



water for people
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EXECUTIVE SEARCH FOR

Chief Executive Officer

FOR WATER FOR PEOPLE, GLOBAL

NOVEMBER 2021

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LETTER FROM THE CEO

In my seventh year as CEO of Water For People, I believe deeply in the work we are doing. The CEO job is exciting, and I love the challenges it regularly presents to me. Our work has been among the most gratifying experiences of my life. My favorite parts have been getting to know the people who support Water For People, visiting our programs in our operating countries to see the changes we have contributed to, and meeting the people that we serve. I am so proud of what Water For People has accomplished. We are starting off 2022 with:

- Successful completion of Strategic Plan 2017-2021 by beating our main impact population goal of reaching 4.67M people with lasting quality water services (goal was 4.0M)!
- A new strategy – Destination 2030
- Our largest budget ever (\$31M) after several years of growth
- A major win with USAID (\$21M/5 years for Rwanda) that solidifies our role as a contender for institutional grants
- A world-class Global Leadership Team

The organization is strong, successful, and stable. Therefore, it is an excellent time for a new CEO to step in and lead Water For People to deliver Destination 2030. I am excited to support the search for Water For People's next CEO, which will allow me to focus on my new role as Water For People's next Board Chair. I remain as committed to Water For People as ever and I am committed to a smooth transition of CEO responsibilities. I intend to hand my successor a world-class organization poised to achieve even greater things.

On behalf of Water For People, I invite you to review the attached and consider your potential to serve as the next CEO. If you are proven, respected leader with strong international experience, a track record of retaining and building an energetic and committed global team, a deep commitment to our mission and delivering our Destination 2030 strategy, and a desire to guide Water For People's growth in a rapidly evolving global market, we would be delighted to hear from you.

With gratitude,

Eleanor Allen, CEO



LETTER FROM THE CHAIR

Dear Candidate,

As Board Chair for Water For People, it is with pride and excitement that I invite you to consider applying to be our next CEO. This is a crucial time in Water For People's growth, with a heightened demand for sustainable water, sanitation, and hygiene (WASH) services. Our next leader will have the opportunity to strengthen and advance Water For People's position and reputation – already a global WASH leader and sector influencer. On behalf of the Board, I invite you to review this opportunity. As Eleanor wrote above, if this position speaks to you, we would be delighted to hear from you.

Sincerely,

Bill Roe, Board Chair



ABOUT WATER FOR PEOPLE

Water For People is an international non-profit organization working to help solve the global water and sanitation crisis – permanently. Around the world, 2.2 billion people lack access to safely managed water services, and 4.2 billion people—more than a half of the planet’s population—lack access to safely managed sanitation, which is often simply access to a toilet. [Water For People’s strategy](#) (called Destination 2030) was developed with alliance partner IRC. The 2030 strategic goals are to serve 20 million people locally, reach 200 million people nationally, and influence global change to close the gap for the 2 billion people globally still without adequate services.

Water For People brings together local entrepreneurs, civil society, governments, and communities to establish creative, collaborative solutions that allow people to build and maintain their own reliable and safe water systems and sanitation providers. The road to quality and lasting water and sanitation services for “Everyone Forever” – every family, clinic, and school, forever - is challenging. For this reason, the organization is investing in infrastructure while also building institutions and markets to operate and maintain the infrastructure. This investment is critical to long-term success and social progress. Health, education, and economic prosperity are possible when essential services are in place. Water For People’s impact continues to ripple out on a national and global scale from the districts where the organization is working.



THE PEOPLE

About three-quarters of Water For People's 200+ person team are nationals living in the nine countries where Water For People works: Honduras, Guatemala, Nicaragua, Bolivia, Peru, Malawi, Rwanda, Uganda, and India.

The global business and administrative support teams are in various locations around the world. The majority are in the U.S., and many are located in Denver, where Water For People was founded in 1991 by leaders in the U.S. water and wastewater industry.

