



August 2017

# Job Profile Chief Executive Officer

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Registered Charity No 1111504

## Background information

Having a baby should be a time of great joy and hope. But every year across the world 287,000 women die in pregnancy and childbirth: that's 800 every single day. Almost 2.6 million pregnancies result in a stillbirth and there are approximately 2.7 million newborn or neonatal deaths. The majority of these deaths occur in low income countries and could be prevented with access to skilled care. Maternity Worldwide was established in 2002 and has worked in 11 countries to save lives in childbirth. We currently have programmes in Ethiopia, Malawi and Uganda and hope to expand into Zambia and Sierra Leone. We are looking for an inspirational candidate to take up our new position of Chief Executive Officer to lead the charity through our next stage of development, enabling us to reach more people and save more lives in childbirth.

### Our vision and mission

Maternity Worldwide exists to help reduce the number of women dying or injured in childbirth.

Our vision is of a world in which all women and their babies are able to access safe and appropriate childbirth regardless of where they live.

Our mission is to work with communities and our partners to:

- Identify and develop appropriate and effective ways to reduce maternal and newborn mortality and morbidity
- Facilitate communities to access quality skilled maternity care
- Support the provision of quality skilled care

We are committed to delivering programmes which are community based and led, which deliver effective and high-quality care, and which are sustainable. Through this approach we aim to make lasting change to the lives of women and babies and to the communities where we work.

### How our work saves lives

International research and practical experience have shown that the most effective way of reducing deaths of mothers and babies at childbirth is to address each of the factors identified in the 'Three Delays' model<sup>1</sup> which forms the basis of the World Health Organisation's 'Making Pregnancy Safer' framework.

These are:

1. **Delay in seeking care** – caused by the low status of women, lack of finance and control of assets, poor understanding of maternal health problems
2. **Delay in reaching care** – due to local geography and infrastructure such as poor roads, mountains and lack of transport and ability to pay for it.
3. **Delay in receiving adequate treatment** – arising from lack of trained staff, poorly equipped facilities and inadequate referral pathways.

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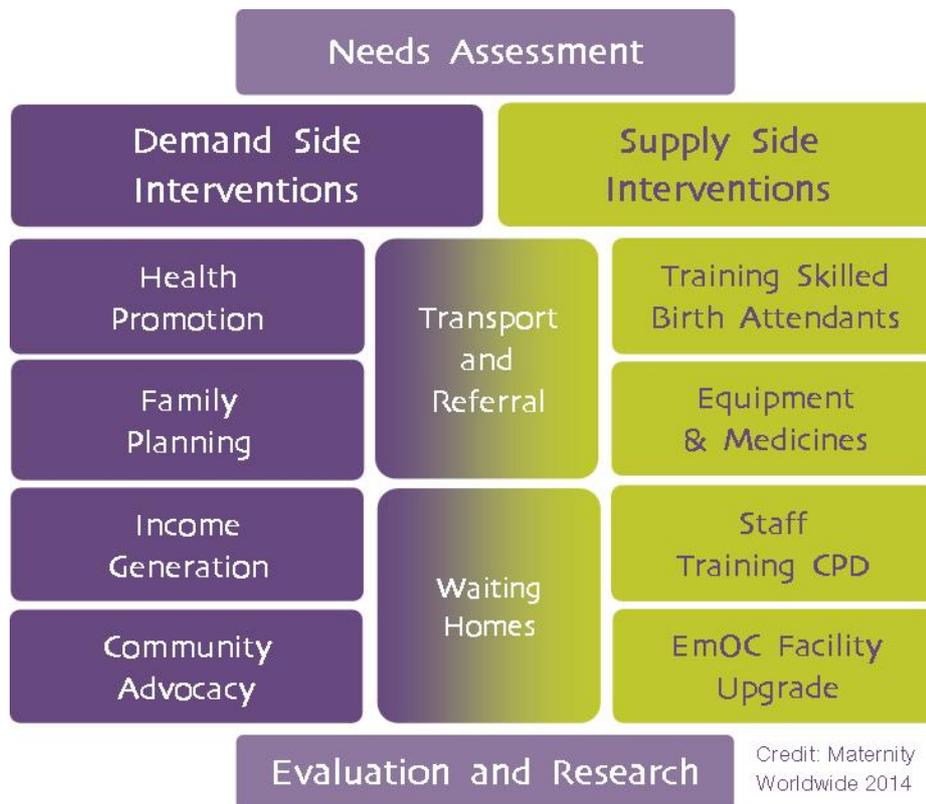
<sup>1</sup> Thaddeus, S., and Maine, D. (1994). "Too Far to Walk: Maternal Mortality in Context."



