



WaterAid/ Drik/ Farzana Hossen

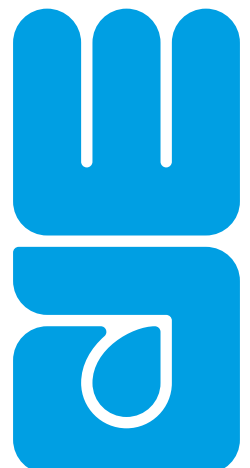
Appointment of Independent Board Members

WaterAid international



WaterAid/ Etinosa Yvonne

Macaulay
search.



WaterAid

Dear potential candidate,

The WaterAid international Board is seeking two independent board members to help strengthen our global governance and help us facilitate urgent systemic change.

- Almost 2 billion people in the world – one in four – lack soap and / or water to wash their hands at home, if they have a place at all (WHO/UNICEF 2023).
- The use of safe water, sanitation and hygiene could prevent at least 1.4 million deaths worldwide every year (WHO 2023).
- Worldwide, women and girls spend 200 million hours every day collecting water (UNICEF 2016).
- Investing in safe water at home, decent toilets that aren't shared and a place for handwashing at home with soap and water provides up to 21 times more value than it costs (WaterAid 2021).

True systemic change will only be realised if governments, businesses, investors, multi-laterals and INGOs shift policy and budget priorities to provide water and sanitation for all (SDG 6).

By 2032, our programme implementation and our influence efforts aim to achieve:

- 400 million more people with sustainable and safe WASH.
- \$15 billion more a year mobilised for WASH in low- and middle-income countries.

The delivery of our global strategy is overseen by the WaterAid international Board. As an independent board member, I chair this Board which includes the Chairs of each WaterAid member: Australia, Canada, India, Japan, Sweden, the US, and the UK (WaterAid UK also has an additional Board representative). Each of these member organisations mobilises support in its home country, engaging individuals, companies, and institutions to raise funds and influence policies to support our mission. WaterAid members are “dual citizens”: accountable to their national boards and also working together to optimise our collective contribution to SDG 6, making WaterAid more than the sum of our parts.



Image: Michelle Valberg

● **Top: Maureen O'Neil**
Chair of the Board

● **Below: Mr Owen Siamulonga,**
volunteer teacher from the
Kazungula district, Zambia.
November 2023.



WaterAid/Laura Pennack



The two new independent board members will benefit the Board by solely inhabiting the global citizenship role, ensuring our discussions as a Board progress our shared global interests and deliver our strategy.

It is this strategy that informs the experience we most need to add to the international Board at this time:

- Executive and governance experience in one or more of these areas: innovative finance, development banks, foundations, complex international businesses, or WASH operations.
- Living in countries where WaterAid runs programmes, or countries with similar need for clean water, decent toilets and good hygiene; and insight into how these countries change their policy and budget priorities.
- Contribution to creative, cross-sector collaborations.
- Understanding of how international organisations can best support localised decision-making and authority.

Thank you for considering this voluntary Board role which will exercise your wisdom to both evolve the WaterAid federation and advise our systemic change strategy.

Together with our partners, we work towards the day when WaterAid's work is no longer needed. Can you help make that happen?

Maureen O'Neil
Chair of the Board
WaterAid international



● **Top: Bishnu Kumari Thapa drinks clean water, Jogidhada, Shailung, Dolakha District, Nepal. September 2023.**

● **Left: Octavia, 17, and her friends at their school in Liquica, Timor-Leste.**

We are WaterAid



Our vision is a world where everyone, everywhere has access to safe water, sanitation and hygiene.

Our mission is to transform the lives of the poorest and most marginalised people by improving access to safe water, sanitation and hygiene.

Our values define our culture and unite us across the many countries in which we work. They are at the very heart of WaterAid – who we are, what we do and how we do it.

Respect We treat everyone with dignity and respect and champion the rights and contribution of all to achieve a fairer world.

Accountability We are accountable to those whose lives we hope to see transformed, to those we work with and to those who support us.

Courage We are bold and inspiring in our actions and words, and uncompromising in our determination to pursue our mission.

Collaboration We work with others to maximise our impact, respecting diversity and difference in the pursuit of common goals.

Innovation We are creative and agile, always learning, and prepared to take risks to accelerate change.

