



# CEO PACK



## Welcome to Temwa Malawi

Dear Candidate,

Thank you for your interest in the role of Chief Executive Officer (CEO) for Temwa Malawi. As you will discover through the application process, Temwa Malawi is a dynamic organisation with a unique model for sustainable development that makes lasting impact on the livelihoods of the community. As the Chairman of the Board of Trustees, I would like to convey what we as Board Members feel make Temwa Malawi special and why the CEO role is such an exciting opportunity for you.

Since its foundation in 2003, Temwa has worked with remote and hard-to-reach communities in Nkhata Bay North region of Malawi. It has a unique development formula that puts the communities at the heart of the programmes the organisation manages. Temwa's development activity is distinctively collaborative, allowing the community to define what it needs to build the capacity for growth.

In the course of thirteen years, Temwa has grown to a sizeable development operation, delivering programmes across four Traditional Authorities with estimate population of about 55,000. An organisation of 36 employees delivers 258million Kwacha worth of programmes each year.

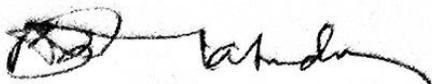
Temwa Malawi is not just distinctive in what it does, it is also recognised by the way it works. Alongside its sister organisation, Temwa UK, it expresses four important principles, which I'd like to share with you here:

- At the heart of our organisation is a community-led approach to development, making sure that everything we do is developed in partnership with the people we support.
- We want to help communities achieve self-sufficiency, so our projects offer them sustainable, long-term training to become independent.
- To do that, we have to work with trust and integrity, with a team of staff and volunteers who we can rely on.
- And of course, that means always operating with professionalism using the skills, experience and local knowledge we have acquired since we started.

The creation of the CEO role marks a new chapter for Temwa Malawi, a reflection of the organisation's growth and ambition. It is an exciting time to join Temwa and the critical role that the CEO will play in the leadership and future growth of this activity will be very apparent to you. Supported by an experienced team of Trustees, the CEO will guide and motivate a capable and committed team that makes a real difference to the community it serves. The CEO will create the best possible organisational environment for programme execution and reporting. And, the CEO will be the key architect for growth, setting the direction and leading the organisation as it continues to transform livelihoods in Northern Malawi.

I wish you every success in your application.

Yours sincerely,



Kennedy Matundu  
Chairman of the Board of Trustees – Temwa Malawi

## Temwa's History

The idea behind Temwa was born in 2000 when co-founders Jo Hook and Sophie Elson were running a backpacker's lodge in Malawi. While there, they came face-to-face with the many hardships that people in Malawi deal with on a daily basis. They were so moved by what they saw that, on their return to England, they began a three-year fundraising and research programme.

In December 2003, Temwa became a registered charity in the UK, and Jo and Sophie returned to Malawi to commence the charity's first project: the building of a community centre which is now also the base for Temwa's field office. Temwa began its work in Usisya, a remote rural area in Northern Malawi, with a population of around 17,000 spread across 56 villages. Usisya faces all the major rural development issues, including poverty, malnutrition, very high levels of HIV & AIDS and a lack of basic infrastructure.

The area has been severely neglected by the government and NGOs. As Temwa's capacity has grown, so has its catchment area. Its reach now covers the whole Nkhata Bay North district which covers 4 TA's and comprises of a population of over 55,000 people in 155 villages. Temwa now also employs 36 full time staff in Malawi.

## Why Nkhata Bay North?

Communities in Nkhata Bay North remain locked in a poverty trap, with little access to opportunities or resources and with high levels of material deprivation and livelihood vulnerability. Only 16% of Usisya residents have completed secondary school and only 4% of adults are formally employed. For women, poverty is even more acute due to their marginalisation from household, community, and economic decision-making. Low economic development, poor nutrition and food insecurity are exacerbated by high levels of HIV, with 16% of 15-49 year-olds being HIV-positive, and an increasing number of environmental and climate shocks which further erode families' livelihoods.

The remote and rural location of these communities adds another layer of vulnerability, as there is only one road into the region, which often becomes impassable in the rainy season, and the communities remain isolated. These acute development needs, coupled with less than adequate extension services by the government, were driving factors in Temwa's decision to operate in Nkhata Bay North. Currently, for many of the communities, Temwa remains the only NGO serving them, making Temwa's work both challenging and essential to the communities living in this isolated region.

