



EXECUTIVE SEARCH FOR

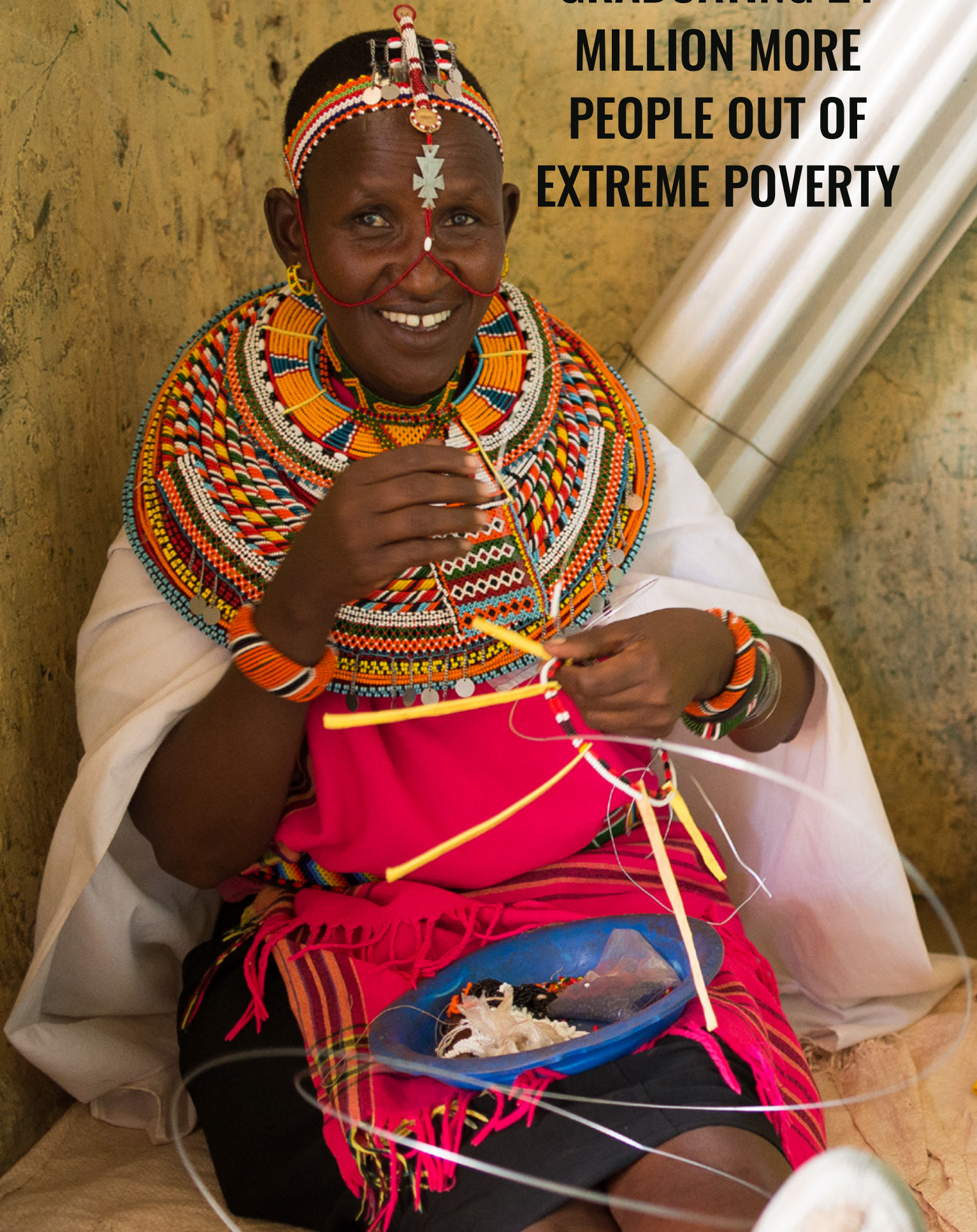
Vice President of Country Portfolio

FOR BRAC ULTRA-POOR GRADUATION INITIATIVE
LOCATION GLOBAL/FLEXIBLE

FEBRUARY 2021



**GRADUATING 21
MILLION MORE
PEOPLE OUT OF
EXTREME POVERTY**



ABOUT BRAC ULTRA-POOR GRADUATION INITIATIVE

The Ultra-Poor Graduation Initiative (“UPGI”) is a global unit of BRAC that was founded in 2016 to build off of the success of BRAC’s Ultra-Poor Graduation program in Bangladesh. BRAC UPGI aims to position the Graduation approach as a key driver to eradicate extreme poverty worldwide. It does this by:

- Advocating for uptake of the Graduation approach by policymakers, national governments, multilateral institutions, and non-governmental organizations; and
- Effective adaptation and implementation of the Graduation approach in countries around the world, supported through technical assistance and capacity strengthening for external stakeholders.