Integrity We act with honesty and conviction and our actions are consistent with openness, equality and human rights.



WaterAid/Chileshe Chanda

Mary Chitundu holding a glass of clean drinking water at her home in Kazungula District, Zambia. June 2022.

Global Strategy 2022-2032

Ending the water, sanitation and hygiene crisis together - for everyone, everywhere.

WaterAid is an international not-for-profit organisation, determined to make clean water, decent toilets and good hygiene normal for everyone, everywhere within a generation. Only by tackling these three essentials in ways that last can people change their lives for good.

We started out in 1981, when several UK water companies came together to create a single international organisation dedicated to addressing the global water crisis - because one didn't exist.

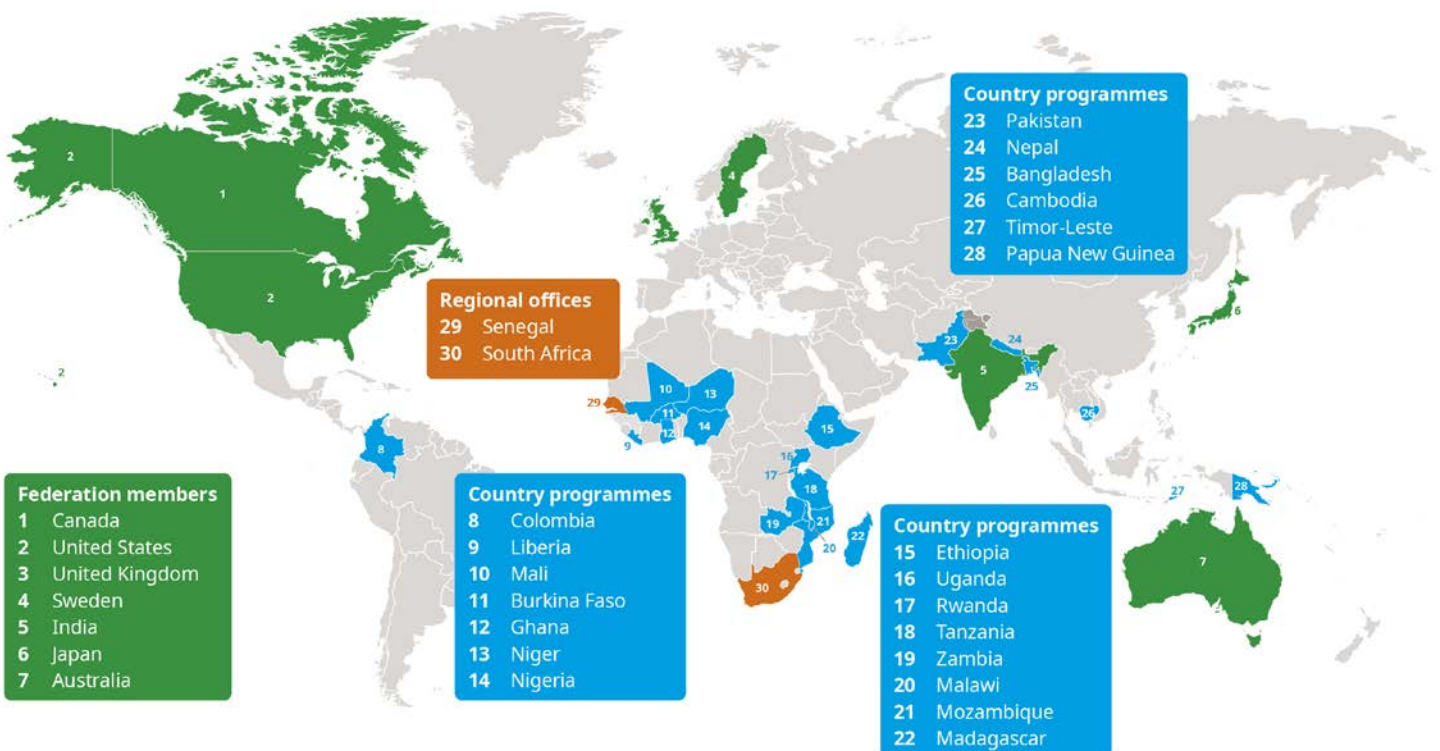
Since then, we've remained resolutely focused on tackling clean water, decent toilets and good hygiene because these three essentials transform people's lives. Without all three, people can't live dignified, healthy lives. With all three, they can unlock their potential, break free from poverty and change their lives for good. Children can grow up healthy and strong, women and men get to earn a living, whole communities start to thrive. It sounds normal and it should be.

