

Executive Brief:

Trustees

The Power of Nutrition Board



About The Power of Nutrition

The Power of Nutrition's vision is a world where every child has the right nutrition to achieve their full potential. Our purpose is to raise money and create partnerships to advance the fight against malnutrition in Africa and Asia.

By the end of 2022, we will have helped prevent 600,000 cases of stunting, achieving our headline target two years early, through funding and overseeing 19 large-scale nutrition programmes in 15 countries.

Since being established in 2015, we have:

- Reached 91.6million of the world's most vulnerable people with better nutrition, almost 300% more than our original target.
- Mobilised \$540m for nutrition programming through our unique co-investment model and effective fundraising.
- Spent just 3 cents to generate the next \$1 for nutrition programmes.

Undernutrition is the underlying cause of 45% of all child mortality. In Sub-Saharan Africa and Asia, nearly four in 10 children are growing up with stunted bodies and brains – and malnutrition levels are on the rise due to covid, conflict and climate change. Putting a stop to malnutrition is one of the best means we have to transform children's health, education, and livelihoods, in turn helping communities and countries escape the cycle of poverty. Yet, there is a \$10.8 billion annual funding gap in global nutrition.

The Power of Nutrition is a unique partnership platform that brings together various organisations to help raise 'more money for nutrition' and 'get more nutrition for the money' by convening diverse organisations to run evidence-based, best-buy in all international development, nutrition programmes at scale across Africa and Asia. We also act as a public good through global advocacy, on behalf of the nutrition sector.

We work with funders including the Children's Investment Fund Foundation, UBS Optimus Foundation, The Bill and Melinda Gates Foundation, Hilton Foundation and Rotary Foundation; and donor governments including the UK, Ireland, and Australia; as well as implementing partners including The World Bank, Islamic Development Bank, UNICEF, World Food Programme, and a range of international NGOs.

The Power of Nutrition is a charitable foundation registered in England and Wales as a company limited by guarantee with number 09288843 and as a charity with number 1160373, and it has a 501(c)(3) tax exempt status in the US.

Further information can be found on our website: <http://www.powerofnutrition.org>

Who works at The Power of Nutrition

The Power of Nutrition has a lean but highly experienced team of experts in the private sector, international development, and nutrition, primarily based in the UK. The team drives the principal areas of our work, including convening partnerships, managing our investments portfolio, monitoring progress, conducting due diligence of new partners and programmes, and delivering communications and advocacy activities to encourage new and diverse funding for global nutrition. [Meet our team.](#)



OUR VALUES

Our values have been developed by and for our team and set the foundation of our culture and the way we work. They remain consistent for whoever we work with, whether it's the people we work with and for in Africa and Asia, our stakeholders or each other as individuals.

We share these values along with a joint passion for accelerating the fight against malnutrition. We commit to living them in everything we do.

1. Compassion & Respect

We care about each other and ensure we treat each other with respect.

We work with compassion, showing empathy and respect in everything we do. We strive to create an honest, open and safe space where everyone can voice their own opinions and be heard. We prioritise individual and collective wellbeing.

We're active listeners. We practice transparency. We empathise with different opinions and we go out of our way to support each other. We respect each other as professionals and individuals.

2. Collaboration

Only by working together will we be able to advance the fight against malnutrition.

Collaboration is at the heart of our model, convening partners, with an emphasis on new organisations to nutrition, to multiply resources and achieve greater impact. Our small team is made up of individual experts; whilst what we each do is important, we achieve greater results through working together.

We promote an open working environment with mutual dialogue. We promote diversity of each other and of our opinions. We build trust.

3. Accountability

We understand the importance of our work and the value of the investments we work on.

We take responsibility for our actions and have shared accountability to each other as well as to the people we serve.

We find solutions to problems. We deliver on commitments with quality. We take full ownership of our actions. We continually develop and learn from mistakes.

4. Agility

Our challenging sector and our unique model demands us to be agile, flexible and innovative to ensure transformative impact.

We work with flexibility, strength and speed to find innovative, sustainable solutions to advance the fight against malnutrition.

We don't stand still; we strive for improvements and excellence in everything we do. We constantly evolve our approach to the ever-changing landscape and are flexible to new ways to achieve great impact.

5. Ambition

The size of our team does not reflect the size of our ambition and we aim to constantly punch above our weight to impact the lives of the millions affected by malnutrition.

We create transformative impact through bold solutions that our investors and implementers could not achieve alone. Beyond our programmes, we strive to be a public good and have wider impact on the sector, lifting it up from its 'orphan' status.