In 2002, BRAC pioneered the Ultra-Poor Graduation (“Graduation”) approach in Bangladesh - a holistic intervention to help people lift themselves from extreme poverty - after recognizing that existing poverty alleviation programs were not reaching the poorest people. Through the provision of livelihood assets, cash transfers, and continued mentoring and training, the Graduation approach addresses participants’ multidimensional needs within the local context and ‘graduates’ people from extreme poverty into sustainable livelihoods.

Graduation is an evidence-based, scalable intervention proven to break the poverty trap for the long term. So far, BRAC’s flagship Graduation program has impacted over 2 million Bangladeshi households—totaling over 9 million people. To help eradicate extreme poverty, BRAC UPGI is working to scale globally by integrating Graduation into existing government programs and help 21 million more people lift themselves from extreme poverty by 2026.

But BRAC UPGI cannot do it alone. This is beyond the means and capacity of a single organization- no matter how ambitious or innovative. Sustainability and scale demands change at the systems level with active government engagement. BRAC UPGI is committed to creating effective solutions that leverage the available resources and existing programming to achieve the long-term benefits demonstrated by Graduation. The organization is partnering with governments, as well as multilateral institutions, NGOs, and civil society, in countries where BRAC UPGI thinks it can have maximum impact and drive greater uptake for Graduation.



THE GRADUATION APPROACH

While adapted to meet local challenges and opportunities, there are four key elements that are fundamental to implementing Graduation successfully. Validated by a [multi-country study](#), BRAC UPGI found the following elements help people create a pathway out of extreme poverty across geographic and community contexts.

- **Meeting basic needs:** Providing cash and/or food support, healthcare guidance, and access to services, recognizing that without having their fundamental necessities met, people living in extreme poverty cannot fully benefit from the program or create a pathway out of poverty.
- **Income generation:** Providing skills development and a productive asset such as a cow or chickens, to help participating households kickstart an income-generating enterprise or job.
- **Finance support and savings:** Facilitating access to savings and financial literacy to enable participating households to manage their finances.
- **Social empowerment:** Helping increase confidence and integrate into communities through regular mentorship and life skills training, as well as connection to community associations, to improve overall well-being, enable self-sufficiency, and strengthen social and economic inclusion within the community.



SCALING GRADUATION THROUGH GOVERNMENTS

BRAC Ultra-Poor Graduation Initiative has been providing advisory services and technical support to governments on integrating Graduation into existing social protection systems since 2016. Integrating the social and economic inclusion elements of Graduation with existing social protection programming is the most strategic investment of government resources for the long-term benefit of extreme poor households. BRAC UPGI has worked with government partners in the Philippines, Kenya, Rwanda, Lesotho, Guinea, and Pakistan, among others, adapting its approach in each country to fit the local context. To further expand its reach and ensure no one is left behind, BRAC UPGI is increasing its work with government actors and global policymakers to promote the scaling and adoption of the Graduation approach through comprehensive policy and systems change.

Influencing Global Policies and Programs: At a global level, BRAC UPGI works with multilateral institutions and strategic partners to ensure global policies and programs promote a focus on the world's poorest people through evidence-based social and economic inclusion programs.

Promoting Effective Policies and Programming at the National Level: At a country level, BRAC UPGI is working with governments and partners to reach 21 million more people through government-led Graduation programs and policies by 2026. BRAC works closely with policymakers to promote the scaling and adoption of the Graduation approach at a large scale by enhancing the design and execution of programs that reach people living in extreme poverty, partnering and engaging with key stakeholders to sustain local support and investment in the nation's commitment to ending extreme poverty through the Graduation approach.

To learn more about BRAC UPGI, please visit bracultrapoorgraduation.org





THE OPPORTUNITY

BRAC UPGI is seeking its inaugural Vice President of Country Portfolio to help support the global organization as it scales aggressively over the next six years and beyond. This role is a critical leadership position in BRAC UPGI's next chapter.

An essential leader internally and externally, the Vice President of Country Portfolio will manage and evolve BRAC UPGI's overall country portfolio. The Vice President of Country Portfolio will provide functional leadership, scaling, standardization, and management across Heads of Country Clusters, Technical Assistance, Policy & Advocacy, and country-level Business Development & Opportunity Support.