We work with local partners to deliver taps, toilets, boreholes and wells - the essentials that allow families and communities to unlock their potential and build brighter futures. And to make lasting change happen on a massive scale, we convince governments to change laws; link policy makers with people on the ground; change attitudes and behaviours; work with others to pool knowledge and resources at grassroots, national and international levels; and rally support from people and organisations around the world.



WaterAid/ Basile Ouedraogo

● **Clement Ouedraogo (left), a member of the technical commission (CPAS) of the Sirba Amont's local water committee (CLE), showing how to read a rain gauge to Amado Zinaba (middle) and Yasmine Baguian (right), the two identified community relays, during the practical phase of the training of trainers, in the village of Kampelse-Zougou, commune of Kando, Centre-East region, Burkina Faso, June 2021.**



By inspiring people and sparking chain reactions we help deliver lasting change in what's normal. By working closely with partners internationally and on the ground in some of the toughest places in the world, we have helped millions of people take control of their lives and build better futures.

After years of campaigning and championing the cause, we are now closer than ever to making our vision a reality. In 2015, governments of the United Nations committed to the global goal of getting sustainable and safe WASH to everyone, everywhere by 2030. This goal is at the heart of everything we do. And we are determined to see it happen.

WaterAid is a global federation of national member organisations based in America, Australia, Canada, India, Japan, Sweden and the UK. Each member organisation mobilises support in its home country, engaging individuals, companies and institutions to raise funds and influence policies to support our mission. Australia, India, the UK and US also manage country programmes on behalf of our global network. Together we share the same values, ambitions, passion, culture, standards and global strategy.

Over the coming decade, with our partners and allies, all country and member teams across WaterAid will work to 4 aims. To achieve these ambitious goals, our core approach has four key aspects that cut across our aims to drive change and bring our vision for the future to life: strengthening systems in services, capacity and influencing; partnerships and alliances; gender equality; and evidence, learning and innovation:



Achieve universal, sustainable and safe services in focused geographic areas to influence wider change



Prioritise WASH across the health sector to improve public health



Strengthen the resilience of WASH to climate change



Increase the quantity and quality of financing

By 2032, our ambition is to see 400 million more people with sustainable and safe WASH; and \$15 billion more a year mobilised for WASH in low- and middle-income countries.

We will work with the utmost determination, passion and focus to reach everyone, everywhere with clean water, decent toilets and good hygiene.

We know that change is possible. It can be done. Read our [Global Strategy here](#).



● Gopal Mondol (50) is one of the Munda Community leaders trying to change the habits of his community through WASH practices. Kaliganj, Satkhira, Bangladesh. December 2022.

WaterAid Federation Highlights

● Fidèle, 12, Abdoul, 13, Youssoufa, 13, pupils from Basgana school A, standing in front of the block of latrines for boys, at Basgana's school A, Village of Basgana, Commune of Manga, Zoundwéogo province, Center-South region, Burkina Faso, April 2023.



2022/23 highlights from the members of the federation working together included:

