



WATER SUPPLY AND SANITATION COLLABORATIVE COUNCIL

Annex 12: Terms of Reference for WSSCC Executive Director

1 Background Information – United Nations Office for Project Services (UNOPS)

UNOPS supports the successful implementation of its partners' peacebuilding, humanitarian and development projects around the world. Our mission is to serve people in need by expanding the ability of the United Nations, Governments and other partners to manage projects, infrastructure and procurement in a sustainable and efficient manner.

Working in some of the world's most challenging environments, our vision is to advance sustainable implementation practices, always satisfying or surpassing our partners' expectations.

With over 7,000 personnel spread across 80 countries, UNOPS offers its partners the logistical, technical and managerial knowledge they need, wherever they need it.

A flexible structure and global reach means that we can quickly respond to our partners' needs, while offering the benefits of economies of scale.

2 Background information – The Water Supply and Sanitation Collaborative Council (WSSCC)

The Water Supply and Sanitation Collaborative Council (WSSCC) is a global, multi-stakeholder membership and partnership organization that works with poor people, their organizations, Governments and small-scale entrepreneurs to improve sanitation and hygiene at scale.

Founded in 1990, the Council maintains a membership of over 4,000 water, sanitation and hygiene (WASH) professionals from over 80 countries.

The United Nations Office for Project Services (UNOPS) is the legal and administrative host of WSSCC.

The mission of the Council is to ensure sustainable sanitation, better hygiene and safe drinking water for all people, with a focus on the poorest and most marginalized members of society in developing countries. In order to achieve its mission, WSSCC facilitates sector coordination at national, regional and global levels, supports national sanitation and hygiene programmes through its Global Sanitation Fund (GSF), coordinates knowledge platforms and advocates on behalf of the 2.5 billion people without a clean and safe toilet to use.

More information on WSSCC can be found at: www.wsscc.org.



3 Background Information - Job-specific

The past 27 years have seen a serious increase in sanitation and hygiene awareness and in a demand for improving conditions in many developing countries.

Since its inception, WSSCC's work and contributions have focused on national, regional and global efforts to improve sanitation and hygiene in ways that accelerate women's empowerment, education, health and other positive human development outcomes.

The WSSCC vision is "a world in which everyone, everywhere is able to practice safe sanitation and hygiene with dignity." This vision is supported by a mission "to enable all people, and especially women, girls and those living in vulnerable situations, to practice the right to sanitation and hygiene across the course of their lives with dignity and safety," plus organizational values and principles.

Under the two strategic and four intermediate outcomes of the new 2017-2020 Strategic Plan, WSSCC will orient its work over the next four years to undertake the following:

- Continue to champion sanitation and hygiene policies and practices that leave no one behind, with continued commitment to promote equality for poor, marginalized and vulnerable people, and specific attention to empowering women and girls through, for example, improved menstrual hygiene management.
- Support partners to achieve their targets not only for Sustainable Development Goal (SDG) 6.2, but also to promote sanitation and hygiene to advance other related SDGs, such as health, education, nutrition, women's empowerment, poverty reduction, climate change mitigation, urbanization and others.
- Expand its role as a partner with Governments, organizations and private companies to promote sanitation and hygiene in ways that are country-led, country-owned and that bring about positive health, education and livelihood outcomes.
- Continue its role as convenor at all levels. WSSCC will continue to support the global WASH agenda to minimize fragmentation, while advocating for country-owned policy outcomes and enabling environments, and ensuring that Governments, local communities and individuals are empowered to improve their own sanitation situations.
- Facilitate evidence-based learning, particularly with in-country and South-to-South exchange, and leverage opportunities for learning.
- Through its global sanitation fund activities continue to develop effective large-scale sanitation and hygiene models that deliver equitable and sustainable sanitation and hygiene access for millions of people, ensure use and maintenance and maximize value for money.
- Expand its work to assist the poorest and most vulnerable in urban areas, and in areas impacted by climate change.
- Upgrade technical and capacity development support to its members and partners to maximize outcomes. This includes continued support to monitoring and evaluation.



In order to achieve these strategic and intermediate outcomes, the WSSCC Executive Director will be expected to reach specific result targets by 2020, both against SDG 6.2 - sanitation and hygiene, but also related to other relevant SDGs

4 Functional Responsibilities

4.1 Core Responsibilities

The Executive Director serves as chief executive of WSSCC and, in partnership with the Steering Committee, is responsible for the success of WSSCC.

The Executive Director will lead a reformed organization, with new immediate focus and emphasis on the following: a) mobilizing resources and diversification of funding sources; b) management of country engagements and implementation systems; c) optimal positioning within the new Sustainable Development Goal environment; and d) coherent and effective management of the organization and its reorientation process.

The Executive Director will lead WSSCC under its new Strategic Plan 2017-2020. This includes implementing the strategy, structure and all operating plans/budgets approved by the Steering Committee, and working with high-level global, regional and country stakeholders to fulfil the vision and mission of WSSCC. S/he is the public face of WSSCC and its mechanisms on a day-to-day basis. The WSSCC Executive Director reports on substantive matters to the Steering Committee Chair and on administrative matters to the UNOPS line Manager.