Maternity Worldwide's focus is on empowering and enabling local people so that they can bring about lasting changes to their health and wellbeing. We are unique in that we are the only UK based charity which operates an integrated community (demand side) and health facility (supply side) approach to maternal health which directly addresses each of the three delays. We do this by including each of the following elements in our programme:

- The women's income generation scheme provides micro finance, support and advice so that women can set up their own small businesses. This helps to increase their status and financial independence, enabling them to use savings, for example, to pay for transport to a health centre.
- The health promotion initiative teaches women about maternal health so that they understand when they need to access specialist maternal health services. It also includes family planning so that women are better able to delay and space their pregnancies which also has a positive impact on their health.
- Our training programme enables staff to provide high quality maternal health care. It includes training to become Skilled Birth Attendants; training clinical staff; providing management and procedural training. This is a key factor in ensuring the long-term sustainability of the work.
- Depending on local circumstances, providing equipment and upgrading facilities. This might include supplying clinical equipment, medical supplies or transport such as motorbike ambulances.

In each of the elements of our work the priority is to ensure sustainability by increasing local capacity. For example we equip local managers and staff with the skills and tools to enable them to train up additional members of the community. The figure below summarises elements to our programmes.



### Maternity Worldwide Strategic Plan 21014 to 2019

Recruitment to the CEO position is a key priority within our Strategic Plan 2014 to 2019 ‘Going for growth: *Reaching Further*’.

The plan includes four Strategic Objectives:

1. To work with our partners to deliver effective, efficient and sustainable maternal health programmes.
2. To identify and participate in innovative research opportunities which complement the integrated maternal health approach.
3. To further evaluate the efficacy of the integrated maternal health approach and to disseminate best practice where applicable.
4. To increase the size, turnover and capacity of the organisation to become a significant player in international maternal health.

We are now in the final year of this Strategic Plan which is reviewed annually and the CEO will have a pivotal role to review success and develop our strategy going forward.

### The team

Maternity Worldwide has a small but skilled and enthusiastic team currently located in Brighton. A decision has recently been made by the Board to explore options of moving our UK office base to London, to further capitalise opportunities for collaborative working with partners and joining consortia. The CEO will have a pivotal role in the planning and delivery of this exciting change. We have offices and staff in Malawi (Zomba), Uganda (Hoima) and Ethiopia (Addis Ababa).

### The Board and committees

The Maternity Worldwide Chair (and Co-Founder), Dr Adrian Brown, leads a board of 8 trustees who have a range of skills across Obstetrics and Gynaecology, Midwifery, Nursing, Public Health, General Management, Finance, International Development, Fundraising and Business. The Board of Trustees meets in person four times a year and four times by teleconference. In addition there are sub-groups for Ethiopia, Malawi and Uganda and Fundraising (meeting quarterly and led by a Board member) and a Brighton Fundraising Group. A Management Team of three Trustees and senior staff meets monthly to oversee the link between operational and strategic issues.

## Job Description

<b>Job title:</b>	<b>Chief Executive Officer</b>
<b>Location:</b>	London/Brighton
<b>Responsible to:</b>	Maternity Worldwide Chair
<b>Responsible for:</b>	UK Staff Team; Country Director, Malawi; Community Health Promotion Manager, Uganda and Programmes and Research Manager, Ethiopia
<b>Job purpose:</b>	Strategic Direction Overall operational management-UK and in project countries Staff management and development
<b>Hours:</b>	Maximum 37.5 per week (5 days per week)
<b>Tenure:</b>	Permanent following probation period
<b>Salary:</b>	Package up to £60,000 (pro rata)
<b>Annual leave:</b>	Annual leave entitlement is 25 days per annum (pro rata)

## Job summary

### 1. Strategic Planning

- i. To work in collaboration with the Board, staff, beneficiaries and other stakeholders to develop and refine future strategy
- ii. To work in collaboration with the Board to review and revise strategy to maximise income generation and optimise delivery against Maternity Worldwide's objectives
- iii. To revise and keep updated strategic documents and business plan
- iv. To develop where necessary additional human resources (including volunteers), IT, infrastructure and premises to enable delivery on agreed strategy
- v. In partnership with Chair and other Board members, to liaise with existing and future overseas branches of Maternity Worldwide to agree joint strategy and work plans