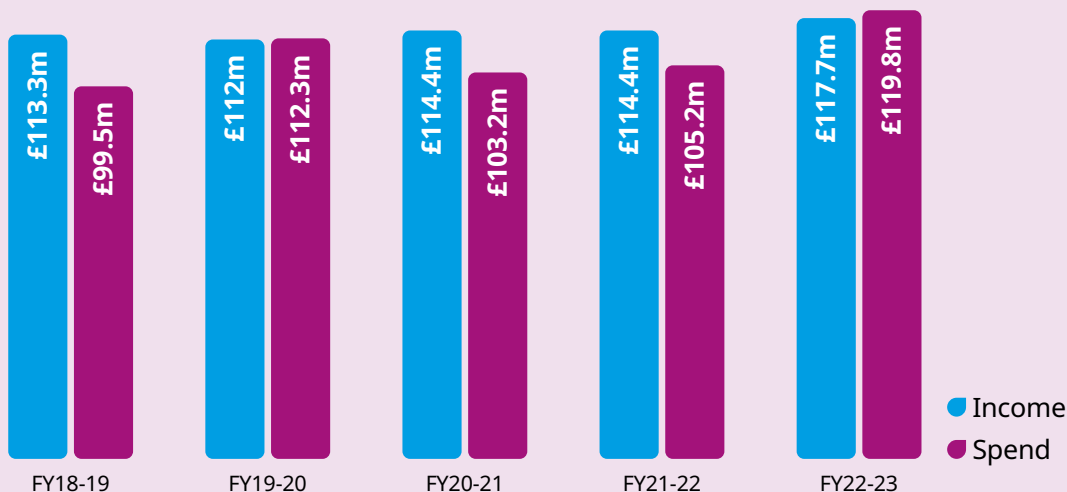
- Despite instability and economic challenges in a number of countries in which we work, together with our partners we directly reached millions with clean water, decent toilets and good hygiene in households, schools and healthcare facilities. For example we reached over 2m people with clean water and 1.6m people with decent sanitation in health care facilities and over 1m people in schools with good hygiene.
- Alongside delivering our programmatic work, our country programmes developed country strategies and resourcing plans, to align to our global strategy agreed.
- We agreed two new Global Advocacy Priorities relating to Water and Climate and Hygiene for Health.
- Water was mentioned in the COP28 outcomes document for the first time.
- Multiple governments have increased commitments to WASH in health/hygiene and we have helped secure commitments to start unlocking health finance in financial year 2023/24.



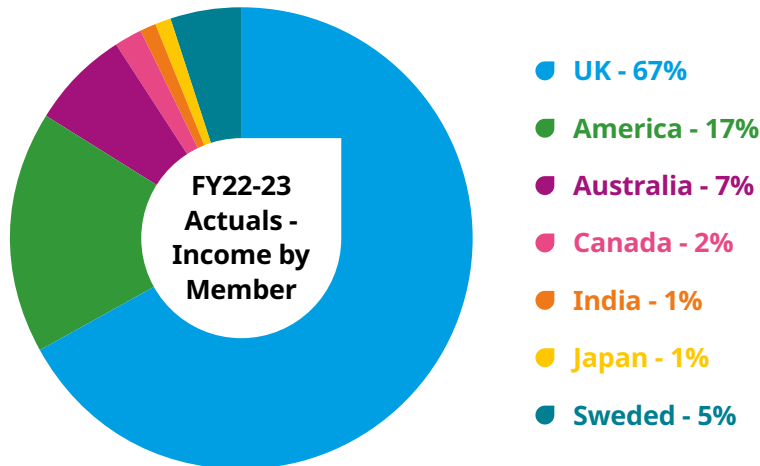
Income

In 2022/23 the members of the federation together raised nearly £118m. Despite the impact of the war in Ukraine, economic uncertainty and the lingering impact of COVID19 we achieved a year on year increase of 3%, however there has been a real terms decrease in our buying power as global inflation for this period was in the region of 9%.

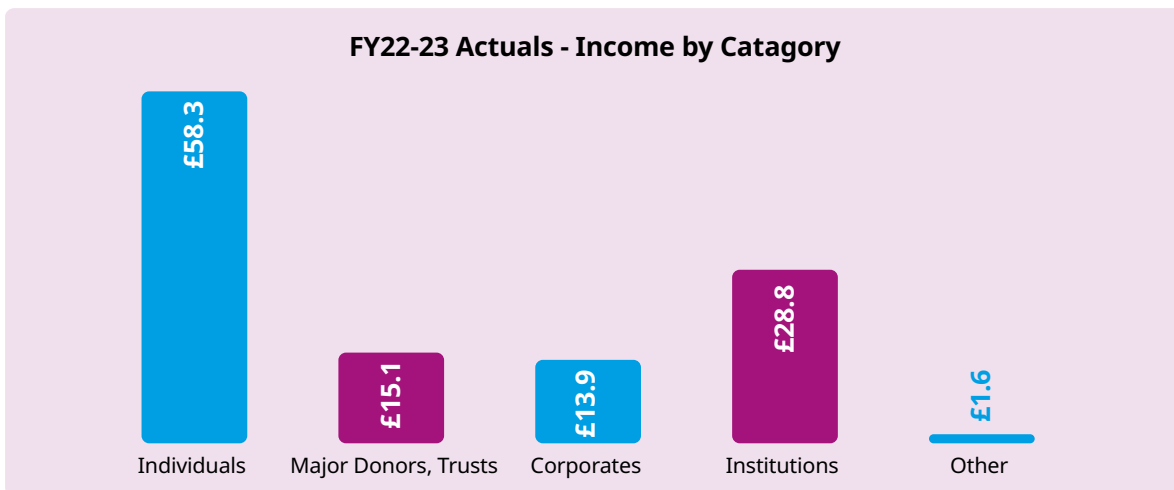
Global income and spend 2019-2023 (£m)



