a means to help connect the IFE-CG to current issues.

In order to effectively provide technical advice and technical expertise and to facilitate the development of consensus-driven guidance, the GTAM sought to gain a solid understanding of the types of technical requests for which advice is commonly sought and to identify any gaps in technical knowledge or guidance that the GTAM can potentially address. This was achieved through a multi-step process involving multiple stakeholders. The GTAM remains aware that new issues regularly arise which it needs to be responsive to. The top five priority technical gaps under IFE identified in the **Baseline Technical Needs Assessment Report**³ were reviewed by the IFE-CG SC; a response letter was presented which included recommendations on the way forward for each gap. Some activities have begun as recommended, while others await funding or the formation of working groups.

Work should be evidence-driven and advocacy should be carried out for gaps in evidence to be addressed. Some overlap has been detected in **research priorities** identified by Prudhon *et al.* (2016)⁴ and more recent work⁵ carried out by the Tech RRT in collaboration with ENN for the GTAM. Further data will be available in 2020 from the GTAM IT system, which will monitor incoming requests for technical support.

ACTION: Consider how Prudhon *et al.* (2016) impacted research and learn how impact can be amplified.

Research – small groupwork feedback

- The need for an academic research lead and sub-committee on research was identified.
- The type of research needs to be considered, and could include:
 - Advocacy to influence research agendas (e.g., research review committees such as Research for Health in Humanitarian Crises (R2HC) and CORTASAM, donors).
 - Secondary research by the IFE-CG (e.g., reviews).
 - Informing primary operational research by IFE-CG members through an advisory group. (NB: There would be no IFE-CG responsibility but rather a two-way linkage. More than half of participants indicated their agencies are involved in primary operational research).
 - Peer Review – approximately half the participants indicated they have been involved in peer reviewing articles. A question to consider is how to give this work more visibility and to what extent to link it to members’ affiliation with the IFE-CG. This forms a part not only of metrics but also influence, and should therefore be captured within the IFE-CG’s research role.
- Recommendation to use the IFE-CG website to disseminate member research.
- In terms of research priorities, the scope needs to be better defined. With regard to the Child Health and Nutrition Research Initiative (CHNRI) review carried out by Prudhon *et al.*, it would be necessary to examine whether the top 10 IYCF-E research priorities identified in 2016 are still relevant and, if so, what the research question is and what type of research it involves. This requires an academic lead to bring academic rigour. Following this, an internal prioritisation could be carried out to establish which issues IFE-CG members could take on themselves and which issues would sit better with external groups (in which case IFE-CG representation may be possible.)
- The GTAM is also likely to identify research gaps through monitoring incoming requests for technical support. More clarity is needed on linkages between the GTAM and IFE-CG on evidence gaps and informing research.
- Research priorities need to be aligned with the advocacy strategy and long-term vision.
- It was noted that some of the research priorities identified by Prudhon *et al.* (2016) are very large and

³ www.enonline.net/resource/baselinetechnicalneeds2019

⁴ <https://bmcnutr.biomedcentral.com/articles/10.1186/s40795-016-0066-6>

⁵ www.enonline.net/fex/61/technicaldiscussionennet

need to be unpacked further. The identified evidence gap on the impact of cash is becoming increasingly relevant. Mental health and psychological support is also frequently raised, particularly in relation to Management of At risk Mothers and Infants under 6 months (MAMI). Another knowledge gap of interest is the linking and mainstreaming of IYCF-E interventions with other sectors; it may be useful to select one sector to start with. It was agreed that it would help to prioritise the key questions that are hampering programming.

Research – plenary discussion

- NGOs often have good research and good data that remain unpublished because staff lack confidence in their data and lack the academic writing skills required for publication in journals. Papers may go through several review cycles, requiring a significant time investment by reviewers. The suggestion that the IFE-CG may have a role to play in facilitating the publication of work (supporting study design, reviewing papers and facilitating publication, etc.) was strongly supported by several participants. This could be formalised through having pre-established memoranda of understanding. As a starting point, it is recommended that partners include publication fees and a link to academic institutions to help with study design and analysis of funding proposals.
- It is possible to explore the role that Field Exchange could play in having ongoing, online content that is collated in the future.
- Members are encouraged to tap into the resources (i.e. students) that academic institutions have available to them.
- Discuss how to better leverage **research-practitioner** partnerships.

ACTION: Prioritised research activities and their outputs to be defined by the research sub-committee once established.

ACTION: Clarify whether a research group or an evidence group is needed.

Plenary discussion on the workplan

In plenary, participants again reflected on **how to ensure feasibility of a workplan** and **what would be needed** to take the workplan forward as a group. Several suggestions were made for consideration during group work:

- Find a process to advance on the maternal choice vs. public health wisdom debate.
- Look more into **new modalities** (cash/vouchers and IYCF), identifying an appropriate space to debate whether harm or good is being done by changing to new modalities.