### 2. Fundraising and income generation

- i. To prioritise income generation activity within the role to ensure the sustainability of charitable activities and spending on administrative and management costs is balanced and proportionate
- ii. To lead the delivery of the Fundraising Strategy and Action Plan in partnership with the lead Trustee for fundraising and report to the Board on a quarterly basis on progress (and more frequently if required)
- iii. To lead the identification of the most appropriate fundraising opportunities from a variety of sources including appeals, personal donations, legacies and wills
- iv. To oversee the rolling programme of applications to Trusts and Foundations working with the Programme Support Officer (PSO), Board country leads, volunteers and consultants to ensure a systematic approach to Foundations and Trusts fundraising aligned to targets
- v. Implement and oversee the process for managing applications to institutional donors
- vi. To oversee the management of key supporters, donations and 'alternative gifts'
- vii. To oversee the work of the Fundraising Support Officer (FSO) to liaise with individual supporters and fundraising groups and manage implementation of fundraising events and activities and ensure timely submission of Gift Aid claims
- viii. To oversee the planning, delivery and evaluation of Maternity Worldwide's annual appeals, such as Mother's Day, and other ad hoc appeals working with the FSO, other office staff, trustees and volunteers
- ix. To oversee sourcing of funds from business and corporations including liaison and delivering presentations and developing and maintaining relationships with major donors

### 3. Financial and performance management

- i. To manage budgets, accounts and transactions to ensure adequate control over spending, including ensuring best value for money (in liaison with the Treasurer and Management Team)
- ii. To support the book keeper to ensure that book keeping, and management accounts are accurate and up to date
- iii. To supervise and oversee the contribution of other staff involved in financial management (including volunteers, employees and external agencies) to ensure that book keeping, and management accounts are accurate and up to date and ensure robust financial policies, procedures and mechanisms are in place and followed in UK and in project country

- iv. To work with the Treasurer in liaison with the Management Team, PSO and Board Country leads to set annual and other budgets
- v. To present performance management reports on agreed financial and other priorities at each Board meeting using the priorities identified in the Strategic and Business Plans.
- vi. To produce a quarterly progress summary report to coincide with the Board of Trustees meetings

#### 4. Governance

- i. To assist the Board Secretary in ensuring all legal, regulatory, constitutional and governance requirements are met and specifically to advise the Board on all statutory and constitutional requirements to ensure Maternity Worldwide activities are conducted in a proper, effective, ethical and legal manner
- ii. To keep the Board informed of all issues relevant to them
- iii. To ensure that any returns and records required by statute are prepared and submitted in a timely way to ensure the organisation conducts itself in a legal and proper manner
- iv. Prepare the annual report for Maternity Worldwide in accordance with legal and constitutional requirements with the support of the treasurer and board country leads
- v. To maintain all required legal and financial records and act as custodian of key documents
- vi. To ensure Maternity Worldwide operates in a manner that meets employment and health and safety and safeguarding legislative requirements and best practice
- vii. To ensure that Maternity Worldwide operates employment policies that enable it to operate effectively and in keeping with its mission, vision, values and aims
- viii. To manage risk, financial and other, within the organisation using and updating the risk register and presenting a summary at each Board meeting and more often if necessary in addition to an annual review of risk and threats

#### 5. Business Management

- i. To attend and co-ordinate the regular Management Team Meetings
- ii. To support Maternity Worldwide's internal and external communication strategies, including building relationships with the local and national media and support the Fundraising Support Officer and volunteers in the production and distribution of press releases and liaison with journalists
- iii. To coordinate the maintenance and updating of the website, newsletters and other electronic communications
- iv. To oversee development review and update the organisation's operational policies
- v. To represent Maternity Worldwide at relevant for a, working groups and conferences
- vi. To oversee production of relevant promotional material and associated publicity
- vii. To ensure well organised electronic and paper-based filing systems are maintained
- viii. To have a sound knowledge of the Data Protection Act and General Data Protection Regulation (GDPR), adhere to their principles and support Maternity Worldwide staff and volunteers to comply
- ix. To be responsible for ensuring there is a secure back up of all data and files
- x. To be responsible for the negotiation of lease of Maternity Worldwide's office and relationship management with the landlord and or managing agent

