



AFRICA HEALTH
ORGANISATION

Head of Enterprise (Unpaid Volunteer)

Role Purpose:

The Africa Health Organisation (AHO) Foundation (AHO Foundation) is the charitable trading arm of the AHO Group. Reporting directly to the Foundation Director, the role will lead the planning and management of AHO's social enterprise activities. The Head of Enterprise is responsible for identifying suitable trading activities and social investment grants and loans, overseeing the due diligence process, managing the enterprise portfolio, and ensuring financial and social performance targets are met.

The Head of Enterprise supports the Commercial Director and is responsible for the overall delivery of enterprise commercial strategies and performance across the organisation.

AHO's enterprise goal is to generate circa 60% of its income from enterprise trading activities. This is ambitious: to create, grow, and develop AHO's enterprise trading activities, and this role is crucial to achieving this.

This is a new and exciting opportunity for an experienced, hands-on Head of Enterprise to join our social enterprise at a pivotal moment in our growth. You'll lead on traded services, securing income and taking full ownership of the business enterprise development function from prospecting to proposal, and from pitching to handover.

This is not an entry-level role. We're looking for someone who already knows how to build and run a successful social enterprise business development function or commercial business and is excited to apply that experience in a purpose-led context for social impact. You'll be leading the complete income-generating process, from identifying and pursuing opportunities to writing compelling proposals, building relationships, and converting leads into sustainable revenue. You will also be comfortable with the administrative tasks that come with working with funders.

Key Duties and Responsibilities:

Social Enterprise Development & Management

- Develop AHO's social enterprise business plan and The African Centre plan
- Write and submit a mix of loans/grants funding applications to the Flexible Finance, Ubele Initiative, Social Investment Business, Joseph Rowntree Foundation, Esmée Fairbairn Foundation and other social investment sources.
- Manage and develop the AHO's social enterprise portfolio.
- Contribute to the development of the AHO's social enterprise strategy and policies.
- Ensure the AHO's social enterprise meets both financial and social targets, with a transparent performance management approach.
- Oversee the social enterprise process, ensuring effective management of stage gates and structured decision-making.
- Present social enterprise proposals to internal stakeholders, including the Executive Leadership Team (ELT) and the Investment Committee (IC).
- Stay informed of market trends (investor and investee), regulatory changes, and emerging opportunities in social investment.
- Lead the development and delivery of commercial operations and business development for the group, ensuring sustainable income growth that delivers the organisation's charitable and strategic objectives.
- Provide advice to the Chief Executive, Senior Leadership Team, Trading Board and Board of Trustees on all strategic enterprise, commercial, business development, and business innovation matters.
- Lead the non-care trading activities and businesses within the group.
- Develop and deliver new business opportunities and ventures, including investment cases and commercial analysis.
- Support the brand and marketing strategy for the charity and group, ensuring its effective implementation.
- Lead the development of the commercial growth plan and ensure commercial teams develop budgets and business plans that deliver agreed objectives and income targets.
- Provide inspirational leadership to the team functions.

Opportunity Identification and Analysis

- Identify and assess fund investment opportunities that align with the foundation's strategic priorities.
- Oversee the commissioned due diligence process, ensuring comprehensive financial analysis, risk assessment, and impact evaluation to support informed investment decisions.

- Work closely with external fund managers to ensure strong governance, impact measurement, and financial sustainability.
- As Head of Enterprise, you will:
- Lead the development and implementation of AHO's business development strategy
- Proactively identify and pursue new income opportunities across enterprise and traded services
- Build and maintain a strong sales pipeline using CRM tools (to be introduced)
- Track and report on conversion rates, income secured, and pipeline progress
- Represent AHO at sector events and networking opportunities
- Manage relationships with commissioners, partners and funders from first contact to deal close
- Work with the CEO and other teams to shape offers, pricing and marketing strategy
- Coordinate smooth handovers to delivery teams and maintain accountability through start-up
- Contribute to strategic planning, forecasting, and organisational growth

Monitoring and Evaluation

- Monitor and manage the foundation's portfolio of social investments, including performance tracking and reporting.
- Provide insightful reports to internal stakeholders, demonstrating the impact and financial performance of investments.

Relationship Management

- Develop and maintain relationships with key stakeholders, including fund managers, co-investors, and social finance networks.
- Actively participate in networking and sector engagement to enhance the foundation's profile and investment opportunities.

Additional Responsibilities

- To continuously operate professionally and safely in line with statutory duty and the policies and procedures of AHO.
- To always adhere to Financial Regulations and company policies.
- To undertake any additional duties that may be deemed appropriate from time to time.
- To ensure that the promotion of Equality, Diversity and Sustainability is central to the organisation's activities.