- Define **dissemination**. Consider looking beyond how many recipients can be reached to what the uptake or impact has been. These conversations should be clarified by the TOC.
- Consider developing materials targeted at the **armed forces** (potential for big impact) and **government** (climate change, trade, etc.)
- Talk more about the communications pieces (website). This could be linked to work being done by Nigel Rollins on the marketing and communication of infant-formula products. Consider the audiences we are trying to reach and media that can be effectively used to reach them. Dissemination also fits under communication.

ACTION: Develop a communication strategy.

- Reflect on the difference between advocacy, communication and policy; avoid using this terminology interchangeably. Consider whether advocacy expertise needs to be brought into the group.

In conclusion, prioritisation of activities for this bridging workplan was identified as a key need.

The way forward for implementing the workplan

In closing, it was agreed that: 1) the workplan's objectives will not change until the TOC has been completed; 2) outputs will be updated to cover the year 2020; 3) a public version of the workplan will be shared on the website; 4) Working groups will be established – or continue to work on – specific workplan activities. As prioritisation of activities was not accomplished, this task was deferred to the steering committee; Box 3 summarises key decisions subsequently made on Day 3.

In order to move forward on the agreements reached during the meeting, it was agreed that the following working groups and/or sub-committees would be created or continue to function. There is a **CALL** for members to join these groups:

1. Training
2. Advocacy (Strategy)
3. Research
4. Support for BMS-dependent infants
5. Nutrition Information Systems
6. Web page
7. Dissemination of OG-IFE
8. Updates from the field
9. Webinars
10. Mapping of global training organisation
11. IYCF-E Report
12. World Breastfeeding Conference
13. GTAM process (same as Steering Committee).

³ www.ennonline.net/resource/baselinetechnicalneeds2019

⁴ <https://bmcnutr.biomedcentral.com/articles/10.1186/s40795-016-0066-6>

⁵ www.ennonline.net/fex/61/technicaldiscussionennet

Working groups (list to be shared) commit to continuing the conversations started at the meeting. Discussion outcomes will be shared first with the Steering Committee, then the wider membership during a monthly call.

ACTION: Consider structure; define working groups versus sub-committees.

ACTION: Examine how to capacitate the group and individuals to deliver on the IFE-CG's collective ambitions.

Box 3 Steering Committee discussions and decisions

Sub-committees and working groups: Sub-committees will focus on (longer-term) workplan objectives, while working groups will be responsible for delivering on specific outputs under these objectives. Each sub-committee will be led by an SC member.

- Establish sub-committees (immediate) and list working groups.
- Develop a visual overview of the various sub-committees and working groups.

Capacity Strengthening

- Conduct a capacity and skills-mapping exercise.

Sustainability. A need for extra capacity in order to deliver has been identified. In order to mobilise resources, there is need to include workplan activities within the GNC and

GTAM workplans and to give a minimum cost for the operation of the IFE-CG to which members can contribute. To ensure the sustainability of the IFE-CG, this is considered urgent.

- Outline IFE-CG minimal operational costs for members to contribute to.
- Cost the workplan activities. Communication. The need to have a strategy on communication that is separate from advocacy was confirmed, as well as the need for expertise on communication.
- Add a disclaimer regarding materials that are shared to the website.
- Add a communication strategy to the workplan.
- Add the IYCF-E Multi-sectoral Framework to the website.

Section 3 Collaborations and linkages with external entities

The IFE Core Group as a global thematic working group within the GTAM

Presented by: Diane Holland (GTAM/UNICEF) and Isabelle Modigell (GTAM/ENN)

