



## Recruitment Pack

Head of Region, Southern Africa  
International Programmes

## Introduction from the Director of International Programmes

Dear Candidate

Thank you for expressing your interest in working with WaterAid. If successful you will be joining us at a really exciting time in our development and helping us to deliver our ambitious plans for the future, as we enter the third year of your Global Strategy.

We strongly believe that access to water and sanitation are basic human rights that enable the poor to take their first essential steps out of poverty, enabling them to lead healthy and dignified lives. The challenge is huge as currently almost 900 million people in the world are still without access to clean water and 2.5 billion still lack sanitation facilities. To address this we have set ourselves an ambitious Global Strategy. By 2015, we aim to support 25 million people gain access to water and sanitation in 30 countries across Africa, Asia, Pacific, Central and South America. Through our influencing work, we expect an additional 100 million people to gain access to water and sanitation.

WaterAid works with people in the world's poorest countries to provide access to safe water, sanitation and improved hygiene. As we want our work to be sustainable we work through partner organisations in Africa, Asia and the Pacific region that includes governments, NGOs, academic and technical institutions and the private sector. Our partner organisations deliver services, carry out advocacy and policy influencing work and campaign globally.

In the last 5 years our income has grown from £17 million to £45.6 million and we have seen a major scaling up of our international operations. In 2009-10 our local partner organisations were able to reach over 0.9 million people who did not previously have access to clean water, while 1.24 million benefited from sanitation for the first time. We have also been effective in influencing policies of governments and donors at various levels, working in collaboration with a number of organisations.

The International Programmes Department has the responsibility of supporting the work of our country programmes in all aspects of their work, by linking with the other departments and teams based in the UK. It aims to provide a robust link between our work in the country programmes and our international work towards enhanced organisational effectiveness. The department has 6 teams; 4 Regional Teams (one each for South Asia, West Africa, East Africa and Southern Africa), a Technical Support Unit and a Programme Effectiveness Unit. The Heads of each of these teams and me as the Director of International Programmes form the Senior Management Team that provides the collective leadership for the Department.

The Heads of Regions provide strategic and operational leadership to their respective regional teams and the Country Programmes in their regions. They provide support to the Country Representatives as their line manager, to build high performing teams and deliver against our country, regional and global strategies. They lead regional initiatives, identifying strategic opportunities that can make effective contributions to the WASH (water, sanitation and hygiene) sector at various levels, for which, they provide support and work with their regional team and the country programmes, while also drawing support from other UK

based departments and WaterAid members in other countries. As part of the Senior Management Team of the International Programme Department, Heads of Regions also play an important role at the global level, being engaged in strategic planning and organisation-wide initiatives and events.

This is a particularly exciting time for us in the International Programmes Department. We have recently concluded a review of the regional teams, as a result of which, some regional teams will be entirely based in the regions they work in. These are West Africa in Dakar and Southern Africa in Pretoria. If selected, you will also have this exciting opportunity to lead this change management process for Southern Africa, build a new regional team, redefine and frame our approach in the region by establishing ourselves as a credible player and developing strategic linkages with other key development actors in the region.

We are looking for someone who is passionate about human development, equity and social justice, with significant and diverse experience at the senior management level, a sound knowledge of international development especially in Africa and a strategic thinker. This person needs to be an influential leader, promoting a culture that is collaborative, inclusive, empowering and accountable, and have the ability to represent the organisation effectively at various levels. Good experience of change management processes, excellent leadership and analytical skills will be important. Knowledge of and experience in water, sanitation and hygiene, especially in the African context, will be a significant advantage.

I joined WaterAid 6 years ago and am thoroughly enjoying it here. There is a clear commitment to delivering our mission. I see courage and ambition in the organisation to stretch and challenge ourselves to be more effective. We believe in strong collaborative engagements and effective partnerships. I strongly believe in our values – being accountable, courageous, collaborative, inclusive, inspiring and always learning, which defines our organisational culture. My 6 years with WaterAid have provided me with tremendous learning, and WaterAid has invested in my development as a leader because of which, I am able to contribute effectively in achieving our mission.

Our team is quite diverse in terms of their skills and background. There is a strong commitment to develop and empower staff. All these make WaterAid a very stimulating and dynamic organisation to work with and this is backed up by our 2010 Global Employee Engagement survey whereby 91% of staff said that they were proud to work for WaterAid.

If you share our passion for our cause, would like to join our International Programmes Department and be part of a dynamic and stimulating team, and have the relevant skills and experience to help us respond appropriately to the inspiring challenges ahead, we would welcome your application and wish you success!

