

Role Specification

Search

Global Leader of the Food Practice
WWF

Contact

Renata Motta Dinkelmann

Renata.Dinkelmann@egonzehnder.com

+1 212 519 6020

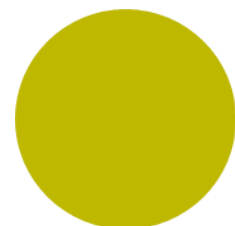
Egon Zehnder New York

350 Park Avenue

8th floor

New York, NY 10022

www.egonzehnder.com



About WWF

Founded in 1961, WWF (World Wide Fund for Nature) is a non-governmental organization working on issues regarding the conservation, research and restoration of the environment. It is the world's largest conservation organization with over 5 million members and 20 million supporters worldwide. WWF has 6,500 staff globally working in more than 100 countries and supporting around 1,300 conservation and environmental projects.

WWF consists of 31 independent National Organizations, and over 40 Country and Programme offices reporting to WWF International or WWF-US. WWF International, headed by the Director General, Marco Lambertini, is responsible for leading, facilitating and coordinating the WWF Network Offices around the world by aligning and supporting: policy development, global partnerships, brand management, media, global campaigns and other areas. Finally, there are two specialist offices in Brussels and Washington DC working to influence international policy.

The Global Practices

In 2014, a fundamental change program was created aimed at streamlining the WWF network with the goal of having greater conservation impact globally. This is to be achieved by increasing global alignment combined with an externally orientated culture and an increased focus on innovation. As part of this, **six Global Goals and Outcomes** have been defined:

1. **Oceans** - The world's most important fisheries & ocean ecosystems are productive and resilient, and improve livelihoods and biodiversity
2. **Wildlife** - The world's most iconic and endangered species are secured and recovering in the wild
3. **Forests** - The integrity of the world's most important forests, including their benefits to human well-being, is enhanced and maintained
4. **Freshwater** - Freshwater ecosystems & flow regimes in key river basins provide water for people & nature
5. **Climate & Energy** - A global shift towards a low carbon & climate resilient future is achieved
6. **Food** - Sustainable food systems conserve nature while ensuring food security now and in the future

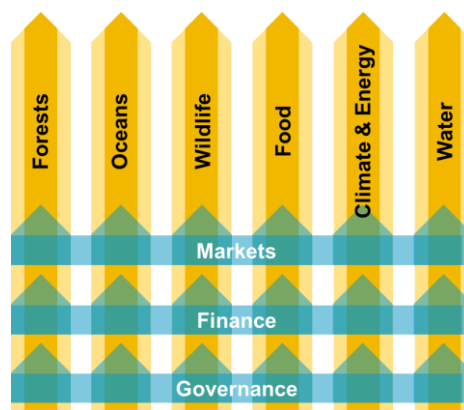
For each of these goals a practice has been established, along with **three Driver Practices**, aimed at addressing the Global Goals in a specific societal function or area. The complementary practice foci and their outcomes are:

1. **Markets** - Markets for renewable and non-renewable natural commodities and services (as prioritized by the Global Goals) are measurably shifted towards sustainable production and consumption by driving continuous improvement across sectors, while delivering tangible biodiversity conservation results on the ground.
2. **Finance** - A measurable increase in public and private financial flows towards sustainable development and away from unsustainable activities, in support of the Global Goals; public and private financial institutions catalyse change in

government, business policies and practices to reduce threats to nature by integrating and reporting on environmental and social safeguards in investment frameworks.

3. **Governance** - Measurable progress is made on the achievement of Sustainable Development Goals and targets, and robust integrated governance and policy mechanisms are in place for priority programmatic objectives.

Consequently, **nine new Practices** have been established, **six goal-focused and three cross-cutting drivers**. In essence, a Practice is a coordinated WWF Network team effort across several offices to deliver impact in line with the Global Goals through contributing to its focus area with technical and/or policy expertise, external partnerships and innovation. The Practices are governed with a so-called 'Tight-Loose' scope, meaning that the Practices will be tightly held to deliver on the Global Goals and Outcomes, while being allowed to have a broader scope when it comes to harvesting innovations and sharing ideas. Finally, the Practices will report to the NET (Network Executive Team) – the WWF Network's highest decision making executive body.



The establishment of Practices has meant six big shifts for WWF:

- *Global Network participation in delivering Global Goals* – Practices unite, leverage and scale the expertise and potential that lies in the global WWF Network.
- *Innovation & External partner inclusion* – Innovation is a core part of the Practice structure, making external focus an integral part of the Practices. External partners, such as corporations, institutions and other organizations are also a core part of achieving this.
- *Focus* – The six defined Global Goals provide the Network offices with clearly identified targets and objectives thereby facilitating communications and fundraising around these efforts.
- *Resource security* – Practices have guaranteed core operating funds, allowing them to focus on conservation ambitions. These funds also include innovation seed funding and targeted funding for strategic capacity gaps.

