

POSITION DESCRIPTION

FOR THE POSITION OF

GLOBAL EXECUTIVE DIRECTOR OF
DEVELOPMENT AND COMMUNICATIONS



2021

POSITION DESCRIPTION

World Bicycle Relief | Global Executive Director of Development and Communications
Prepared by Gerard F. Cattie, Jr.; Manuel A. Gongon, Jr.



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POSITION	Global Executive Director of Development and Communications
ORGANIZATION	World Bicycle Relief
REPORTS TO	Dave Neiswander Chief Executive Officer
LOCATION	Flexible
WEBSITE	worldbicyclerelief.org

ORGANIZATIONAL OVERVIEW

Established in 2005 and headquartered in Chicago, World Bicycle Relief (WBR) mobilizes people through the Power of Bicycles and envisions a world where distance is no longer a barrier to education, health services, and economic opportunity. WBR's robust Buffalo Bicycles are a cost-effective and reliable means of overcoming the challenges posed by long distances and systemic mobility challenges in developing countries. The organization is a mission-driven, global nonprofit that manages a highly refined bicycle supply chain from design through final distribution. WBR employs an ecosystem approach, with the end-user and community at the center of everything the organization does. This ensures that its activities are evidence-driven and sustainable. WBR works collaboratively with field partners to design, test, and implement large-scale bicycle mobility programs. To date, WBR has distributed over 560,000 specially designed, locally assembled bicycles have been and trained over 2,500 field mechanics. Key results include a 28% reduction in student absenteeism, 23% increase in farmer income, and 45% increase in patient visits by healthcare workers.



Funding for these activities comes from individuals, foundations, corporations, and bilateral and multilateral donors. WBR has an innovative corporate structure with a wholly owned for-profit subsidiary social enterprise that sells its Buffalo Bicycles to individuals, nonprofits, private sector entities, and bilateral and multilateral institutions. This structure enables WBR to scale its impact, diversify its funding and magnify the impact of donations; reduces per unit costs through economies of scale; places the end-user at the heart of the organization's efforts; and, because WBR operates within the rigors of the market, works in harmony with local economies.

WBR is a registered nonprofit with fundraising in the USA [501(c)(3)], Canada, United Kingdom, Germany, Switzerland, and Australia. WBR has supported programs in 20 developing countries, and have country offices, more than 100 staff, and assembly facilities in Colombia, Kenya, Malawi, Zambia, and Zimbabwe.



Theory of Change

WBR partners with communities in rural areas to establish and manage a sustainable transportation ecosystem, to improve people's access to critical poverty-reducing services and opportunities, especially women and girls, through holistic Mobilized Communities programming.

Given the scale of this challenge, WBR must collaborate with governments, development agencies, funders, and the private sector to help them change the way systems operate and services are delivered to make them more accessible and impactful. WBR collaborates with these partners and communities to identify access challenges and deploy community-led programming and purpose-designed bicycles in a gender responsive manner to improve access to education, healthcare, jobs, and markets. The organization engages in long-term partnerships with communities as they co-design and manage bicycle programming to meet the needs they prioritize in a sustainable manner.

To keep these bicycles in the service of communities for years to come, WBR establishes market-based sustainable bicycle ecosystems, including trained mechanics, a supply of spare parts and a growing network of Buffalo Bicycle retail shops.

Mobilizing The Next Generation

In rural developing countries, the biggest barrier to education is often getting to school – especially for girls. A major component of Mobilized Communities' programming provides bicycles to students in need. WBR prioritizes 70% of bicycles for girl students and partners with communities to ensure the long-term sustainability of its bicycle programs. By providing bicycles, WBR empower students to fulfill their potential and break the cycle of poverty.

Why Bicycles?

- ▲ Decreased travel times, leaving more time for learning.
- ▲ Increased attendance and improved performance.
- ▲ Increased retention of girls in primary and secondary schools.
- ▲ Improved safety and security of students traveling to and from school.
- ▲ Improved livelihoods of riders and their families.