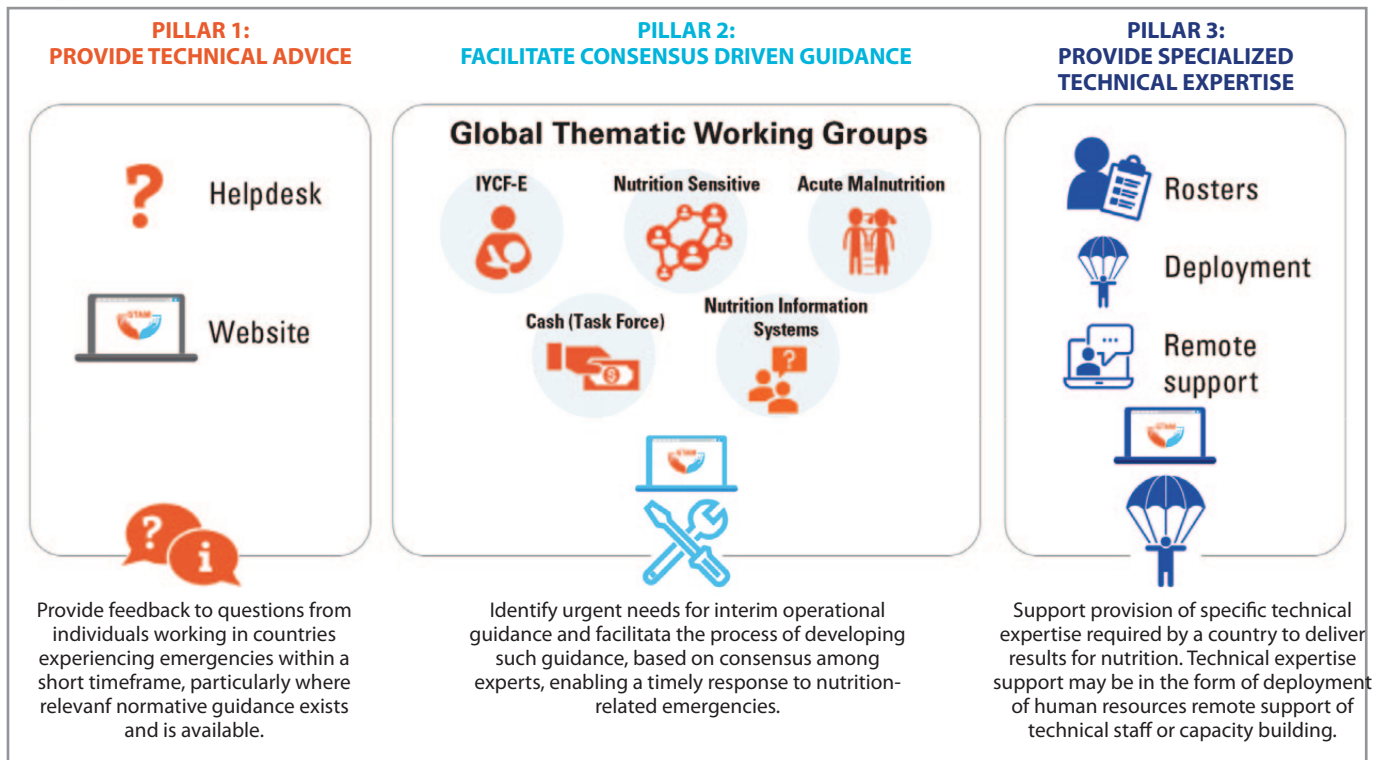
Update on the GTAM and overview of IFE-CG functions

The IFE-CG will serve as the GTWG on IFE for the GTAM, collaborating across all three of its pillars (Figure 1). Its functions, as per the agreed TOR, include: 1) Technical Advice; 2) Interim consensus-driven guidance; 3) Specialised technical expertise needs; 4) Knowledge sharing; 5) Flagging unaddressed technical issues to the GTAM; 6) Identifying research priorities; and 7) Periodically updating GTAM and GNC partners on IFE GTWG work.

Presentation of case study: The IFE-CG as a GTWG in practice

As the IFE-CG is the most developed and functional GTAM GTWG to date, it is a valuable group to help define working modalities and mechanisms for the GTAM during

the “build” phase the GTAM is currently in. Therefore, the GTAM examined how technical advice was provided by the IFE-CG in response to a request from the GTAM-CT to share “experiences and lessons learned” on managing large donations of BMS to guide the Zimbabwe Nutrition Cluster. Preliminary findings from interviews (including with IFE-CG members) were shared as a practical example to inform a discussion on the modalities and mechanisms in place and needed for effective functioning as a GTWG (see Box 4 for lessons learned).

Figure 1 Overview of IFE-CG functions**Box 4** Lessons Learned from the Zimbabwe case study

The GTAM-CT is well placed to guide country teams on where to seek technical support and to facilitate the provision of technical support by accountable bodies at the appropriate level, but is not yet launched.

There is a need to clearly articulate the technical issue (in as much detail as possible) and what avenues have been pursued to answer it in order to justify escalation to a GTWG. Compiling, structuring and sharing available information (as much as possible) as part of the escalation request will enable GTWGs to provide an informed response that is tailored to a country's technical needs.

When sharing a request for technical advice with GTWG members, it is important to clearly define the gap/question and specify what type of response is requested and how it will be used.

It is preferable for the response that is shared with the country team to be formulated by the GTWG. The provision of technical advice in written form (preferably from a recognised source) is considered to be most helpful at field level.

It is important to close a conversation you have started.

Plenary discussion: Case study

Concerns were raised that the number of requests for technical support may increase once a system is in place. The IFE-CG's role as a port of last resort was reaffirmed. Considering this, it is important that learning is shared with country and regional-level bodies who were unable to respond to the request for technical support.

