



WORLD BICYCLE RELIEF®

SENIOR GLOBAL DIRECTOR OF PROGRAMS

Appointment Brief
June 2022





WELCOME LETTER

Dear Candidate,

Thank you for your interest in becoming Senior Global Director of Programs at World Bicycle Relief.

We partner with communities to deliver specially designed, locally assembled, rugged bicycles for people in need. We've developed an efficient, innovative, and scalable model to empower communities of students, health workers, and entrepreneurs in rural regions with life-changing mobility. Currently, we are in Colombia, Kenya, Malawi, Zambia and Zimbabwe. A non-profit, we work with our for-profit subsidiary social enterprise (Buffalo Bicycles) to establish and manage a sustainable transportation ecosystem through the power of the bicycles.

We're looking for a high energy, inclusive, visionary leader who thrives in a dynamic, fast-paced environment. Reporting to the CEO and part of the Senior Leadership Team, you'll work in partnership with the Executive Director of Buffalo Bicycles and Country Directors, to take responsibility for the oversight of the African and Latin American programmatic teams.

You'll bring a track record of leading programs and people in the field in Africa across multiple countries, including experience of working successfully at high level with governments donors, senior international development professionals and other partners. In addition to the requirements which you'll find on the following pages, it would be an asset if you bring experience with social enterprise models that blend earned revenue with philanthropic capital and/or experience with pro-poor commodities/products that require wrap-around services to enable uptake by customers and market penetration.

If you share our vision to inspire all sectors to address the transportation needs for nearly 1 billion who need to get to school, work or healthcare, we would love to hear from you!

Dave Neiswander
Chief Executive Officer

ABOUT WORLD BICYCLE RELIEF



World Bicycle Relief (WBR) is an innovative, philanthropic non-profit that works in tandem with our for-profit subsidiary social enterprise (Buffalo Bicycle) to establish and manage a sustainable transportation ecosystem through the power of the bicycles. WBR's holistic rural community programming is funded through generous global supporters and complemented by sales of Buffalo Bicycles and spare parts.

Currently in five countries, WBR programming prioritizes empowering women and girls, students, entrepreneurs and community health caregivers. We strive for economic development through job creation (trained mechanics), increased access to education, livelihoods (delivery of fresh produce and products to local markets), and quicker access to healthcare - all while promoting community cohesion and positive environmental impact.

The social enterprise for-profit, Buffalo Bicycle, has developed a stronger, simpler, and sustainable bicycle that can withstand harsh rural conditions and are sold in shops in the countries where we implement our programming. The bicycle was designed through collaboration with communities and cycling industry leaders.

Throughout WBR's 17 years of operation, we have measured a 19% reduction in girl school dropouts, 88% increase in community health workers' patient reach and 25% increase in dairy farmer incomes. To date, we've distributed over 650,000 Buffalo Bicycles, benefiting over three million people.

Our goal is to distribute a cumulative total of 1M Buffalo Bicycles, positively impacting 5 million people, by 2025.

OUR STRATEGY

As a learning organization, we will:

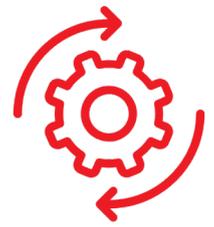
- Continue to build an organization of excellence that values its team members.
- Implement impactful, cost-effective, holistic bicycle mobility programs that are community-led and managed, based on an evidence-based approach and with gender intentionality.
- Leverage rigorous impact data and stories to inspire and influence.
- Innovate and create supply-chain for purpose-designed bicycles and

components focused on value/quality proposition to the end-users.

- Sell bicycles, spares and services - expanding retail presence and financial accessibility for consumers and value-added services for organizations.
- Commit to continuous improvement through measurement, learning, innovation and communication.

Read our 3 year strategy here: <https://worldbicyclerelief.org/who-we-are/>

OUR THEORY OF CHANGE



ACTIVITIES

World Bicycle Relief engages communities to determine the transportation needs of community service workers, vulnerable groups, and students.



OUTPUTS

Communities establish local committees to determine and manage bicycle programs.

World Bicycle Relief trains community mechanics and establishes Buffalo Bicycle retail operations.



INTERMEDIATE OUTCOMES

Bicycles improve access to education, healthcare and livelihoods.

Trained mechanics and retail network improves access to bicycle maintenance and spare parts.



LONG-TERMS OUTCOMES

Individuals have increased productivity with improved education, income, health, and well-being measures.