THE METRICS

Water For People is focused on long-term, sustainable impact and is a leader in monitoring, evaluation, and learning in the water, sanitation, and hygiene (WASH) sector.

Accountability and transparency are enhanced by Water For People's [Everyone Forever Tracker](#), which is a visualization of Water For People's impact. It shows progress towards Everyone and Forever milestones in each district and country where Water For People works.

THE FINANCIALS

Water For People's annual revenue was just shy of \$22 million in 2020 with an additional \$7 million co-invested by local governments, partners, and communities to support programs. This co-investment is critical to the success of the Everyone Forever impact model through ownership of the system designs as well as the ongoing operations and maintenance of the water and sanitation systems. 2021 revenue was also \$22 million. The 2022 budget is \$31 million.

Water For People has been a 4-star charity as rated by [Charity Navigator](#) for 17 years – a track record for finance, accountability, and transparency that fewer than 1% of charities have achieved. For more information on Water For People, please visit www.waterforpeople.org.



THE OPPORTUNITY

The Chief Executive Officer (CEO) leads the implementation of the global vision and mission of Water For People with the support of an experienced and talented Global Leadership Team (Chief Financial Officer, Chief Administrative Officer, Chief Growth Officer, Chief Operations Officer, Regional Director – Africa, Regional Director – Latin America, and Country Director – India).

The CEO has the overall strategic and operational oversight responsibility for Water For People's employees, programs, strategy development, and fulfillment of its mission while fostering a positive organizational culture. As a nonvoting Board member, the CEO frequently interacts with the Board of Directors, actively engaging them in governance and strategically deploying their strengths and interests in the highest support of the organization. In addition, the CEO is the main external face of the organization and actively involved in sharing the Water For People story externally and interacting with donors, partners, and other key stakeholders.



KEY RESPONSIBILITIES

ORGANIZATIONAL MANAGEMENT AND LEADERSHIP

- Demonstrate effective global leadership by ensuring organizational responsiveness and a clear purpose and direction, empowering the Global Leadership Team, showing respect to all employees, and credibly leading the organization.
- Continue to identify and implement operational improvements for efficiency and efficacy while delivering the organization's D30 strategy and minimizing ambiguity.
- Continue to practice subsidiarity by decentralizing decision-making and moving authority to lower levels in the organization when appropriate.

STRATEGY DEVELOPMENT AND IMPLEMENTATION

- Oversee the implementation of the Destination 2030 strategy and the 2022-24 Strategic Plan, and develop future Strategic Plans.
- Ensure that the Strategy and Strategic Plan are reviewed and updated annually (if needed).
- Support growth of teams and skills aligned with planned expansion of programs.
- Continue to bring new ideas and innovations aligned with D30 that support the global mission.

REVENUE GENERATION

- In partnership with Chief Growth Officer, ensure successful completion of fundraising and marketing strategy while continuing to connect with top donors and prospects.
- Represent Water For People at donor-facing events, maintaining strong relationships with current donors, and attracting and retaining new funders.

PROGRAM OVERSIGHT

- Ensure sound development, and effective management of our Global Programs so they further the organization's mission, reflect its values, and achieve its strategic impact goals.
- Support growth of country expansion and Global Impact Pathway of D30 with a particular emphasis on innovation for Everyone Forever, Sanitation, and Water Resourced Management.

FINANCIAL MANAGEMENT

- Ensure that financial resources are managed effectively and efficiently and grant as well as government compliance requirements are met by supporting CFO and the global finance team.
- Responsible for sound budgeting, forecasting, internal controls, management of cash flow, grant management and compliance, and a clean audit.
- Maintain Charity Navigator 4-star rating.