Reporting to the Managing Director ("MD"), the Vice President of Country Portfolio will serve as a member of the Executive Leadership Team ("ELT"), along with the Vice President of People & Operations; Vice President of Ecosystem Advocacy & External Affairs; and the Vice President of Monitoring, Evidence & Learning. The Vice President of Country Portfolio will contribute to executive conversations, updating the Managing Director and leadership on portfolio changes and process against country strategies, and elevating key areas for input.

KEY RESPONSIBILITIES

STRATEGIC LEADERSHIP

- Develop, execute, and drive overall strategy and impact for UPGI's portfolio of country-level work, in line with vision and decision-making framework established with MD
- Lead strategy process and management of Business Development & Opportunity Support Unit, Technical Assistance and Policy & Advocacy Units
- Ensure alignment with UPGI's ecosystem-level advocacy and engagement efforts
- Manage and evolve overall country portfolio:
 - » Regularly decide where to adjust country portfolio, adding/removing/prioritizing priority countries
 - » Assess and decide when/how to enter top priority countries
 - » Develop guidelines for pursuing opportunities outside of current top priority countries (e.g., discrete, single-stage and/or smaller-scale opportunities), to be followed primarily by Technical Assistance team in assessing and deciding opportunities
 - » Monitor progress and ensure alignment and coordination across portfolio of countries
 - » Decide when and where to pursue external evaluations in country portfolio, based on recommendation from Monitoring, Evidence, & Learning unit
 - » Develop guidelines for UPGI's in-country support related to technical assistance, advocacy, and evaluations in collaboration with relevant teams
- Manage entry into top priority countries, and oversee strategy and implementation by Country Engagement Teams:
 - » Field and manage incoming business development and partnership opportunities for priority countries where there are not yet country teams
 - » Decide initial country entry strategy and action plans for priority countries - including when to hire initial in-country personnel, and anchor/establishing contracts or partnerships with government - with input from others (for Country Engagement Teams to then drive plans once in place)
 - » Guide and supervise continued development and implementation of country strategies by country teams, and monitor progress against impact
 - » Oversee and support operations of Country Engagement Teams, including collaboration with other global units as needed
- Oversee civil society support and strengthening in top priority countries at the national level and expand best practices into regional and global strategy



OPERATIONAL MANAGEMENT

- Guide and oversee activities of Business Development & Opportunity Support unit, which provides coordination and resources in support of decision-making on country portfolio and entry strategy
- Guide and oversee operations of global Technical Assistance and Policy & Advocacy units, including to drive collaboration with Country Teams to enable and help drive country-level work
- Define and monitor resource allocation across Country Engagement Teams, Technical Assistance, and Policy & Advocacy
- Prepare and deliver periodic updates to the Board, in collaboration with the MD, on key progress
- Oversee country portfolio budget and staffing

PERFORMANCE MANAGEMENT

- Manage across Country Engagement Teams, Technical Assistance, Policy & Advocacy, and Business Development & Opportunity Support including to ensure learning, coordinate strategies and activities, and decide on resource allocation in support of overall portfolio strategy
- Coordinate with other BRAC entities such as BRAC International, including through participation in the BRAC Graduation Strategy Coordination Group and deciding whether/how UPGI should support BI's in-country work
- Ensure diversity, equity, and inclusion are prioritized across all elements of the portfolio, including to inform country strategy and impact goals, define staff composition, and cultivate a diverse and representative set of partners
- Ensure a robust team and staff performance management process to ensure accountability, development and impact



CANDIDATE PROFILE

The ideal candidate will have the following professional and personal skills, competencies, and characteristics:

AN ACTION-ORIENTED LEADER WITH TECHNICAL EXPERTISE & ADVOCACY EXPERIENCE

The Vice President of Country Portfolio will have a proven record of converting strategy into effective execution. They will be a proactive, detail-oriented individual who functions well in a fast-paced environment. They will have experience affecting change in an organization, strong organizational and process management skills, and a demonstrated ability to rapidly scale programmatic efforts. This leader will be a spokesperson and champion for the programming of BRAC UPGI and all those involved internally and externally at the global and local levels. A hands-on leader, they will have demonstrated expertise working in and leading a wide range of work streams, including programs, business development, technical assistance, policy and advocacy, and Diversity, Equity, Inclusion & Belonging. The ideal candidate will bring both field experience and technical expertise in the development sector, particularly in key areas of development such as social protection, livelihoods, economic inclusion, gender, etc., as well as extensive experience working with government and multilateral stakeholders in this sector in a technical and policy advocacy capacity. They will have a holistic understanding of the nuances and complexities comprising BRAC UPGI's business operations, multiple country initiatives, and overall programming, with an ability to find commonalities between countries. Across the organization, the Vice President of Country Portfolio will be a project manager with an eye for detail, the ability to delegate or be hands on as the situation calls for, and proficiency at quickly identifying and communicating needed changes.