Caring For Their Community

In developing countries where diseases like malaria, tuberculosis, and HIV threaten rural communities, access to healthcare is vital. But long distances and rugged terrain make it difficult for patients to access remote health clinics. Volunteer health workers often walk 10-20 kilometers to provide care for patients in their homes. With a Buffalo Bicycle, workers reach 88% more patients, spending more time addressing their needs and helping to eradicate preventable diseases.



WBR partners with local governments and aid organizations to provide sustainable, last-mile healthcare solutions through its Mobilized Communities program.

Why Bicycles?

- ▲ More frequent, higher-quality patient care
- ▲ Increased community awareness of illnesses and preventative measures
- ▲ Increased retention of volunteer health workers
- ▲ Increased income for families with bikes
- ▲ Healthier, stronger communities

Communities On The Move

In rural developing regions where walking is the primary mode of transportation, distance is a challenge to earning a livelihood. Mobility plays an essential role in market access and productivity. With Buffalo Bicycles, a farmer can transport more produce to market, more grain to the grinding mill, and more milk to the collection center. With the Mobilized Communities program, World Bicycle Relief partners with local employers and co-ops to offer farmers the opportunity to build entrepreneurial businesses and create momentum for the entire community.

Why Bicycles?

- ▲ Increased access to distant markets and collection centers
- ▲ Increased volume of deliveries and sales
- ▲ Increased revenues and jobs for the community
- ▲ Increased quality of life for families



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Mobilizing Women and Girls

Throughout developing regions, women and girls face cultural obstacles that limit their access to quality education, well-paid employment, quality reproductive healthcare, and property rights. Women and girls with bicycles are empowered to unlock their potential and have:

- ▲ More time and energy to focus on educational pursuits
- ▲ More safety and confidence en route to schools and clinics
- ▲ More choice and privacy when accessing healthcare
- ▲ Greater earning potential
- ▲ Improved standing in the household



WBR Origins

World Bicycle Relief was founded in 2005 by F.K. Day and Leah Missbach Day in response to the Indian Ocean tsunami. As a founder of SRAM Corporation and a leader in product development, F.K.'s role offered a unique opportunity to problem-solve with cycling industry leaders. As a documentary photographer, Leah's expertise for sharing stories helped bring the devastation of those affected by the tsunami to light. Together, with support from SRAM and other industry leaders, F.K. and Leah launched World Bicycle Relief to provide bicycles for those in need. In partnership with aid organizations in Sri Lanka, we distributed more than 24,000 bicycles to displaced survivors, providing access to education, healthcare, and livelihoods while reconnecting entire communities. Over 15 years later, more than 150 team members across 13 countries are changing lives with bikes.

Leadership

Dave Neiswander | Chief Executive Officer, World Bicycle Relief

Dave Neiswander joined World Bicycle Relief in 2007 and was appointed CEO in January 2018, after serving as President and over nine years as Africa Director of the organization. Based in Zambia for six years and South Africa for three years, Dave helped build the foundational elements of the organization including program design, partnership engagement, geographic expansion, and the Buffalo Bicycle social enterprise strategy. Prior to joining WBR, Dave had a 15-year career in investment banking and was a Senior Vice President at FBR Capital Markets in Washington, D.C. Dave has a Bachelor of Science in business from Miami University in Oxford, Ohio.



Dave Neiswander

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Frederick K. W. “F.K.” Day | Co-Founder and Chairman, World Bicycle Relief | Co-Founder and Executive Vice President, SRAM Corporation

Frederick “F.K.” Day is a longtime Chicago businessman, entrepreneur and humanitarian. In 1987, Day, his brother Stan, and some friends founded leading bicycle component supplier, SRAM Corporation. SRAM produces high-end bicycle components including drivetrains, brakes, suspension and wheels; brands include RockShox, Avid, Truvative, Zipp and Quark. Today, SRAM operates 20 facilities in the US, Europe, and Asia and employs over 3,000 people. Driving annual revenues in excess of \$600 million, SRAM is the largest bicycle component supplier in the US and the second largest in the world.