## 6. Staff and Volunteer Management

- i. Line management of UK Staff (Fundraising Support Officer, Programme Support Officer, Foundations and Trusts Fundraising Officer and Book Keeper) including setting and reviewing objectives, annual appraisals, day to day management and team support
- ii. Line management of Project Country Staff (Country Director, Malawi; Community Health Promotion Manager, Uganda and Programmes and Research Manager, Ethiopia) including setting and reviewing objectives, annual appraisals, day to day management and team support
- iii. To provide support to the fundraising volunteers (professional, community and schools) and local fundraising groups
- iv. To lead on recruitment using 'safer recruitment' processes
- v. Supervise and co-ordinate volunteers to perform agreed activities in line with the volunteering strategy and policies and Maternity Worldwide priorities
- vi. Ensure the Staff Handbook and Contracts of Employment are updated regularly and when necessary with support of Management Team
- vii. To support the recruitment and management of external providers and consultants as agreed in line with Maternity Worldwide's Procurement Policy
- viii. To liaise with payroll company for processing monthly salaries.
- ix. To work with the Treasurer to monitor changes in pension scheme provision and liaise with pension scheme provider, ensuring all required reporting is completed and submitted in a timely fashion
- x. In conjunction with the Board, review the team structure and functions regularly and where necessary to ensure the structure is fit for purpose.
- xi. To provide regular and appropriate communication to team members to ensure buy-in to charity objectives

## 7. Programmatic Activity

- i. To coordinate, in collaboration with the Board, the country specific programme and research groups and programme support officer (PSO), the development of new programmatic activity within developing countries, utilising where appropriate the skills of third parties and developing partnership approaches
- ii. To oversee/commission programme design for potential new programmes against strategic development criteria agreed by the Board
- iii. To oversee the submission of monitoring and reporting data to funders
- iv. To coordinate and commission evaluation of programmatic activity where agreed with Board/funders in line with Maternity Worldwide's Procurement Policy and using Maternity Worldwide's Monitoring and Evaluation Framework
- v. To support the planning and delivery of dissemination of evaluation and good practice events

## 8. Communication

- i. To liaise with external stakeholders and organisations to establish and maintain effective and relevant activities and support in relation to the organisation's core work

- ii. To liaise with funding bodies, donors and potential donors
- iii. To promote the work of Maternity Worldwide and ensure its reputation is secured and further developed so as to ensure funding growth and long-term continuity
- iv. To oversee production of relevant promotional material and associated publicity
- v. To support staff, volunteers and board members in the production and distribution of press releases and liaison with journalists
- vi. To give presentations and publicise in other ways the work of the charity to maximise funding opportunities and advocacy

## **9. Organisational Duties**

- i. To represent and positively promote the organisation at all levels and with all stakeholders
- ii. To adhere to organisational policies and codes of practice
- iii. To carry out other duties as required and within reason

## **10. Personal and Professional Development**

Maternity Worldwide is committed to a culture of life-long learning and development. The post holder will be expected to take part in continual professional development and produce a personal development plan shortly after commencement of the post which will be regularly reviewed by the Chair at appraisal meetings. Where feasible Maternity Worldwide will support personal development opportunities in line with those identified in the personal development plan. In addition, the post holder will be required to undertake mandatory training, for example safeguarding training.

### **Equal opportunities**

Maternity Worldwide is committed to an inclusive working environment, promoting equal opportunities in employment.

### **Safeguarding**

Maternity Worldwide is committed to the safeguarding of our beneficiaries and welfare of our staff, volunteers and partners. This post is subject to safeguarding checks including a criminal records disclosure.

### **Terms and Conditions:**

The terms and conditions are as outlined in the contract of employment and follow statutory requirements.

Maternity Worldwide follows a standard 37.5 hour working week. Where possible we offer flexibility with working hours.

National and international travel is a requirement of the position.