Bicycle usage and longevity is increased.



IMPACTS

Individuals and Communities Thrive through the Power of Bicycles.

World Bicycle Relief partners with communities, especially women and girls, in rural areas to establish and manage a sustainable transportation ecosystem, to improve people's access to critical poverty-reducing services and opportunities with gender integration.

FINANCIALS

WHERE OUR FUNDING COMES FROM. WHERE YOUR MONEY GOES.

INCOME

\$30.4M

CONTRIBUTIONS **64%**
SOCIAL ENTERPRISE
REVENUE **36%**
OTHER **1%**

CONTRIBUTIONS

\$19.4M

INDIVIDUALS **68%**
CORPORATE &
INSTITUTIONAL **27%**
IN-KIND **5%**

EXPENSES

\$24.3M

PROGRAMS **80%**
FUNDRAISING **15%**
MANAGEMENT **5%**

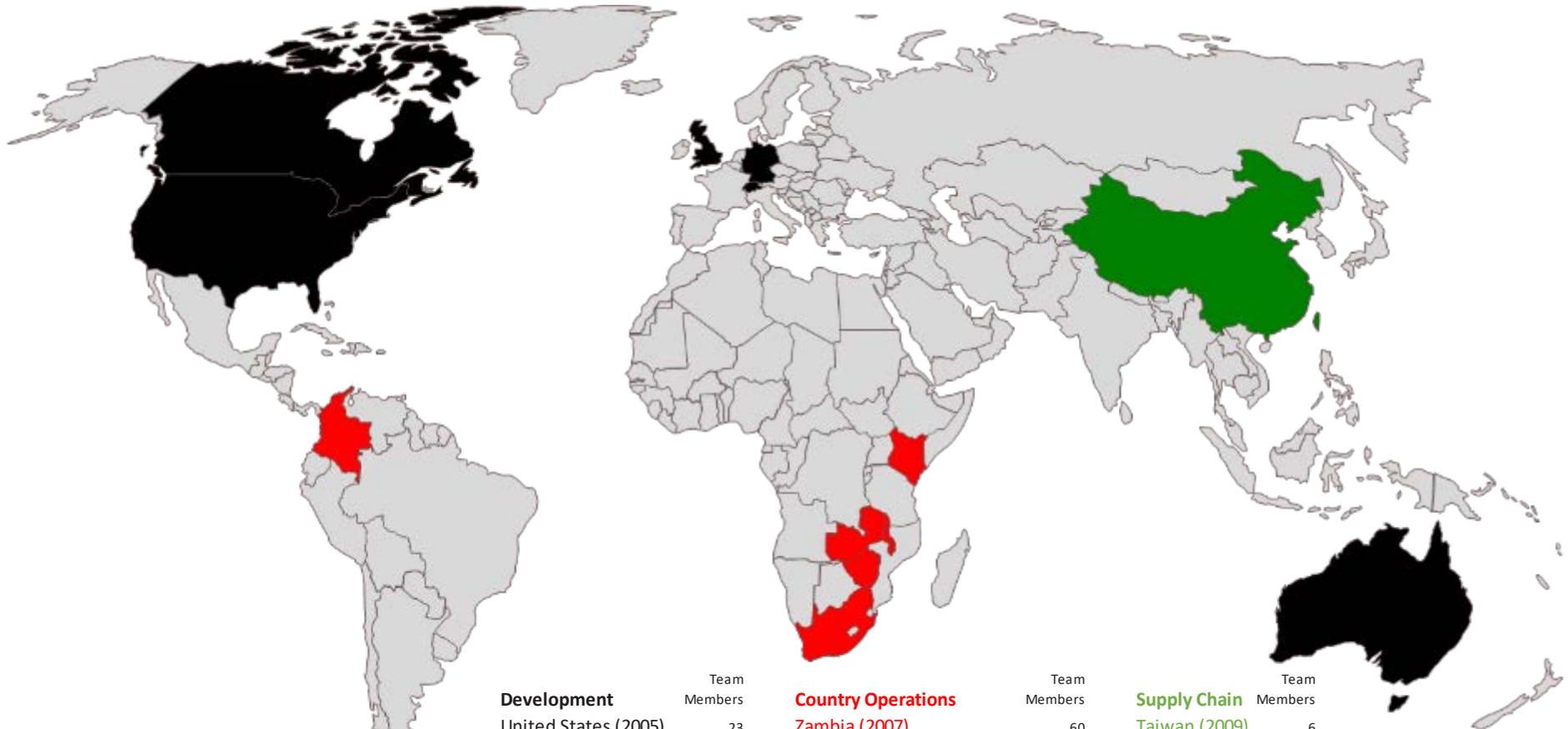
World Bicycle Relief is funded through a combination of donations and earned income from our social enterprise program. 80% of funding supports our programs. Expenses include bike purchases, shipping, assembly and distribution as well as mechanics training, recipient selection, community education, and program monitoring.

