Emergency Nutrition Network
Opportunity Profile

Chief Executive Officer
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Welcome from the board

Dear potential candidate,

Thank you for giving your time to learn more about the Emergency Nutrition Network (ENN) and our desire to appoint our first Chief Executive Officer to lead us through an exciting period of change.

At ENN we are truly passionate about what we do. Nutritional challenges are growing across the world; undernutrition rates may be slowly decreasing but other forms of malnutrition are on the rise. Markedly, the progress that is being made is unequal and many countries are now facing the double burden of both under and over nutrition. Crises around the world are increasingly protracted and the historical and artificial silos of ‘humanitarian’ and ‘development’ don’t reflect real needs which are much more fluid. Emerging threats, such as the broader impact on nutrition of the COVID-19 pandemic bring new challenges to address. This means that, now more than ever, clear, evidence-based understanding of the drivers and complexities of malnutrition is needed, to shift policy, architecture and practices and deliver meaningful change for those in need. ENN is a well-respected global leader in the nutrition sector, enhancing the effectiveness of policy and programming by carrying out research to improve knowledge, stimulate learning and build evidence. Our work is always driven by needs in the field and we are recognised globally as thought leaders and conveners in nutrition. Our annual turnover is around £1.8m (c.$2.5m), we employ 17 staff and engage 30-40 specialist consultants.

Over the past 25 years ENN has become a powerful and recognised name in the sector, working with others to influence nutrition outcomes around the world. Whether you know us for our highly regarded publications that inform and inspire practitioners worldwide, or for our technical interest groups and communities of practice who are the ‘go to’ networks for their specialisms, our partners know and trust ENN for quality, rigour and impartiality. The ENN-led development of the Operational Guidance on Infant Feeding in Emergencies has become the key global policy guidance and has been endorsed by the World Health Assembly, and our technical leadership and convening has facilitated real change in awareness and a new narrative, challenging siloed approaches to Wasting and Stunting management.

Looking forward we have exciting projects in development, including a 2021 Learning Series on COVID-19 and Nutrition. We are about to embark on a strategic review to plan the next stage in our journey. We are keen to drive even greater impact by exploring new and innovative approaches and increasing our reach still further. We do so knowing that we are on a sound financial footing with multi-year funding in place from a range of institutional partners and private foundations.

To date we have been led by a team of peers who have held the vision, given technical direction and had day to day responsibility for running ENN. Ahead of the strategy review we are now ready to welcome a CEO to lead the organisation. We are searching for an exceptional individual with an empowering leadership style and senior representation experience who feels as passionately as we do, someone who has had leadership experience in international nutrition, food systems or health and shares our commitment to learning and innovation.

We look forward to hearing from you and hope the following pages help you explore ENN and the role.

On behalf of the Board of Trustees, I thank you again for your interest in ENN and in this unique opportunity.

With best wishes,

The ENN Board of Trustees
About ENN

Emergency Nutrition Network (ENN) is a well-established and highly respected UK-based charity working to reduce malnutrition globally.

ENN strives to enhance the effectiveness of nutrition policy and programming by improving knowledge, stimulating learning and building evidence. We are passionate about being field driven and are globally recognised as thought leaders and conveners in nutrition.

Our vision is that every individual caught up in a nutritional emergency, or suffering from malnutrition anywhere in the world, gets the most effective help possible.

We undertake knowledge management, research and advocacy to support national governments, civil society, UN, donor and academic organisations. Through these collaborations we support agencies to implement evidence-based nutrition programming, predominantly in low- and middle-income countries.

“To me, ENN is one of the most long-standing focal points for emergency nutrition technical information and coordination.”

ENN Partner

Our history

Founded in 1996 in Ireland, ENN has a long and rich history in global nutrition. Following an evaluation of the Great Lakes Emergency in 1995, implementing agencies identified an urgent need to establish a vehicle for capturing programming experiences and preserving institutional memory in the emergency food and nutrition sector. This gave rise to ENN’s publication, Field Exchange, which was first produced in 1996, designed to stimulate critical thinking and learning, influence research agendas and cross-fertilise information and exchange.

ENN was originally and generously hosted by Trinity College Dublin for its first eight years, before relocating to Oxfordshire in 2004 and is now a UK registered Charity.
Who we are now

Our Strategy [2016-2020] aims to enhance the effectiveness of nutrition policy and programming by improving knowledge, stimulating learning, building evidence and providing support and encouragement to practitioners and decision-makers involved in nutrition and related interventions. We take a particular lens on fragile and conflict affected, and high burden, states. We have three core principles guiding our work:

• **Independent, neutral and impartial**

ENN is not bound by the views or positions of any one institution and is not a nutrition implementing agency. Any opinions expressed are based on the available evidence and the experience of our rich and diverse 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, and often brokers, its development.
Our work

Continuing our passion for knowledge management and learning, our flagship publication, *Field Exchange*, is now in its 62nd edition with a substantial readership, enviable reach and benefiting from stimulating collaborations on special editions and articles.