- *Global presence* - Practices are distributed globally to be closer to the ‘ground’ and increasingly integrated in the Network, balancing strategic and talent considerations.
- *Governance & Accountability* – Practices are held accountable to NET for the delivery of the six Global Goals, while being facilitated and coordinated by the office of the Global Conservation Director at WWF International. Local offices will be held accountable for delivering ‘Critical Contributions’ (further defined below) to the Practices in the form of leadership, expertise or outcomes.

A Practice is led by a **Practice Leader** and supported by a **Practice Core Team** that reports directly to the Practice Leader. The Practice is hosted by a Host Office. The Practice leader is supported in the management of the Practice by a **Practice Leadership Team** comprised of conservation ‘Focal Points’ – relevant thematic experts - from offices in the WWF Network.

A core strategic element of the Practice structure is the Critical Contribution. Critical Contributions are in essence initiatives developed by local offices in collaboration with external partners or other offices aimed at contributing to one or more of the Global Goals. The Contributions can for example be related to conservation, efforts in stakeholder management, fundraising, marketing & communications or in providing science expertise. The Practice leadership is responsible for consolidating Critical Contributions and coordinating the scaling of the most effective ones across the Practice globally.



Offices who decide to submit a Critical Contribution to a Practice are accountable for contributing to the Practice’s achievement of the Global Goals. Offices making a Critical Contribution to a Practice must have a Focal Point in that Practice, making up the third internal layer of the Practice structure. The last internal layer of the Practice is made up of members from any office who have an interest in joining the Practice.

Practice Leaders report to the NET chaired by the Director General of WWF International, who monitor and evaluate the Practices’ progress against the Global Goals.

The Global Conservation Director is responsible for ongoing line-management support on behalf of the NET and the overall coordination of the Practices. Practice Leaders will also meet frequently at a meeting chaired by the Global Conservation Director. In these meetings, priorities are agreed upon, lessons learned are shared, cross cutting ideas developed and possible conflicts resolved.



(L to R, top-row) Marco Lambertini: WWF International, Carter Roberts: WWF-USA, Nanie Ratsifandrihamanana: WWF-Madagascar, Andreas Lehnhoff: WWF-Guatemala, Hammad Naqi Khan: WWF-Pakistan, Tanya Steele: WWF-UK, Eberhard Brandes: WWF-Germany, Kirsten Schuijt: WWF - Netherlands, Nina Jenssen: WWF-Norway, Thomas Vellacott : WWF-Switzerland.

Global Leader of the Food Practice

The Food Practice

The Food Practice seeks to achieve three major outcomes by 2030:

1. Agriculture and aquaculture production is managed sustainably to ensure biodiversity conservation, resilience to climate change, and benefits to rural communities
2. Food waste and post-harvest loss is halved along the value chain
3. Major markets shift towards consumer choices that are environmentally sustainable and healthier

Food production is undoubtedly the most important factor that has shaped landscapes and impacted biodiversity globally. Despite significant growth in food production over the last 50 years, this will continue to intensify as agriculture seeks to meet the needs of a growing global population and, more importantly, to cater to changing consumption patterns, especially for animal-based protein diets from a growing middle class. In light of climate change impacts, the challenges for the future are not just about increasing productivity to meet demand, but about optimizing food systems to include more sustainable, climate compatible forms of land use and efficient agricultural production, more responsible food consumption patterns and equitable rural development linked to the demands of urban areas.

The Practice will take an integrated and systems approach to food production and consumption, leveraging key policy and market forces. The Practice will focus on agriculture and aquaculture production practices and policies, and how these affect biodiversity conservation and climate resilience at a landscape level. It will work on solutions to reduce food waste and post-harvest loss (estimated to represent up to 40% of food production globally) to improve the efficiency of food systems and limit the need for further expansion and intensification of agriculture. It will also focus on helping consumers make informed choices that drive environmentally sustainable and healthier diets that are also locally appropriate. A key success factor for the Practice will be the manner in which it can bring together the application of effective land use planning policies and practices and resource use efficiencies (water and energy and emissions) with market and finance mechanisms to influence responsible consumption patterns and no net loss of biodiversity.

The Practice Leader

The Practice Leader is the head of the Practice and is ultimately responsible to the NET for delivering on WWF Global Goals and to lead the Practice Core Team as well as the Practice Leadership team. The main responsibilities of the Practice Leader are:

- *Strategic direction* – Guide the further development and strategy around Practice goals and outcomes by being an inspirational leader to the Practice members
- *Thought and content leadership* – Provide a comprehensive view and expertise on the Practice area by leveraging the best knowledge and ideas sourced both internally and externally

-
- *Outreach to expert communities* – Engage with the broader scientific and policy community and represent WWF to build a formal community of experts and strategic alliances
 - *Influence key actors* – Work to influence and change the behaviour and policies of key stakeholders and build strategic partnerships
 - *External relationship building* – Foster close relationships with key players within business, governments, international organizations, NGOs and institutions
 - *Internal relationship building* – Engage and convene the broader WWF Network including the Practice Leadership Team and focal points and other Practice Leaders, CEOs, Conservation Directors and senior leaders including functional leads at WWF International.