Figures based on 2021 Consolidated Independent Auditors' Report.

View our accounts here: <https://worldbicyclerelief.org/financials-governance>

WBR'S GLOBAL FOOTPRINT

Team of over 220 Passionate Change-Makers in 14 Countries



Development	Team Members	Country Operations	Team Members	Supply Chain	Team Members
United States (2005)	23	Zambia (2007)	60	Taiwan (2009)	6
Germany (2010)	4	Zimbabwe (2010)	45	China (2014)	3
United Kingdom (2011)	3	Kenya (2010)	30		
Canada (2012)	0	Malawi (2017)	30		
Australia (2016)	2	Colombia (2019)	15		
Switzerland (2018)	1	Support: South Africa (2013)	4		
Total	33		184		9

ROLE DESCRIPTION



SENIOR GLOBAL DIRECTOR OF PROGRAMS

Location: One of WBR's countries of operation in Africa preferred: Kenya, Malawi, South Africa, Zambia or Zimbabwe



POSITION SUMMARY

The Senior Global Director of Programs is a high energy, inclusive, visionary leader who thrives in a dynamic, fast-paced environment. They strive for evolving strategy and growth, seeking new program opportunities, and are passionate about leading global teams to do their best work to create, meet and exceed programmatic goals.

They are an innovator, a high-level thinker, a team player and decision maker who has the ability to keep their finger on the pulse of global programming gaps and opportunities, while managing teams towards a unified higher-level strategy and vision.

The Senior Global Director of Programs reports to the CEO and is a critical partner on the Senior Leadership Team. In partnership with the Executive Director of Buffalo Bicycles, Country Directors, Finance and Strategic Information and Innovations teams, they are responsible for the programmatic strategy including technical advisory, work plans and budgets for the African and Latin American programmatic teams.

They will develop, implement, and manage donor-funded programs that fit in WBR's strategy through assessing local contexts to determine opportunities and needs, setting and updating priorities, designing programs, collaborating with fundraisers, managing people and processes, and overseeing the implementation and reporting of programs and program pilots.

As part of the Senior Leadership Team, the Senior Global Director of Programs also actively provides strategic leadership in the development, technical guidance, and execution of WBR-funded programs where we work. They are expected to guide evidence-based program development, aligned with best practice, and with a strong focus on innovation and continuous improvement. The Senior Global Director of Programs will ensure the programs are appropriate to the programming context in response to locally expressed needs and conduct regular visits to the various program sites to support the country teams and to identify potential program adaptations and innovations in response to trends and new developments.

STRATEGIC LEADERSHIP

- Working closely with the Senior Leadership Team including the CEO, Executive Director of Buffalo Bicycles, Country Directors, the Global Director of Strategic Innovation and Information and the Global Executive Director of Development & Communications. The Senior Global Director is to develop and periodically update a comprehensive strategy for WBR programming that is aligned with the overall WBR strategic plan and leverages WBR's strengths and prior programming in Africa and Latin America.
- Recruit, supervise, and mentor direct-report staff, including communicating clear expectations, setting performance objectives, providing regular and timely performance feedback, and leading documented semi-annual performance reviews.
- As a Senior Leadership Team member, support organizational decision-making to reflect WBR's mission and values and support WBR in delivering on its annual impact and milestone goals.

PROGRAM PLANNING, MANAGEMENT, IMPLEMENTATION AND REPORTING

- Lead processes to continuously refine WBR's strategy for growing its program impact in response to trends and new developments (i.e., climate change, gender inclusion, youth, financial inclusion, etc.).
- Lead the process of adapting WBR's program approaches to new contexts, geographies, and populations (i.e., Latin American and West Africa environments, refugee settings).
- Identify gaps and develop strategies to integrate/mainstream innovative and best-in-class approaches to gender equality into WBR programming in collaboration with P/SII staff.
- Identify and provide leadership to integrate innovative partnership models into WBR-funded programs to optimize impact.
- Lead the development of internal planning and reporting processes, including annual work planning with country offices, and ensure alignment of program priorities, strategies, and operational plans with the broader WBR strategic plan, annual goals, and OKRs.