Snapshot of Field Exchange worldwide print distribution

![Map showing global distribution of Field Exchange](image)

**Field Exchange distribution and uptake**

- **3,956 subscribers**
- **3,164 printed copies sent per issue**
- **3,078 email copies sent per issue**
- **1.92m articles viewed online**

*Nutrition Exchange*, a sister publication, was launched in 2011 to meet the needs of a less technical, national audience. Distributed in print form to nearly 10,000 subscribers worldwide in several languages, it has been used to share critical field learning, including special editions on South Asia, and strong engagement and alignment with countries in the Scaling Up Nutrition (SUN) Movement.

**Nutrition Exchange distribution and uptake**

- **10,644 printed copies sent per issue**
- **139 countries receive it**
- **5,770 email copies sent per issue**
- **151,834 articles viewed online**
ENN’s knowledge management and learning approach is embedded across more than just our publications. Online, en-net is our free, multi-lingual online platform for field practitioners seeking urgent technical advice on a broad range of nutrition issues, and now has over 19 topical forums and is in both English and French. ENN is also the lead partner on knowledge management in the Global Technical Assistance Mechanism on Nutrition (GTAM), which leverages across ENN’s knowledge management and learning products, technical expertise and brokerage skills to deliver quality and responsive technical oversight and assistance.

For the last five years, ENN has been a key knowledge management partner of the Scaling Up Nutrition (SUN) Movement. Our engagement during this period was broad ranging and significant, capturing and disseminating a huge volume of in-country practices and learning, and unpacking the progress of scale up in SUN countries.

“A relatively small but highly effective agency which ‘punches way above its weight’. ENN is widely viewed as a fair and impartial mediator allowing difficult issues to be constructively explored.”

Academic researcher

As the ENN team has grown, we have expanded our technical areas and specialisms, responding to increasing demand from our partners and practitioners, and always with an eye on under-researched and under-recognised areas. We are proud to convene a number of technical working groups and special interest groups, and are respectful of our role in bringing actors together and brokering meaningful conversations.

The Wasting and Stunting Technical Interest Group (WaSt TIG) is comprised of more than 30 technical specialists and has made great strides in breaking down the silos between the various forms of under-nutrition, identifying where evidence is needed, and advocating for impactful change.
The Management of at-risk Mothers and Infants under six months Special Interest Group (MAMI SIG) has successfully brought global attention to a neglected and significant burden worldwide, catalysing normative policy change, stimulating research and prompting programming innovation. Co-ordinated by ENN and co-led with the London School of Hygiene and Tropical Medicine (LSHTM), it has evolved into a network of 50+ programmers, researchers and decision-makers. It is now poised to scale up into a MAMI Global Network, with a targeted agenda to deliver even further impact, engaging across sectors and with national representation.

Also coordinated by ENN, the IFE Core Group is an international collaboration of more than 25 programmers and experts and is the source of critical operational guidance on infant and young child feeding in emergencies. Guided by a collectively produced strategy (2020-24) the group is now the established ‘go to’ community of practice for technical direction on front-line programming and learning on implementation.

The Adolescent nutrition interest group was recently formed to capitalise on the upsurge of interest for the particular needs of this age group and currently has over 70 members. ENN is exploring the unique challenges and nutrition needs of adolescents, currently undertaking a global scoping exercise to map current practices and identify gaps.

Looking forward, ENN is in the design phases of a Learning Series on COVID-19 and Nutrition in the summer of 2021. In such an unprecedented global pandemic, there is rich and diverse learning to capture, analyse, digest and disseminate and we are excited to work with our partners to shape this event. Looking beyond our current portfolio, we are also scoping ’state of play’ papers to explore new areas where we can add value, including food systems and nutrition, climate change and nutrition and maternal nutrition and health.
Our people

ENN’s team is made up of a range of technical experts in nutrition, with decades of collective experience, and a small operational team. ENN’s Management Team comprises 3 Technical Directors and the Operations and Finance Director. As well as our 17 staff, we engage a significant number of experienced specialist consultants on our projects. ENN is highly committed to diversity and inclusion, to enabling and promoting flexible working for our staff, and to supporting continued professional development.
Our governance
ENN is a UK-registered charity (Charity Registration Number: 1115156) governed by a Board of Trustees. The Board is currently comprised of 6 trustees and meets regularly throughout the year, with full board meetings on at least a quarterly basis. The Board currently has two sub-committees, one covering HR, Security & Safeguarding and the other Finance & Risk.

As a UK-registered Charity, ENN also files accounts as a UK-registered Company with Companies House (Company Registration Number 04889844).