We set ambitious targets and continually monitor and evaluate for improvements to our programmes. We take appropriate risks to ensure wider sector impact.

6. Resilience

Nutrition is an 'orphan' sector in international development and our model is complex; we have to work extra hard to make a difference.

We operate in a tough fundraising environment given nutrition is a neglected sector so being thick-skinned, resilient and tenacious in our work is key.

We're a nimble team that works flexibly to solve challenges, learning from knock-backs to improve how we work. We show confidence in our model, knowing the potential it has to transform the lives of many.

7. We get stuff done

Above all, our team gets things done – no challenge is too great, no problem too complex; collectively we are able to find solutions for most of the tough situations.

We're a lean team that works quickly and efficiently to catalyse investments and partnerships, big and small, in nutrition to have a transformative impact.

We think practically with the delicate balance of realism with ambition. We take pride in ensuring our work has high standards and delivers clear value-add.



The Responsibilities of a Trustee

The Trustees, acting together, govern the charity, safeguarding its assets and applying them as efficiently and effectively as possible to further the charity's objects as set out in its governing document. They:

- Champion and support The Power of Nutrition Fundraising efforts.
- Ensure that the organisation complies with its governing document.
- Ensure that all the charity's activities are within its objects and within the law and relevant regulations.
- Ensure the financial security / stability of the organisation and the proper investment of the charity's funds.
- Safeguard the charity's ethos, its good name, and the values of the organisation.
- Work with the Chief Executive and Executive Leadership Team to develop strategic goals and objectives, to agree those goals and objectives, and to assess whether the management's strategy to achieve the goals and objectives is reasonable in relation to the risks involved, the resources required and the benefits to be achieved.
- Monitor the charity's progress towards the achievement of its strategic goals and objectives and monitor the impact of its activities on its beneficiaries.
- Define the parameters on which the budget will be based, agree the budget, and monitor financial performance.
- Ensure that the Executive Leadership Team has implemented an effective risk identification and management process.
- Ensure that the Executive Leadership Team has implemented effective internal control systems and management information systems.
- Ensure that the organisation is a responsible employer for both employees and contractors, and that performance is monitored.
- Ensure that the organisation's performance is monitored and evaluated regularly, with feedback sought from our people and those we work with.
- As and when necessary, appoint a chief executive, support him or her, agree their performance goals, monitor their performance against the specified goals, and agree their remuneration package.

- Establish and, as necessary, review a clear framework of delegation to committees and the chief executive, monitor compliance within that framework and hold committees and the chief executive accountable for the authority that has been delegated to them.
- Be accountable to stakeholders for the way in which they have discharged their responsibilities as trustees.
- Represent the Board's position when speaking publicly.
- Assist with the identification and search for new Trustees.
- Review the Board's own performance periodically and build an effective team spirit across Trustees and Executive Leadership team.

Requirements

To perform your duties as a Trustee, you will be required to:

- Act in the best interests of the people we serve, setting aside any other interests you may have.
- Attend as many of the Trustee Board meetings a year as possible.
- Devote the necessary time and effort to developing a good understanding of The Power of Nutrition and its activities, reading papers, and undertaking other preparatory work.

Trustees will be able to

- Identify with, and be motivated by the purpose, values, and objectives The Power of Nutrition.
- Enthuse the wider world with what The Power of Nutrition is about.
- Think innovatively, critically, independently, and strategically, with the ability and a proven track record of translating strategy into operational plans.
- Demonstrate a healthy understanding of risk, its benefits and be prepared to take risks, and have entrepreneurial instincts.
- Demonstrate the ability to analyse financial information.
- Contribute effectively within a talented Board.
- Command the respect of fellow Trustees and Executive Leadership Team.
- Have a willingness to speak their mind and be constructive.
- Demonstrate a consultative, strategic, and supportive style.
- Demonstrate Nolan's seven principles of public life, namely: selflessness, integrity, objectivity, accountability, openness, honesty, and leadership.

CANDIDATE PROFILE

The Power of Nutrition wants to expand its existing Board - [Governance - The Power of Nutrition from 5 to 8](#) with further passionate and like-minded, driven individuals who can add to the breadth and depth that currently exists.

We are seeking leaders with a global profile who have a proven track record delivering strategic change and can add-value to the overall direction and objectives of The Power of Nutrition as it implements its 2022-2025 strategy – *Transforming global nutrition financing*. This sees the organisation go beyond stunting to tackle all forms of malnutrition (stunting, wasting, micronutrient deficiency, overweight and obesity) in high-risk countries in Africa and Asia, expand into innovative financing and become more of a public good for global nutrition and a tenacious sector champion.