Frederick K. W. “F.K.” Day (left)

CONTEXT FOR RECRUITMENT AND ROLE SUMMARY

Over the past 16 years, World Bicycle Relief has proven the potential of its model by connecting women, men, and children with the services and opportunities they need to thrive through the distribution of Buffalo Bicycles and supportive programming. WBR’s Buffalo Bicycle is a durable, powerful tool to help end the poverty cycle in rural communities.

WBR believes that rural people have the same rights to education, healthcare, and livelihood opportunities as urban residents, and knows that we will only break the cycle of poverty in rural communities if we deliver on these rights, especially for women and girls. WBR has demonstrated that we can bridge the divide. We can sustainably connect rural residents with the basic education, healthcare, market, and financial services they need to thrive.

To achieve this vision, WBR must ignite a global conversation about the need to improve rural access. WBR is building the evidence base and advocacy case to fuel this conversation and inspire and equip governments, funders, competitors, and collaborators to recognize and address the injustice of rural exclusion. Of particular import is ongoing research exploring the long-term impact of the Buffalo Bicycle and supportive programming on women’s economic empowerment and girls’ educational attainment, safety, and empowerment. This research will support expanded communications and advocacy activities including a new coordinated, global influencing strategy. These activities will generate demand for WBR’s expertise and tools and also improve the activities and impact of other like-minded organizations.



WBR builds a better bike so families in rural, developing regions can build better lives.

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To achieve its aim of preparing to scale, in the next three years, WBR plans to distribute over 260,000 new Buffalo Bicycles through programs and sales. By 2025, WBR forecasts that they will achieve over 1 Million total bicycles distributed since 2005, thus improving an estimated 5 million women, men, and children's lives. To support its impact goals, WBR will continue to invest in its people and systems, including finance and human resources. As an organization committed to empowering people in need around the world with mobility, WBR is developing a Diversity, Equity, Inclusion & Culture action plan with key metrics to regularly measure progress across the organization. Consistent with WBR's maturation as an organization, it is presently transitioning from a founders' board to a governance board.

Amid this backdrop of transformational impact and expansion, WBR seeks candidates for the newly created role of Global Executive Director of Development and Communications (Global Executive Director). The Global Executive Director will lead a passionate, global team of change-makers to devise, execute, and manage WBR's global development, marketing, and communications strategy. The Global Executive Director will provide the necessary vision, experience, and skills to enable the organization to achieve its fundraising, influencing, and awareness targets. Reporting to the CEO, the Global Executive Director will oversee a globally dispersed team, including the following direct reports: WBR Europe Managing Director; WBR UK CEO; WBR Australia Development Director; Executive Director of Philanthropy – US; Global Director, Institutional Partnerships & Influence; Individual & Midlevel Market Manager – US; Marketing & Communications Manager; and Creative Director.

The successful candidate must be an excellent relationship builder and collaborator who can drive the establishment of a strategic, unified program for development, marketing, and communications across WBR and on a global scale. The Global Executive Director is ultimately responsible for coalescing and coordinating international teams and stakeholders engaged in development, marketing, and communications activities. In fostering an ethos of "One WBR," the Global Executive Director should fully leverage current staff and their corresponding access to and knowledge of fundraising and communication channels globally, while also recognizing the fluidity of transnational, global relationships that are not defined solely by geography. The Global Executive Director must demonstrate respect for cultural differences and for the success of existent efforts among international staff and stakeholders, embracing a leadership style that prioritizes influence and inspiration.

Principal Duties and Responsibilities

Leadership & Management

- ▲ Inspire, support, and lead a team of 25+ high-performing development, marketing, and communications professionals to achieve WBR's 35% revenue growth target (8% compound annual growth rate) over the next 4 years. Oversee hiring, management, mentoring, training, and evaluation, setting appropriate annual goals and monitoring progress on a regular basis to maximize staff performance, ensuring the utilization of appropriate metrics on a team and individual basis. Ensure the team's optimal organizational structure, systems, and use of technology.
- ▲ Be accountable for the global development budget. Embrace a "pull" approach to facilitate and moderate the dialogue among the global development team. Through service leadership, be a

thought partner and collaborator with the geographic/segment leads to better understand their needs and jointly determine outcome metrics.