In 2022/23 of our total income 67% was raised by WaterAid UK. In 2013 this was over 80%.



Of our global income, the majority is unrestricted income from individuals. Institutions provide the largest source of restricted income.



Globally, our unrestricted income has been on steady growth trend. Restricted income has been increasing for the last 2 years. The market and economic context is challenging and will remain so for a period of time. The income split between unrestricted and restricted is currently around 60:40. We expect this to move closer to an equal 50:50 split over the life of the global strategy.

● **Habtamu, 17, student and sanitation minister of the WASH club, washes his hands at a new tapstand, Merawi elementary school, North Mecha, Amhara region, Ethiopia, January 2021.**



WaterAid international

WaterAid is a federation that shares a common mission to tackle the WASH crisis. To achieve this we have a shared vision, mission, values and strategy, working together under a common identity to maximise our impact. The federation is governed in adherence to four principles:

- **Global interest** - Achieving WaterAid's mission as effectively as possible is fundamental to all we do and global interest is paramount.
- **Subsidiarity** - WaterAid international will only undertake activities that it can and will deliver more effectively than WaterAid member countries.
- **One country, one WaterAid** - WaterAid will only have one delivery organisation in each of the regions or countries where services are provided.
- **Sustainability** - The members of the WaterAid federation will be organisations that are, or are expected to become within a reasonable time-frame, self-sustaining and able to contribute significant resources to the delivery of WaterAid's strategy.

WaterAid international is made up of an international Board and a small secretariat led by our Global Director, which supports the members by guiding our global strategy, agreeing global priorities, monitoring our global impact and supporting member development. The WaterAid international Secretariat draws on existing staff and resources of our member countries, to remain light touch and allow the organisation to focus on its mission.



WaterAid/ Rachel Seidu



- **Top: Habté Telake (45) maintaining the solar panels in Ambomesk, Ethiopia. April 2023**
- **Left: Abinet (40) and Eyerus (6) collecting water in Ambomesk, Ethiopia. April 2023**



WaterAid/Guilhem Alandry

WaterAid international Board

Role description

Board members serve the WaterAid mission with their personal conviction and relevant career experience to achieve a world where everyone, everywhere has clean water, decent toilets and good hygiene.

To be a board member for WaterAid requires a genuine passion for our work, an empathy with the organisation's values and a truly international perspective. Board Members are all volunteers who give their time, energy and expertise for free to help WaterAid change lives.

The board of WaterAid international includes the board Chairs of each member, plus an additional board member from WaterAid UK. In 2019, WaterAid international appointed its first independent board member, Maureen O'Neil, to become Chair. Ms. O'Neil's "independence" (in other words, not also representing a member WaterAid) has added huge value. The board have now agreed to invite two additional independent board members to join the board.

As mentioned, the board at this time would give preference to appointing new members who fulfil the following criteria:

- Executive and governance experience in one or more of these areas: innovative finance, development banks, foundations, complex international businesses, or WASH operations.
- Living in countries where WaterAid runs programmes, or countries with similar need for clean water, decent toilets and good hygiene; and insight into how these countries change their policy and budget priorities.
- Contribution to creative, cross-sector collaborations.
- Understanding of how international organisations can best support localised decision-making and authority.

The primary responsibilities of independent board members are:

- Provide strategic leadership to the WaterAid federation, to enable the delivery by WaterAid's members of our mission, in line with our values and our agreed strategy so that WaterAid's overall impact is greater than the sum of its parts.
- Help monitor and evaluate the progress of the organisation against its strategic objectives.
- Maintain strong relationships and effective working across the Board to ensure WaterAid has a positive global identity, backed up by common standards to which all members operate.



