



**CHIEF  
EXECUTIVE  
OFFICER**

**POSITION SPECIFICATION**



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## OUR CLIENT

Malala Fund is working for a world where every girl can choose her own future.

Malala Fund champions every girl's right to 12 years of free, safe, quality education. With more than 130 million girls out of school today, Malala Fund works to break down the barriers that hold girls back.

Malala Fund was founded by Malala Yousafzai and her father Ziauddin in 2013. Malala began her campaign for education at age 11 when she anonymously blogged for the BBC about life under the Taliban in Pakistan's Swat Valley. Inspired by her father's activism, Malala soon began advocating publicly for girls' education — attracting international media attention and awards.

At age 15, she was shot by the Taliban for speaking out. Malala recovered in the United Kingdom and continued her fight for girls. A year later after she and Ziauddin founded Malala Fund, Malala received the Nobel Peace Prize in recognition of her efforts to see every girl complete 12 years of free, safe, quality education.



## ABOUT MALALA FUND

Malala Fund is working for a world where all girls can learn for twelve years and lead without fear. Malala Fund works collaboratively and closely with its two co-founders and principals, Malala and Ziauddin Yousafzai, in bringing their vision to life.

Malala Fund advocates for the policy changes and resources needed to give all girls a quality secondary education, and delivers programmes to further this objective. The organisation invests in local educators and advocates — the people who best understand girls in their communities — in regions where most girls are missing out on secondary school. Malala Fund also amplifies girls' voices. It is building a movement of young education activists who, like Malala, speak truth to power around the world.



## INVESTING IN LOCAL EDUCATION ACTIVISTS

Malala Fund's signature initiative, the Gulmakai Network, supports the work of education champions in the Global South and speeds up progress towards secondary education around the world. These activists present the strongest challenge to barriers that keep girls out of school. Threats to girls' education – like poverty, war and gender discrimination – differ between countries and communities. Local educators and activists understand challenges in their communities and are best placed to identify, innovate and advocate for policy and programmatic solutions.

Today, the Gulmakai Network supports the work of 39 exceptional local leaders in Afghanistan, Brazil, India, Lebanon, Nigeria, Pakistan and Turkey. In early 2020, Malala Fund plans to expand the Gulmakai Network into a new geographic region. Learn more about the Gulmakai Network here: [malala.org/gulmakai-network](https://malala.org/gulmakai-network).

## ADVOCATING TO HOLD LEADERS ACCOUNTABLE

At local, national and international levels, Malala Fund advocates for resources and policy changes needed to give all girls a secondary education. Malala Fund knows girls have high goals for themselves and the organisation has high expectations for leaders who can help girls go to school. Malala Fund supports grassroots work (through the Gulmakai Network), while also advocating for girls' education with heads of state in donor and developing countries. This combination places Malala Fund in a unique position to create tangible progress for girls.

Last year, Malala Fund's advocacy helped drive progress and saw significant gains for girls' education. This included raising more than \$150 million in additional donor commitments to the Global Partnership of Education Replenishment; \$2.3 billion was pledged in total. At the 2018 G7 Summit in Charlevoix, Malala Fund helped secure \$2.9 billion in funding for girls' education, an endorsement from the Gender Equality Advisory Council (GEAC) of Malala Fund's recommendations on 12 years of free, safe, quality education and a leader-level declaration on girls' education.

Malala Fund will build on this success in 2019 and is currently working with G20 and G7 leaders to ensure girls' education stays on the global agenda.

## AMPLIFYING GIRLS' VOICES

Malala Fund believes girls should speak for themselves and tell leaders what they need to learn and achieve their potential. The organisation amplifies girls' voices by including them in high-level global advocacy meetings, sharing their stories through Assembly (the organisation's digital publication and newsletter) and training young advocates through a soon to be launched Girl Advocates Programme.

Launched in July 2018, Assembly is a platform for girls to share their thoughts, challenges and accomplishments, and for the wider world to learn from a new generation of leaders. In the past year, Assembly has published stories by girls in 70 countries and translated content into 12 languages.

With Malala as an icon and example for so many young people, Malala Fund is ideally placed to advance in a new generation of girl advocates. The Girl Advocates Programme will invest in girls in the organisation's programme countries who show promise as advocates for education and equality, providing them with training and joint advocacy opportunities with the Gulmakai Champions, Malala and Ziauddin.





