Candidate Brief

Head of Strategic Planning & Collaboration

January 2018
Dear Candidate

I am delighted you are interested in joining the Women’s Economic Empowerment team as **Head of Strategic Planning and Collaboration**. This is a crucial senior role in the team, responsible for driving our global programme strategy, and managing the ‘business critical’ core functions which are needed to deliver on this work.

Whilst Women’s Economic Empowerment has been a programmatic theme for CARE International for the majority of the 73 years since we were established, for the past 3 years the confederation has prioritized this work as one of just four *global* programme areas. Our ambition currently is to reach 30 million women by 2020, ensuring they have access to, and control over, economic resources. As Director of the team since September 2016, it has been my privilege to lead a diverse and inspiring group of experts from all corners of the globe, in a collective effort to fulfil this ambition.

On so many levels, women’s economic empowerment sits at the heart of all that CARE strives to bring about in the world. As an antidote to poverty, to social injustice, and to humanitarian crises, CARE’s focus on economic empowerment has proven, time and again, that economic gains made for women can truly stand as the difference between life and death.

With 2018 underway, we are looking to scale up our flagship programmes by testing innovative ways of delivering them. As part of scaling our impact, we remain ever committed to investing meaningfully in partnerships with NGO peers, as well as with private, public and academic organisations. Importantly also, we value the effectiveness and efficiency of robust learning systems, as well as developing a solid evidence base of how change happens on the ground. And as we scale up, we continue to provide direction on the strategy and monitor progress of the major initiatives that will deliver the greatest impact.

In the role of Head of Strategic Planning, *each of these components* will be under your management, and so it is essential that you have knowledge and experience not only of appropriate social development programming, monitoring and evaluation expertise and partnership development experience but also that you come equipped with outstanding inter-personal and organisational skills and a pro-active, dynamic outlook to forge new ground in all these areas.

I am extremely excited about hiring for this role, at this particular time in our team’s evolution, and I have high expectations for finding someone who is prepared to commit their passion and their experience in such a way that will contribute substantially to our
mission and our goals. This will be a challenging role, but one that I am sure will also bring great satisfaction to the person ultimately recruited into it.

I look forward to hearing from you.

Nilufar Verjee

Director of Women’s Economic Empowerment
Background Information

CARE International – a global organisation fighting global poverty

CARE International operates in more than 90 countries around the world. We run poverty-fighting programmes and deliver life-saving aid in 79 developing countries. This work is supported by global policy and advocacy work, fundraising, and programme management provided by CARE offices in countries like the USA and the UK.

CARE International UK

CARE International UK was founded in 1985 and we are one of 14 full members of the global CARE International federation. We employ 120 staff and generate around £50 million a year for CARE’s poverty-fighting work.

As well as supporting CARE’s humanitarian and development work around the world, CARE International UK provides specific expertise in the areas of women’s economic empowerment, inclusive governance, humanitarian response (particularly shelter, and gender in emergencies), and engaging with the private sector. We also play a key role in CARE’s work engaging with and influencing policy-makers and decision-makers to tackle the structural causes of poverty and social injustice.

CARE’s programmes are implemented through CARE country offices which are supported with technical assistance and programme management by CARE members (including CARE International UK). We work in partnership with local organisations to deliver many of our programmes.

CARE is non-religious and non-political, allowing us to deliver humanitarian and development assistance to anyone in need regardless of race, gender, ethnicity, age, religion, political view or sexual orientation.

You can find out more about our current strategy here.
The Women’s Economic Empowerment Team

CARE International is committed to fighting poverty and injustice in the world’s most vulnerable places and to saving lives in disasters and conflicts. In this we stand with women, girls and their communities to achieve lasting change for a better future. CARE International’s work is guided by its Global Programme Strategy and Women’s Economic Empowerment (WEE) is a key Programme Outcome which CARE International UK (CIUK) leads globally on behalf of the whole of CARE.

CARE has set a goal to economically empower 30 million women by 2020 by giving them greater access to and control over economic resources, assets and opportunities. We will do so through four primary pathways of financial inclusion, value chain development, dignified work and entrepreneurship. In addition, we’re developing a cross-cutting focus on economic empowerment for women in fragile and humanitarian contexts.

The purpose of the Women’s Economic Empowerment team is to enable and empower colleagues across CARE to deliver the strategies, plans and initiatives that will achieve CARE’s ambitious goal.