● **Dondoungou HANADOUN, 46, next to her latrine, in the village of Kongolekan, Koumbia commune, Hauts-Bassins region, Burkina Faso, December 2021.**



- Invest time in preparing for meetings, reflecting on big issues, and bringing wise questions and courageous challenge to enable clear decisions in the best interests of WaterAid globally.
- Champion the key principles underpinning the governance of the WaterAid federation. Bring creative and insightful thinking to how the federation can best evolve.
- Promote and uphold a culture of mutual accountability. Provide leadership when there are issues of performance of a member organisation and support the resolution of differences between members as required.
- Bring experiential wisdom and leadership to Working Groups that are formed to oversee specific strategic projects.
- Ensure the personnel, policies, plans and budgets of the Secretariat are in keeping with its aims.
- Participate in the regular accreditation process reviewing each member (either through joining the Membership Accreditation Committee or active engagement in board meetings when this Committee presents its updates).
- To govern WaterAid international in line with the primary duties of a charity trustee, as set out by the UK Charity Commission:
 - Ensure the charity is carrying out its purposes for the public benefit
 - Comply with the charity's governing document (Articles of Association) and the law
 - Act in the charity's best interests
 - Manage the charity's resources responsibly
 - Act with reasonable care and skill
 - Ensure the charity is accountable

● **In the early morning light a group of people from Manintsevo village, (R-L) Damy, 44, Lohantany, 60, Mahazosoa, 21, Tohanay, 18, and Volasoavinonje, 23, are on their long walk to collect water from the Mandrare river, Manintsevo village, Berano ville commune, Amboasary District, Anosy Region, Madagascar, June 2022.**



● Madeleine Ravaonarivo, known as Mamavao, 70, grandmother, collecting water in a bucket at her own outdoor tap in Anosimanarivo fokontany, Manjakandriana commune, Analamanga region, Madagascar, March 2023.

Person specification

- Commitment to WaterAid's vision, mission and values and a way of working that demonstrates this.
- Relational intelligence and commitment to mutual accountability, maximising the benefits of a diverse board team, low-ego need, courage to challenge in constructive ways, and driving conviction to see WaterAid contribute its best to progress SDG 6.
- A strategic, global perspective. A good understanding of the social, economic and political contexts in which WaterAid works and willingness to further develop this understanding.
- A proven track record of leading large international organisations and enabling cross-sector partnerships.
- Ability to promote good governance practices, including understanding and promoting the value of diversity as part of good governance. A good understanding of non-exec and exec roles and able to lead the Board to strike the right balance between support and challenge.
- Ability to connect well with member representatives through active listening and gaining insight into their particular contextual challenges and opportunities.
- An excellent communicator. Sensitive to cultural differences in governance and able to build mutual trust. Not a grand-standing ego nor a wilting flower, able to discern when to speak and how to help others understand a key question or recommendation. Skilled at facilitating conversations that build consensus.
- A good understanding of the opportunities and challenges of working in complex governance structures, such as commercial group structures, networks, or global federations.



Time commitment

The WaterAid international board currently meets four times a year – three times by videoconference, typically two-hour meetings, and one annual in-person meeting. The in-person board meeting usually takes place in June over 2-3 days in London, UK, including a half day board meeting; two half day seminars discussing areas of WaterAid’s global work and its impact, challenges and opportunities; one-to-ones for each board member with the Chair and a board dinner over one evening.

WaterAid international board members are expected to participate in board working groups between board meetings as needed, and these usually meet virtually.

The independent board members commit to full attendance at meetings. We will schedule meetings far in advance in consultation with you. Of course life happens and sometimes attendance isn’t possible, but these should be exceptional circumstances.

Board members are expected to read, reflect, and prepare responses to board papers in advance of our meetings. Your tenure will also include the occasional visit to see and participate in WaterAid’s work.

The role of a board member is unremunerated as under UK charity law board members cannot receive any direct or indirect benefit from their work with and for WaterAid international.

Reasonable expenses incurred as a result of carrying out board member responsibilities may be reclaimed as legitimate expenses, in line with the agreed policy.

Term of office

The term of office will be for 4 years, with the possibility to extend to up another 4 years.