4.2 Mission, policy and planning

- Helps the Steering Committee determine WSSCC's values, mission, vision and short- and long-term goals.
- Helps the Steering Committee monitor and evaluate WSSCC's relevance to the wider WASH community, its effectiveness and its results.
- Keeps the Steering Committee fully informed on the state of WSSCC and on all the important factors influencing it.

4.3 Strategic Leadership

- Provides strategic leadership in achieving WSSCC's mission and vision.
- Provides strategic direction and leadership in the translation of organizational goals to management, staff and partners.
- Provides assistance to the Steering Committee on setting policies and strategies. Facilitates and promotes communication between the Steering Committee and partners on policy and programme issues.



4.4 Sustainable Development Goals

- Ensures WSSCC’s clear positioning in the global SDG context. This includes visibility in all relevant platforms and forums and efforts to ensure that WSSCC’s vision and mission inform the health and development agenda.

4.5 Organizational and Management Leadership

- Ensures smooth implementation of the organizational reorientation and change management process.
- Provides general oversight of all WSSCC activities, manages the day-to-day operations and assures a smoothly functioning and efficient organization.
- Develops and maintains a cohesive working environment.

4.6 Stakeholder Management and Resource Mobilization

- Develops a strategy for urgent mobilization of additional resources and donor diversification, and implements the strategy. Leads all efforts against clear targets to mobilize additional financial resources in order to sustain the organization.
- Leads the representation, advocacy and liaison tasks with all key stakeholders, in particular with Donors.

4.7 Country engagement and implementation

Ensures clear new strategy, approach and special focus on changing WSSCC’s country engagement model and implementation systems from multiple parallel streams to a coherent “One WSSCC” operational structure.

5 FUNCTIONS/KEY RESULTS EXPECTED

5.1 Steering Committee

- Support the efforts of the Steering Committee in setting policies and strategies. This includes regular, high-level strategic analysis, advice and communication in its direction-setting and risk management roles, in active collaboration with the Chair of the Steering Committee.
- Facilitate and promote communication between the Steering Committee and partners on policy and programme issues. This includes regular monitoring and reporting of progress toward key targets.
- Communicate on a regular basis with the Chair of the Steering Committee on emerging issues. Report to the Steering Committee at an early stage any operational challenges that need its support, including any resource deficiencies.
- Participate in meetings of the Steering Committee as a non-voting member.



5.2 Strategy and Planning

- Lead the development of strategies, budgets, workplans, and time-bound targets with specific milestones for fulfilling the WSSCC vision and obtain their approval by the Steering Committee. This will be undertaken in close collaboration with the Steering Committee Chair and the Chair of the Standing Committee Finance.
- Lead organizational planning exercises with clear directives and timelines. Direct and oversee setting of framework targets and monitoring tools.

5.3 Global Advocacy and Communications

- In partnership with the Steering Committee Chair, act as primary spokesperson for WSSCC. Articulate and communicate WSSCC's strategy and vision to external stakeholders.
- Liaise with other key relevant partnerships and agencies, including regional entities.
- Update Partners, including donors, directly on progress against the WSSCC Strategy, target results and deliverables.
- Identify opportunities to grow and strengthen the WSSCC brand on global platforms and at forums.
- Sustainable Development Goals Positioning.
- Establish and maintain active role in the WASH sector and in relevant SDG platforms and forums. Ensure clear WSSCC visibility in SDG discussions.
- Ensure that WASH remains high on the global health and development agenda.

5.4 Resource Mobilization

- Lead and coordinate all efforts against clear targets to urgently mobilize additional financial resources in order to sustain the organization. Ensure the development and management of an effective and proven resource mobilization strategy that underpins WSSCC's viability and growth, with a specific focus to successfully diversify the existing core Donors/Funding Sources, while maintaining close engagement with current core Donors.

5.5 Country Engagement and Implementation

- Organizational reorientation toward the "One Pipe" structure wherein all experts at the Secretariat work together to provide coordinated support to each country programme team.
- Direct and support strategies to ensure overall country ownership and adequate allocation of resources for implementation.

5.6 Management of Secretariat

- Provide clear and effective management leadership to the Secretariat, being responsible and accountable for the administration, guidance and direction of its work. This includes setting priorities and targets for activities and delivery, ensuring the development and implementation of policies and guidelines.



- Provide leadership to the senior management team, ensuring cohesive and effective team operations and optimal staff motivation. Also provide regular supervision and annual performance appraisal for the senior management team members and ultimate oversight of all Secretariat personnel.
- Ensure the senior management team members have the tools, capabilities, skill sets, management experience, appropriate training and resources to achieve their goals and objectives. Delegate responsibilities as appropriate and effective for optimal decision-making and clear accountability.
- Provide intellectual and management leadership to guide staff and motivate teams in a multicultural environment to ensure maximal responsiveness, high productivity and effective results.
- Ensure good communications between and within WSSCC departments.
- Ensure organizational reorientation and change management process is smoothly implemented. Provide leadership, support and fully endorse the transition process.
- Ensure all operational structures, systems and processes are in line with UNOPS rules and regulations. Provide leadership in optimizing timely, cost-effective arrangements that meet value for money expectations and fiduciary standards. Work in close cooperation with designated UNOPS Manager and team to ensure smooth operational support and adequate problem solving, where necessary.

Perform other tasks as directed by the Steering Committee Chair