Introduction

ENN was set up in 1996 to improve practice and strengthen the institutional memory of agencies involved in the emergency food and nutrition sectors. ENN is governed by a board of trustees and steered by four Technical Directors. ENN operations are supported by an Oxford based team and a sub-office in London. A strong global network of ENN Associates extends ENN’s capacity to implement a wide range of projects while keeping overhead costs to a minimum. ENN partners with and/or is financially supported by many bilateral (government) agencies, United Nations (UN) agencies and non-governmental organisations (NGOs) and works closely with academic institutions and expert individuals.

ENN’s Mission

ENN’s purpose is to strengthen the evidence regarding effective nutrition interventions and to use this evidence to inform policy and programming. ENN does this by enabling nutrition networking and learning amongst practitioners, policy makers and researchers to build the evidence base for nutrition programming. More specifically, we capture and exchange experiences of practitioners through our regular, established publications and online technical forum; we undertake research and reviews where evidence is weak, we broker technical discussion where agreement is lacking, and we support global level leadership and stewardship in nutrition.

ENN implements activities according to three major workstreams:

**Workstream 1: Experience sharing, knowledge management and learning**

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

**Workstream 2: Information and evidence on under-researched nutrition issues**

This comprises ENN’s research and review work on filling gaps in the evidence base for improved nutrition policy and programming.

**Workstream 3: Discussion, cooperation and agreement**

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

### Independent and impartial

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

### Driven by network

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

### Based on experiential learning and evidence

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

ENN’s Outputs and Activities

**Evaluation of ENNs 5-year strategic period (2010-15) and development of next 5-year strategy (2016-20)**

A comprehensive independent evaluation was conducted by Mokoro Ltd of ENN in 2015 covering all ENN’s activities during the past 5 years. Investigations into ENN’s cost effectiveness and ‘value for money’ were also conducted and included in the published evaluation report:

http://www.ennonline.net/ENN2015evaluation

The report was overwhelmingly positive and highlighted, in particular, the value and ‘public goods’ nature of ENN’s three core KM products. One of the main recommendations was that the new strategy should be accompanied by a Theory of Change (ToC) and a comprehensive results framework, to assist with monitoring and evaluation. Work was conducted throughout the year and discussed with ENN’s key donors. The final strategic document (2015-2020) can be found at:

http://www.ennonline.net/ENNstrategy

ENN’s outputs and activities in 2015 are detailed below, by workstream.
Workstream 1  Experience sharing, knowledge management and learning

Field Exchange (www.ennonline.net/fex)

Field Exchange (FEX) is ENN’s flagship publication that is an established online and print technical publication on nutrition and food security in emergencies and high burden contexts. Three routine editions of FEX were published in this period. The scope of content in the 2015 editions reflects a broad spectrum of programming experiences and research, from acute emergencies to protracted crises to high burden contexts. Issue 49 (March 2015) featured nine topical field articles including experiences of national coverage assessment in Mali, inter-sectoral programming in Burkina Faso, agriculture and nutrition in Nepal, pastoral resilience in Kenya, nutrition causal analyses in Kenya & Bangladesh and rapid assessment of older people in Ethiopia. A copy of the ENN Technical Meeting on Nutrition Report (held in November 2014) was included as an insert with issue 49. Additionally, a memory stick containing CMAM Forum resources (supplied by the CMAM forum) were included with 2,000 issues - targeted to subscribers based in developing countries. Issue 50 (August 2015) contained 11 field articles and 17 research articles from a range of contexts (Middle East, Asia and Africa) and topics (e.g.

Nutrition Exchange (www.ennonline.net/nex)

Nutrition Exchange (NEX) is an ENN publication that contains short, easy-to-read articles on nutrition programme experiences and learning, from countries with a high burden of malnutrition and those that are prone to crisis, geared towards a national and sub-national audience. Issue 5 was published in English (June), French (July) and Arabic (August). In keeping with our aim to have the majority of NEX content written by and for national actors engaged in nutrition specific and sensitive programming, issue 5 featured nine original articles about programme implementation from Kenya, Niger, Zimbabwe, Zambia, Rwanda, Malawi and Namibia, as well as one article from a newly evolving African Nutrition Network. Although 13 articles were submitted for publication, not all articles were cleared for publication although the editors hope to support the development of these for Issue 6. NEX 5 also provided summaries of published research, reviews and notable developments in the global nutrition architecture suitable for national and sub-national multi-sectoral actors.

