

EgonZehnder

Role Specification

Chair, The Global Alliance for Improved Nutrition
(GAIN)



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“Healthier Diets for All”

The Global Alliance for Improved Nutrition (GAIN) is a Swiss-based foundation launched at the UN in 2002 to tackle the human suffering caused by malnutrition. Working with both governments and businesses, GAIN aims to transform food systems so that they deliver more nutritious food for all people, especially the poorest. In particular, the organisation aims to make healthier food choices more desirable, more available, and more affordable. GAIN’s mission is to advance nutrition outcomes by improving consumption of nutritious and safe food for all people, especially the most vulnerable to malnutrition.

GAIN’s belief is that everyone in the world should have access to nutritious and safe food. It works to understand and deliver specific solutions to the daily challenge of food insecurity faced by poor people. By understanding that big change only comes from collaborating, there is no “one-size-fits-all” model, it develops alliances and builds tailored programmes, using a variety of flexible models and approaches. Increasingly, GAIN seeks to achieve change that is environmentally sustainable and to work with national governments on policies and programmes that transform nutrition.

GAIN is supported by over 30 donors and works closely with international organisations and United Nations agencies. It works through national, regional, and global alliances that provide technical, financial and policy support to a wide range of public and private organisations. As a result, GAIN prioritises finding ways to change and improve how businesses and governments shape food systems for improved nutrition.

Headquartered in Geneva, Switzerland, GAIN has country offices in Bangladesh, Benin, Ethiopia, India, Indonesia, Kenya, Mozambique, Nigeria, Pakistan, Tanzania and Uganda. GAIN has representative offices in The Netherlands, the United Kingdom, and the United States. In addition, programmes and projects are carried out in a variety of other countries, particularly in Africa and Asia, where 70% of GAIN’s staff are based.

Uniquely positioned, GAIN works with the whole food system, connecting both the public and private sectors, and connecting food systems to nutrition, enabling maximum impact throughout the entire nutrition cycle from production to consumption. GAIN does this through its strength across both research and delivery, proudly describing itself as “a doing organisation, but also a thinking organisation”. While relatively small, GAIN is a thoughtful and dynamic organisation that achieves real impact on the ground.

Vision

“Healthier diets for all people, especially the most vulnerable, from more sustainable food systems.”

Mission

“Improve the consumption of healthier diets for all, especially the most vulnerable, by improving the availability, affordability, desirability, and sustainability of nutritious and safe foods, and reducing the consumption of unhealthy and unsafe foods.”

Useful links:

- [GAIN website](#)
- [GAIN Financials](#)
- [2021 – 2022 Annual Report](#)
- [Our Impact: 20 years of improving nutrition](#)
- [GAIN Donors](#)
- [GAIN in the news](#)



Strategy

In December 2022, the GAIN Board adopted a [new five-year strategy](#). Due to COVID19, conflict in Ukraine, and climate change, malnutrition and hunger have worsened significantly since 2019, reversing a decade of progress. There is growing recognition that food systems need to change in order to reverse these trends.

The keystone of the new GAIN Strategy is to transform food systems to make healthier diets from sustainable food systems accessible to all people and especially those whose are most vulnerable to shocks.

By 2027, GAIN aims to improve the access of 1.5 billion people to nutritionally enhanced staple foods, improve the access of 25 million people to healthier diets, and support positive food system change in 10 countries. A bold and complex strategy, which GAIN will achieve through working together with its partners at the country and global level.



*“We want GAIN to be a beacon, inspiring and helping others to see where we should all be heading on nutrition; a spotlight, showing what works and does not work to get there; and a mirror, helping all stakeholders to be more accountable for their ambition, impact, and commitments to attain the vision. **In short, we want better nutrition; for all, and especially for those most at risk and most vulnerable to the effects of poor nutrition.** This strategy will help us realise these aspirations”*

Strategy

GAIN's new strategy has five focus areas, which will be implemented through nine targeted programmes and delivered in 11 countries, and growing, where it operates.

Doubling down on healthier diets: this means going beyond improving access to safe and nutritious foods to the bigger goal of increasing access to healthier diets for all, especially for those most vulnerable to malnutrition. We will also work to limit the consumption of foods that are considered unhealthy, such as ultra-processed foods, rich in fat, salt, and sugar, which can crowd out healthier options. We will work hard to stimulate the demand and affordable supply of fruits, vegetables, pulses, nuts, and animal sourced proteins such as fish, dairy, chicken, and eggs.