- ▲ In strategic partnership with the CEO and the Senior Leadership Team, identify potential Board members, create stewardship and engagement opportunities for members, educate members about their role in advancing a culture of philanthropy, cultivate and solicit members' financial support, and leverage their respective networks to expand the donor base.
- ▲ Champion diversity, equity, inclusion, and culture across the entire organization.



Strategy & Budget Management

- ▲ Work closely with the CEO, Global Director of Finance & Administration, and the geographic/segment development leads to develop and manage a multi-year global fundraising strategy, and resources in support thereof, to diversify and grow income to achieve shared market awareness, revenue, and influencing objectives. Objectives and key results (OKRs) will be jointly determined and accountable.
- ▲ Collaborate with the CEO, Senior Leadership Team members, programmatic leaders, and Board leadership, among others, to identify and refine giving priorities.
- ▲ Work closely with the global marketing and creative group, to develop and guide a multi-year global marketing and communications strategy, and resources in support thereof, to diversify and expand constituency and support shared market awareness, revenue, and influencing objectives. OKRs will be jointly determined and accountable.
- ▲ Manage the departmental budget and collaborate with the Global Director of Finance & Administration to establish monthly performance measures to monitor and report on the organization's fundraising program with an ROI lens.
- ▲ Oversee the management of appropriate systems to improve global development, marketing, and communications functions, including but not limited to donor management, forecasting, prospect and donor research, market trend analysis, and other stewardship efforts ensuring compliance to local regulatory and legal requirements, including General Data Protection Regulation (EU and UK).
- ▲ Assess global risks, opportunities, and trends and provide regular updates to the Senior Leadership Team and Board. Benchmark with peer institutions to ensure WBR is on track and employing best practices.
- ▲ If not based in Chicago, travel estimated at 30% for quarterly team engagement and international team engagement.

Development

- ▲ Serve as WBR’s lead development officer and ensure strategic management of activities for donor identification, cultivation, solicitation, and stewardship. Contribute to and drive an organization-wide culture of philanthropy.
- ▲ In coordination with team members leading development efforts based on geography or donor segmentation, the Global Executive Director will help identify, cultivate, solicit, and close high-level major gifts via individual and institutional sources, professional advisors (attorneys, accountants, wealth managers, and trust officers), and outreach to nonprofit and community groups. Model effective prospect strategy, approaches, and techniques, as well as transparency and collaboration, serving as a resource to colleagues on related matters.
- ▲ Lead and oversee donor cultivation and solicitation opportunities that involve the CEO, Senior Leadership Team members, Board members, and other high-level volunteer leaders. Manage connections between these leaders and prospective or current donors, ensuring the preparation of strategic communications, reports, briefings, and other materials, as necessary. Exercise sound judgment and efficiently communicate prospect strategies when involving WBR or volunteer leaders.
- ▲ Ensure ongoing discovery of new major and principal gift prospects, including both traditional and non-traditional sources of potential support, as well as examination of existing donors that may have greater capacity. Maintain current knowledge of important developments across regional and national funding environments as they relate to WBR, its programs, and giving priorities.



Marketing and Communications

- ▲ Partner with the Creative Director & Marketing Manager, and Global Market Leaders in overseeing the global marketing and communications strategy to identify and deploy creative and innovative plans, tools, and techniques that communicate WBR’s mission, inspires supporters in diverse markets, and has measurable acquisition and retention metrics. Including:
 - campaigns
 - donor journey mapping
 - peer-to-peer fundraising
 - learning events
 - cycling events
 - corporate engagements
- ▲ Ensure collaboration between the Marketing & Communications Manager and the Global Director of Institutional Partnerships & Influence in co-managing WBR’s influencing strategy.