Scaling Up Nutrition – Knowledge Management

In March 2015, ENN began work on a five-year project to support Knowledge Management (KM) for the Scaling Up Nutrition (SUN) Movement under a Department for International Development (DFID) funded Technical Assistance for Nutrition (TAN) programme. The programme is designed to support countries to seize the opportunity presented by the favourable political environment that has been created for nutrition globally and to maximise the benefits of membership of the SUN Movement. The Micronutrient Initiative (MI) is also funded under the TAN, with a focus on delivering technical assistance support to countries within the SUN Movement. With the SUN Movement now in its second phase (2016-2020), TAN partners will provide ongoing support to actors involved in scaling up nutrition with a focus on implementation and experience at country level.

Between the start of the project and January 2016, ENN was involved in an intensive period of project planning and preparation, which has included drafting the action plan that will guide activities between June 2016 and March 2020. This action plan is due for submission to DFID on 31st May 2016. Two extensive scoping trips to consult with a wide range of in-country stakeholders were planned: one to Africa in January 2016 and one to Asia in March 2016. ENN also recruited a full time Global Knowledge Management Coordinator based in ENN’s newly opened London office and will recruit a further three regionally based Knowledge Management Specialists over the next few months. Concurrent with the above, ENN deployed existing KM vehicles (Field Exchange, Nutrition Exchange and en-net) in order to quickly meet pre-identified KM needs within the SUN movement. These included a nutrition sensitive edition of Field Exchange published in January 2016 (FEX 51) and the creation and launch of a SUN-specific section on en-net (see en-net section, above).

The inception phase of this project will conclude in May 2016 and implementation will begin in June 2016.
Workstream 2 Information and evidence on under-researched nutrition issues.

NN’s operational research programme strengthens the evidence base for emergency nutrition and food security programming. All research activities have involved steering groups of agencies and academics. Collaborators and funders include bilateral donors, UN agencies, and international NGOs. NN is committed to securing peer review publications and producing technical notes from its research activities in order to share findings and strengthen the evidence base in the sector. More details about ENN’s work in this area can be found at www.ennonline.net/ourwork.

Research on Food Assistance on Nutritional Impact (REFANI)
The Consortium for Research on Food Assistance for Nutritional Impact (REFANI) is a group comprised of Action Against Hunger, Concern Worldwide, ENN and University College of London (UCL). It is a three-year project funded by UK aid from the UK Government’s Department for International Development (DFID) and co-financed through humanitarian aid from ECHO. The purpose of the consortium is to examine the impact of food assistance (cash, vouchers and/or direct food transfers) on nutrition outcomes. REFANI’s primary activities centre on three country studies where programmes are currently being implemented; Pakistan, Niger and Somalia. ENN will be working closely with the team to ensure the quality of data collected.

Review of the linkages between stunting and wasting
This review was borne out of previous work carried out by ENN, which illustrated the divide at programme, policy and financing level between wasting and stunting. This divide has profound implications for how undernourished children across the world receive nutrition interventions and services and may well contribute to the lack of nutritional impact seen in programmes that only address one part of the undernutrition problem.

Management of Acute Malnutrition in Infants (MAMI)
Experiences shared with ENN through FEX and in the development of Infant Feeding in Emergencies (IFE) training materials highlighted problems managing acute management in infants less than six months in NGO supported humanitarian operations. Since 2009, ENN has played a key role in gathering experts in the field to investigate this problem. During 2015 ENN published a co-authored paper regarding MAMI in the Food and Nutrition Bulletin. Three other papers were submitted for peer-review publication including challenges faced by NGOs, guidelines review, and associations with potential risk factors.

Nutrition Resilience
During 2015, ENN completed a desk-based review of the interconnections between resilience and nutrition as evidenced in the guidance of 6 international donors (Canada, the EU, Germany, Ireland, the UK, and the USA) and the OECD (Organization for Economic Cooperation and Development). It examined commonality in donor thinking and approaches on resilience and how this has impacted on their thinking and approaches on nutrition (or could do so in future). Financing and institutional arrangements within donor organizations to support a resilience agenda were also examined, as were the metrics for measurement of outputs and outcomes of resilience programming. The review also considered how hard-won lessons from the nutrition sector can be of value to those working for increased resilience and concludes by setting out potential next steps. The study is seen as the beginnings of an exploration into the linkages between nutrition and resilience and that further discussion and study may be warranted.