Key Team Responsibilities

- **Provide thought leadership** within and beyond CARE by developing, sourcing and cross-pollinating WEE expertise, knowledge, learning and research from around CARE and the outside world to shape CARE’s major WEE initiatives for optimum impact
- **Pilot and prove** the next generation of sustainable programming by supporting the development and testing of new models, approaches and technologies for innovation
- **Enable resource mobilisation** and partnerships by packaging and pitching WEE activities for fundraising
- **Influence change** by communicating internally and externally, sharing WEE learning across CARE for effective and efficient scale-up, and contributing to publications and public debate that position CARE externally as a leading organisation on WEE
- **Improve practice and impact** by collaborating with regional, country and other global teams to provide targeted technical support and facilitate expert advice and guidance
- **Lead progress** by co-ordinating and tracking activities and impact across CARE

The Global WEE team comprises three highly integrated sub-teams. The Financial Inclusion and Markets sub-teams have specialist expertise in the four WEE Pathways and are responsible for leading and enabling overall WEE impact through those pathways, ensuring
close alignment with each other. The **Central sub-team** has specialist functional expertise in fundraising, innovation, knowledge management and communications and is responsible for facilitating the evidence, insights, resources and planning across all four pathways, ensuring close alignment with the Financial Inclusion and Markets sub-steams to enable the whole team to deliver on its purpose and responsibilities.

CARE’s work and the team is recognised by INGOs, global institutional donors including DFID and The Gates Foundation, companies and policy-makers as providing leadership in Women’s Economic Empowerment. An ambition of this scale requires a leader who develops and manages the implementation plan for the Women’s Economic Empowerment strategy, and drives a step change in the WEE team’s approach to knowledge management and learning (KML), fundraising, innovation and communications.

**Job Description**

1. **Overview**

   **Post Title:** Head of Strategic Planning and Collaboration, Women’s Economic Empowerment

   **Department:** Women’s Economic Empowerment, Programme & Policy Department

   **Responsible to:** Director Women’s Economic Empowerment

   **Accountable to:** Programme and Policy Director

   **Base Location:** London with international travel (up to 10%)

   CARE International UK reserves the right in consultation with employees to change base location according to organisational and departmental requirements.

   **Line Management Responsibility:**

   Four positions: Senior Business Development Manager Advisor, MEL Advisor, Innovation Advisor and Communications Officer report to this post. The post holder may also at times be responsible for supervising volunteers, consultants, and colleagues on specific pieces of work.
Budgetary Responsibility:

The post holder will have responsibility for oversight and management of the core team budget as well as oversight over the financial status of WEE Outcome programme portfolio.

<table>
<thead>
<tr>
<th>External Contacts</th>
<th>Internal Contacts</th>
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<tbody>
<tr>
<td>• Institutional donors and including senior policy-makers</td>
<td>• Women’s Economic Empowerment team</td>
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<td>• Multinational corporations Counterparts in other NGOs</td>
<td>• KML functional leads for other outcome areas, in particular Food Nutrition Security, WEE key initiatives and CI Secretariat</td>
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<td>• Representatives of universities and research institutes</td>
<td>• CARE US Innovation team</td>
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<td>• For-profit and not-for-profit consultancies and companies</td>
<td>• Fundraising teams across CARE including Private Sector Engagement</td>
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<td>• Relevant networks</td>
<td>• Advocacy teams across CARE</td>
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<td></td>
<td>• Counterparts from other CARE International members</td>
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<td>• Relevant Communications colleagues</td>
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The above list is provided for guidance only and is not an exhaustive list of all the contacts with whom the post-holder may be required to liaise.

2. **Job Summary**

The purpose of this role is to lead the development and management of the implementation plan for the Women’s Economic Empowerment strategy, and drive a step change in the WEE team’s approach to knowledge management and learning (KML), fundraising, innovation and communications.

This role is vital for strengthening the thought leadership of the whole WEE team, and ultimately the rest of CARE. As such, working directly with the Director of Women’s Economic Empowerment, and in very close collaboration with the Heads of Financial Inclusion and Markets, this role will have specific responsibility for leading the development of the WEE roadmap across the whole Women’s Economic Empowerment team, ensuring alignment between all three sub-teams to form a strong and integrated value proposition for WEE. This role will also lead a team of functional experts in fundraising, innovation, MEL and communications to develop and deliver best-in-class strategies that are fully aligned
with each other and with the WEE priority initiatives. It will lead the promotion of a knowledge management and learning culture throughout WEE that draws on best practice from other Global teams such as Food and Nutrition Security.

The role acts as a deputy for the WEE Director and works hand in hand with the Heads of Financial Inclusion and Markets to deliver the WEE team’s added value to CARE. It also has a broad range of interfaces with key internal stakeholder teams across CARE including functional leads in KML, Innovation, fundraising and communications as well as leads of priority WEE initiatives in regional and country teams.

This is a critical leadership role in the WEE team, requiring excellent strategic thinking and the ability to synthesise complex issues combined with outstanding relationship-building, influencing and communication skills.