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- ▲ Ensure that the WBR brand is presented in a refreshing and inviting way to supporters, partners, and donors.
- ▲ Ensure appropriate development and management of proposal and reporting templates and processes for corporate/foundation grantors/prospects.
- ▲ Ensure presentation of materials to regularly inform the Boards of Directors globally of ongoing development, marketing, and communications activities, outcomes, learning successes, and needed resources.

CANDIDATE PROFILE

Professional Skills and Competencies

- ▲ Ten or more years of experience in nonprofit fundraising roles with progressive levels of responsibility, including extensive experience managing all dimensions of a comprehensive fundraising program (individual giving, institutional giving, annual giving, major and planned giving, stewardship, board relations) and leadership in a major fundraising campaign (planning, implementation, management, and successful conclusion). Prior experience working in a bilateral or multilateral nonprofit or nongovernmental organization, foundation environment, and/or in a hybrid centralized-decentralized fundraising model involving distinct units is preferred.
- ▲ Five or more years of senior staff management experience, with a strong record of providing strategic and operational leadership, including creating and managing a budget. Demonstrated ability to recruit, coach, mentor, motivate, and ensure ongoing professional development of staff; foster a cohesive team and an environment of trust, collaboration, professionalism, and transparency; and increase effectiveness and accountability through established objectives, performance standards, and guidance.
- ▲ Experience in developing the case for support and strategic fundraising plans, particularly a major fundraising campaign, and executing plans to achieve goals and objectives. Demonstrated experience cultivating, training, and working collaboratively with senior-level colleagues, board members, and other high-level volunteer leaders on successful development-related activities.
- ▲ Successful track record of personally cultivating, soliciting, and stewarding major gifts from individual and institutional donors at the level of six to seven-figures or greater. Strength in prospect discovery and in building effective strategies to compel new major donor investment.
- ▲ Particular strength in international fundraising and the cultural sensitivity it requires; knowledge of strategies and trends in global philanthropy.
- ▲ Demonstrated ability in planning and executing integrated, strategic marketing and communications in support of achieving fundraising, event, programmatic, or other organizational goals. Experience identifying and coaching project spokespeople. A functional understanding of how to effectively leverage various communication mediums and distribution channels for optimal exposure and impact.



- ▲ Demonstrated analytical and organizational skills in evaluating existing programs, conceiving and implementing new programs or strategies, and resolving operational and interpersonal issues. The ability to extract and analyze data to make effective, efficient decisions about donor strategy and process, as well as working knowledge of modern data management practices and innovations that can streamline the development process and contribute to the integration of related functions.
- ▲ A forward thinker with a track record of utilizing new methods of donor engagement and connectivity, who will be driven by innovation in developing philanthropic best practices in the current and post-COVID-19 world.
- ▲ Availability to travel nationally and internationally, consistent with public health guidelines.

Personal Characteristics

- ▲ Deep passion for the work of World Bicycle Relief and the mobilization of individuals, their families, and entire communities to thrive through The Power of Bicycles.
- ▲ Unimpeachable integrity and high ethical standards; mature judgment in handling sensitive information. Servant leader who is values-driven, committed to personal and professional development, and leads by example. Elevates institutional goals and values beyond personal gain, ensuring efforts are mission-focused and quality driven.
- ▲ Culturally competent with respect to issues such as racial, cultural, religious, sexual, generational, and gender identity and committed to diversity, equity, and inclusion.
- ▲ Emotionally intelligent and self-confident leader with the interpersonal skills to develop and sustain impactful relationships with internal and external stakeholders from disparate backgrounds. An approach that is collegial, collaborative, and transparent, with the ability to also be extremely effective independently.
- ▲ Superb written and oral communication skills, with the presence, demeanor, sense of humor, and comfort level to serve as an inspiring, highly visible ambassador of WBR.
- ▲ An energetic self-starter who is highly organized, detail-oriented, and able to perform and prioritize multiple tasks efficiently and effectively, including via delegation, as appropriate. A creative thinker with a bias toward action, as well as an openness to new ideas and adaptability.

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