Work continued on this project during 2015 with a focus on the original analysis of five country datasets from Demographic Health Surveys (DHS) (Bangladesh, Ethiopia, Congo DR, Pakistan, Nigeria) to generate prevalence rates for concurrent wasting and stunting in these populations. This was undertaken to provide a ‘snapshot’ of the concurrence burden for the Global Nutrition Report (GNR). A panel was written and reviewed by the GNR technical review group and published in September 2015. ENN hosted the second WAST Technical Interest Group (TIG) meeting in London in January 2016. The meeting was very well attended by most TIG members either in person or remotely and the meeting was able to define priorities to guide the areas of focus for the coming 2 years: follow-up on the research prioritisation paper; re-visit the TIG Viewpoint article; and pull together a plan for conducting analysis using existing datasets, particularly the Medical Research Council (MRC) Gambia data (longitudinal) and compiled SMART surveys (cross sectional).

Additional activities this year included the development of a simple, short practical tool to support community-based management of uncomplicated cases of acute malnutrition in infants under six months of age (C-MAMI). A new ‘MAMI’ thematic area was also launched on ENN’s online forum ‘en-net’ for which five technical moderators were recruited. This has extended the network of stakeholders exposed to and engaged on MAMI issues. A successful meeting of the MAMI Interest Group was held in January 2016 that led to an expansion in those involved including reproductive health and newborn care. The key recommendation that emerged was the need for WHO to review assessment criteria currently recommended for malnourished infants <6 months; ENN is connecting WHO with researchers leading on this with pending published evidence likely to prompt a WHO meeting/review.

Focus has been on Pakistan (with UCL managing the studies in Niger and Somalia).

February 2015 to January 2016 saw an intensive period of data collection, data cleaning and preliminary analysis, as follows:

- All quantitative research tools were finalised in May 2015. A data collection plan was subsequently put in place.
- All baseline data was collected by September 2015. This involved recruiting and managing a team of over 40 research data collectors based in Dadu, Pakistan. This baseline data was then cleaned, and analysed, with preliminary results to be presented at the REFANI meeting in London in February 2016.
- Monthly data collection was started and all five rounds of data collection were completed by the end of January 2016. Data cleaning and analysis will start in early February 2016. Planning for the final round of data collection at the one-year point (July/August 2016) also commenced.
- The qualitative research tools were finalised and this study was well under way by the end of January 2016, as was the process evaluation.
- The Principal Investigator spent 10 days in Pakistan in December 2015 working closely with the team to ensure the quality of data collected.

ENN is very satisfied with the quality of the data to date and expects this study to produce robust findings.

The study is seen as the beginnings of an exploration into the linkages between nutrition and resilience and that further discussion and study may be warranted.

NN’s operational research programme strengthens the evidence base for emergency nutrition and food security programming. All research activities have involved steering groups of agencies and academics. Collaborators and funders include bilateral donors, UN agencies, and international NGOs. NN is committed to securing peer review publications and producing technical notes from its research activities in order to share findings and strengthen the evidence base in the sector. More details about ENN’s work in this area can be found at www.ennonline.net/ourwork.

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Stunting in Emergencies
ENN undertook a small review regarding stunting in protracted crisis. This scoping review looked at the implications of operating in situations of protracted crisis where levels of stunting may be high or more of a concern than wasting. It included a review of documents and informal discussions with a number of key nutrition actors representing donors and agencies. The purpose was to begin to explore the issues and pose questions, and in so doing get the issue of stunting in protracted emergencies higher up the nutrition agenda. This work will be built upon during 2016.

ENN has maintained a contribution to policy guidance and strategy development at global level and, in some instances, has taken a lead on behalf of practitioner agencies. During 2015, ENN was engaged in the following activities:

Engagement in the Global Nutrition Cluster
ENN has been identified as the lead agency on Knowledge Management (KM) in the GNC information and KM taskforce established in late 2014. ENN has both attended and chaired sessions at all of the GNC meetings that have been held during 2015. Additionally, and following a request from the GNC, ENN developed a concept note on KM, which was funded by UNICEF under a Project Cooperation Agreement. This work ran through 2015 and focused on cluster learning and experiences through the development of detailed case studies from six countries experiencing Level 2 and 3 emergencies.