In 2015, Malawi was ranked the 7th poorest country in the world, based on GDP per capita, and 173 out of 188 countries in the Human Development Index 2015. 40% of people live on less than £1 a day, and poverty is highest in northern rural areas. More than 90% of the north's rural population (2.5-3 million households) are smallholder subsistence farmers; yet, 53% do not have a year-round food supply and 33% are unable to meet their daily food needs.

## Temwa's Development Model

Crucially, we are committed to ensuring that development in the region is community-led and sustainable.

We run projects in four key areas: **health, education, agriculture and forestry as well as microfinance**, supporting some of the most vulnerable households in the region. These include households headed by a female or child, those hosting one or more orphans, and those with a HIV-positive member.

Some of the expected results of our work include:

- ❖ Improving nutrition and food security by training villagers to grow a variety of vegetables and fruit which can also provide them additional income
- ❖ Combating the devastating effects of deforestation and climate change through planting trees and promoting sustainable management of local natural resources
- ❖ Reducing stigma and improving health of HIV-positive people through HIV testing, support services and community awareness
- ❖ Improving level of education in the communities through secondary school bursaries, primary school literacy promotion and library services

Temwa's large project portfolio has developed in direct response to the needs identified by the communities we serve, with interventions designed in collaboration and partnership with them. In all that we do, we aim to provide the resources to enable people to lift themselves out of poverty and create lasting change for their own future.

## Temwa's Programme Areas

Temwa delivers projects, aimed at providing the skills and resources needed for sustainable development, in four programme areas:

**Health** – Objective: *To reduce the spread of HIV and the stigma surrounding the disease, and to improve the health of people living with HIV & AIDS in Malawi.*

Mobile voluntary counselling and testing for HIV & AIDS

HIV Support Groups and Teen Clubs for HIV-positive adults and teens

Mobile video shows for awareness raising

AIDS Action Clubs in schools

**Education** – Objective: *To improve the level of education of the people in Nkhata Bay North and to provide a safe and stable learning environment for primary school children.*

Scholarships for vulnerable and exceptional secondary school students

Early grade literacy activities

Bursaries for teacher training

Library services

**Agriculture & Forestry** – Objective: *To develop district-wide sustainable natural resource management and resilience, and to improve food security and livelihoods for the most disadvantaged households in Nkhata Bay North, Malawi.*

Farmer training and support in sustainable agricultural methods

Community engagement in forestry – establishment of tree nurseries, tree planting and training local structures in forest conservation

Forest-friendly income-generating activities

**Microfinance** – Objective: *To alleviate poverty by improving income and food security status of vulnerable households through training of households in sustainable vocational skills.*

Microfinance loans for small-business entrepreneurs

Business and marketing training

# Chief Executive Officer – Job Description

Location: Mzuzu, Malawi

Closing Date: 18<sup>th</sup> January 2017

Start Date: April 2017

Temwa is seeking an energetic and entrepreneurial individual to strengthen and grow its operations in Northern Malawi. The CEO will be responsible for the development, management and administration of Temwa's development programmes in northern Malawi.

The CEO will oversee the review and update of Temwa's strategic plan and then will need to implement, monitor and continue to review the plan, as well as overseeing annual operational plans and budgets. This post will provide overall supervision and management of the Temwa team in Malawi, including leadership, strategic direction, ensuring high quality liaison with key stakeholders including, community members and donors visiting Malawi. The CEO will also ensure to build Temwa's work in northern Malawi in partnership with the government, other NGOs and the community to ensure high quality programme delivery.

**Mission** – Help build the capacity of self-sufficient communities in remote and hard to reach areas

## **Principles of Temwa**

- Community Driven
- Working together as a team with trust and integrity
- Working towards long term self-sufficiency
- Commitment to Professionalism

## **Responsibilities:**

### 1) Funding Applications:

- Overseeing funding applications for large and small scale donors
- Oversight of research of grants to be accessed in country
- Leading the team when writing funding applications
- Liaising with current and potential donors in Malawi and internationally
- Facilitating project design with the team

### 2) Supervision and Team Management:

- Provide leadership and management to all staff
- Ensuring staff are working in a structured and ordered fashion, with set annual objectives and targets, which are followed
- Maintaining and ensuring adherence to the appraisal system
- Following correct HR procedures within a clear management structure including maintaining staff files and conducting regular reviews
- Managing the senior programme implementation team and finance teams. ~~Over-view~~ Monitoring of management work plans ensuring that they are meeting their objectives
- Overseeing Temwa's reporting processes
- Providing guidance for senior members of staff, ensuring that a supportive environment is

created for all staff

- Managing disciplinary action and dismissals
- Managing change in the organisation