We are particularly looking for Trustees with the following experience:

- o **International development sector experience** – both general but also specific experience in climate change, conflict, education, water and sanitation, gender, food systems, agriculture and other areas, to support our new strategy shift from predominantly health systems interventions (e.g. Vitamin A) to a multisectoral approach (e.g. the intersection of education and nutrition, like school meals). Experience of multilaterals, bilaterals and the broader international system is also desirable.
- o **Innovative finance** – responding to the rapid growth in recent years in Environmental, Social and Governance (ESG) investing, and in structuring and deploying innovative finance - including payment-by-results, blended finance, impact investing, market guarantees and capital market Social Bonds – in international development, our new strategy sees us expanding into innovative financing. We are looking for experience in ESG investing, capital markets (especially Sustainability and Social Bonds) and in the mechanisms or types of money mentioned above. Direct experience - as an issuer, banker, investor, regulator or funder - in innovative financing deals or mechanisms is particularly welcome.
- o **Legal expertise** – we would like to strengthen our Board legal expertise, with a strong preference for a proven track record in UK charity law.
- o **Advocacy, policy and political influencing** – to support our new strategy shift to be more of a public good and tenacious sector champion for the global nutrition community, we are looking for someone with a proven track record in politics, public affairs, advocacy and/or policy, ideally at the international level (e.g. influencing the G7 or G20).

We are an equal opportunities employer and welcome applications from all candidates irrespective of race, age, disability, gender, gender identity, sexual orientation, religion, or belief, or marital or civil partnership status.

Skills and Qualities

The important skills and qualities the Chair is looking for, include:

- Full commitment to the cause of reducing the social injustice of malnutrition.

- Ability and enthusiasm to support the Chair and the Chief Executive in executing an ambitious fundraising strategy.
- Effective communication skills, especially around bringing the experience and awareness from their respective sector to the Board and to the executive.
- Excellent written and oral communication skills coupled with a natural affinity for public speaking.
- Ability to provide strategic insight as to how to approach and engage with the development and private sector.
- Willingness to act as an influential ambassador for the organisation.
- Ensuring The Power of Nutrition's commitment to a diverse Board and staff whose combined experience relates to the communities The Power of Nutrition serves.
- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading diverse individuals to contribute.
- Personal qualities of integrity, credibility, and a passion for improving the lives of those The Power of Nutrition's serves.

Qualifications

Ideal candidates will have the following qualifications:

- Extensive professional experience with significant executive leadership accomplishments in business and/or development sector.
- Track record of building credibility in the funding community that has contributed to major gifts being given to a non-profit organisation.
- A commitment to and understanding of The Power of Nutrition's beneficiaries and mission, preferably based on experience.



This is an exciting time to join The Power of Nutrition. The new trustees will play a critical role championing and supporting the delivery of our new Strategy, under the leadership of a new Chair and Deputy Chair and a CEO that joined 18-months ago. With progress in reducing global malnutrition over the last 20 years being rolled back due to the 3C's - Covid, conflict and climate change and, according to the United Nations Secretary General, "multiple famines" coming in late 2022, there has never been a more important time to support the fight against global malnutrition. More information on our work can be found at www.powerofnutrition.org.

Time Commitment

The Board meets three to four times per year in London. It is anticipated that the total time commitment will be up to 20 days a year which would include Board Meeting attendance, preparation time and other less formal meetings and calls.

Remuneration

This is a pro bono appointment which brings rewards other than money. If you would like to make a difference in our world, this is a great opportunity to bring your skills, knowledge and experience to help us deliver on our purpose.

Travel expenses directly incurred by our Trustees on official business can be reimbursed. Board and Committee meetings are held in London or remotely via Zoom.

How to apply

To apply in confidence to become a Trustee of The Power of Nutrition, please forward your CV or an extended biography together with a short supporting statement and a list of any directorships or trusteeships that you currently hold.

Please ensure that your application fully addresses the requirements for the role. You should give the names, positions, organisations, and telephone contact numbers of two referees, relevant to this role. References will only be taken once your express permission has been granted.

We would also be grateful if you could let us know if you will require any special provision because of any disability should you be called for interview.

Applications should be submitted to:

Carla Martins at cmartins@powerofnutrition.org

If you have any questions on any aspect of the appointment process, need additional information, or wish to have an informal discussion, please contact:

Carla Martins at cmartins@powerofnutrition.org

We will assess all applications against the requirements for this post as detailed in the above role profile.