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PAEDIATRIC AIDS TREATMENT FOR AFRICA (PATA)

EXECUTIVE DIRECTOR

RECRUITMENT PACK – FEBRUARY 2012

PRIVATE & CONFIDENTIAL

PATA'S Mission, Vision, Values, Goals, Foundation and Purpose

Mission: PATA is an organization of individuals dedicated to expanding access to care for children affected and infected with HIV and their families throughout the African continent. PATA values and promotes models of care that address both the medical and psychosocial needs of the child and that offer high quality, integrated, patient-centred, and affordable services. The organization will work collaboratively with healthcare teams, serving as a resource to support achievement of their stated goals. PATA will facilitate the development of local capacity for high quality HIV care through promotion of learning through team work, sharing of experiences, and spreading of good practice.

Vision: The vision of PATA is for all HIV-infected and affected children in Africa to have access by 2015 to comprehensive, high quality health services including ART. PATA believes that this can best be achieved by supporting committed health care providers to enhance, expand and extend their work to impact others through a ripple effect in the community (the "PATA effect").

Values: The following values serve as guidelines for our members as we strive toward the attainment of our vision:

(1) Integrity: We will abide by and promote honesty, trustworthiness, openness, and respect for others in all our interactions on behalf of PATA. **(2) Commitment to the Vision:** We will demonstrate our commitment by passionately harnessing our efforts to make our vision of quality healthcare for all HIV-affected/infected children a reality. **(3) Professionalism:** We will work professionally, be goal-oriented and ensure accountability. We are committed to the professional development of others and will work with care and consideration of our colleagues. **(4) Compassion:** We will exhibit compassion in our interactions as we strive toward our goals. **(5) Team work:** We are committed to working as a team, enabling, empowering, and encouraging others. We will participate enthusiastically and accept differing opinions respectfully.

Approach: PATA believes in the principle of developing sustainable interventions that are linked to, rather than in parallel with the work of government and other partners. PATA works to extend the horizons of care for each of its affiliated clinics by encouraging Treatment Teams to network with each other through annual meetings, a newsletter and the PATA website. This enables PATA teams to share learning and experience and ultimately develop their own visions for health care improvement.

PATA also supports Treatment Teams to reach out to neighbouring clinics and other partners to improve quality of care and extend the "PATA effect" through leadership and mentoring.

Foundation and Purpose: The foundation of PATA lies with the PATA teams - multidisciplinary Treatment Teams of nurses, pharmacists, counsellors and doctors, who work together at clinics across Sub-Saharan Africa to form a community of compassionate and committed individuals who provide treatment and care to children infected with HIV and their families.

The fundamental purpose of PATA is to assist Treatment Teams to improve the quality of health care they deliver to their patients.

The principle of PATA lies in the belief that Treatment Teams can best improve themselves, (collectively and individually) and the quality of their work through self-initiated projects in which they have a sense of ownership, responsibility and pride.

Goals: The six key goals for PATA shall be:

Strengthen the PATA network of health care teams to improve health and psychosocial outcomes for children exposed to or living with HIV. This will involve increasing the spread of learning by systematically identifying and disseminating examples of replicable good practice.

Build health care capacity in local communities through support for training, mentoring, increased access to tools, resources and information, and support for local initiatives supporting infected and affected children. PATA will seek to achieve this through fundraising from private and institutional donors, partnering with individuals and international agencies and building relationships with other field-based organizations.

Increasing access to essential health care services for HIV-infected/affected children through provision of support for increased geographical coverage of clinics for HIV-infected and affected children as well as assistance in reaching clinics from remote sites through provision of transportation subsidies.

Providing clinics affiliated with PATA with resources they need to improve the quality of care provided to HIV-infected and affected children. This may include support for additional staff in the form of "expert patients", assistance with training needs, mentoring, and purchase of equipment and supplies such as computers, guidance documents, job aides, and basic clinical tools.

Strengthening aspects associated with psychosocial care and support related to children living with HIV including assistance with disclosure, addressing stigma and discrimination, management of side effects, and improving adherence to ART.

Planning and implementing the annual PATA Forum, bringing together clinical teams serving children living with HIV infection, and following up on and providing support for achievement of goals identified by participating teams.

Evaluate impacts of PATA interventions, including impact of performance improvement activities at PATA clinics on overall child health outcomes including overall child mortality, and impact of targeted support for HIV care and support on the delivery of broader health care.

Executive Director

Background

Based on our success to date, we now wish to capitalise on our opportunities for an exponential growth in the impact of Paediatric AIDS Treatment for Africa's work. We are aiming to achieve at least 50% growth in income over the next three years.

Job Description

Job title:	Executive Director
Reporting to:	Chair of the PATA Steering Committee
Responsible for:	All operational activities of Paediatric AIDS Treatment for Africa
Salary:	R360 000 21 days annual leave
Location:	Mowbray, Cape Town, with some travel in sub-Saharan Africa.

Purpose

Working closely with the PATA Steering Committee, the Executive Director will contribute to and implement the NPO's strategy and vision, using all available resources to achieve maximum impact across the programme areas, and recommend changes/additions to strategy when appropriate in response to changing environments and opportunities.

Responsibilities

Organisational Leadership & Governance

- Working closely with the Chair, develop and implement the strategy and associated operational plan to achieve Paediatric AIDS Treatment for Africa's objectives
- Be the primary interface with the PATA Steering Committee which consists of volunteers who are experts and leading thinkers in the field of paediatric HIV
- Lead, develop and manage the performance of the Paediatric AIDS Treatment for Africa staff, currently comprising an Executive Director and a small team consisting of a Research and Development Officer, Financial and Administrative Associate, Project Manager and interns
- Oversee the day to day running of Paediatric AIDS Treatment for Africa
- Ensure that Paediatric AIDS Treatment for Africa is governed by good NPO/voluntary sector practice
- Ensure the organisation complies with the legal requirements on health and safety at work and data protection
- Oversee the preparation of timely management information on core costs, project funds and project targets for Steering Committee members on a quarterly basis
- Provide weekly briefing to Chair and other Steering Committee members as appropriate
- Attend Steering Committee meetings and oversee all preparations for these

- Ensure that all Steering Committee members receive appropriate induction, advice, training and information relating to their role including their obligations according to principles of good NPO governance

Income Generation

- Oversee and guide the fundraising and donor care strategy
- Work closely with and support the Steering Committee of Steering Committee members and the Development Steering Committee to ensure that opportunities and networks are maximised
- Develop and manage a portfolio of individual, corporate and trust and foundation prospects and donors, establish and build relationships that systematically lead to soliciting and securing high level financial support.
- Manage the delivery of high quality events, ensuring that relationships with supporters and other attendees are retained and developed, involving the Steering Committee of Steering Committee members and Development Steering Committee as appropriate.
- Maintain an accurate knowledge of the funding environment and develop applications for matched funding or strategic partnerships as appropriate

Communication

- Take a lead role in developing and implementing an ambitious media and communication strategy
- Utilise social media to its full effect to engage with stakeholders and increase awareness of the work of the NPO across communities and countries
- Be prepared to implement and take responsibility for crisis management and communication
- Ensure that the NPO's newsletters and annual report are produced to a high standard on a timely basis
- Ensure that the Paediatric AIDS Treatment for Africa website is adequately updated and maintained
- Represent Paediatric AIDS Treatment for Africa externally and develop a relationship/network with other organisations in the same field

Financial Management

- Directly manage the finances and audit
- Take responsibility for developing and maintaining a financial strategy for the NPO, including the formulation of an annual budget for approval by the Steering Committee
- Monitor and control expenditure in line with the annual budget
- Ensure the production of the organisation's annual report and audited accounts
- Oversee investment policy and financial stewardship

Human Resources

- Ensure appropriate HR policies are in place as the NPO grows
- Implement a robust appraisal system
- Lead the recruitment for all new/replacement staff
- Determine and oversee training as required for staff
- Involve volunteers as appropriate
- Address and deal with any other people issues

(Note: there is no dedicated resource for human resources; much of the associated work load is currently done directly by the Executive Director)

Other

- Fulfil any other duties reasonably requested by the Steering Committee
- The role requires some travel in sub-Saharan Africa

PERSON SPECIFICATION

Experience

- Proven leadership experience
- Proven and successful experience of fundraising, including securing significant donations from major donors, trusts and foundations
- Successful people management and an ability to lead and work collaboratively in a small, geographically dispersed team
- Working with Steering Committee members or other non-executives to develop and implement strategic vision
- Experience of articulating and implementing vision
- Track record in strong financial management and of achieving sustainable growth

Knowledge, Skills and Abilities

- Passionate about the aims and values of the Paediatric AIDS Treatment for Africa and inspires enthusiasm in others
- Flexible approach, with the capability to operate effectively alongside a high-level Steering Committee
- Logical, clear thinking, diplomatic and keen to have significant social impact
- Personal gravitas, with a robust approach and the facility to inspire confidence and create trust; persuasion and representational skills at the highest levels to secure funding and influence
- Drive, strength and credibility to lead and grow an organisation; vision, innovation and strategic thinking
- Exceptional people management skills, with the ability to work with, bring together and inspire people working remotely over geographically dispersed locations
- Ability to prepare effective operational and financial plans, to advise Steering Committee members on these and to lead implementation of plans
- Excellent project management abilities
- An excellent communicator, with the ability to convey the vision and realities of Paediatric AIDS Treatment for Africa's work clearly in public speaking and to various media
- Ability to work flexible hours and locations as required

Detailed Job Description: Executive Director

The Executive Director is responsible for implementing the strategy developed by the PATA steering committee and to manage all PATA projects in accordance with this strategy (the annual PATA forum, local forums, Expert Patient Programme and any new projects). The Executive Director is responsible for building the PATA network, developing a fundraising strategy and for maintaining good donor relations. The Executive Director will coordinate activities between the TeamPATA staff, volunteers, steering committee and network members in line with the organisation's mission, vision, values and strategy and will ensure that PATA complies with local NPO legislation and international standards of governance. The Executive Director will be supported in his/ her role by a team consisting of a Research and Development Officer, Project Manager, Administrative and Financial Associate, Interns, French/ Portuguese translators, the PATA journalist and consultants.

In order to **manage PATA forums and local forums**, the Executive Director will:

- Prepare budgets and provide timely financial reporting against these budgets for the finance committee
- Facilitate partnerships with local host organisations and relevant stakeholders
- Oversee and coordinate all logistical aspects including flights, venues, accommodation, meals, the forum programme and any extra activities such as entertainment during forum time
- Develop the academic programme and convene the academic committee
- Collect and analyse data that measures quality improvement so that the PATA forums can be monitored and evaluated
- Manage the PATA database and ensure that all information is entered in a timely and accurate manner
- Document the PATA model and produce the annual PATA proceedings (written output from PATA forums)
- Develop links with other organisations in order to source resources/toolkits etc
- Prepare and disseminate reports and articles for peer-reviewed journals and for donors
- Assume overall responsibility for communication with teams, committees, guest speakers, partners, donors and networking with outside organisations through email, newsletters, the website and telephonic interviews by working closely with French/ Portuguese translators, PATA interns and the PATA editor

In 2012, the Executive Director will organise the annual PATA forum for the Southern African region and Nigeria, and ten local forums.

In order **to manage the Expert Patient Programme**, the Executive Director will:

- Maintain and build a healthy working relationship with One to One Children's Fund and other partners in this project
- Collect, review and make recommendations to the PATA Steering Committee on Expert Patient applications
- Liaise with Expert Patient supervisors via email and telephone
- Review and update each clinic's history with Expert Patients
- Review how Expert Patients are being paid, what deductions are made and establishing if this is within fair labour standards for that country
- Ensure that Expert Patients are paid the amount stipulated, that accurate financial records are kept and that these financial records are reviewed quarterly
- Have a thorough understanding of the Expert Patient programme in each clinic, including who the Expert Patients and their supervisors are, their history with PATA, the tasks they perform in their clinic and the impact of their role on the overall functioning of the clinic
- Maintain and update accurate Expert Patient data on the PATA central database
- Safeguard against the employment of underage children
- Develop and follow through procedures if clinics default on any of their agreements with PATA

- Coordinate the involvement of Expert Patient Supervisors on the Expert Patient committee, in PATA forums and in local forums
- Administer training scholarship applications and payments
- Develop training material as needed
- Develop a handbook which deals with all aspects of the Expert Patient programme and ensure that this handbook is kept current
- Develop outcome objectives for the recommended orientation training
- Network with other organisations working with Expert Patients (or Community Health Workers)
- Develop an Expert Patient M&E strategy in conjunction with PATA's overall M&E strategy
- Collect timely information from clinics
- Visit clinics to collect data, conduct interviews and review financial practices
- Organize and report on all Expert Patient visits
- Produce high quality M&E reports for the PATA Steering Committee, funders and the broader network
- Compile a reporting template which is compatible with the PATA central database and which is in line with PATA's M&E framework
- Collect all clinic and financial reports from supervisors and Expert Patients (August and February) and produce a high quality report for donors based on these reports

In order **to build the PATA network**, the Executive Director will:

- Network with outside organisations through email, newsletters, the website, telephonic interviews, facebook and twitter
- Work on a media communications strategy to disseminate information on PATA to relevant organisations and the media
- Develop media releases about PATA activity and have these approved by the PATA Steering Committee
- Work closely with French/ Portuguese translators to ensure the engagement of Francophone and Lusophone teams in the region
- Coordinate, produce, edit and disseminate the monthly PATA newsletter
- Ensure that the PATA website is current and well-maintained
- Induct new teams into the PATA network
- Develop a sound understanding of each teams' successes, challenges, participation in PATA and progress in fulfilling their goals
- Encourage and support teams to work towards their quality improvement tasks and produce 3, 6 and 12 month reports on their progress
- Motivate teams to achieve the goals that they set and support them in projects that they have identified
- Work closely with PATA Expert Patients to ensure that they are integrated within PATA teams
- Maintain up to date clinic profiles on each clinic in the PATA network
- Represent PATA and develop a relationship / network with other organisations in the same field

In order **to develop a fundraising strategy and maintain good relations with all donors**, the Executive Director will:

- Develop an annual organisational budget and ensure that expenditure is monitored and controlled in line with this budget
- Research, identify and make contact with potential donors
- Develop and submit funding proposals timeously
- Develop a fundraising strategy for PATA in conjunction with the PATA finance committee
- Maintain accurate records for all funders
- Ensure that PATA is audited annually
- Report timeously to all funders

In order **to manage the TeamPATA staff and contract workers** (newsletter journalist, French and Portuguese interpreters, M&E consultant, Fundraising consultant), the Executive Director will:

- Assume overall responsibility for the recruitment of staff (advertising posts, developing job descriptions, recruitment, signing of contracts)
- Provide mentorship and supervision (coordinate work schedules, conduct regular performance appraisals, identify training needs and opportunities, staff development, approving leave)
- Organise regular weekly staff meetings (agenda, minutes)

In order **to coordinate and manage PATA volunteers/ interns:**

- Build and maintain a good relationship with intern companies (such as Connect 123)
- Recruitment of interns (developing job descriptions, signing of contracts)
- Ensure that interns are integrated into the PATA team and provided with support, mentorship and supervision

In order **to provide the opportunity for effective communication with the PATA Steering Committee**, the Executive Director will:

- Provide regular updates to the PATA steering committee on the PATA office, current and future projects and finances
- Develop a schedule of meetings and agendas for the steering committee and sub-committees
- Convene sub-committee meetings and ensure that accurate minutes and records are kept of all meetings and that these are circulated amongst steering committee members

In order **to comply with local NPO legislation and international standards of governance and to develop PATA's organisational policies and legal documents**, the Executive Director will:

- Stay abreast of changes in NPO legislation and update organisational documents and practices in accordance with such changes
- Seek training and / or professional assistance where necessary to ensure that PATA complies with changes in legislation
- Communicate NPO legislation and governance requirements to the PATA steering committee and network members

How to Apply

Expressions of interest should be submitted by CV (**no more than 3 pages and must include 3 contactable references**) and a brief supporting statement of no more than 500 words, detailing your qualifications, skills and experience and how these relate directly to the position.

The closing date for this post is **Thursday 15th March 2012 at 5.00pm**. Applications will be considered immediately after the closing date and we will respond no later than within fourteen days of the closing date. Only successful applicants will be contacted.

Applications should be e-mailed to Glynis@teampata.org. No telephone queries please.