## PARTNERSHIPS AND RESOURCING

Malala Fund's donors include Apple Inc., The Bill & Melinda Gates Foundation, Starbucks, Citibank, Echidna Giving and VMWare. Malala Fund has a Leadership Council that provides significant, multi-year funding and includes Susie Buffett, Tim Cook, Joe Gebbia and Susan McCaw.

In FY2018-19, Malala Fund's annual budget was \$10.5 million, with \$4 million of this allocated for programmatic grantmaking. Malala Fund seeks to become a \$20 million organisation in the coming years to enable greater impact at scale.

Today the organisation has more than 30 employees and a distributed Executive Leadership Team with offices in London, Washington D.C. and New York City.

Malala Fund is a global organisation composed of two legal entities: Malala Fund U.K. and Malala Fund U.S. Malala Fund is governed by a board comprised of leaders in education, business, philanthropy and international affairs. The board's vision helps to direct Malala Fund's mission and strategy. Additional information on the board is available here: [malala.org/board](https://malala.org/board).

# THE ROLE

Malala Fund seeks a relationship-oriented, highly-effective **Chief Executive Officer** to lead an exciting phase of accelerated growth and impact. Building on a strong foundation and significant momentum, the CEO will refine, deliver and communicate an ambitious strategy and vision for Malala Fund in close collaboration with Malala and Ziauddin Yousafzai. They will translate vision into clear goals and implementation with a defined and measurable impact. This leader will advance the profile and influence of Malala Fund, ensuring it continues to serve as an effective platform in amplifying the voices of the many and for sharing learnings and best practice. The CEO will grow and enhance the Gulmakai Network while developing and delivering innovative new initiatives like Assembly, the Girl Advocates Programme and more.

A convincing advocate, communicator and connector, they will sit at the nexus of a community of influence and activism. This includes Malala Fund's principals as well as key leaders, activists, partners, influencers and other stakeholders. The CEO will maintain and build this community, sustaining and nurturing existing partnerships while cultivating and catalysing new, high-impact collaborations. By thoughtfully leveraging the access and influence of Malala Fund's principals and community, they will enable the organisation to influence policy and ensure girls' education remains on the global agenda, driving transformative progress and change.

The CEO will lead Malala Fund's team with an authentic, inclusive style. They will continue to build the team and its operational capability to ensure Malala Fund is optimally resourced and structured. The CEO will further promote a collaborative and supportive working environment that fosters trust and teamwork. They will balance managing internal priorities and active engagement of the board with external representational and advocacy responsibilities. They will bring an understanding of best practice in building and sustaining donor relationships and will support the team in fundraising and in cultivating new donor relationships, especially with institutional donors.

The CEO will be responsible for the overall success of this effort. Key responsibilities will include:

- Build, drive and implement the future strategy and growth of the organisation in collaboration with the principals, board and team to increase impact and reach, including work in new geographies.
- Strategically and thoughtfully manage Malala Fund's relationship and engagement with its principals. Provide strategic advice and support as needed.
- Manage and cultivate a high-performing, values-driven team of professionals devoted to Malala Fund's mission.
- Ensure a robust learning and assessment system that allows for deep learning from Malala Fund's work and sets clear metrics for overall success.
- With the Executive Leadership Team, oversee the ongoing management and development of new programmes, partnerships and initiatives.
- Successfully engage and manage existing relationships; continue to cultivate and build innovative partnerships to further the mission and vision and diversify sources of funding, ensuring Malala Fund's longevity.
- Serve as a thought leader by pushing forward new ideas. Design creative ways to elevate the impact and visibility of Malala Fund and its partners, especially the Gulmakai Champions. Position Malala Fund as a global resource for learning about girls' education and activism.
- Foster an effective culture for a talented, deeply committed and growing staff.
- Provide fiscally sound management and oversee back office functions related to day-to-day operations.
- Manage active engagement of the board, special committees and other governance structures. This includes design of and leading board meetings (in partnership with the Board Chair) and other stakeholder events as needed. Assure ongoing communication and feedback with the board and key global stakeholders.

The preferred work locations for this role are London, Washington D.C. and New York City. Frequent international travel will be necessary. The CEO will report to the Board of Directors. The salary and benefits package is competitive.



# CANDIDATE PROFILE

Malala Fund seeks a proven leader with a passion for girls' education, activism and advocacy. They will be an inclusive, low-ego, relationship-oriented leader able to build on the current success of the organisation in close collaboration with its principals. The CEO will have a strategic mindset and experience in leading an organisation through growth and change.