3. **Main Areas of Responsibility**

**Strategic Planning and Collaboration**

- Working closely with the Director of WEE, Heads of Financial Inclusion and Markets, lead the direction-setting, prioritising, scope and plan for the global Women’s Economic Empowerment strategy, ensuring alignment of the whole WEE team
- Lead the development and updating of the global Women’s Economic Empowerment implementation plan, including high level milestones, KPIs and resource requirements
- Lead the monitoring of progress against the plan, co-ordinating delivery and appropriate risk mitigation steps
- Working closely with Director of WEE, lead the establishment and management of the Global WEE Steering Group to secure buy-in and support of the most senior stakeholders from across CARE, and give visibility of progress on the WEE strategy
- Lead the development and implementation of effective ways of working between the Global WEE team and critical stakeholder teams across CARE
- Lead the implementation of the ‘Networked Leadership’ business model, including management of MOUs with other parts of CARE and establishing a roster of external WEE consultants

**Lead Integration and Alignment of MEL, Innovation, Fundraising and Communications**

- Oversee the development of a strategic, structured approach to MEL, innovation, fundraising and communications to drive the global WEE strategy and plan and enable greater thought leadership
• Lead the development and delivery of MEL, Innovation, Fundraising and Communications strategies and plans in alignment with the global WEE strategy and plan
• Lead alignment and integration of these functions with each other as well as the Markets and Financial Inclusion teams to strengthen WEE’s overall value proposition
• Facilitate an increased emphasis on broadening the Innovation funnel with models or approaches that fuel thought leadership, have potential for scale and attract funding
• Oversee the fundraising strategy to ensure fundraising efforts maximise resource mobilisation for the WEE plan and priority initiatives
• Spearhead evolution of WEE MEL function to increase its focus on learning in order to demonstrate, persuade and galvanise greater support for WEE

**Lead the Promotion of Knowledge Management and Learning**

• Oversee the development of the WEE KML strategy that draws on best practice from other Global Outcome teams such as Food and Nutrition Security
• Lead the scoping, creation and implementation of a Collaboration Network of WEE practitioners across CARE to increase overall WEE capacity and capability by exchanging knowledge, success and failure, raise questions and support each other to scale up together
• Lead the global learning agenda-setting process with MEL Advisor, the rest of Global WEE team and Collaboration Network
• In collaboration with Communications teams throughout CARE, lead the development and implementation of a communications strategy and integrated suite of communications tools to effectively communicate CARE’s evidence and learning, tailoring key insights to specific audiences and channels internally and externally

**People and Team Management**

• Recruit, induct, manage and develop the capacities of direct reports
• Play active role in WEE Management Team and deputise for the Director WEE as required
• Lead the development of the WEE annual operating plan, develop the strategy team’s annual operating plan, and ensure individual team members development of appropriate objectives and individual operating plans.
• Lead annual budget development process and quarterly reviews of departmental income and expenditure levels.
Other duties

1. *Any additional duties as may be reasonably required by a senior manager within the scope of the above.*
2. *This document forms part of the post holder’s contractual terms and conditions of employment.*
3. *The document is not an exhaustive list of core elements of the role. This job description is a working document and may be amended from time to time by mutual agreement.*

Data Protection

The post holder hereby agrees not to disclose any confidential or sensitive information to a third party or outside organisation except where required to do so by law.

Health and Safety

The post holder agrees to abide by CIUK’s Health and Safety principles and code of conduct and to take all reasonable steps to ensure both their own safety in the work place as well as that of their colleagues.

Equal Opportunities

The post holder agrees to promote and uphold the principles of equal opportunities in accordance with CIUK’s Equal Opportunities Statement and all related policies.
### Person specification

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<th>Essential</th>
<th>Desirable</th>
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<td><strong>Education &amp; Qualifications</strong></td>
<td>• MBA or equivalent expertise.</td>
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<td><strong>Skills &amp; Expertise</strong></td>
<td>• Ability to think strategically, develop integrated plans across different areas</td>
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<td>• Excellent leadership skills combined with excellent interpersonal skills to support collaborative way of working with colleagues at all levels</td>
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<td>• Excellent influencing and networking skills</td>
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<td>• Ability to develop vision across broad range of functions</td>
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<td>• Self-starter, good at taking initiative and able to work independently</td>
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<td>• Takes responsibility for problem-solving</td>
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<td>• Excellent understanding of key concepts of women’s economic empowerment</td>
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<td>• Excellent written and verbal communication skills</td>
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<td>• Skilled at presenting complex issues/data in understandable &amp; compelling way.</td>
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<td>• Strong project management and budgeting skills</td>
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<tr>
<td><strong>Experience</strong></td>
<td>• Substantial experience of developing complex strategies and plans</td>
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<td>• Experience managing major development initiatives and hybrid partnerships with a range of stakeholders</td>
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<td>• Experience of economic or livelihoods development gained either in NGOs, management consultancies or corporates</td>
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<td></td>
<td>• Managing complex multi-stakeholder environments</td>
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<td>• Good understanding of knowledge management, innovation, fundraising and communications principles</td>
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<td>• Prove ability to work in complex environment whilst driving accuracy in all work</td>
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<td>• Extensive team, line and peer management</td>
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<td>• Budget management</td>
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<td><strong>Other</strong></td>
<td>• Capacity to relate effectively to a variety of audiences.</td>
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<td></td>
<td>• Keeps others informed.</td>
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- Aware of others' work priorities
- Willingness to undertake overseas travel.

For further information about CIUK:

www.careinternational.org.uk

Twitter: @careintuk