### 3) Implementation of Strategic Plan:

- Overseeing the update and implementation of Temwa's strategic plan
- Working with the team to ensure the organisation remains on course to achieve key objectives within given timeframes
- Maintain and update the organisation's plan on an annual basis
- Reporting on the progress of plans to the Managing Director and boards of Trustees in Malawi and the UK

### 4) Programme Management:

- Ensure all programmes are completed within time, on budget and achieve their objectives
- Oversee project implementation, including allocation of resources and ensuring appropriate controls are maintained at all levels, by working with the Programme Manager and programme team
- Ensure that team members are effective and efficient, and contribute the necessary work to ensure their programmes are a success. Provide feedback to staff to ensure optimal performance
- Provide necessary support to each programme, including, but not limited to the strategic vision and technical input & advice
- Supporting the team with the development of programme strategies in the short term and long term, maintaining programme focus in areas congruent with Temwa's mission and programme objectives
- Monitor project implementation, communication and report both internally and externally
- Ensure overall audit compliance, financial transparency through supervision and direction of financial and administrative staff

### 5) Financial Management:

- Budget preparation & monitoring
- Working with the Finance & Admin Manager and the finance team to ensure strict financial control occurs
- Overseeing the annual end of year audit
- Communicating with the Managing Director on monthly financial reports & financial matters
- Conducting monthly finance meetings and budget reviews
- Ensure timely preparation and accuracy of financial reports by working with Finance & Admin Manager and with financial accounting staff as required by Temwa and donors
- Preparing financial reports for quarterly board meetings
- Ensure that finance office maintains complete, up to date and accurate financial records and ensure that records are adequately reported and stored

### 6) Governance and Communication:

- Ensuring correct registration is held within country, with CONGOMA, as well as with relevant partner organisations
- Leading communication with key stakeholders in Malawi
- Attending Quarterly meetings with the Malawi board

- Conducting monthly management conference calls with the Managing Director
- Conducting meetings with current and potential partner organisations

#### 7) Policies and Procedures:

- Developing, creating and updating organisational policies for the organisation
- Ensuring staff feed into policies and adopt them
- Presenting policies to Trustees and Managing Director for sign off

#### **Qualifications & requirements:**

This position demands a dynamic individual with a proven ability to achieve results in a demanding environment. The following would be required:

- Masters degree in relevant field, or Bachelors degree with commensurate work experience;
- Minimum of ten years professional experience in lead management, implementing development programmes in Sub-Saharan Africa;
- Solid background and contacts within the NGO sector in Sub-Saharan Africa, preferably Malawi;
- Proven background knowledge of institutional donors rules & regulations;
- Excellent interpersonal, communication, public speaking and strategic planning skills required;
- Strong English writing and speaking skills are required;
- Demonstrated ability to manage multiple priorities, deadlines and tasks efficiently;
- Excellent time management skills and resourcefulness with strong attention to detail;
- Strong proven track record with building and motivating a diverse team of staff and board of trustees, this includes management, recruitment and operations;
- Strong business and financial management skills;
- Ability & willingness to travel as needed;
- Passion for the development of Northern Malawi.

Temwa was registered as an NGO in Malawi in 2005 and as a UK charity in December 2003. Currently we employ 36 full time members of staff in Malawi. We believe the role will provide an interesting, rewarding and challenging opportunity in a growing, dynamic and not always conventional organisation. As a rapidly growing NGO, leading the Malawi team will give you a pivotal role in the organisations ongoing development. As the CEO you will have the opportunity to put your previous experience into great use, you will directly see the benefit of the work undertaken in the communities we serve, and how it supports the long term growth and development of these communities.

#### **Remuneration Package:**

The gross package offered is between 18 million to 20 million MK per annum. The successful candidate will need to negotiate the package, the gross package includes housing, medical and fuel allowance.

A vehicle will not be provided directly to the CEO, however, one of Temwas vehicles will be made available for use by the CEO after work hours and on weekends. It is important to note that during work hours the vehicle must be available for Temwa project and office use.

To apply, please send a CV (4 page maximum) and covering letter (2 page maximum) to [sally@temwa.org](mailto:sally@temwa.org)