The successful candidate will have the credibility to be an inspirational, facilitative and motivational leader to an accomplished and committed staff across a dynamic organisation. This individual will lead through others with a style that is equitable, collegial, approachable, flexible, candid and diplomatic. They will be a natural convener and builder of collaborative relationships with great integrity and authenticity. This individual must be collaborative and a keen listener, but also able to give clear direction and to act decisively. They will have a passion for Malala Fund's mission and vision.

The successful candidate will have:

- Ability to creatively design and oversee implementation of multiple strategies needed to advance girls' education. The drive to think big, create and do things differently.
- Experience in leadership, including demonstrated ability to manage and grow an organisation, programme or initiative, ideally focused on girls' education or a related space.
- Proven record of managing and guiding a diverse and complex set of stakeholders; experience working with a dynamic board; experience working with institutional and other donors and partners.
- Deep experience across the Global South, including working with community-based organisations and activists. A passion for movement building.
- A good understanding of effective grantmaking as well as programme and project management required to reach groups working in diverse communities and geographies.
- Results-orientation with a metrics-driven approach to programming and organisational management; experience with integrating community feedback a plus.
- Proven fundraising success, including cultivating donors and partners.
- Outstanding communication skills, both verbal and written; demonstrated tact and interpersonal skills with a proven ability to work cross-culturally.
- Skill in consensus building with the ability to facilitate and generate agreements in groups comprised of senior leaders and members with diverse opinions.
- Strong team building experience and the ability to both foster a positive internal culture and collaborate with a diverse audience across the globe.
- Curious and articulate with an enthusiasm for the role of spokesperson, ambassador and leader coupled with a "get things done" attitude and willingness to "roll-up one's sleeves."
- High EQ and humility. Sense of humor always a plus.
- Unimpeachable integrity.

In terms of the performance and personal competencies required for the position, we highlight the following:

### **Team Leadership**

- The ability to retain, attract and recruit top talent, motivate the team, delegate effectively, celebrate diversity within the team and manage performance; widely viewed as a strong developer of others.
- A leader who is self-reflective and aware of their own limitations; leads by example and drives the organisation's performance with an attitude of continuous improvement by being open to feedback and self-improvement.
- Maintains a high level of internal communication and engagement; builds trust and creates an environment of collaboration by demonstrating a shared passion for and a sense of urgency around the mission.
- A champion of promoting team-building and professional development opportunities to grow within the organisation and its expanding programmes.

### **Strategic Leadership**

- Strong ability to create and articulate an inspiring vision for the organisation.
- The inclination to seek and analyse data from a variety of sources to support decisions and to align others with the organisation's overall strategy.
- An entrepreneurial and creative approach to developing new, innovative ideas that will stretch the organisation and push the boundaries.
- The ability to create and communicate ambitious but realistic goals and implementation plans that are achievable and successful.

### **Executing for Results**

- A leader who is viewed by others as having a high degree of integrity and forethought in their approach to making decisions; the ability to act in a transparent and consistent manner while always taking into account what is best for the organisation.
- The ability to set clear and challenging goals while committing the organisation to improved performance; tenacious and accountable in driving results.
- Comfortable with ambiguity and uncertainty; the ability to adapt nimbly and lead others through complex situations.
- A smart risk-taker who seeks data and input from others to foresee possible threats or unintended circumstances from decisions.

## Relationships and Influence

- Naturally connects and builds strong relationships with others, demonstrating strong emotional intelligence and an ability to clearly and persuasively communicate.
- An ability to inspire trust and followership in others through compelling influence, powerful charisma, passion in their beliefs, but with no need to be in the spotlight.
- Encourages others to share the spotlight and visibly celebrates and supports the success of the team.
- Creates a sense of purpose / meaning for the team that generates followership beyond their own personality and engages others to the greater purpose for the organisation as a whole.

## Governance

- Brings deep and diverse experience working with boards and in board governance.
- An ability to partner with a board and senior leadership to create plans and methods to reach and exceed strategic goals.
- Engage and appropriately utilise the skills and experiences of board members.



# HOW TO APPLY

To apply, please submit your full CV and a supporting statement that briefly highlights your experience and skills against the requirements of the role. Submissions should be made to Russell Reynolds Associates via the following address: [MalalaFund@russellreynolds.com](mailto:MalalaFund@russellreynolds.com)

The posting date for this position is May 14th, 2019, and all applications must be received by June 13th, 2019 at 11:59 PM EDT.

Malala Fund is committed to safeguarding children and employment is conditional upon successfully completing a background check.





## CONTACT

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**Russell  
Reynolds**  
ASSOCIATES