Community Management of Acute Malnutrition (CMAM) Forum
ENN participated in the steering committee of the CMAM Forum and supported the Generation Nutrition global campaign to address the global burden of acute malnutrition though attending meetings and in particular advising on the campaigns work, to analyse further the role of financing mechanisms for interventions to address global acute malnutrition.

Other areas of collaboration
ENN has been an active member of an interagency collaboration, the IFE Core Group; an expert advocacy and resource group on infant and young child feeding in emergencies. Since 2004, ENN has been the coordinating agency and institutional ‘home’ of the IFE Core Group. The IFE Core Group’s work to date has centred on development of policy guidance and capacity building tools, capturing and learning from what happens in emergency response with regard to infant and young child feeding and promoting policy and practice change in the context of preparedness and response.

Infant and young child feeding in emergencies (IFE) (http://www.ennonline.net/ifecoregroup)
Since 1999, ENN has been an active member of an interagency collaboration, the IFE Core Group; an expert advocacy and resource group on infant and young child feeding in emergencies. Since 2004, ENN has been the coordinating agency and institutional ‘home’ of the IFE Core Group. The IFE Core Group’s work to date has centred on development of policy guidance and capacity building tools, capturing and learning from what happens in emergency response with regard to infant and young child feeding and promoting policy and practice change in the context of preparedness and response.

A number of activities were undertaken by ENN during 2015 including:
• The provision of technical input into the development of WHOs handbook on hemorrhagic disease management, building on ENNs work relating to infant feeding support in the ebola crisis.
• Collaboration with UNICEF, WHO and operational agencies to develop interim guidance on infant feeding in the European migrant/refugee crisis, addressing gaps in recommendations for this particular context.
• Participation in WHOs guideline meeting to update WHO recommendations on HIV and infant feeding; ENNs remit was to represent the particular challenges relating to emergency contexts and we facilitated the working group session on this topic. One of the emerging recommendations (that WHO will take forward in 2016) was the need for a focussed meeting on HIV and infant feeding in emergencies.

A key policy guidance managed by ENN/IFE Core Group is the World Health Assembly (WHA) endorsed Operational Guidance on Infant and Young Child Feeding in Emergencies (OxG Guideline on IVCF-E). In light of the lessons learnt from the Syria response on IVCF, and recent developments in policy and technical guidance, there was consensus to update the Operational Guidance on IFE; this will be conducted in 2016 and will be co-led with UNICEF.

Workstream 3 Discussion, cooperation and agreement

Attendance at international meetings
ENN participated in a number of other international meetings during 2015, as follows;
• Attendance at the Global Forum for Improving Humanitarian Action meeting in New York, a precursor to the first World Humanitarian Summit, which will be held in Istanbul in May 2016.
• Attendance at the 5th annual research conference of the Leverhulme Centre for Integrative Research on Agriculture and Health at the London School of Hygiene and Tropical Medicine which gathered researchers from around the world to examine and reflect critically on what we have learned from agriculture, nutrition and health research in the past five years.
• ENN chaired two working group sessions at the Global Forum on Nutrition-Sensitive Social Protection Programmes in Moscow.
• Attendance at the ODI/Centre for Global Development hosted meeting on Doing Cash Differently, which launched the Report of the High Level Panel on Humanitarian Cash Transfers.
• ENN presented at the Bonn WASH Nutrition Forum as a key knowledge management initiative in the nutrition sector. As a result of participation, an article (WASHplus in Mali) was developed for Field Exchange 51 and ENN is exploring collaboration with GIZ regarding hosting an online nutrition and WASH discussion in February 2016, connecting both ‘worlds’.
• ENN attended the SUN Global Gathering in Milan to learn more about SUN Phase One and also the progress being made on the strategy and accompanying Roadmap for SUN Phase Two, with which ENN’s KM for SUN project will be aligned.
• ENN presented at a high-level roundtable meeting in Dublin hosted by Irish Aid at which David Nabarro (UN Special Adviser on the 2030 Agenda for Sustainable Development) was invited to attend. ENN made the case based on field evidence through a nutrition lens for more joined up policies and programming between the humanitarian and development sectors by using ENN experience from the Syria region, Ukraine, South Sudan as well as drawing from ENN’s work on financing the scale up of CMAM programming.