Recognising that issues are often time-sensitive, it was agreed that the IFE-CG needs to define several processes (e.g., how many members need to respond to a request?) It is important that engagement is as a group, even though individual agencies may want to follow up independently. The Steering Committee is likely to have an important role to play in ensuring sound technical advice is provided in the

shortest time possible through reviewing what is coming in and whose input is needed. There are political aspects of certain issues to be considered; however, the provision of suggestions rather than definitive recommendations is likely to lessen these concerns.

ACTION: IFE-CG SC and GTAM-CT to define the process by which requests for technical advice are received and accepted by the IFE-CG and technical advice is provided in response. Circulate to wider group for feedback.

ACTION: Develop documents outlining the pros and cons of donations and BMS-donation management.

The IFE Core group within wider existing initiatives

Facilitators: Diane Holland (UNICEF) and Marie McGrath (ENN)

Stepping back from the IFE-CG's own activities, this session aimed to locate the group within the wider collective and reflect upon what strategic engagements would be impactful. Noting that a thorough stocktake of where the IFE-CG is connected has not recently been undertaken, a rough mapping was presented to inspire discussion (see Figure 2).

Several **other current connections** were identified, including the SUN Civil Society Networks, Codex, World Breastfeeding Trends Initiative (WBTi), Management of At Risk Mothers and Infants Special (MAMI), the Committee on Food Security, the Committee on the Rights of the Child, the Core Group (US), the NGO Forum, Partnership for Maternal, Newborn and Child Health (PMNCH), UN System Standing Committee on Nutrition (UNSCN) and the UN Network, the International Coalition for Advocacy for Nutrition (ICAN) and the First 1,000 Days. It was noted that it is important to discern who in member agencies is involved (i.e. are they connected to the IFE-CG or not?) and who they are *representing*. It is also important to distinguish between *connection* versus *representation*. Significant **overlap** in forum participation was also noted. It is critical that the IFE-CG engages with actors who are not yet on board with IFE, notably **development actors** and **other sectors**. Members were asked to reflect whether outcomes from other forums are fed back into the IFE-CG to inform better decision making, and what types of connection are currently missing but are essential in getting the IFE-CG to where it wants to be.

ACTION: Unpack the different types of connection that may be possible and what their added value would be. Identify groups where official representation of the IFE-CG would be desirable, versus groups where members share, influence and identify opportunities to feed back to the IFE-CG where possible (noting the significant limitations of informal sharing). Note that this should be done once clarity is obtained on the group's direction and ambition from the TOC and strategy to facilitate targeted, strategic engagement.

ACTION: Outline a means of capturing IFE-CG contributions in various groups.

ACTION: Develop a more formalised process (including explicit documentation) for official representation of the IFE-CG to empower the representative.

Box 5

Summary of Steering Committee discussions and decisions

Engagement with other sectors. It was noted that this is a frequently raised issue. It was recommended to select one or two sectors and attempt to engage with them on a standalone basis, rather than bringing them to the IFE-CG table. There is a need to better disseminate the IYCF Framework (United Nations High Commissioner for Refugees (UNHCR)/Save the Children); there may be an additional need to simplify the framework. It is important to engage with other sectors not only as the IFE-CG but also within agencies.

Figure 2 IFE-CG links

- 24** are also members of the **Global Nutrition Cluster**
- 7** are also members of the **Global Breastfeeding Collective**
- 6** are also members of **NetCode**, ENN represents the IFE CG
- 4** are also members of **CORTASAM**
- 5** are also members of **Integrated Phase Classification**; Save the Children represents the IFE CG
- 7** are also members of the **Intercluster Nutrition Working Group**

Section 4 Focus on complementary feeding in emergencies

During this session participants were updated on ongoing work related to complementary feeding, including the development of a Complementary Feeding Action

Framework (led by UNICEF) and a review of Complementary Feeding in Emergencies (led by ENN, funded by OFDA).

Complementary feeding action framework

Presenter: Aashima Garg – UNICEF (guest)

Introduction to the Complementary Feeding Action Framework

We know what works for improving young children's diets; however, the challenge lies in knowing how to deliver these interventions at scale in the contexts in which programmes are being designed. One of the tools that aims to address this is the Complementary Feeding Action Framework. Development programmes tend to focus more on when and how young children are fed, while emergency responses gravitate towards what young children eat; programmes must be geared towards improving complementary feeding and focus all three components. Underlying this, three conditions need to be met which drive good diets for young children: adequate food, adequate services and adequate practices. The action framework builds on the following three principles to facilitate good diets for young children:

1. Delivering “what works for improving complementary feeding” at scale, with quality and equity.
2. Designing, implementing and monitoring programmes built on country-specific drivers of young children's diets.
3. Directing actions to the systems that have the potential to deliver nutrition interventions to children in need – at scale and with sustainability.