Board dates

Meetings of the WaterAid International board are planned for:

- 05-6 June 2024 (in person, London)
 - 05 December 2024 (currently virtual)
 - Late March 2025 (virtual)
 - Early June 2025 (in person, probably London)
 - Mid September 2025 (virtual)
 - Early December 2025 (location TBC)
- **Tefy, 10, sitting at his desk in the classroom, Antsakambahiny village, Manjakandriana commune, Madagascar, January 2023.**





How to apply

● 45 year old, Rasheeda, collects stagnant flood water to wash clothes with and her daughter, Shaista, helps her carry it back. She has been living in a tent with her husband and seven children at a roadside camp after devastating monsoon floods submerged their village nearly three months ago in Johi Tehsil, District Dadu, Sindh, Pakistan (26th October 2022)

The application deadline is Monday, 8 April 2024.

Your application should include:

- A short letter outlining your motivation and relevant experience.
- A CV showing relevant executive and governance experience.

Please send your application to ewen.mcalpine@macaulaysearch.com

The applications will be reviewed by the WaterAid international Nominations Committee comprised of Chair Maureen O'Neil, Vice Chair Andrew Towle, Sumit Bose, and Dr. Mala Rao. Following this shortlisting process, there will be a three step interview process:

- A first meeting with the Nominations Committee to share more about your career experience and insight into the governance of complex international organisations.
- An informal stage where WaterAid international supports your due diligence by providing some briefing documents and scheduling informational discussions for you to ask questions of board members and members of the WaterAid team.
- A final discussion with the Nominations Committee.

Though this is not a prerequisite, there is a sincere hope that the two successful candidates will be able to attend some or all of the annual in-person board meeting, scheduled to be held in London on 5-6 June 2024.

Please do not hesitate to get in touch with Ewen McAlpine if you have any questions about the opportunity or appointment process.

At WaterAid, we have the commitment, experience, resourcefulness and connections to change millions of lives – until everyone, everywhere has what so many of us take for granted. It's a massive goal and an incredible organisation to be part of.

WaterAid will use your personal details to communicate with you in the ways you have provided and as explained in our **Privacy Policy**. If successful, we will retain your data for the time you are a trustee and six years after in order to comply with our legislative requirements. If unsuccessful, we will retain your data for one year after the application closes after which it will be destroyed in line with our data destruction and retention policies. We will keep your information on an anonymised basis for reporting and analytical purposes, including sharing this with third parties for benchmarking purposes. For full details, including information about your privacy rights, see our Privacy Policy at www.wateraid.org/privacy.

WaterAid international's Current Board



WaterAid international's Board Chair is Maureen O'Neil

Maureen was appointed to the WaterAid international Board as Chair from 1st August 2020.

Maureen has worked in international development in both executive and governance capacities since 1989. She is the former President of the Canadian Foundation for Healthcare Improvement and previous positions also include President of the International Development Research Centre; Interim President of the International Centre for Human Rights and Democratic Development; President of the North-South Institute; and Deputy Minister of Citizenship, Government of Ontario. Maureen is a member of the boards of e-Health Ontario; the Centre for International Governance Innovation; the Centre for the Study of Living Standards and the Canadian International Council.

She is former Chair of the Board of the United Nations (UN) Research Institute for Social Development; the Board of Trustees of the International Institute for Environment and Development; the International Advisory Group; IDRC's Think Tank Initiative; and the Advisory Council on Corporate Social Responsibility of Canada's Export Development Corporation. She has represented Canada on the UN Commission on the Status of Women and on OECD committees, and has been a member of the UN Committee for Development Planning and the Board of the UN Research Institute for Social Development.

Maureen is an Officer of the Order of Canada, recognizing her public service, and her contributions to international development, gender equality and human rights.



Andrew Towle

Andrew Towle joined the WAI board in January 2023 on his appointment as Chair of the WaterAid America board. He has spent his professional life creating value for some of the world's best-known CPG companies, including Procter & Gamble, Heinz, Georgia-Pacific, and Kellogg's. He was the CEO of private equity-owned Urnex Brands, which was successfully sold in 2017. Andrew is currently a partner at NGN Investment Partners.

Towle grew up in India and Thailand and experienced first hand the many issues that WaterAid is committed to resolving.