With best wishes

Girish Menon  
**Director of International Programmes**

## Job Description

<b>Job Title:</b>	Head of Region – Southern Africa
<b>Place of Work:</b>	Pretoria, South Africa
<b>Reports to:</b>	Director of International Programmes
<b>Reporting to position:</b>	Country teams - 4 Country Representatives, 1 Regional Programme Manager, 1 Regional Advocacy Manager, and 1 Pan Africa Programme Manager
<b>Budget Responsibility:</b>	As delegated by Chief Executive – The regional budget for financial year 2011-2012 is £ 7.3million.

### Introduction

The Southern Africa region currently consists of our established country programmes in Madagascar, Malawi, Mozambique and Zambia. Pilot programmes have been initiated in Angola, Lesotho and Swaziland.

Southern Africa represents a diverse range of countries, with countries like Malawi and Zambia that are relatively stable in terms of economic and political scenario to the more volatile country like Madagascar. Angola, which has emerged from conflict and a country with significant reserves of oil, inequality is a major challenge. Lesotho, Swaziland, together with most of the other countries in the region, face the scourge of HIV/AIDS. While most of them are Anglophone countries, Madagascar is a Francophone country, while Mozambique and Angola are Portuguese speaking countries. One thing that is common across these countries, unfortunately though, is that they are among countries that rank lowest on the Human Development Index. In terms of access to water and sanitation, most of them are seriously off-track in achieving their MDG for water and sanitation, with sanitation being the laggard. This then adversely impacts on morbidity and mortality rates of children and educational attainments. While there have been some positive outcomes, much more needs to be done to raise the profile of water and sanitation among governments and donors in the region.

### Job Purpose

The Head of Region provides leadership to the region and contributes to the global leadership of WaterAid. This is achieved by providing strategic direction and guidance to the region's work, empowering and developing staff and influencing key stakeholders on the impact that improvements to safe water and improved sanitation and hygiene can make to the poorest and most excluded – therefore contributing to the wider poverty reduction and human development. This leadership is undertaken in line with WaterAid's values, guiding principles and global strategy.

### Context of the job:

A Head of Region leads a particular region and is supported by a team an organagram for the regional team is attached.

The Head of the Region for Southern Africa line manages the Country Representatives of each country programme and the regional team members. .

The Head of Region is a member of the International Programmes Department Senior Management Team (SMT), headed by the Director of International Programme and including the Heads of the Programme Effectiveness Unit and the Technical Support Unit

The purpose of the SMT is to:-

- Review issues of strategic relevance to Country Programmes and to review the department's support of Country Programmes
- Develop departmental priorities ensuring that these are aligned with the organisational and Country Programmes' plans and priorities
- Strengthen relationships with other UK departments of WaterAid and WaterAid members, and actively promote co-ordination and regular communication across the organisation and with external collaborators and allies
- Engage in taking key management decisions that affect the department and the organisation as a whole, understand their implications and support WaterAid in being an effective organisation
- Promote the organisational values, principles and culture by providing collective leadership, shared responsibility, and learning through knowledge management.

### **Key accountabilities**

1. Lead on the development and implementation of the regional strategy with the regional team and country programmes in the region in line with the global strategy, organisational principles and values, to be effective and influential in the region
2. Ensure the successful delivery of the regional strategy and multiyear plans through setting realistic targets, monitoring progress against plans and budgets, provide assurance in terms of quality of delivery of plans, capacity development, effective learning and knowledge management and programme monitoring and evaluation.
3. Build, lead, manage high performing and diverse teams by creating an environment that enables staff to maximise their potential, through promoting empowering and collaborative leadership in teams, promoting a culture of openness and accountability to all stakeholders and applying the global people management framework.
4. Provide effective management support to direct reports in areas such people practices, the development of country strategies and multiyear plans and budgets and the organisational planning and reporting processes.

5. Promote the effective use of resources and good financial management through effective and robust monitoring and reporting mechanisms; support country programmes to identify and avail funding opportunities
6. Represent WaterAid externally, especially within the region, ensuring that WaterAid's vision, mission, values and aims are communicated in a positive and compelling way.
7. Lead on the development of strategic collaboration and relationships at regional and continental level to influence policies and practices of others, and learn from their experiences.
8. Contribute as a member of the departmental Senior Management Team and global leadership team to support organisational effectiveness and development; engage at the global level on various strategic, thematic and learning priorities as appropriate
9. Represent country programme perspectives to the wider organisation and communicating strategic and operational issues of the region to the wider organisation.
10. Promote a culture of learning and listening that strives for improved practice between country programmes, within the regions and across WaterAid.
11. Facilitating and promoting effective communications between and among the London office, WaterAid's members and country programmes
12. Develop thorough understanding of the external environment WaterAid operates in, identify opportunities and manage risk including ensuring appropriate health and safety and security procedures are in place.