A STRATEGIC THINKER

The Vice President of Country Portfolio is a strategic and outcome-oriented leader who will guide and articulate a vision for BRAC UPGI's country programming and scaling, including overall strategy, execution, and evaluation. With a data-driven philosophy and approach, this leader will have had extensive experience partnering with governments, nonprofits, foundations, public institutions, private sector organizations, and NGOs. They will have a track record of implementing innovative strategies and initiatives related to relevant sectors such as social protection, livelihoods, economic inclusion, gender, etc. and will adopt an entrepreneurial approach to expanding and deepening new and existing program successes. With the collaboration of BRAC UPGI's executive leadership, this leader will set significant goals, and have deep successful experience managing a team towards realistic, ambitious, and aggressive goals.

AN EFFECTIVE COMMUNICATOR

The Vice President of Country Portfolio will be a confident, influential and effective communicator with the ability to work fluidly across all levels with a high degree of cultural competency. This leader will be a charismatic, high-energy, and humble leader who can talk with all constituents and successfully convey organizational, programmatic and mission-oriented objectives. They will be an exceptional presenter and communicator with strong interpersonal skills and a natural ability to convey UPGI's priorities in a way that builds trust and galvanizes support. Naturally solutions-oriented, with an inherent ability to listen, think, and respond effectively to a variety of inquiries and challenges, they will be able to remain firm and steady in delicate situations and in high-level strategic discussions.

A SUPERIOR RELATIONSHIP BUILDER

A hands-on and collaborative leader, the Vice President of Country Portfolio will be a flexible, entrepreneurial, self-motivated team player and natural relationship-builder with the ability to develop, enhance, and sustain productive relationships with teams and stakeholders from different cultural backgrounds spanning the globe. A seasoned manager and team-builder, the Vice President of Country Portfolio will have a track record of successfully managing high-performing, globally dispersed teams. Possessing a strong sense of confidence and a style that will resonate with the BRAC UPGI team, they will help to develop and retain a diverse and talented staff. This leader will demonstrate foresight in recognizing problems and vision in identifying and implementing solutions. Similarly, they will work closely with governments and other key stakeholders to ensure programs are effective in producing desired outcomes and country goals. They will foster an atmosphere of collaboration and partnership both internally and externally. To this end, this leader will be a catalyst for change and growth, inspiring others to think entrepreneurially and inject new ideas.

A CHAMPION FOR DIVERSITY, EQUITY, INCLUSION & BELONGING

The Vice President of Country Portfolio will play a critical role in prioritizing equity and inclusion as a driver for BRAC UPGI. They will embrace principles of DEI&B and establish systems and processes that reinforce BRAC UPGI's commitment to DEI&B in ways of working internally and externally to embrace diverse contexts and cultures, mentorship, teambuilding and stakeholder engagement. This leader will actively focus on building equity into structures, systems and processes for employees and the countries and constituents BRAC UPGI serves. This leader is appreciative, affirming, and inclusive of all cultural backgrounds and demonstrates active listening, empathy, and effective engagement to increase cultural competence.

A PASSION FOR THE MISSION

The Vice President of Country Portfolio will embrace and have a true passion for the mission of BRAC UPGI. This leader will be an individual of unquestioned integrity, ethics and values; someone who can be trusted without reservation. They will have a strong work ethic, emotional intelligence, a sense of humor and evidence of a commitment to strengthen and support individuals, families and communities based on the value and dignity of human life. Finally, this leader must demonstrate a deep understanding of and respect for the varied cultural backgrounds of those served by BRAC UPGI and the importance of cultural competency in every aspect of the work.

LOCATION

This role can be based anywhere. Once it is safe to do so, the role will require international travel.





EXPRESSING INTEREST

Nicole Kamaleson, Managing Director Global Practice, and Domino Gehred-O'Connell, Vice President Executive Search 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.

BRAC UPGI is an equal opportunity employer and strongly encourages applications from people of color, persons with disabilities, women, and LGBTQ+ applicants.

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.