The tool is designed to facilitate action-oriented programming to improve the diets of children aged 6-23 months which is: 1) built on a systematic analysis and identification of context-specific drivers of children's diet; 2) delivered through systems; and 3) aids monitoring and learning. The tool has been developed through a multi-step process and is expected to be released early 2020. An overview of the draft framework was shared, alongside examples of how it can be applied in regions and countries.

Plenary discussion

Concerns were raised about the frequent use of micronutrient powders and supplements, particularly when linked with a partnership approach. It was explained that all seven interventions are based on evidence (of varying quality) and that the framework's approach is not to focus

on the provision of fortified or commercial foods, but rather to encourage countries to address real gaps in the context of country policies. Regional frameworks will be designed to address regional diversity, as well as country-specific tools for country-specific situation analysis. Culture, gender and political influences are also integrated within the framework.

In response to a question regarding the barriers and issues seen around Complementary Feeding in Emergencies (CFE) in African countries, it was noted that while complementary feeding may be mentioned in policy and strategy documents, it is often not articulated in action plans or adequately budgeted for. At a policy level, guidelines for children aged 6-23 months are often poorly developed. At an institutional level, the counselling capacity of frontline workers was found to be limited, as was the quality of counselling tools; contact points in other sectors are also not used effectively. At family level, adequate knowledge tends to be lacking, as is access to the right support. Additional identified barriers included commercial influences and affordability. Concerns were raised that the apparent complexity of the framework may be a barrier during emergency programming; however, there will be value in being able to access pre-emergency data, strengthening policy dialogue on complementary feeding and building sturdy systems in preparedness.

Review of Complementary Feeding in Emergencies

Presenter: Caroline Abila – ENN

The preliminary findings of a review of Complementary Feeding in Emergencies by ENN, funded by OFDA, were presented.

Plenary discussion

- There is an opportunity to leverage UNICEF's heavy investment in country-level processes in the interests of complementary feeding preparedness and response.

ACTION: Examine how to engage in UNICEF's country-level processes.

- Recommendation to use the Complementary Feeding Action Framework to position the recommendations,

barriers and opportunities of the CFE review so that its conclusions are aligned with the framework.

- **Call** to work more closely with the Food Security and Livelihood Sector to harness available funding and food; the Nutrition Sector's lack of involvement in discussions such as those on food-basket composition is a missed opportunity.
- Recommendation to move beyond integration towards convergence and shared prioritisation; complementary feeding should not just be integrated; it should be part and parcel of sectors all working towards a common objective.

Section 5 Technical discussion on IFE

Latest innovations in IFE

The afternoon was dedicated to the sharing of innovations in IFE by attendees. Presentations are available on request from ENN.

Support for infant feeding in disasters in middle and high-income countries 2010-2018: What are the barriers and the challenges? (Unpublished)

Mija Ververs – Johns Hopkins University

A review of 30 articles covering 18 countries was carried out to present key issues and concerns around IFE in middle and high-income countries, focusing on the challenges of IFE programme implementation for responders and the barriers to breastfeeding faced by mothers during disasters.

Preliminary findings reveal that infant feeding is not a prioritised component in country emergency preparedness and response plans, and that responders face programmatic, systemic, resource and capacity constraints to implement appropriate IFE interventions at scale. In all emergencies that were reviewed, the Code was violated. A suggestion was made to hold a special session (e.g., a webinar) on high-income country experience sharing in 2020.

BFS+: Process evaluation of an integrative health approach for lactating women and their babies in humanitarian emergencies. Nguenyiel refugee camp, Gambella, Ethiopia (Unpublished)

Karine le Roch – Action Against Hunger (AAH)

Research has been conducted by AAH in Ethiopia to: 1) explore the uptake, accountability and participation of

women residing in the Baby Friendly Spaces (BFS) programme; 2) assess whether and how participation in BFS programme activities is associated with improved maternal (mental health, breastfeeding practices, mother-child interactions) and child (morbidity and growth) outcomes; and 3) explore the needs and experiences of staff delivering the BFS programme. Preliminary results show a significant improvement in both maternal mental health and breastfeeding outcomes among women attending the programme, as well as positive progress in mother-child interactions. Recommendations including replicating the study in other contexts (particularly Asia) and with pregnant women, as well as to test and validate a breastfeeding assessment tool and methodology for crisis settings.