Our finances
ENN is financially supported by a range of institutional donors (including the Irish and US governments), charitable foundations (including the Eleanor Crook Foundation and the Waterloo Foundation), as well as UN agencies and INGOs. Our income has been growing steadily over the last few years, with income in the current FY 2020/21 projected at around £1.8m (c. $2.5m).
Context for this appointment

ENN has been successful to date with a growing and diversifying portfolio and steady income. Our structures evolved organically with our growth and we have had a team of peers leading the organisation up to now. Looking forward to a new chapter in ENN and a new strategy we feel it is the right time to revisit our structures, and to welcome a CEO to lead us in the next period.

We are keen to explore how to balance individual technical specialisms and portfolios with a more collective and cohesive organisational approach, and a clearer, single organisational identity. We want ENN to be an organisation where our individual technical areas are better leveraged, collaboration is fruitful and synergies realised. We want a CEO to help us navigate this step-change, unleashing our untapped potential and demonstrating what we know to be the case: that the whole of our work can be far greater than the sum of its parts.

As we head towards the development of our next Strategy at ENN, we do so confident that we remain a respected thought-leader in the global nutrition space, acting as a broad human, virtual and physical library of knowledge and experience. Increasingly, the demands on us from our partners outstrip our capacity and we are at a pivotal point in ENN's growth to meet these external expectations, and to marry them with our strategic intent.

We continue to provide pragmatic insight, analysis and commentary, benefiting from the impartiality of a non-implementing actor with the clarity of distance and perspective this affords. We look forward to exploring what shape our portfolio will take next and to examining our future role in influencing and advocacy to further shift the needle on global malnutrition. We are excited to explore and embrace new and innovative approaches across our work to maximise our impact and ensure we remain at the cutting edge, globally recognised and locally relevant. We seek a passionate and collaborative CEO to navigate and lead this change process for us, to collaborate with us and help shape our future.
What we’re looking for

The CEO will provide the overall strategic leadership, vision and direction for ENN. They will facilitate the development of values and culture, championing ways of working and supporting staff to embrace our organisational journey. ENN’s CEO will be the lead ambassador for the organisation, raising our profile, engaging with high level actors, and developing relationships, partnerships and collaborations.

We are looking for an experienced and well-networked leader from within the international nutrition, health or food systems sector, aware of current challenges and trends and comfortable influencing at the highest levels.

You will have a proven ability to motivate staff through a facilitative approach, personal drive and energy, supporting and empowering them to be the best they can be and creating a culture which thrives, innovates and delivers high quality.

We seek an excellent listener, communicator and influencer with exemplary interpersonal skills; a credible and authentic leader who builds positive relationships with a wide variety of stakeholders including staff, donors, partners and decision-makers.

You will have demonstrable experience of managing human and financial resources, with the acumen to maximise opportunities within a sector where resources and talent are not easily secured or sustained.

You will be experienced in the design and development of strategy and vision and comfortable articulating and translating this to inspire others.

We seek a full-time, permanent CEO to be based in ENN’s Oxfordshire office. Flexible working arrangements, including some homeworking, can be considered. You will be rewarded with a competitive package, including up to a 5% employer’s matched pension contribution and a commitment to support continued professional development.
How to apply

Your application should comprise:

• A covering letter of no more than 2 pages, outlining your motivations to work with ENN and giving insights into your relevant experience for the role.

• A CV including your educational and professional qualifications, as well as a full employment history, showing the responsibilities held and highlighting key relevant achievements.

• Contact details including the primary email address you wish us to use during your application, your postal address and daytime and evening telephone numbers.

Applications should be sent by email to Joanne Parsons, Senior HR Officer joanne@ennonline.net no later than 5pm 30th September 2020.

ENN will endeavour to communicate regularly with you throughout the search process. If you have any queries or would like to speak to us at any time during your application, please contact either Joanne Parsons (above), or Rebecca Lewin, Operations and Finance Director by email rebecca.lewin@ennonline.net or by telephone 07768 904841.

All applications and enquiries will be treated with discretion and maintaining your confidentiality. Your personal data will be handled in accordance with our data protection processes. As is standard with any UK registered charity, ENN conducts a number of pre-employment checks including identity, ATS, DBS, references and qualifications. You will be contacted before any pre-employment checks are conducted.

ENN is committed to diversity and inclusion, and to building a culture where every staff member is recognised and valued as an individual. We actively encourage applications from a broad range of experiences and backgrounds.

Timeline and process

Closing date for applications 30th September 2020.

Initial calls with candidates to explore their interest for the position will be conducted as applications are received.

First round interviews with the Search Panel, comprising representatives of ENN’s Board and Management team, will be held on the 12th and 13th October. Our intention at this stage is that these will be face to face in Oxfordshire, but these may be via video-conference where this is not possible.

Finalist candidates will be given the opportunity to explore and learn much more about ENN, the role and the context for the appointment, including one-to-one conversations with Board members, as well as an informal session with ENN staff.

If needed, a second round of interviews will be held on the 2nd / 3rd November.
ENN welcomes the opportunity to mutually explore a future working partnership

Thank you for your interest