Protecting the most vulnerable: we will focus on protecting those most vulnerable to economic, conflict and environmental shocks. Initially, we will target our efforts namely on individuals living on USD 3.2 or less per day, though we recognise we also need to address other vulnerabilities. Food systems need to become more diverse and locally sustainable to be safer and more resilient while reaching those most vulnerable to malnutrition.

Engaging nature: we will design and implement our work to positively link nutrition to climate and the environment. We want to make GAIN the greenest nutrition organisation there is, both operationally and programmatically. This will make us a more responsible partner and help us accelerate advancements in nutrition outcomes.

Scaling up our impact: we will radically scale up the impact of our work by designing and implementing larger, more integrated programmes which are amplified through government policy, markets, partnerships and via knowledge sharing. We are doubling down on evidence-based work, advancing a new set of globally recognised tools which rapidly measure diet quality, identify and track food systems transformation, help SMEs engage with governments, and assist governments to transform their food system pathway.

Continuous institutional development: in our relentless efforts to improve our impact we have updated our values. We will continue to evolve our robust governance mechanisms based on transparency in all we do, and to build an inclusive, diverse and gender empowered organisation. We will continue to develop a cadre of leaders and staff who are motivated, talented, and who value GAIN as a fantastic place to work. We will continue to increase our income, financial resilience and organisational efficiency.

Core Values

“Our core values define what is important to us and guide the way we conduct business. We are committed to promoting and maintaining best practices in our everyday operations and we expect the highest standards of conduct from all staff, whether based at the headquarters, in representative offices or in country offices.

We strive to uphold these values at all times.”



PASSION

We are committed to achieving change for the most vulnerable

We have high expectations of ourselves. We hold ourselves and each other to account.



VOICE

We embrace equity, diversity and inclusion

We listen to and learn from each other. We are respectful and appreciative. We have a climate of openness and trust.



INNOVATION

We seek new solutions to problems

We embrace healthy risk-taking. We are willing to think and act "outside the box". We invest in learning. We are ambitious, open and curious.



INTEGRITY

We are honest and transparent

We deliver on our promises. We have consistently high standards of conduct. We aim to respect the environment and planetary boundaries.



TEAMWORK

We work together as ONE GAIN

We care about each other. We are good allies. We invest in relationships.



HUMILITY

We celebrate success but learn from our mistakes

We recognise our limitations as well as our strengths. We aim to listen to and serve our stakeholders.

Context for the Appointment

With the current Chair coming up to tenure in May 2024, GAIN are looking to appoint a new Chair, initially for one 3-year term with the expectation that it is renewed thereafter for a second 3-year term.

In December 2022, GAIN approved a new 5-year strategy. The new Chair will, therefore, lead the Board throughout the implementation of this strategy, with a focus on supporting efforts to **scale up impact, develop the organisation** and **diversify income**.

During their tenure, the future Chair will also likely handle the succession of the Executive Director and several SMT members.

This role provides a distinct opportunity to make a difference on a global level, supporting a critical cause of more sustainable food systems.

Candidate Profile

GAIN seeks to appoint an individual with exceptional accomplishment in the public, not for profit or private sectors and who will find resonance in GAIN's mission and core values. The Chair will have strong strategic skills to help guide the organisation's growth ambition. In addition, the Chair will act as an ambassador and the public face of GAIN, in partnership with the Executive Director. Most importantly, they will demonstrate a strong conviction and commitment to GAIN's strategic objectives and cause.