TALENT MANAGEMENT

- Support CAO and Talent Team to ensure sound supervision/management of employees, consultants, and volunteers.
- Responsible for up-to-date employment policies and job descriptions, recruitment and selection of new hires, fair and objective performance evaluations, fair and equitable compensation, performance-based salary adjustments, and professional developments.
- Ensure that all aspects of talent management shall take into account Water For People's culture and goals with respect to justice, equity, diversity, and inclusion (JEDI).

EXTERNAL AFFAIRS AND RELATIONSHIPS

- Continue to build brand of Water For People with new donors and the general public through intentional externally focused activities.
- Effectively lead the D30 alliance with IRC and other key partnerships.
- Keep abreast of sector trends and maintain Water For People in a leadership position.
- Develop and maintain beneficial relationships with other nonprofits, advocacy organizations, professional associations, community leaders, academia, businesses, and elected and appointed officials.

BOARD RELATIONS

- Work effectively with the Board and as a non-voting Board member.
- Respond to Board requests; ensuring regular, accurate, complete financial reports to the Board; keeping the Board informed of strategic matters and top risks; working closely with the Chair and Executive Committee to plan Board meetings; being accessible; helping ensure bylaws are followed and periodically reviewed and updated; promoting continuous Board development; helping search for new Board members; and providing for appropriate interaction between Board and employees.
- Champion board diversity and increasingly attract high profile board members.
- Work to educate board to grow board confidence and capabilities in fund raising.
- Serve as liaison to the Water For People Canada board and the Water For People India Trust board.



CANDIDATE PROFILE

PERSONAL CHARACTERISTICS AND VALUES

Models Inspirational Leadership: Empathetic and competent thought leader in the water, sanitation, and hygiene (WASH) sector.

Builds Teams and Talent: Motivating and optimistic team-builder; genuinely cares about the team and the pressures they face while unafraid to have tough conversations; generous with praise and gratitude. Open and approachable, and able to extract excellent performance and develop leadership and confidence in others. Motivating leader who establishes a spirit of collaboration across all Water For People locations, as well as with communities and partners. Focuses first on people before determining business strategies and plans. Attracts, engages, develops, and rewards talented people to build individual and organizational capability needed to achieve desired impact.

Uses Critical Thinking: Clearly and simply demonstrates what success looks like to potential donors and partners. Considers a broad range of internal and external factors when creating strategies and implementing plans. Has a broad perspective and sees possibilities and opportunities by thinking innovatively. Evaluates problems and generates options to find actionable, practical solutions with the inclination to ask for forgiveness rather than permission. Takes quick action and creates a clear sense of accountability. Manages competing priorities and makes hard decisions with an eye towards getting things done.

Converts Strategy into Results: Strong strategic and operational leader who knows how to coalesce teams, resources, and assets around a unified vision in order to effectively execute on Water For People's behalf. Translates business vision and strategy into winning tactics and plans to deliver excellent results for the organization.

Connects to the Mission: Has a genuine appreciation for the approach Water For People takes to develop high-quality drinking water and sanitation services, accessible to all, and sustained by strong communities, businesses, and governments. Embraces the mission of Water For People and is passionate about advancing the dynamic role it plays leading social impact in international development. Understands and demonstrates how own efforts impact on the larger organization and operates in alignment with the vision, values, and strategic objectives of the organization.

Demonstrates Ethics and Integrity: Understands ethical behavior and business practices and ensures that own behavior is consistent with these standards and aligns with the values of the organization. Demonstrates openness, honesty, respect, and trust in others. Consistently follows through on commitments and lives our values of accountability, courage, empowerment, partnership, and transparency.

Manages through Ambiguity and Uncertainty: Identifies, supports, and champions opportunities for change and continuous improvement. Proven record in change management and competent and confident negotiator. Demonstrates flexibility and adaptability in responding to change and ambiguity. Find ways to get things done in the face of seemingly insurmountable challenges to drive success in the role.

Demonstrates Cultural Awareness: Shows empathy, a high comfort level in the developing world, and unquestionable integrity; able to engage the wide range of stakeholders from a variety of backgrounds and cultures.