## Person Specification

### Education:

Essential	Desirable
<ul style="list-style-type: none"> <li>Degree, professional qualification in a relevant subject (most likely development studies, social sciences, community health / health education or civil engineering) or equivalent experience</li> </ul>	<ul style="list-style-type: none"> <li>Post-graduate degree in Development Studies, social sciences or management.</li> </ul>

### Experience:

Essential	Desirable
<ul style="list-style-type: none"> <li>Substantial experience working at a senior level with strategic leadership and management responsibilities in development in Africa.</li> <li>Substantial experience of building and leading high performing and diverse teams, skilled in cross cultural management</li> <li>Experience of managing teams at a distance</li> <li>Current knowledge / experience of development policy and practice of key stakeholders in the region</li> </ul>	<ul style="list-style-type: none"> <li>Experience of working for an international NGO</li> <li>Understanding of implementing projects through partner organisations</li> <li>Experience in the WASH sector</li> <li>Specific experience in one of WaterAid's key thematic areas – Urban, Sanitation, Equity &amp;</li> </ul>

<p>such as governments, donors, regional and continental bodies and networks.</p> <ul style="list-style-type: none"> <li>• Solid experience of policy influencing at regional and/or continental levels</li> <li>• Strong experience of working with and strengthening networks at regional and/or continental levels</li> </ul>	<p>Inclusion and Water Resource Management.</p> <ul style="list-style-type: none"> <li>• Experience of institutional strengthening within local NGO environment</li> <li>• Experience of development project work in both rural and urban settings for the poor</li> <li>• Experience of leading change management.</li> </ul>
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### **Knowledge and skills:**

<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>• Ability to develop organisational strategies and translate this into plans and budgets</li> <li>• Ability to plan own work, setting priorities and completing them under pressure or when faced with competing demands</li> <li>• Financial management skills to create and monitor budgets</li> <li>• Spoken and written language fluency in English</li> <li>• Excellent communication skills which includes the ability to communicate strategic purpose and vision</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to use computers both for word-processing and spreadsheet packages.</li> <li>• Working knowledge of either Portuguese or French</li> <li>• Other language skills prevalent in southern Africa.</li> </ul>

### **Personal qualities and behaviour:**

<b>Essential</b>	<b>Desirable</b>
<ul style="list-style-type: none"> <li>• Evidence of a strong commitment to improve lives of the poor through targeted development work</li> <li>• Behaviour and working approaches that promotes diversity, equity and inclusion</li> <li>• Behaviour that creates trust in others</li> <li>• Empowering leadership style, with the ability to work collaboratively within and across teams</li> <li>• Delivery focused, holding self and others to account</li> <li>• Able to take appropriate decisions when due, confronting and resolving difficult situations where needed</li> <li>• Committed to continuous personal development, with the ability to coach others and maximise their potential</li> </ul>	

Abbreviated Terms & Conditions	
Salary	Starting at R660,000 gross per annum inclusive of allowances if applicable. For exceptional candidates, WaterAid may consider offering above the starting salary.
International Relocation	A relocation package may apply depending on individual circumstances. This includes flights to location, shipping of personal effects, settlement leave, paid temporary accommodation for up to 4 weeks, a one off relocation allowance as a percentage of salary and one return flight to home country within the first 2 years of appointment. If accompanied by dependents (spouse/partner and up to 4 children), they will receive flights to location and one return flight to home country during the first 2 years of the
Main Benefits	Pension scheme or pension allowance, dependent on location and statutory requirements 25 days annual leave to start with Medical benefits (either through medical insurance or reimbursements system)
Location	Pretoria, South Africa
Travel	Regular travel within the region and other overseas travel for up to 30% of the time
Working Hours	Full time (minimum 35 hours per week). However given the seniority of this post, the postholder will be required to work flexibly
Contract Period	The post is offered on an open ended contract.
Probation	Six month probationary period.

Recruitment process	
<b>Closing date:</b>	30 April 2011
<b>First interviews:</b>	mid to end of May 2011
<b>Second interviews:</b>	TBC
<b>To apply:</b>	<p>please send the following to <a href="mailto:jobs@wateraid.org">jobs@wateraid.org</a> (or fax on +44 (0) 2077934994)</p> <ol style="list-style-type: none"> <li>1. A copy of your current CV, which must not be more than 3 A4 pages</li> <li>2. A covering letter of no more than two A4 pages <ul style="list-style-type: none"> <li>o with your motivation for applying for this role,</li> <li>o how your skills and experience meet the person specification requirements for the role and what in particular you would bring to WaterAid</li> <li>o details of your current or most recent remuneration package</li> </ul> </li> <li>3. The names, positions and contact details of two referees, both of whom must be from your line managers. If more than 2 are provided, at least 2 must be your line managers. References may be taken up prior to final interviews. Please let us know if you do not wish your current employer to be contacted prior to final interviews</li> </ol> <p><b>Only shortlisted candidates will be contacted. Please assume that you have not been shortlisted if you have not heard from us within 2 weeks of the closing date.</b></p>



## Appendix

# SOUTHERN AFRICA REGIONAL TEAM

(All based in Pretoria)

