



# AKSHAYA PĀTRA



*Unlimited food for education*

**CANDIDATE INFORMATION PACK:  
CHIEF EXECUTIVE - AKSHAYA PATRA FOUNDATION UK**

**NOVEMBER 2022**

# WELCOME FROM THE CHAIR

Dear applicant,

Thank you for your interest in the role of Chief Executive Officer at The Akshaya Patra Foundation UK. In our 10<sup>th</sup> year of operations in the UK, we are at an exciting stage in our development. This is an opportunity to join our dynamic organisation and to be instrumental in the delivery of our ambitious strategy.

Akshaya Patra's guiding principle is that no child should be deprived of education because of hunger. We began in India over 22 years ago with a view to combining outstanding science with impeccable systems, all led by a deep spiritual core to ensure that we solve the problem of classroom nutrition with speed and at scale. We believe in the transformative power of food which can turbo-charge education of our children for a better future. Akshaya Patra pioneered the tri-sector model where State authorities, public and private sector companies and charities come together to create massive and lasting change.

In India we now serve over two million meals a day to school children, and aim to serve over three million meals a day by 2025. **(Akshaya Patra-NGO in India Supporting Food & Education of Children)**

In the UK, Akshaya Patra has historically raised funds from individuals and organisations based in the UK to support the work we do in India. In 2019, we took the decision to directly address the growing problem of holiday hunger in the UK, and opened our first state-of-the-art kitchen in Watford, with support from the GMSP Foundation. **(GMSP Foundation)**

We estimate that over three million children suffer from food poverty in the UK. This problem is particularly acute during school holidays, when children are not able to benefit from the Free School Meals programme. Our mission in the UK is to serve hot, nutritious meals to children in Greater London boroughs during holiday periods, and to other vulnerable people in need (via distribution in central London). We fundraise in the UK to support our operations in the UK and India. **(The Akshaya Patra Foundation UK | Children's Charity in London, UK (tapf.org.uk))**

Our UK holiday hunger programme for children, known as "Nourish to Flourish", is currently serving over 3,000 meals per day during school holidays. We partner with local councils, holiday clubs and other relevant parties, who typically provide roughly 50% of the cost of the meals. The other 50% is funded via charitable contributions to Akshaya Patra UK. Our intention is to grow demand for meals so that we are serving around 8,000 meals per days during school holidays (our Watford kitchen has capacity for circa 9,000 meals per day).

Our longer-term objective is to expand the geographic scope of our Nourish to Flourish programme, by establishing kitchen operations in other locations in the UK. The pandemic and the subsequent downturn in the global economy have led to an increase in food insecurity for children across the UK. Our goal is to develop a sustainable, scalable model for providing nutritious meals to children in need, expanding operations to meet demand and as funding permits.

As the new Chief Executive, you will lead the charity through the next phase of our development, identifying and developing our contribution to address these challenges and the immense opportunity to create massive social transformation. Working collaboratively with the Board, staff team, volunteers, donors, partners and our colleagues in India, you will identify the key strategic priorities for the charity, and the partnerships, relationships and resources required to successfully deliver them. You will work strategically with other stakeholders in the meal preparation and delivery space, as well as thought leaders, opinion formers and policy leads. As the Chief Executive you will live our values – evidence based, empowering, community focussed, inclusive, compassionate, ayurvedic, collaborative and dynamic!

I do hope that you have been inspired by our journey to date and will consider applying to be our next Chief Executive.

**Yours sincerely,  
Wayne McArdle, Chair**

## WHO ARE WE?

**Akshaya Patra** means a bowl of unlimited abundance and sustenance.

We are the world's largest school meals charity serving over 2 million children in India, daily.

In the UK, we serve thousands of meals to children and other vulnerable groups since opening the Akshaya Patra Kitchen in Watford, in October 2020.

Find out more about our work by visiting our website [here](#).



**3.5 BILLION + MEALS  
SERVED AND COUNTING....**



# THE PROBLEM

Food poverty and the lack of access to regular, healthy, and nutritious food is a barrier to development and puts the futures of millions of children at risk, not only impacting individual lives, but the potential of their wider communities. In 2022, the issues of food insecurity and malnutrition are being exacerbated by inflation, supply chain problems, and the cost of living crisis – pulling more people and families into poverty or insecurity.

## In India



At least **35 million children** aged 6 - 14 years do not attend school.



Only just over **1 in 3** children who enrol in Grade 1 reach Grade 8.



High school dropout rates  
**50% for boys, 58% for girls.**

\*Source: 7th All India Education Survey

## In the UK



**3 in 10** Londoners live in food poverty.



**800,000 children** in London are at risk of holiday hunger.



**1.7 million children** of low-income families not eligible for free school meals.

\*Source: The Childhood Trust, London Child poverty Summit 2021 and London Mayor's fund report.

# THE HEADLINES

## Mid-day meal scheme: A nutritious promise to boost learning outcomes

Investing in child nutrition is considered one of the most effective entry points for human development



## Indian child poverty charity offers free school meals in England

Akshaya Patra, which feeds millions in India, opens first of three planned kitchens



## Akshaya Patra, UK charity set up kitchen to provide low-cost meals to children in London


The Akshaya Patra Foundation and UK-based charity God is My Silent Partner (GMSP) have set up a kitchen in London's Watford to provide children at the risk of hunger with low-cost, nutritious meals.