Expanded-Infant and Young Child Feeding Index (ICFI)

Laura Bramley – Valid International (Guest)

Research that Valid International has undertaken with Save the Children (with funding from OFDA) was presented. This research explores a simplified IYCF indicator set for an expanded age group that could combine with rapid anthropometry surveys and aims to overcome some of the limitations of the current WHO-IYCF indicators, including small age ranges for some indicators and conceptual complexity of the Minimal Acceptable Diet (MAD) indicator. The study found that the expanded ICFI can provide data on feeding practices for 6-59-month-old children and would enable IYCF data to be easily added to anthropometric surveys that are already being done, as well as allowing for very rapid surveys (n=100) more frequently or over smaller areas.

Management of At Risk Mothers and Infants under six months (MAMI)

Marie McGrath – ENN

An update was provided on MAMI, including the growth of the MAMI Special Interest Group and the evolution of the term “MAMI” to reflect the critical importance of a mother’s health and nutrition in relation to that of her infant. The vision is that every infant under six months old, at every community or health service contact, is nutritionally

assessed and appropriately supported to survive AND thrive. The MAMI approach is all about building the right relationships and linking prevention (both primary and tertiary) with treatment. Good progress has been seen over the past 10 years, including shifts in policy, inclusion in research prioritisation, operational research and country implementation. However, this progress is not yet reflected in national guidance uptake, with demands for robust evidence identified as a major barrier.

Show and tell

- **UNICEF** announced that it is confirming that it will act as **provider of first resort** for BMS, in addition to acting provider of last resort. UNICEF is planning internal communication to reaffirm this and learn how to streamline the process to be a predictable resource in this area. UNICEF is also exploring development of a long-term agreement to promote faster access to supplies of appropriate-quality, ready-to-use infant formula in 2020. UNICEF Standard Operating Procedures (SOPs) on handling BMS are being finalised for release in early 2020.
- **UNHCR** shared challenges faced in Bangladesh with regard to new modalities and the availability of milks and milk powder in shops, noting this is an emerging issue.
- **The International Baby Food Action Network (IBFAN)** shared a newly released paper examining the risks of multi-stakeholder partnerships.
- **OFDA** shared that its policy has been updated to be

aligned with the OG-IFE to ensure that USAID funds are not used to procure BMS unless deemed necessary (in which case a waiver process can be undergone). An internal sensitisation process is ongoing.

- **Save the Children** is representing the IFE-Core Group within the GTAM’s Nutrition Information Systems (NIS) GTWG. Consensus was recently reached to develop comprehensive, intersector guidance on how to conduct needs analysis to inform humanitarian response plans. To feed into this guidance, the NIS GTWG will: 1) agree on a minimum set of interventions; 2) establish how to identify the number of people in need for each intervention; 3) outline how to estimate coverage for each intervention; and 4) identify basic indicators to track and monitor interventions. **CALL** for interested members to form a smaller group to join this process over the coming two months.

Meeting close

The meeting was closed by Marie McGrath of ENN with special thanks to Linda Shaker Berbari (IFE-CG Facilitator), the Steering Committee, the ENN volunteers, all IFE-CG members who fully participated in a rich meeting, and to USAID/OFDA and Irish Aid for their ongoing funding support, which has enabled us to sustain this dynamic and evolving community of practice.

In anonymous meeting feedback, 92% rated the meeting as good, very good or excellent and 92% were satisfied or extremely satisfied with the meeting. Highlights and suggestions provided on format and content will be considered for future meetings.

Annex A List of participants

	Name of representative	Name of agency (if applicable)	In person or remote meeting
1	Alexandra Rutishauser-perera	ACF-UK	In person*
	Aunchalee Palmquist	CGBI	Remote*
2	Amanda Yourchuck	Concern	In person
3	Nicki Connell	Eleanor Crook Foundation	In person
4	Marie McGrath	Emergency Nutrition Network	In person *
5	Yara Sfeir	Global Nutrition Cluster	In person
	Marlene Hebie	Goal	Remote
6	Patti Rundall	IBFAN	In person
	Maryse Arendt	IBFAN	Remote
7	Suzanne Brinkmann	IMC	In person
8	Isabelle Modigell	Independent	In person
	Brooke Bauer	Independent	Remote
	Karleen Gribble	Independent	Remote

	Name of representative	Name of agency (if applicable)	In person or remote meeting
9	Caroline Abla	Independent/ENN consultant	In person
10	Linda Shaker Berbari	ENN/Independent	In person*
11	Assumpta Ndumi	IRC	In person
12	Kirrily De Polnay	MSF	In person
	Montse Escruela	MSF	Remote
13	Jodine Chase	Safely Fed	In person
14	Michelle Branco	Safely Fed	In person
	Julie Tanaka	Samaritans Purse	Remote
15	Alessandro Iellamo	Save the Children	In person*
16	Sarah Butler	Save the Children US	In person
17	Caroline Wilkinson	UNHCR	In person
18	Diane Holland	UNICEF	In person*
19	Eric Anderson	USAID	In person
	Erin Boyd	USAID/OFDA	Remote
20	Deborah Wilson	WFP	In person
21	Colleen Emary	World Vision	In person