Inputs to wider groups, academia and literature
• ENN was accepted as a member of the CALP Technical Advisory Group in late 2015.
• ENN acted as ‘expert peer reviewers’ for several articles submitted to journals such as the Maternal and Child Nutrition Journal.
• ENN reviewed a chapter of the upcoming ‘Nourishing Millions’ book (stories of change in nutrition).
• ENN acted as guest lecturers for several courses; Nutrition in Emergencies Masters course at LSHTM, Global Health masters course at Oxford Brookes University, and the Institute of Development Studies Transform Nutrition ‘Summer School’ in Brighton.

1 UNICEF, UNHCR, ACF, DFID, ECHO, GNC, IPC
Financial and Management

Income received from donors amounted to £914,035, an increase of £306,360 on 2015 (2015: £607,675).
ENN returned a small operating deficit of £10,907 (2015: surplus of £27,931).
The cash reserves at the year end were £211,891 (2015: £222,798).
The cash balance at the year end amounted to £172,712 (2015: £151,302).
OFDA (USAID) continued to be the most significant donor with their grant of £398,504. Irish Aid funded £180,815 in the year to support a total of 7 projects and their support costs. Two other major grant contributions were received from ACF USA and DFID. ENN also received financial support from various international non-governmental organisations (INGOs) and United Nations (UN) agencies that provided recurrent annual funding to support Field Exchange, in particular.

ENN Income & Expenditure Statement
For the Year to 31st January 2015

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<th>Income</th>
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<td>Interest received</td>
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<td>Other Income</td>
<td>(7,270)</td>
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Expenditure
917,953

- Wages 343,259
- Insurance 3,803
- Telephone 7,627
- Postage and stationery 71,446
- Advertising 1,088
- Travelling 45,734
- Rent, rates and utilities 18,534
- Internet & website charges 4,039
- Equipment and supplies 509
- Meeting costs 3,644
- Event costs 653
- Customer entertaining 96
- Consultancy fees 364,004
- Accountancy consultancy 580
- Bank charges 592
- Foreign exchange (gains)/loss 106
- Auditors remuneration 6,600
- Maintenance costs 13,645
- Administrative expenses 966
- Project audits 31,028

Staff & Associates

Technical Nutrition Team

Jeremy Shoham: Field Exchange Co-Editor and co-Director of the ENN.
Emily Mates: Technical Director.
Valerie Gatchell: Nutrition Exchange Co-Editor. (To 2016)

Mari McGrath: Field Exchange Co-Editor and co-Director of the ENN.
Chloe Angood: Nutritionist.

Carmel Dolan: Technical Director and Nutrition Exchange Co-editor.
Tui Swinnen: Global Knowledge Management Coordinator, SUN-KM project.

Operations Team

Peter Tervet: Finance Manager.
Judith Fitzgerald: Administrative Assistant.
Clara Ramsay: Finance Assistant.

Additional ENN expertise is provided by:

Orna O’Reilly: Designs and produces all of ENN publications.
Phil Wilks: Provides IT expertise.

Trustees

Jeremy Shoham and Marie McGrath.
Bruce Laurence: Consultant in Public Health in Derbyshire, UK. Previously he was Medical Director of the UK-based NGO, Merlin, and has also worked with Oxfam and MSF.
Nigel Milway: was a senior executive with British Telecom for over 14 years and is now director of his own leadership and coaching consultancy.
VICTORIA LACK: Lecturer in Public Health and Primary Care, at City University, London and spent years working in the field with ACF.

Arabella Duffield: An independent nutritionist with academic and field experience in nutrition and food security. (Retired as Trustee in July 2015).
Anna Taylor: Executive Director of the Food Foundation, with many years’ experience working in international nutrition and an OBE for her work to address the global burden of undernutrition (commenced as Trustee from July 2015).

All six trustees fulfil their responsibilities to ENN, in line with the requirements of UK Charity Law, on a voluntary basis.

Auditors

ENN, 32, Leopold Street, Oxford, OX4 1TW, UK
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office@ennonline.net

The Emergency Nutrition Network is a company limited by guarantee and not having a share capital. Registered address: 32, Leopold Street, Oxford, OX4 1TW, UK
Registered company no. 4889844. Registered charity no. 1115156

Supporting agencies in 2015/16: