



**OPPORTUNITY**  
International

# CHIEF EXECUTIVE





Greetings,

Thank you for your interest in learning more about the Chief Executive position at Opportunity International UK (OIUK). I'm grateful to have this opportunity to tell you more.

By way of brief introduction, we are a member of the Opportunity International Global Network and are known as a pioneer and global leader in microfinance and training to those living in poverty in developing countries. Our aim is to enable people to make a living, put food on the table, have their children educated and to live their lives with dignity and purpose. In the course of our history we have impacted and continue to impact the lives of millions of the world's poorest people.

Our approach is distinctive. Since the needs of people living in poverty are so great and the resources of conventional charity limited, we use market-based solutions to give people a hand up - not a hand out. We enable people to change their worlds and to do so on a financially sustainable, large scale and replicable basis.

Our 'Clients' - mainly entrepreneurial women - are empowered by access to small loans, savings, micro insurance and business training so that they can realise their own potential and better provide for themselves and support their families and communities. Our motivation is to seek to emulate the Good Samaritan, whose compassion crossed ethnic groups and religions.

In the course of our long history we have adopted different models to achieve our aims. In recent years we have increasingly focused on partnership working to leverage our impact. This has proven to be highly effective, enabling us to increase our support from our demanding and evidence-based donors in government, the City, Christian philanthropists and other institutions. Our income this year in the UK will be our highest ever at £6.6m.

We now seek a thoughtful, business-minded and charismatic Chief Executive to lead a talented, experienced and effective team in Oxford to ambitiously grow our income and impact. It's an exciting opportunity for anyone who is passionate about helping the poor, adept at developing relationships, gifted as a team leader and able to provide practical support across all functional disciplines. You will have a mature Christian faith and be equally confident about working with your peers in the Opportunity CEO's Forum to shape global strategy and with a high-powered Board of Trustees who will challenge and encourage in equal measure.

If this sounds like you, we would love to hear from you. Thank you once again for your interest in us and this critical appointment.

Yours sincerely,

Cliff Hampton

# ABOUT OPPORTUNITY INTERNATIONAL

**OUR VISION** is a world in which all people have the opportunity to achieve a life free from poverty, with dignity and purpose.

**OUR MISSION** is that, by providing financial solutions and training, we empower people living in poverty to transform their lives, their children's futures and their communities.

## OUR VALUES

- Commitment: To our clients and their transformation.
- Humility: A spirit of serving in all we do.
- Respect: 360 degrees of consideration and teamwork.
- Integrity: Living our values with transparency and consistency.
- Stewardship: Accountability, innovation, and urgency.
- Transformation is our ultimate goal in ourselves and others.

## OUR METHODS

- We support local microfinance organisations that provide innovative financial solutions to empower people, create jobs and build vibrant communities;
- We design and build innovative partnerships to provide complementary services to the 'Clients';
- Our products, services and training enable 'Clients' to develop businesses, to save and to insure against an uncertain future;
- We strengthen and influence value chains to benefit our 'Clients', connect them to viable markets and drive economic progress;
- We seek to impact the lives of our staff and supporters as well as our 'Clients'.

## CONTEXT

The last three years has been a time of immense change. We have made a strategic shift away from owning and operating our own financial institutions instead developing relationships and delivering through local, often tech-led partners. Unencumbered by owning a bricks and mortar banking network, we have been able to specialise and develop our core expertise; identifying a challenge, designing a programme and engaging partners of excellence. The result is leading to new possibilities for efficiency and scale; it's proving effective – with income and impact at the highest levels in our history.

It is in this context that Edward Fox is retiring after more than 10 years at the helm, leaving the organisation in a position of real confidence. He will be much missed by staff and board and the wider OI network.



## INCOME AND EXPENDITURE

Our programmes are highly rated and have been benefitting from increasing support from UK Government. In 2017 our income rose to £5.67m of which 91% was spent on charitable activities.

59% of our income came from statutory sources, 19% from foundations, 15% from individuals (mainly HNWs), 3% from legacies, 2% from companies and 2% from other sources.

We are in a strong financial position. This year we have secured income of £6.6m and have already secured £3m for 2019. We have strong reserves. In addition, we have been given £1m of unrestricted income to be invested for growth. The current focus is around youth inclusive financial services – to support youth enterprise and tackle youth unemployment in Africa -and financial services to support Water, Sanitation and Hygiene projects. The fund is also being used to invest in legacy funding and support the opening of a Netherlands based office in order to access EU funds.

## PROGRAMMES

OIUK works predominantly in African nations with a particularly strong track record in Ghana, Malawi, Mozambique, Rwanda and Uganda. The largest current funding is for programmes in DRC (32% of expenditure), Uganda (18%), Ghana (17%) and Rwanda 12%.

Our three biggest programmes are:

1. DFID Girls Education Challenge Fund, Uganda. Running from May 2017-April 2020 this £2.5m project of which DFID is providing £2million aims to help 28,988 girls in Uganda transition through key stages of their schooling and complete a full cycle of education. Opportunity is working in consortium with 6 other organisations to deliver the project under the banner 'Empowering Girls Education' (EGE).



- 2. UKAID Match - Closing the Gender Gap: Empowering Rural Women in Ghana and The Democratic Republic of Congo.** This £3.6m project funded by DFID will run between October 2018 and September 2021 with the aim of empowering at least 12,000 women in some of the poorest areas of Ghana and the DRC. The programme will increase their participation and productivity in rural enterprises, be that on family-owned farms, or in small agri-businesses, in order to raise incomes and build resilience to shocks that threaten to destroy their livelihoods. In addition, as a result of our interventions we expect that around 28,000 family members will benefit from better access to nutrition, healthcare and education.
- 3. Strengthening Livelihoods in Rural Rwanda.** This £1.6m Scottish Government funded project running from October 2017 to 2021 will reduce poverty in Western and Southern Rwanda by strengthening the livelihoods of poor rural households. Working in partnership with URWEGO, our local banking partner and CARE Rwanda, there will be 12,000 direct beneficiaries: 8,500 smallholders (50% women) and 3,500 Village Savings and Loans Association (VSLA) members (75% women). 48,000 family dependents will indirectly benefit from better access to nutrition, housing, education and healthcare.

## GLOBAL NETWORK

OIUK is a part of an international partnership of five charities, based in the USA, Canada, Germany and Australia whose mission and objectives mirror that of OIUK. The five CEOs play an important part in sharing best-practice and in the exchange of ideas and innovations. They meet regularly by phone and twice a year in person. This is a growing commitment for the CEOs as we seek to work more effectively together to maximise our mission aims and joint impact.





## **OVERALL AIMS OF CHIEF EXECUTIVE**

The Chief Executive is appointed by the Board of Directors and is responsible for providing strategic leadership for the charity by working closely with the Board and four Senior Managers (Director of Finance, Director of International Programmes, Director of Philanthropy and Strategic Partnerships and Special Adviser to CEO and Director of Projects) to deliver against long term goals.

Reporting to the Board Chair and responsible for the staff (17 FTEs), the Chief Executive will lead the organisation from strength to strength as defined by the impact of our programmes, the growth of our income, the cost effectiveness of the UK operation and the enthusiasm of the staff.

Achievement of these aims will demand a rare combination of leadership, professional expertise, communication skills, energy and integrity.



## RESPONSIBILITIES

The Chief Executive will:

### STRATEGY AND LEADERSHIP

- Lead and develop the organisational strategy in order to ensure that it is well positioned to deliver world-changing programmes, which attract financial support.
- Actively work with and advise the Board on all matters and monitoring and reporting on progress against strategy.
- Working with and leading a diverse workforce of all faiths and none, maintain and safeguard the OIUK's Christian ethos and motivation.
- Prayerfully walking and listening to God and others to create, with the Board and Executive Team, an inspiring strategy and culture at OIUK.

### PEOPLE MANAGEMENT

- Develop a continuous talent pipeline for key roles and develop individuals/teams, within the organisation, by providing ongoing guidance, feedback, coaching and development opportunities to enable achievement of goals;
- Monitor and enable the achievement of key performance indicators, for four direct reports, and ensure effective implementation of a performance management process.

## FUNDRAISING

- Develop and lead an ambitious and diversified income generating strategy to enable Opportunity International (UK) to meet an annual income target of £20m by 2025. This will be achieved through strategies to attract, develop and retain supporters;
- Oversee fundraising activities and ensure annual targets are achieved;
- Establish and develop relationships with Christian philanthropists, other top end donors and partners to facilitate and deliver funding;

## EXTERNAL COMMUNICATIONS

- Act as the public face of Opportunity International in the UK and engage with stakeholders in order to build the charity's influence and reputation.

## FINANCIAL REPORTING

- Submit to the Finance Committee and Board a proposed annual budget and regular financial reports, which accurately reflect the financial condition of the organisation;
- Ensure that a thorough and accurate annual audit is completed and reported to the Board of Directors;
- Manage resources in a way that operates within an approved budget and ensures maximum resource utilisation. This will involve maintaining the organisation's positive financial position and keeping overheads/administrative costs to a level defined by the Ideal Financial Model and the annual budget.

## GLOBAL NETWORK

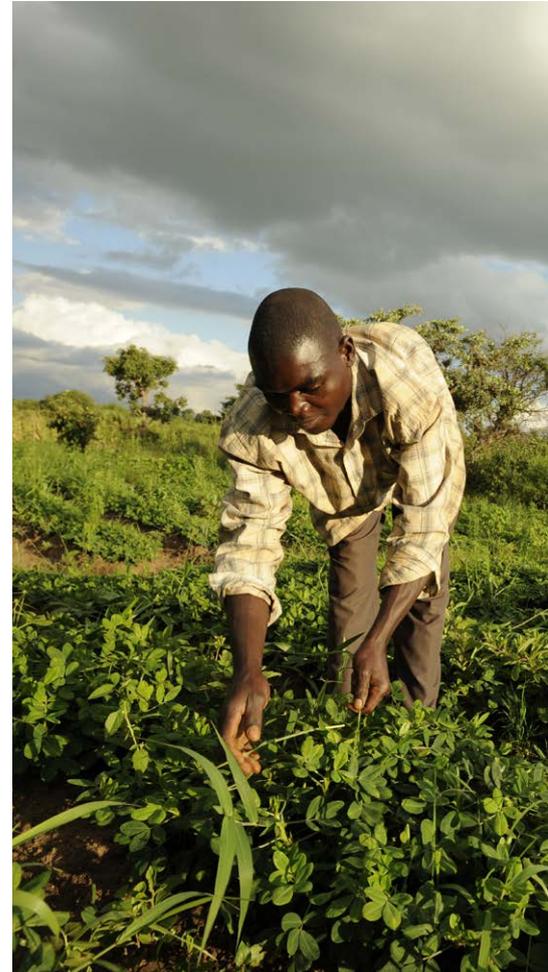
- To optimise the combined impact of five independent Opportunity International charities (OI UK, OI USA, OI Canada, OI Australia and OI Germany) the Chief Executive will be a member of Opportunity Global's "CEO Forum". It is within this context that any Global initiatives are managed and decisions taken.



# PERSON SPECIFICATION

## EXPERIENCE AND SKILLS

- Experience of working at either Chief Executive or Senior Management level in the private, public or not for profit sector and leading growth
- Track record of motivating and managing teams to achieve outstanding results.
- Experience in strategic and financial planning for an organisation of a similar scale and level of complexity with evidence of managing complex budgets and contracts.
- Experience of reporting to a Board and an understanding of what constitutes good governance.
- Experience of deepening relationships with existing funding and strategic partners and of developing new streams of income.
- Experience in both charity and business sectors would be preferable
- Ability to exercise responsibility and authority within an organisation which places a high value on the perspective of all members of the management team and the Board of Trustees.
- Highly effective interpersonal and communication skills (written and oral) with the ability to motivate, inspire and enthuse staff and supporters alike. This will include delivering public presentations and speaking at a range of formal and informal meetings about the mission, work and impact of Opportunity international.



## PERSONAL PROFILE AND ESSENTIAL ATTRIBUTES

- Commitment to the Vision, Mission, Motivation & Values of OIUK and a confidence in market-based solutions;
- Self-disciplined and self-starting nature with the ability to work independently;
- Willingness and ability to travel and work outside normal office hours, including occasional weekend and evening work;
- A strong and active personal Christian faith.

# TERMS AND CONDITIONS

The role will be based at the OIUK Head Office, Angel Court 81 St Clements , Oxford, OX4 1AW. This role will involve regular visits to London and 3 to 4 weeks per annum of international travel. Standard hours are from 9am to 5.30pm Mondays to Fridays. However, due to the nature of the work of OIUK it may be necessary to vary these hours when the workload demands. The successful candidate will be paid a competitive salary circa £90,000+ 9% pension contribution & Life Assurance (4 x Gross Salary).

## HOW TO APPLY

Applications should be sent by email to Sam Stephens at [sam.stephens@macaulaysearch.com](mailto:sam.stephens@macaulaysearch.com)

The closing date for applications is 12th December 2018.

Your application should comprise of:

- A full CV, including educational and professional qualifications, a full employment history showing the more significant positions, responsibilities held, relevant achievements and latest remuneration including any benefits.
- A covering note of not more than 1.5 pages outlining your motivation for applying and drawing out how your experience is relevant.

### PROCESS

Macaulay Search has been engaged as the executive search advisor on this appointment. A selection of candidates will be invited to a first round of interviews on 10th January 2019. A second round of interviews is planned for the 18th January 2019. You can expect to hear from Macaulay whether you will be invited to interview by 22nd December.

Please note that a safeguarding application form will be requested of all shortlisted candidates. In addition, as the CEO will be in contact with vulnerable persons on field visits, an advanced DBS and police background check will be taken for the preferred candidate.