Andy Green CBE

Andy joined the international Board in October 2020, and is also Chair of WaterAid UK. He holds a number of Chair, Non-Executive Director and advisory roles linked by his passion for how technology transforms business and daily lives, and global sustainable development. These appointments include WWF UK, the Disasters Emergency Committee, the Lowell Group, Airtel Africa and Link Administration Holdings. Before joining WaterAid, Andy was President of UK Space, CEO of BT Global Services, CEO of Logica and Chair of Digital Catapult.



Martin Munro

Martin joined the international Board in June 2022. He is from Ottawa and is a retired engineering and technology professional. Most recently he was Vice President Strategy and Business Development with DRS Technologies Canada Ltd, and before that held senior positions with Allen Vanguard, Cubic Field Services Canada, and Lockheed Martin Canada. He is a member of the Professional Engineers of Ontario and a past board member of the Canadian Association of Defence and Security Industries and Service Coordination. He has lived in Papua New Guinea, working on health infrastructure.



Karlene Maywald

Karlene is currently appointed by the South Australian Government to the role of Water Ambassador, leading the development of a 'Water for Growth' strategy to support the State's Growth agenda. Karlene's water sector experience includes chairing the International Centre of Excellence in Water Resources Management (ICEWaRM) and the Peter Cullen Water and Environment. She is also a Board Member (elect) of The Australian Water Association and Chair of the CSIRO Land and Water Advisory Committee. Her not-for-profit experience includes Chair of the Cancer Council SA and membership of the Independent Advisory Panel for the Red Cross Bush Fire Relief Fund.



Professor Mala Rao OBE

Mala is Senior Clinical Fellow at the Dept of Primary Care and Public Health, Imperial College London and has extensive experience in strengthening health systems and workforce development for public health in the UK, India and SE Asia. She is a campaigner on the health aspects of climate change and is passionate about the integration of WASH and health policy and delivery, which are key elements of WaterAid's Global Strategy. Mala was appointed to the WaterAid UK board in 2017 and to WaterAid international's board in 2018.



Michael Arthursson

Michael Arthursson joined the Board of WaterAid international in June 2023 and is Chair of the Board of WaterAid Sweden. Michael is the Secretary General of The Centre Party (Centerpartiet) in Sweden. He has previously run companies with a focus on social issues and development, and has been active within the City of Stockholm, Stockholm County Council, the Red Cross and other non-profit organizations. Michael has board experience with many organisations including Danderyd Hospital, Randello Invest, the Swedish Association of Municipalities and the National Youth Council. He was one of the founders of the green liberal think-tank Fores and its first chairman of the board. Today, Michael works as an independent strategic advisor.



Hiroaki Furumai

Hiroaki Furumai is the Institute Professor of the Research and Development Initiative at Chuo University and a professor emeritus at the University of Tokyo. He has a doctorate in engineering from the University of Tokyo and is engaged in research on urban water infrastructure and water environment conservation. He is the director of the International Water Association, the chairman of the Japan Society on Water Environment, and the chairman of the Japan Water Works Association and the Japan Sewage Works Association. Currently, he also serves as a member of the Welfare Science Council, and of the Central Environment Council.



Sumit Bose, Associate Board Member

Sumit Bose is Chair of Jal Seva Foundation (WaterAid India) and an Associate Board Member of WaterAid international. He joined the Indian Administrative Service in 1976 and has held senior roles in the Ministry of Finance, Government of India. He was Joint Secretary in the Ministry of Human Resource Development and has been Vice Chair of the National Institute of Public Finance and Policy, Chair of the Board of Vidhi Centre for Legal Policy, and Public Interest Director of the Bombay Stock Exchange since 2016.



WaterAid international's Global Director is Andrew McCracken

Andrew joined WaterAid in February 2021 from the Community Foundation for Northern Ireland where he was Chief Executive.

Prior to that he worked with INGO Tearfund for 13 years, including three years as Global Fundraising Director.

He is also on the Boards of Oxfam Ireland and the CybberPeace Institute.

Andrew works closely with WaterAid member Chief Executives and Boards to maximise our collective impact and develop the WaterAid global network, and leads the WaterAid international secretariat.

By tackling these three essentials in ways that last, people can change their lives for good.

● **Front cover: Gita Roy (38) washes her hands with water from a handpump. She is the leader of Golap Dol, Tengrakhali village, Kadakati, Assasuni, Satkhira District, Khulna Division, Bangladesh, 2021**



**Clean water.
Decent toilets.
Good hygiene.**