## Person Specification

	Essential	Desirable
<b>1- Qualifications/ Education/Training</b>	<ul style="list-style-type: none"> <li>Educated to degree level</li> </ul>	<ul style="list-style-type: none"> <li>Post graduate qualification</li> <li>Business/management qualification</li> <li>Formal fundraising qualification</li> </ul>
<b>2 Knowledge/ Awareness</b>	<ul style="list-style-type: none"> <li>An understanding of the issues and influences on health in low income countries</li> <li>Knowledge and understanding of gender issues</li> <li>An understanding of the corporate workings and governance of a charitable organisation</li> <li>An understanding of the financial and other key challenges of leading and developing a small organisation</li> <li>An understanding of the principles of good safeguarding practice and how it relates to beneficiaries, staff and partners</li> <li>Understanding and commitment to the principles of life- long learning</li> </ul>	<ul style="list-style-type: none"> <li>More detailed knowledge of health inequalities and factors influencing maternal and sexual and reproductive health and rights in low income countries</li> <li>An understanding of key issues affecting the charity sector and its regulation</li> </ul>
<b>3 – Experience</b>	<ul style="list-style-type: none"> <li>Previous line management experience including management of a small team</li> <li>Experience of fundraising from a variety of sources</li> <li>Experience of organisational development</li> <li>Experience of planning and managing appeals</li> <li>Experience of budget setting and budget and financial management</li> <li>Experience of business/strategic planning</li> <li>Experience of performance management/monitoring</li> <li>Experience representing an organisation/department on committees and boards</li> <li>Experience of developing policies and procedures</li> <li>Experience of recruitment processes</li> <li>Experience of event organisation</li> <li>Personal experience of voluntary work</li> </ul>	<ul style="list-style-type: none"> <li>Experience of working in a voluntary and community sector organisation.</li> <li>Experience working or volunteering in a low income country</li> <li>Experience of strategic development of a voluntary/community sector organisation</li> <li>Experience working in a coalition of organisations</li> <li>Experience of emerging fundraising sectors for example employment based giving</li> <li>Experience of marketing/promotion with the general public</li> <li>Experience of advocacy or lobbying</li> <li>Media training and experience</li> <li>Experience of co-ordinating and managing volunteers</li> <li>Experience of successful bid writing</li> <li>Experience of using social media and digital approaches to fundraising</li> </ul>
<b>4 – Skills/Abilities/ Aptitudes</b>	<ul style="list-style-type: none"> <li>Creative, dynamic, enthusiastic and able to take on board new ideas</li> <li>Proven leadership skills</li> </ul>	

	<ul style="list-style-type: none"> <li>• Excellent negotiation, diplomacy, communication and networking skills</li> <li>• Excellent presentation skills</li> <li>• Highly developed report and editorial writing skills</li> <li>• Skills to train others</li> <li>• Ability to motivate, negotiate and influence people at different levels of an organisation</li> <li>• Ability to develop strategic priorities and translate them into clear objectives, priorities and plans</li> <li>• Ability to proactively review delivery or objectives / results achieved to refine future plans</li> <li>• Understanding of the principles of confidentiality, data protection (including GDPR) and ability to handle sensitive data.</li> <li>• Ability to problem-solve and manage change</li> <li>• A commitment to the vision, mission, aims and objectives of Maternity Worldwide</li> <li>• Well organised and able to work a flexible schedule</li> <li>• Proven ability to work in a non-judgemental manner to empower individuals</li> <li>• Able to demonstrate a flexible and sensitive approach</li> <li>• Team player</li> </ul>	
<p><b>5 – Other Factors</b></p>	<ul style="list-style-type: none"> <li>• Commitment to equal opportunities and inclusion and embedding these in practice</li> <li>• Flexibility to travel nationally and internationally to represent Maternity Worldwide and visit projects and other teams</li> </ul>	

## How to apply

To apply for this post, please send:

1. Your Curriculum Vitae
2. A covering letter (up to two pages) that sets out how you meet the criteria in the person specification
3. Details of two referees who we would be able to contact at short list stage (we will ask your permission first)

It would be helpful if you could also let us know in your application where you saw our advertisement or otherwise heard about the position.

The preferred method of receiving applications is by emailing to [vacancies@maternityworldwide.org](mailto:vacancies@maternityworldwide.org)

For further information on Maternity Worldwide visit [www.maternityworldwide.org](http://www.maternityworldwide.org)

If you wish to have a informal and confidential discussion about the role before applying please contact the Chair, Dr Adrian Brown by email [adrian.brown@maternityworldwide.org](mailto:adrian.brown@maternityworldwide.org) to arrange a time to speak on the phone.

## Recruitment timetable

Closing date 12:00 noon 12<sup>th</sup> September 2018

Notification for candidates invited to interview 14<sup>th</sup> September 2018 (by email)

First Interview 19<sup>th</sup> September in central London (a second interview may be required)