Invited attendees (non-members)

22	Laura Bamley	Valid International	In person for session 11 only
23	Ernest Guevarra	Valid International	In person for session 11 only
24	Karine Le Roch	ACF	In person
25	Chloe Angood	ENN	In person (part of the meeting)
26	Rebecca Lewin	ENN	In person (part of the meeting)

Admin & Logistics support

27	Judith Fitzgerald	ENN
28	Emily Sedlacek-Swift	Volunteer
29	Alana Bennett	Volunteer

*Members of the Steering Committee



ANNEX B Agenda

Day 1	Monday October 28, 2019
8:30 – 9:00	Registration
9:00 – 9:15	Welcome, introductions and overview of the face to face meeting objectives and expectations
9:15 – 10:15	Session 1: The IFE Core Group working modality – is it working? Presentation on ToRs, membership updates, and SC. Feedback from members on way of working. Examples of way of working from members/working groups. How to sustain working modality? Discussion on best model.
10:15 – 11:00	Session 2: The IFE Core Group workplan – Review of progress with a focus on objectives Overview on the IFE Core Group workplan and objectives (columns B) in the work plan.
11:00 – 11:15	Break
11:15 – 12:45	Session 3: The IFE Core Group workplan – What is the progress? Overview on the IFE core Group workplan and activities / outputs (columns C, D and E) Updates from different Sub-committees on specific activities/outputs – review progress
12:45 – 13:30	Lunch
13:30– 14:00	Session 3 (ctn'd): The IFE Core Group workplan – What is the progress?
14:00 – 15:00	Session 4: Plenary discussion on workplan Consolidation of session 3 and confirmation of areas of focus. Discussion of pre-identified major areas/outputs and work on refining or validating outputs.
15:00 – 15:15	Coffee break
15:15 – 16:30	Session 5: Complementary Feeding in emergencies <ul style="list-style-type: none"> • Update from UNICEF on CF framework • Latest findings from the CFE review Discussion
16:30 – 17:30	Session 6: Working group to review and refine workplan Working Group to: Examine the work plan, objectives and specific outputs. Each group will take one of any of the groups: Group 1: Review/refine objectives Groups 2, 3, 4, 5: Each to takes an output (or more) and refine/validate.
17:30 – 18:00	Wrap up and plan for next day

Day 2	Tuesday October 29, 2019
8:30 – 9:00	Registration
8:30 – 9:00	Registration
9:00 – 9:30	Recap of Day 1 Pending discussion from session 6 Plan for Day 2
9:30 – 10:30	Session 7: Working groups feedback and plenary session to agree on revised workplan and priority areas. Medium, short-term, and longer-term actions.
10:30 – 11:00	Break
11:00 – 12:15	Session 8: The IFE Core Group as a technical working group within GTAM – focus on working modality with GTAM Review working modality and discussion on best way forward.
12:15 – 13:00	Session 8: The IFE Core Group within wider existing initiatives Discussion on working modality and strategic engagement within the wider collective. GTAM, Tech RRT, Breastfeeding Collective, WHA, GNC, Net Code etc.
13:00– 14:00	Lunch

Day 2 (cont'd) Tuesday October 29, 2019	
14:00 – 14:45	Session 10: Wrap up session on workplan and way forward Plenary session and discussion over plan for the way forward
14:45 – 15:00	Coffee Break
15:00 – 16:45	Session 11: Latest innovations in IYCF-E Presentations and discussion on different innovations on IYCF-E <ol style="list-style-type: none"> 1. BFS+: An integrative health approach for lactating women and their babies in humanitarian emergencies, Nguenyiel refugee camp, Gambella, Ethiopia (ACF) 2. An expanded-age IYCF indicator for use in nutrition surveys (Save the Children and Valid International) 3. Support for infant feeding in disasters in middle and high-income countries 2010-2019: What are the barriers and challenges? (JHU, SC, CDC) 4. Management of At risk Mothers and Infants under six months (MAMI): update on approach and research (ENN) 5. 'Show and tell' – quick updates from plenary
16:45 – 17:15	Session 12: What next? Plenary session to agree on next steps Wrap up and evaluation

Day 3 (only for SC members) Wednesday October 30, 2019	
9:00 - 14:00	Session 13: Working meeting for the Steering Committee to: <ul style="list-style-type: none"> • Review IFE Core Group meeting process: evaluation, process, lessons learned. • Review the Steering Committee way of working • Identify key actions for the SC emerging from the 2-day meeting

ANNEX C Summary of action points

Section 1 Review of Internal Ways of Working

ACTION: Once ways of working are more clearly articulated as part of the process of developing the IFE-CG Strategy and TOC, revise the IFE Core Group Membership and Terms of Reference document to include terms of reference for the IFE Core Group itself.