The responsibilities are carried out by leading the Practice Core Team, Practice Leadership Team and Network Focal Points in developing the long-term Practice Strategy. The strategy should aim to convene, focus and energize Network investments and resources toward the attainment of the Global Goal and Outcomes. This will include shifting the focus of the organization from multiple individual programs to an aligned focus on Global Goals. Furthermore, a crucial element of the job is the promotion and emphasis on innovation in order to discover the best ideas across the Network to prototype and take to scale. Finally, the Practice Leader must work towards regular and meaningful collaboration with other Practices, external partners and the broader WWF organization.

The cross cutting and interdisciplinary collaboration of the Practices is perhaps nowhere more important than in the Food Practice, which drives land use change and consequent loss of biodiversity and natural ecosystems, and also can have high energy demand requirements and the highest demand for water of any other sector, and has important potential to mitigate climate change while at the same time being highly vulnerable to climate change impacts.

Candidate Profile

The ideal candidate will have the right combination of experience, competencies and personal characteristics, as described below.

Experience

The Practice Leader must have a number of critical experiences to secure credibility as a global leader within the practice focus area. The Practice Leader of the Food Practice is expected to have significant knowledge and experience with: 1) trends and dynamics in global food production, trade and consumption; 2) agricultural and land-use planning and policy approaches; 3) market mechanisms, such as sustainable food commodity roundtables and certification schemes; 4) approaches to reducing food waste; and 5) influencing consumer choice. Apart from sector specific expertise, he/she also needs to have an excellent understanding of the environment/development interface and a well-established network therein. The chosen candidate should have significant people and programme leadership experience in an international environment, working with virtual teams. The chosen candidate should have also shown excellent relationship building skills, leading to strong and productive partnerships with external stakeholders. Finally, the chosen candidate should have an advanced University degree from a relevant field, such as agricultural, environmental or social sciences, economics, international development and/or business management, as well as perfect spoken and written English.

Competences

Qualified candidates for this position will need to demonstrate the following critical competences:

- *Thought Leadership and Strategic orientation* – Combines deep thematic knowledge with strong strategic understanding as well as analytical conceptual thinking abilities, which result in identifying and leveraging opportunities to pursue the aspired outcomes for 2030. Possess a sharp eye and judgement to identify opportunities and leverage points.
- *Collaboration & Influencing* – *Collaboration & Influencing* – Creates constructive relationships with all levels of the global community and engages others to develop and pursue a common goal. Fosters cross-cultural collaboration within the organization and passionately engages with governments, business and civil society, resulting in a network of enduring partnerships with external actors. Is able to define and communicate a pragmatic plan with global impact, leveraging the full range of (modern) media. Seen as highly credible internally and externally to the organization.
- *Building Organizational Capability* – Has strong orchestrating ability as demonstrated by success in galvanising and bringing together, while supporting, and developing, a diverse and talented global community. Thereby developing long-term capabilities of others and the organization. Leads by inspiring, catalysing and bringing together the organization's strengths.
- *Results Orientation* – Demonstrates an action orientation and an entrepreneurial approach to identify challenges, establish priorities, and implement viable solutions, as well as fluidity to champion evolving priorities and directions for the

organization. Has demonstrated ability to achieve through mobilizing resources and tapping on talent.

- *Driving Change* – Is an inspirational and mobilizing change agent with knowledge of developing a globally integrated organisation; both relating to culture/people and systems/processes. In addition, possesses strong communication skills to build on-going support for major changes. Spots, drives and promotes innovation in part of the organization to continuously evolve the organization to the next level.

Personal Characteristics

First and foremost, to be successful, the candidate must show an unwavering passion for Food Systems as they relate to the conservation of biodiversity and the needs of people from livelihoods to nutrition. The successful candidate has an engaging personality and is able to motivate and energize others. The ability to inspire should come from having a palpable and contagious optimism, combined with an intrinsic gravitas and authority. In addition the candidate should have a critical mind-set coupled with an entrepreneurial drive.

The chosen candidate also has a strong sense of integrity and honesty and a set of values aligned with those of WWF.

Compensation

The successful candidate will be paid a compensation package commensurate to the level of responsibilities of this role.

Role Location

WWF offices in several countries have come forward to host Practices. The exact location for the Practice Leader will be determined looking for the best combination of strategically right location and the right talent.