Action-oriented: Takes an entrepreneurial, adaptable, and innovative approach to completing tasks. Has an unwavering commitment to delivering quality work products. Maintains an attitude of open, curious, and proactive learning, continually expanding own area of understanding and expertise.

Connects with Others: Demonstrates exceptional communication and interpersonal skills, exceptional networker, key influencer, and be comfortable representing Water For People across a wide variety of audiences. Listens and fosters open communication through questioning, dialogue, and information sharing. Advocates ideas and effectively negotiates to achieve mutually successful outcomes.

Self-confident: Demonstrates humility, mature confidence, and courage to innovate, risk, and lead in own role. Handles tough questions or critique in a professional manner assuming the best intentions. Open to feedback and coaching. Is unafraid and willing to take risks and is courageous in finding new ways to achieve the organization's desired impact.

IN ADDITION, STRONG CANDIDATES SHOULD HAVE:

- Significant senior executive leadership experience, ideally in an international development or social enterprise setting.
- Significant experience directly managing departments that are part of a global workforce.
- Experience working with non-profit board(s) of directors.
- Demonstrated leadership in outcomes-based organizations.
- Strong financial acumen and profit/loss responsibility experience > \$20M.
- Successfully development and implementation of growth strategies required.
- Experience living and working in low- and middle-income countries preferred.
- Spanish language skills strongly preferred.
- Project management skills preferred.

PHYSICAL REQUIREMENTS, & WORKING CONDITIONS

- Ability to travel domestically and internationally to low- and middle-income countries, where travel is rugged.
- Open office environment and/or remote or hybrid work environment.
- This position can be based wherever Water For People has operations.

COMPENSATION & BENEFITS

\$225-275K USD/year, commensurate with experience.

Benefits are one of the ways we encourage healthy living for you and your family. Our generous package includes medical, dental, and vision coverage. But health is more than a well-working body: it encompasses body, mind and social well-being. To that end, we provide a global EAP and Telehealth benefits to address your holistic health. Healthy living also includes financial wellness tools including, digital tools, classes, counseling, paid time off, and retirement savings plan.

EXPRESSING INTEREST

Nicole Kamaleson, Managing Director Global Practice, and Sarah Avendaño, Vice President and Senior Search Associate of Koya Partners, have been exclusively retained for this search. To express your interest in this role, please submit your materials [here](#). All inquiries and discussions will be considered strictly confidential.

WATER FOR PEOPLE is an equal opportunity employer who is committed to creating a culture of justice, equity, diversity, and inclusion in our workplace. Water for people strives to create and maintain a level of diversity that reflects the communities we serve. Achieving this—regardless of race, ethnicity, ancestry, tribal affiliation, age, gender, sexual orientation, gender identity, religion, veteran status, disability, socioeconomic class, educational attainment, parental status, genetic information, political affiliation or other social identities is critical to our ability to have a world where every person has access to reliable and safe water and sanitation services.

Our commitment ensures that we:

- Have a different array of thinking that comes from diverse backgrounds and cultures, enabling us to solve some of the world's greatest challenges.
- Strive for a culture of inclusion and belonging by treating each other with dignity, respect, and appreciation enabling us to feel welcome, supported, and valued.
- Effectively connect, communicate, and build long-lasting relationships with stakeholders within our diverse communities.
- Have diversity of thought, perspectives, backgrounds, identities, and talents that will support our mission to develop high-quality drinking water and sanitation services are available to Everyone Forever.

About Koya Partners

Koya Partners, a part of the Diversified Search Group, is a leading executive search and strategic advising firm dedicated to connecting exceptionally talented people with mission-driven clients. Our founding philosophy—**The Right Person in the Right Place Can Change the World**—guides our work as we partner with non-profits & NGOs, institutions of higher education, responsible businesses, and social enterprises in local communities and around the world.

For more information about Koya Partners, visit www.koyapartners.com.