- Provide strategic and technical leadership to support Country Directors and the Program teams to manage program delivery (program quality) and ensure objectives and impact goals are met.
- Support Country Director to ensure all WBR-funded program activities are conducted in a timely, cost and quality effective manner
- Ensure learnings are documented by the program team in the most effective way, demonstrating value for money.
- Provide supervision and oversight of program reporting in line with donor requirements.
- Provide program support and oversight to all Program staff.
- Support the selection, recruitment, and training of Program staff.
- Technically supervise, orient, monitor, and evaluate Program staff in close collaboration with Country Directors.
- Champion the health and wellness of program staff in collaboration with Country Directors and P/SII.

INNOVATION AND CONTINUOUS IMPROVEMENT

- Approach WBR programming holistically as the intersection between philanthropy and social enterprise to create innovative programming focused on sustainability.
- Leverage WBR's M&E data and evidence to continuously test program innovations and adaptations to maximize impact, cost-effectiveness, and scaling.
- Support P/SII to maintain a learning agenda that will expand organizational knowledge and contribute to program quality, partnerships, and support WBR's influencing goals.

FUNDRAISING

- In support of fundraisers and country directors, contribute to/collaborate with fundraisers to develop concept notes, project proposals, budgets, and (specific, priority) donor reports to expand the program portfolio.

- Lead on the development of innovative program ideas and partnerships to feed into quality grant proposals through a participatory approach.

PROFESSIONAL DEVELOPMENT

- In collaboration with Country Directors and HR, determine training needs for Program staff and facilitate staff participation in the necessary training, coaching and/or mentorship to build capacity and increase job responsibilities and staff impact.
- Advocate and plan for professional development for Program staff in coordination with Country Directors and HR.

PROGRAM REVIEWS, MONITORING, EVALUATION AND LEARNING

- Ensure close monitoring of programs in-country to optimize program delivery and measure against OKRs.
- Ensure Program team contributions to the quality and timely submission of Program input into required reports.
- Collaborate with Strategic Information & Innovation to ensure new program proposals adhere to donor requirements and expectations regarding monitoring, evaluation, and learning, demonstrating the country team's commitment to quality, accountability, and continual improvement.
- Contribute to the generation of program findings, lessons, and feedback and inform future program strategy, planning, and design.
- Promote evidence-based learning and the agenda of program adaptation in the Program team.
- Represent the organization in various program-related knowledge sharing and learning forums, document and share feedback with the team.
- Track trends in development programming and program management practices, document and provide advice/ recommendations on key developments to WBR's Senior Leadership Team to inform strategy and innovation.

PARTNERSHIPS AND REPRESENTATION

- Support the Program Managers in strengthening relationships with strategic networks and alliances relevant to WBR's programs and mission.

- Represent WBR and participate in network and alliance meetings, events and forums at national and international levels.
- Coordinate and support review of WBR program partnerships.
- Meet with priority donors and partners in-country to raise WBR's visibility, share evidence, and support the country teams to build donor relationships.
- Represent the organization at any major technical forums/events, donor meetings, INGO coordination meetings, as relevant.

FINANCIAL MANAGEMENT

- Develop, monitor, review and update the Program teamwork plan to ensure that it meets its objectives as cost-effectively and efficiently as possible.
- Develop annual Program team budgets, manage the expenditure and disbursement of resources allocated to Program departments.
- Review program expenditures from the Program team line staff, including specifically restricted awards.
- Monitor and advise on program spending and variance report as per organizational process and procedures.
- Coordinate with Finance on Salesforce program inventory creation and periodic updating.

Perform other duties as assigned. The duties and responsibilities listed in this document are representative of the nature and level of work assigned and are not necessarily all-inclusive.

WORKING RELATIONSHIPS

- The Director reports to the CEO, who is located in Washington DC.
- Maintain regular communication with Country Directors, SII leadership, and other Senior Leadership Team members and senior staff to achieve program activities and objectives.
- Work with Country Directors and Finance on program planning and budgeting.
- Ensure there is active coordination between Programs and fundraisers to meet donor requirements.

CODE OF CONDUCT

As applicable to this position, an individual must promote and encourage a culture of compliance and ethics throughout the organization, maintain a clear understanding of WBR's and donor compliance and ethics standards, and adhere to those standards.