ACTION: Create an online folder with SC meeting minutes.

ACTION: Add standing agenda point to monthly meeting agenda: top-line updates from the SC on key discussion points and decisions.

ACTION: Form a working group to run technical meetings for different emergencies and/or issues and update the group during monthly meetings. (NB: To be coordinated with the GNC and GNC partner calls).

ACTION: Map the group's current and desired composition; strategise how to fill gaps in current composition.

ACTION: Increase engagement with local/national organisations to tap into the wealth of experience on IFE.

ACTION: Acknowledging agency workloads and competing priorities; consider what the IFE-CG can do to help agency staff make the case for contributing to the IFE-CG.

ACTION: Define member participation and engagement with working groups further.

ACTION: Update definitions in the DOI.

ACTION: Reshare list of working groups so all can sign up to sub-committees and working groups of interest.

ACTION: Alternate meeting times to allow for members in different time zones to attend.

ACTION: Consider how an investment in external communications (including translation and design) could result in a broader impact. Examine what is needed **internally versus externally** in order to communicate more effectively. Identify what can be done in the immediate term to improve visibility of the IFE-CG (e.g., updating website sub-headings).

ACTION: Consider what type of documents and outputs the IFE-CG should generate and whether these should have a consistent look and feel.

ACTION: Review potential models and processes for joining other groups to provide an IFE lens.

Section 2 Review of the IFE-CG's workplan

ACTION: Review the IFE Preparedness Tool drafted by Save the Children.

Review of activities under Objective 1

ACTION: Clarify the revision and vetting process for materials such as this by the IFE-CG, as a thematic working group for the GTAM.

ACTION: Identify how financial resources can be secured to move forward on work, such as the development of stopgap guidance.

Review of activities under objective 2

ACTION: Consider whether several IFE-CG members should be designated technical moderators on en-net's IYCF forum.

ACTION: Consider whether there is a need to monitor and report on en-net activity (as per the workplan) or to revise this workplan activity.

ACTION: Consider how to encourage and increase the participation of national/local organisations in these kinds of capacity building and opportunities for sharing of experience.

Review of activities under objective 3

ACTION: Document learning from the World Breastfeeding Conference and 2018 **World Health Assembly** (visibility, collective collaboration, social media, leveraging donors, etc.)

ACTION: Create a working group to agree on the **advocacy strategy's** scope and goals and to scope existing opportunities (such as the advocacy work done on Breastfeeding in Emergency Situations by the Global Breastfeeding Collective.)

ACTION: Clarify GNC expectations from the IFE-CG with regard to work that will feed into an advocacy plan/brief addressing support for BMS-dependent infants.

ACTION: Share report for feedback by IFE-CG members using a tightly managed review process. The aim is that the report will be endorsed by the IFE-CG and its members. Members will be asked to confirm their willingness to endorse the report and to include their logo.

ACTION: Identify how to connect GTAM and the IFE-CG as a means to help connect the IFE-CG to current issues.

ACTION: Consider how the research priority-setting article impacted research and learn how impact can be amplified.

ACTION: Prioritised research activities and their outputs to be defined by the research sub-committee once established.

ACTION: Clarify whether a research group or an evidence group is needed.

ACTION: Develop a communication strategy.

ACTION: Consider structure; define working groups versus sub-committees.

ACTION: Examine how to capacitate the collective and individuals to deliver on the IFE-CG's collective ambitions.

Section 3 Collaborations and linkages with external entities

ACTION: IFE-CG SC and GTAM-CT to define the process by which requests for technical advice are received and accepted by the IFE-CG and technical advice is provided in response. Circulate to wider group for feedback.

ACTION: Develop/flag the need for the development of documents outlining the pros and cons of donations and BMS-donation management.

ACTION: Unpack the different types of connections which may be possible and what their added value would be. Identify groups where official representation of the IFE-CG would be desirable, versus groups where members share,

influence and identify opportunities to feed back to the IFE-CG where possible (noting the significant limitations of informal sharing). Note that this should be done once clarity is obtained on the group's direction and ambition from the TOC and strategy to facilitate targeted, strategic engagement.

ACTION: Outline a means of capturing IFE-CG contributions in various groups.

ACTION: Develop a more formalised process (including explicit documentation) for official representation of the IFE-CG to empower the representative.

Section 4 Focus on Complementary Feeding in Emergencies

ACTION: Examine how to engage in UNICEF's country-level processes around the Complementary Feeding Action Framework. More specific actions will be reflected in the Complementary Feeding in Emergencies Review Report, due March 2020 and available at

<https://www.enonline.net/ifecoregroup>

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