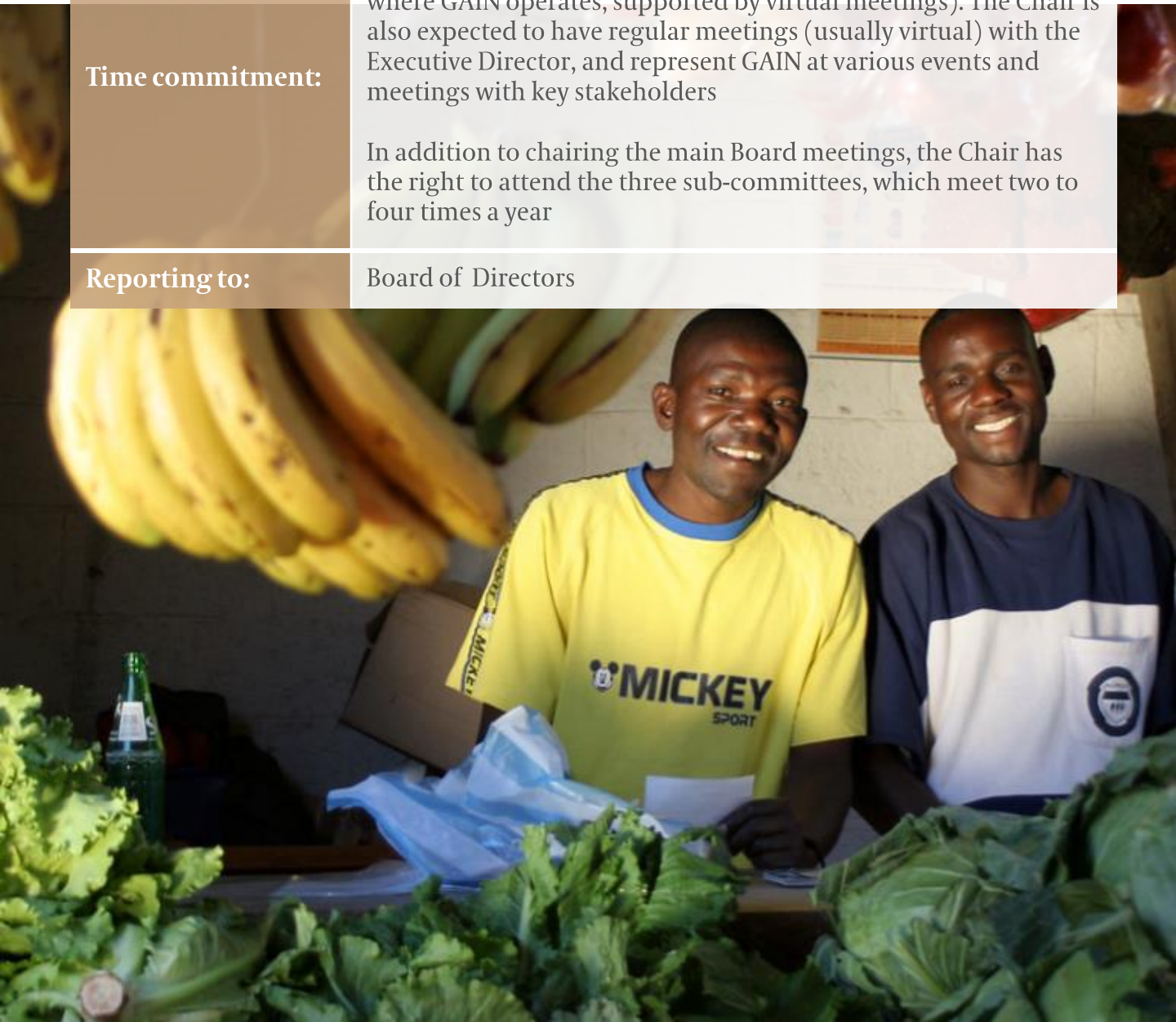
In addition, successful candidates will be/have:

- A seasoned Non-Executive Director, ideally with previous Chair experience
- Renowned in their field; this can be from the private, public, non-profit or academic sectors – ideally across several of these – and does not need to come from directly related areas
- Interested in and aligned with GAIN's mission
- A 'global citizen', ideally with significant lived experience in countries in which GAIN operates (Asia and/or Africa) or more broadly the Global South
- Strong strategic acumen, with excellent relationship building skills
- Experience in leading change, collaborative working and scaling growth



Commitment

Remuneration:	The role of Chair is not accompanied by any financial remuneration, although expenses for travel may be claimed
Location:	This role has no fixed location
Time commitment:	<p>Two Board meetings per year, lasting three days each (currently planned to include in-person meetings in Europe and in countries where GAIN operates, supported by virtual meetings). The Chair is also expected to have regular meetings (usually virtual) with the Executive Director, and represent GAIN at various events and meetings with key stakeholders</p> <p>In addition to chairing the main Board meetings, the Chair has the right to attend the three sub-committees, which meet two to four times a year</p>
Reporting to:	Board of Directors