If this is a supervisory position, one must set an example of ethical behavior through one's own conduct and oversight of the work of others; ensure that those who report to you have sufficient knowledge and resources to follow the standards outlined in the Code of Conduct; monitor compliance of the people you supervise; enforce the Code of Conduct and WBR's policies, including the Child Safeguarding Policy, consistently and fairly; support employees who in good faith raise questions or concerns.

SAFEGUARDING

All staff share responsibility and obligation to safeguard and protect populations we work with, including adults who may be particularly vulnerable and children. This includes safeguarding from the following conduct by our staff or partners: sexual exploitation and abuse; exploitation, neglect, or abuse of children, adults at risk, or LGBTI individuals; and any form of trafficking in persons. Staff are also responsible for preventing violations to our Code of Conduct, which may involve Conflicts of Interest, Fraud, Corruption or Harassment. If you see, hear or are made aware of any violations to the Code of Conduct or Safeguarding Policy, you have an obligation to report.

LOCATION AND TRAVEL

The person in this role may be based in, or relocate to, any one of WBR's four key markets: Kenya, Malawi, Zimbabwe, or Zambia, or be in our regional office in South Africa, and should expect to travel up to 40% of the time.



PERSON SPECIFICATION



- Master's degree in social sciences, international development, evaluation or another relevant field required.
- Extensive expertise in rural economic development methodologies.
- Program strategy, assessment, program design, and implementation, budgeting and monitoring, and evaluation of international development programs, including livelihood programs.
- Managerial level and experience managing institutional donor funded projects and field offices in the Africa region strongly preferred.
- Field experience in the Africa region preferred.
- Track record of working with geographically distributed teams of more than 10 people, and securing funding and/or managing budgets of \$10 million or more.
- The ability to interact effectively with established networks of senior level international development professionals, donors, governments, universities, and other partners.
- Experience leading and working with multi-cultural staff, including awareness of and sensitivity to working with multi-cultural groups in multiple socio-economic settings.
- Proven ability to interpret M&E data and use it to adaptively manage projects.
- Sector experience in livelihoods, gender, last mile financial inclusion, or health.
- Proven experience in development and management of NGO partnerships.
- A proven track record in new business development with experience supporting project design, proposal development and fundraising efforts.
- Successful experience managing diverse, remote-based teams or individuals.
- Exceptional public speaking and written English communication skills; including communication to partners and clients via written products and presentations.
- Creative problem solver; able to easily adapt to change in a fast-paced environment.
- Proactive leader, with ability to effectively manage competing work streams and deadlines.
- Strong manager and mentor, with the ability to identify growth opportunities and provide ongoing mentoring and guidance to colleagues.
- Experience managing staff to achieve programmatic results; ability to coach and mentor staff and provide visionary leadership.
- Demonstrated commitment to diversity, equity, and inclusion in the workplace or your community.

EXTRA CREDIT

Additional consideration will be given to candidates with any of the following:

- Experience with social enterprise models that blend earned revenue with philanthropic capital.
- Experience with pro-poor commodities/products that require wrap-around services to enable uptake by customers and market penetration.

HOW TO APPLY

To apply for the role please upload your CV together with a supporting statement (maximum 500 words) on the Prospectus website at the link below. Please ensure that you have included all contact numbers and dates when you will not be available or might have difficulty with the recruitment timetable.

At Prospectus we believe passionately that a truly inclusive workplace leads to increased social impact. We are committed to supporting our clients build more inclusive teams. To understand how we are performing, we ask that you kindly complete the brief equal opportunities questionnaire when you submit your application via our website. Please be assured that your responses are kept confidential, separate from your candidate record, are not part of any application you make, and that the consultants never see individual responses to the questionnaire.

Applications should be made via the Prospectus website at:

<https://jobs.prospect-us.co.uk/jobs/details/HQ00181399>

RECRUITMENT TIMETABLE

Application deadline:
August 8th

Interviews with Prospectus:
August 17-23

Interviews with WBR:
Late August/early September

QUERIES

If you wish to have an informal discussion about the opportunity, please contact our retained advisors Fiona Wansborough or Jamila Abubakar:

fiona.wansborough@prospect-us.co.uk
jamila.abubakar@prospect-us.co.uk

If you require this document in an alternative format, please contact Prospectus on +44 20 7691 1920 or email:

executive.admin@prospect-us.co.uk





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