Akshaya Patra-GMSP kitchen in London's Watford (Picture Courtesy: Twitter @SachdevPatel)



## OUR MISSION



To ensure **no child is deprived of an education** because of hunger.



To action new avenues to contribute to **social welfare**.



To **end hunger** in the UK, via sustained nutrition.

## OUR WORK IN THE UK

### FROM FUNDRAISER TO PROVIDER

TAPF UK was set up in 2011 in support of the global fundraising efforts of Akshaya Patra.

With a strong track record and know-how on preparing healthy food in large quantities, and in response to the growing crisis of food insecurity in the UK, we began serving in London in 2019.

**Harnessing 20 years of experience and learnings, in partnership with [GMSP](#), TAPF UK opened its first UK Kitchen in October 2020 -**

- Working with Charity partners, Councils, Schools, and Holiday Clubs, we can serve up to 3.5K meals/day
- This state of the art facility will have capacity to serve up to 9K meals/day

**\*In June 2022, TAPF UK was honoured during UK-India week with the [Social Impact Project of the Year Award](#)**



## OUR WORK IN THE UK

Childhood hunger leads to profound adverse outcomes in terms of long-term physical, educational, and financial stability.

With an estimated **800K children in London facing hunger** during school holidays due to lack of free school meals, The Akshaya Patra Foundation UK felt the call to utilise its vast experience and apply its unique approach to the UK scenario in partnership with GMSP.

**#NOURISHTOFLOURISH**

TAPF UK believes that access to healthy and nutritious food not only alleviates financial pressure but enables the people we serve to focus on themselves (rather than mere survival), and invest in their futures.

**Our vision is to disrupt and ultimately end the cycle of poverty.**

**#BEATHUNGER**





# OUR REACH IN INDIA

## 14 States + 2 Union Territories

Akshaya Patra serves school children across India

## 2M+ daily

Children receive a wholesome school meal every school day!

## 61 Kitchens

Centralised and Decentralised green kitchens

## 19.2K+ Schools

Wide reach including remote villages



== The World's Largest School Meal Programme



## IN THEIR WORDS

“



“I owe my thanks to Akshaya Patra, which serves mid-day meals at my school. The meals keep me energetic and helps me to concentrate more.”

**Krishna K. Parmar,**  
Gandhinagar, Gujarat

“



“The food served by Akshaya Patra feels it is not a quick job done. It feels like someone has taken time to prepare it. In this UK weather, I truly appreciate a hot meal. Thank you.”

**George Andruna,**  
Year 7, London

“



“I like dal-rice too. In the mornings, I only have biscuits before coming to school, so I heartily eat meals served by Akshaya Patra.”

**Vedika Thakre,**  
Shivangaon, Nagpur

## SOME OF OUR GLOBAL SUPPORTERS



*"In just a few years, Akshaya Patra has become the largest single feeding programme in the world. Your example of using advanced technologies in central kitchens to reach children in 5,700 schools is an imaginative approach that has the potential to serve as a model for other countries."*



**BARACK OBAMA**  
Former President, USA



*"A child's hunger is entirely preventable. The simple and powerful mission of Akshaya Patra is not just filling empty bellies, but changing the trajectory of countless lives, and this gives us all a renewed sense of what is possible. And working together we can unleash possibility."*



**INDRA K NOOYI**  
Former Chairman & CEO, PEPSICO



*"I express my gratitude for your real & benevolent practice, which is rooted in the fundamental spiritual principle of compassion, especially by helping the young children who are facing challenges in their physical & mental upbringing. I pray that you would continue your generous help to the young & old people as long as their difficulties persist."*



**THE DALAI LAMA**  
Buddhist Monk of Tibet

## ROLE DESCRIPTION

**Position Title:** Chief Executive Officer (UK)

**Reports to:** Trustees UK and Chief Executive Officer – Akshaya Patra (India)

**Reporting to this position:** All UK teams

**Salary:** £100,000 per annum

**Location:** UK, Remote working.

### The Opportunity

The Chief Executive Officer leads the UK operations of Akshaya Patra with guidance from Trustees, Chief Executive Officer, India and input from the UK and India Advisory Boards. The Chief Executive Officer is responsible for developing with the Trustees and implementing strategy for the UK Group, as well as developing and implementing the business plan for the UK Group. The incoming Chief Executive Officer will strive to improve Akshaya Patra's presence in the Food Charity sector in the UK, and continuously scale-up the profile, operations and partnerships for the charity.

The new Chief Executive will have the accountability/responsibility for management and day-to-day operations in accordance with the direction and policies established by the Board. The Chief Executive Officer provides direction and enablement to the Board as it carries out its governance functions.