Key responsibilities

- Leads the Board, ensuring all Board members are fully briefed and aware of their roles and responsibilities, and actively participates in Board and Committee meetings and other Board activities.
- Ensures GAIN delivers its Foundation objective and provides a clear strategic direction for GAIN.
- Supports GAIN to develop a balanced approach to strategic risks and opportunities. Discusses strategic issues confronting the organisation with the Executive Director and reviews with the Executive Director any issues of concern to the Board.
- Builds and maintains a strong, effective and constructive working relationship with the Executive Director, ensuring they are held to account for achieving agreed strategic objectives. Works to build and maintain a strong relationship between the SMT and the Board as a whole.
- Helps GAIN maximise its impact including by:
 - Representing GAIN externally and acting as an ambassador and spokesperson, as well as representing GAIN at select external events at the highest level, as appropriate and in coordination with the Executive Director.
 - Helping develop and maintain close relationships with key members of governments, donors and other influential individuals and organisations.
- Helps guide and mediate Board actions with respect to organisational priorities and governance concerns, ensuring that GAIN has maximum impact for its beneficiaries.
- Ensures periodic evaluations are undertaken of their own performance, as well as the performance of the Executive Director, individual Board members, and the Board overall, on the basis of agreed criteria.
- Oversees succession planning for the Executive Director.
- Signs relevant documents as and when required.

Candidates will be able to demonstrate the following skills and experience:

Board Leadership

Candidates must be able to demonstrate the ability to guide, facilitate and empower the debate of critical issues and leverage all Board members' skills and knowledge to achieve consensus and deliver results. Candidates must have a proven track-record of organisational leadership and demonstrable grasp of best practice on governance issues.

Influencing and Collaboration

Candidates must be effective communicators and be at ease in establishing appropriate relationships within the GAIN Board, Executive Team and with external stakeholders. They must be reflective, patient and subtle when required, with a low ego and good listening skills. The new Chair must have high credibility, stature and gravitas to build consensus and reach the right conclusions. They must be at ease in networking and be able to adapt their style to different audiences.

Board Integrity and Independence

An effective Chair will exhibit the courage to take a stand. They will act in line with a strong set of beliefs, values or ethics, consistent with GAIN's Code of Conduct, and be prepared to argue strongly but constructively if challenged for the good of the organisation.

Strategic Orientation

The ideal candidate must raise relevant strategic issues, influencing the shaping of that strategy. Further, they should contribute to the evolution of the company strategy and assist in its implementation through advice and counsel. They will have a view about how the sector landscape is developing and the ability to think differently on critical issues so as to add value in strategic discussions.

Results Orientation

A strong desire to improve organisational value and performance, and an ability to provide constructive challenge to the senior management or other Board members' thinking on current strategy and approaches to achieving longer-term results

Coaching and Talent Development

Ideally the Chair promotes talent development in the broadest sense across the business. They will be willing to engage with the key people in the business and provide constructive input into organisational design, appointments and succession planning discussions. They will exhibit a coaching style in working with members of the senior team and will be able to act as a coach and mentor for the ED.

The Current Board

(2-3 appointments pending)



Felia Salim

Chair

[Biography](#)



Cherrie Atilano

Non-Executive Director

[Biography](#)



Tom Arnold

Non-Executive Director

[Biography](#)



Andris Piebalgs

Non-Executive Director

[Biography](#)



Elizabeth Kimani-Murage

Non-Executive Director

[Biography](#)



Mario Herrero

Non-Executive Director

[Biography](#)



Julie Wynne

Non-Executive Director

[Biography](#)



Lawrence Haddad

Executive Director

[Biography](#)



Dr. Juan Rivera

Non-Executive Director

[Biography](#)



Laurence Amand-Jules

Non-Executive Director

[Biography](#)



About Egon Zehnder

Egon Zehnder is the world's preeminent leadership consulting firm, sharing one goal: to help people and organizations transform. We know what great leaders can do and are passionate about delivering the best solutions for our clients. As One Firm, our more than 560+ Consultants in 63 offices and 36 countries combine our individual strengths to form one powerful collaborative team. We partner closely with public and private corporations, family-owned enterprises, and non-profit and government agencies to provide a comprehensive range of integrated services: Board advisory, CEO search and succession, executive search, executive assessment, leadership development and organisational transformation.

Our leadership solutions cover individual, team and organisational effectiveness, development and cultural transformation. We work with world-class partners including Mobius Executive Leadership, a transformational leadership development firm. In addition, we have partnered with Paradox Strategies, co-founded by Harvard University Professor Linda Hill, to develop the Innovation Quotient (IQ), a proprietary culture diagnostic.

Our goal is that the work we do contributes to successful careers, stronger companies – and a better world.

For more information, visit www.egonzehnder.com and follow us on [LinkedIn](#) and [Twitter](#).



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