



EXECUTIVE SEARCH FOR

Vice President of People & Operations

FOR BRAC ULTRA-POOR GRADUATION INITIATIVE
LOCATION GLOBAL/FLEXIBLE

FEBRUARY 2021

**KOYA
PARTNERS**
A DIVERSIFIED SEARCH GROUP

 A MEMBER OF
ALTOPARTNERS

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 People & Operations to help support building 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.

A key leader, the Vice President of People & Operations will establish and develop relationships with Executive and senior management, global and country teams, and Board members. The VP of People & Operations will provide a broad range of functional leadership, scaling, building of processes and teams, standardization, consistency, and oversight of HR; administrative functions including Finance, IT, Legal, and Grants & Contracts Management; and Diversity, Equity, Inclusion & Belonging ("DEI&B") internal and external initiatives.

Reporting to the Managing Director ("MD"), the Vice President of People & Operations will serve as a member of the Executive Leadership Team ("ELT"), along with the Vice President of Country Portfolio; Vice President of Ecosystem Advocacy & External Affairs; and the Vice President of Monitoring, Evidence & Learning. The VP of People & Operations will contribute to executive conversations, ensuring that the organizational structure and norms, talent management and financials are all in support of UPGI's overall values, vision and strategy.



KEY RESPONSIBILITIES

STRATEGIC LEADERSHIP

- Building on the existing foundation, develop and articulate an initial vision for UPGI's global organizational and human resources structure within the first six months
 - » Through consultations, shape and evolve a clear and compelling strategy and plan for implementation, with a focus on UPGI's unique global structure
- Lead UPGI's annual organizational planning process
- Prepare and deliver periodic updates to the Board, in collaboration with the MD
- Establish and provide management of the Human Resources, Finance and additional administrative functions (Grants & Contracts Management, IT, and Legal) at the global and country levels
 - » Ensure local capabilities for country teams, whether building or contracting out to local partners
 - » Define and ensure consistency around policies, procedures, and systems across full UPGI organization



TEAM MANAGEMENT

- Define and guide the organization's talent management strategy, across the employee lifecycle and across all employee locations, with a focus on career development
 - » Define career and development trajectories under the new operating model design, and ensure HR processes, policies and systems support such growth
 - » Oversee recruitment and hiring, onboarding, development, and retention
 - » Oversee performance management and compensation decisions



DIVERSITY, EQUITY, INCLUSION & BELONGING

- Ensure that the principles of Diversity, Equity, Inclusion & Belonging are considered, applied, and expressed seamlessly and consistently across the organization's operations
 - » Inform UPGI's DEI&B strategy, priorities, and goals; support tracking progress against priorities and goals
 - » Ensure that diversity, equity and inclusion considerations are infused across UPGI's internal operations (i.e., "Right Team"), including in recruitment, hiring, retention, culture, ways of working, and decision-making

OPERATIONAL MANAGEMENT

- For Finance, define and guide the financial strategy of the global organization, and provide oversight for all budgets, forecasts, internal financial plans, and accounting processes
- Develop, build, and implement organizational design with a particular early focus on shoring up teams for collaboration success, anchoring on a clearly defined and widely socialized set of values
 - » Design and institute organizational development interventions that support change management, conflict resolution, intergroup relations, organizational structure design (in particular for matrix models), job enrichment, and work design
 - » Support change management, helping employees understand reasons for change and facilitating effective on-boarding of employees to new vision and directions
 - » Design and deliver organization-wide global initiatives that help build employee engagement



CANDIDATE PROFILE

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

A TEAM BUILDER & LEADER

An inspiring, thoughtful, creative, and engaged builder of teams, the Vice President of People & Operations will have experience recruiting, cultivating, retaining and developing diverse teams with a broad set of ideas and skills and achieving organizational impact by recognizing, leveraging and building up individual strengths and teamwork. This executive will successfully develop, orchestrate, and deliver on strategic processes and objectives and build and lead a passionate team to execute on organizational goals. They will be an intelligent self-starter, doer, and finisher who is resourceful and entrepreneurial, yet team oriented and consensus driven. This leader will have a deep knowledge of international development, NGOs, and local governments, and will be skilled at quickly establishing rapport and cultivating relationships across all levels of the organization.

The VP of People & Operations will embrace the existing culture of BRAC UPGI and will help set the tone for culture as the organization scales rapidly. This leader will have demonstratable success in determining and implementing best-in-class practices, systems, and processes across the global and local levels of an organization in a collaborative and efficient manner that takes into account local customs, regulations, and requirements. They will foster trust and collaboration globally among team members and possess the ability to manage through change with flexibility and poise, across multiple cultures. This leader will be capable of managing conflict and conflicting views and have the ability to be clear minded in a state of ambiguity. They must lead by example and demonstrate humility, openness to feedback, a strong drive for excellence, and deep emotional literacy.

A CHAMPION FOR DIVERSITY, EQUITY, INCLUSION & BELONGING

The Vice President of People & Operations will play a critical role in prioritizing equity and inclusion as drivers for BRAC UPGI. They will embrace principles of Diversity, Equity, Inclusion and Belonging and establish systems and processes that reinforce UPGI's commitment to DEI&B in hiring and retention, ways of working internally and externally to embrace diverse contexts and cultures, mentorship, team building and stakeholder engagement. They will also establish systems to hold the organization accountable to living these values.

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.



ABILITY TO EXECUTE FOR RESULTS

As a strategic member of the ELT, the VP of People & Operations will conceptualize and approach problems and solutions in a proactive, hands-on, constructive, entrepreneurial and innovative manner that will result in best-in-class performance across the organization. A problem-solver and strategic thinker with excellent reasoning skills and attention to detail, this executive has the ability to understand and deal with complexities with ease and creatively overcome obstacles to achieve goals and is not afraid to get their hands dirty. They will execute for results with a high degree of proactiveness, responsiveness, motivation, and flexibility.

This leader will build adaptable and agile systems, processes, and teams that can flex to be responsive to disparate arrangements of programs/staffing/contracts depending on country-specific needs. This leader possesses the ability to consistently make good decisions and solve complex problems through a combination of analysis, wisdom, hard work, experience and judgement. They will develop and empower first-rate leaders from the bottom up and lead from the top down.

BUSINESS ACUMEN & FINANCIAL EXPERTISE

The Vice President of People & Operations will bring demonstrated experience building and running nimble and progressive HR and finance departments and the ability and confidence to build, iterate, and implement people, financial, and data oversight systems and processes of the highest caliber for BRAC UPGI. They will bring a strategic and creative business mind with the tactical ability to “deep dive” into the details with strong quantitative and analytical skills.

This leader is able to transition seamlessly between the “big picture” and minutia, establishing clear oversight of both global and country-specific finances and people operations while building on the existing foundation to rapidly scale and/or build new systems, processes, and procedures to support BRAC UPGI’s global structure and goals. The VP of People & Operations will bring a high level of intellectual horsepower with a collaborative and service-oriented mindset.

A PASSION FOR THE MISSION

The VP of People & Operations will have a sincere passion for the mission of BRAC UPGI. This is a leader who understands and embraces that the People and Operations functions are dedicated to serving the overall mission of the organization, while balancing the needs of technical programming and advocacy with corporate services. The Vice President of People & Operations is an authentic, honest and ethical person as evidenced by how they live day to day, treat others, and operate in the world of business. A servant leader, they will exhibit a high level of emotional intelligence, graciousness, and collegiality, as well as a personal style that embodies humility and patience with quiet confidence and strength of character.

LOCATION

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