# ACCOUNTABILITIES

## 1.Strategic and P&L

- Ensures that TAPF and AP (UK Ltd) are both performing per strategic imperatives and that the P&L is healthy and as per agreed guidelines and stipulations.
- Recommends/submits overall strategy and strategic initiatives and programs to the trustees for consideration and approval.
- Develops and implements annual business plan to ensure the achievement of strategy goals while maintaining financial and operational integrity of the UK Group.
- Assumes responsibility and accountability for delivery of strategic plans/goals, business plans and budgets.

## 2.Legal Compliance/ Managing the Governance Board for UK

- Supports the UK Board of Trustees in the following areas: -
- Bringing to the attention of the Board long-range and strategic issues.
- Providing to the Board accurate, timely and clear financial and operational information.
- Supports the Board's due diligence process to assure timely attention to core issues and risk factors.
- Works with the Board to get the best thinking and involvement to realise collective goals.

## 3.Team and Process Management

- Provides general oversight of all UK operations including the kitchen in Watford, manages the leadership team, and ensures the smooth and efficient functions of teams in UK.
- Assures program and organisational stability through development and implementation of standards and controls, systems and procedures, and regular evaluation.
- Assures a positive, constructive, and collaborative work environment that recruits, retains and supports quality staff and volunteers.
- Assures process for selecting, development, motivating, and evaluating staff and volunteers.
- Proactively communicates expectations of the organisation's culture and ensures that operating practices drive appropriate behaviour and performance.
- Develops succession plans for senior management.

# ACCOUNTABILITIES

## 4. Income Generation

- Helps strategise and mentor all income generation initiatives and sets annual and five year targets for fundraising and revenue generation.
- Works closely with Chief Executive Officer, TAPF India in strategising for annual fund raising targets and initiatives for the India program.
- Assures an effective deployment of strategy by building and leading teams responsible for this activity.
- Promotes programs/initiatives that are conceived / executed in a cost-effective manner, employing economy while maintaining an acceptable level of quality.
- Participates actively in identifying, cultivating and soliciting donor prospects and implementing donor care programs.
- Owns and ensures qualitative communication/media presence (on-line and off-line) to help improve brand- recall for Akshaya Patra in UK.

## 5. Community (India and Host) Relations

- Facilitates the integration of TAPF into the fabric of the community by using effective marketing and communications activities.
- Acts as an advocate, within the public and private sectors, for issues relevant to TAPF, its services and constituencies, and develops and implements a media strategy (including social media) to promote the organisations goals and objectives.
- Listens to clients, employees, trustees, advisory board members, volunteers, donors and the community in order to improve services and generate community involvement. Assures community awareness of TAPF's response to community needs.
- Serves as chief spokesperson for TAPF, assuring proper representation of TAPF to the community. Initiates, develops, and maintains cooperative relationships with key constituencies.
- Works with legislators, regulatory agencies, volunteers and representatives of the not for- profit sector to promote legislative and regulatory policies that encourage a healthy relationship with the community and address the issues of TAPF's constituencies.

## 6. Role Insight:

- This is a senior role with accountability and full responsibility for TAPF (UK) operations.
- Plans and implements strategic plans and growth initiatives;
- Establishes strong and appropriate relationships with Board, committees, volunteers, staff, donors and clients. Develops smooth and constructive relationships with executive colleagues, outside agencies, organisations and individuals.
- Develops and delivers annual business plans and budgets.
- Plans and meets fund raising deadlines and targets.
- Conveys a professional and positive image and attitude regarding TAPF and the not-for-profit and for- profit sectors. Demonstrates commitment to continued professional growth and development.

## PERSON SPECIFICATION

### The Individual:

- Senior leadership experience within a large complex organisation
- A demonstrable track record of leading and motivating a high-performing growth orientated leadership team and organisation.
- An impressive track record of developing and retaining relationships with a wide range of stakeholders.
- Commercial business development and financial leadership experience with a track record of leading business growth.
- Understanding of logistically complex operations and how to drive efficiency and operational excellence.

### Key Skills and Competencies:

- Commitment to the values and mission of the organisation.
- Strong collaboration and partnership skills.
- Inspiring and engaging leadership and management skills.
- Ability to influence and enable at all levels.
- Excellent communication skills to make formal, persuasive presentations to groups and to deal effectively with people from all segments of the community.
- Commitment to results - a systems thinker who is customer focused and goal driven.
- Action orientated and results driven, able to relevant information and helps transform this information into individual and organisational knowledge and learning.
- Consistently displays integrity, models behaviour, develops people, and builds teams.
- Ability to deal effectively with demanding situations and design and implements interventions and solutions.

## HOW TO APPLY

If you are interested in applying for this role, please ensure you provide:

- A comprehensive CV, including your recent achievements, and the details of two referees
- A supporting statement addressing your motivations for applying. This should be no longer than two sides of A4.

All applications should be uploaded via the **Russam website**.

For a confidential discussion about the role, please contact Melissa Baxter:  
melissa.baxter@russam.co.uk / 07789 985229.

**Closing date for applications:** Monday 9th January 2023

**Interviews with Akshaya Patra:** w/c 23rd January 2023

**Preliminary Interviews with Russam:** Friday 13th and Monday 16th January 2023

*We look forward to receiving your application.*

Unit S, Penfold Trading Estate,  
Imperial Way, Watford, WD24 4YY

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