Education, Skills and Experience

- An honours degree, although a master's would be an added advantage.
- At least three years of proven experience in social investment, finance, banking, impact investing, fund management, or a related field.
- Strong analytical skills, with experience in financial due diligence, impact assessment, and risk analysis.
- Ability to engage and influence fund managers and other stakeholders.
- Excellent written and verbal communication skills, with experience in producing investment reports and presenting to senior stakeholders.
- Commitment to the foundation's mission and a strong understanding of impact measurement frameworks.
- Graduate calibre- Degree or equivalent.
- Skilled networker, able to create and manage networks with diverse people and groups.
- Proven ability to negotiate and agree terms of investment, ensuring a balance between financial returns and social impact while aligning with organisational priorities and stakeholder interests.
- Strong risk management skills, including the ability to identify, assess, and mitigate financial, operational, and impact-related risks in social investments.
- We're looking for a confident, experienced business development professional who can lead, deliver and grow income across multiple channels. You will have:
- Significant (e.g. 5yrs+) proven experience in business development, fundraising, and/or tendering in a social enterprise, charity, or adult skills (qualifications) environment.
- Experience in taking a new product or service to market -and ideally launching something new, not just repeating a process.
- Strong commercial awareness; understanding pricing, value propositions and client needs.
- Excellent communication skills, with a portfolio of successful projects or deals.
- Confidence in managing relationships with senior stakeholders and representing an organisation externally.
- The ability to work at pace, independently, and with minimal supervision while being collaborative across a small team.
- Experience in helping an organisation to grow and scale
- An understanding of modern business strategies
- Alignment with AHO's values and a commitment to purposeful work

Knowledge

- Knowledge of the UK social enterprise and social investment landscape, including key players, regulatory considerations, social policy and market trends.

Experience

- Experience of operating within a social investment setting, either as a fund manager or social investor.
- Experienced in using Information Systems as a vehicle for innovative, effective and efficient methods of working.
- Understanding the potential of Information Systems for the AHO Foundation and the ability to apply this to the development of new services and systems.

Behaviours, Qualities and Attitude

- A strategic thinker with a proactive and results-driven approach.
- Strong interpersonal skills with the ability to build and maintain relationships across diverse stakeholders.
- High levels of integrity, accountability, and sound judgment in decision-making.
- A collaborative team player with a flexible and adaptable approach.
- Excellent organisational skills, with the ability to manage multiple priorities effectively.
- Passionate about social impact and committed to driving positive change through investment.
- A problem-solver with a keen eye for detail and a structured approach to challenges.
- Resilient and self-motivated, with the ability to work independently when required.
- Professional qualification in business, finance, investment, or a related discipline (e.g., CMI, ILM, CFA, ACA).
- Experience in fund structuring and governance.
- Understanding of ESG and responsible investment principles.

Benefits of Volunteering at AHO

Your future at AHO – What we offer

AHO does not promise future employment to volunteers.

Our benefits are designed to help you thrive both in your volunteer work and in your personal life. You will have the flexibility to choose benefits and development opportunities that best suit your needs.

- **Career Growth** - Shine in your career with advancement opportunities. We will provide you with a supportive and engaging environment that fosters career growth, backed by a dedicated Learning and Development team.
- **Training Opportunities** - Unlock your potential with comprehensive training, including fully funded leadership programs tailored to your personal growth.
- **Give Back to the community** - Two Social Impact Days each year, for volunteering and fundraising opportunities
- **Family-friendly policies** for new parents or if you provide care for a dependent
- **Membership of our AHO Networks**, which connect, support and inspire diverse communities within AHO.
- As part of our **Healthy Work-Life Balance**, volunteers can choose their own time commitments. Allowing you to fit work around your priorities and personal life, not the other way round.
- We offer **flexible working hours** for volunteers; however, you must be aware that deadlines are essential for this role. We try to choose tenders that give you enough time to submit the bid without rushing
- Our **Volunteer Expense Policy** offers support with costs incurred doing AHO business, such as transport costs, accommodation away from your residence, such as a conference event, training costs and refreshments. Please note that all volunteer costs must be approved **before** incurring them.
- In addition, our **Comprehensive Health & Wellbeing programme** is here to support you, along with Mental Health support for peace of mind to help you when you need it most. We're committed to your **wellbeing** with access to our comprehensive online wellbeing program, Volunteer Assistance Programme
- Although we don't promise future employment, volunteers who "**create**" **opportunities** are likely to be successful during the recruitment process.

Further Information

AHO Safer Recruitment procedures

General information about AHO Safer Recruitment procedures

Every organisation that works alongside and supports children, young people and vulnerable adults is required to have policies and procedures to make sure those children and vulnerable adults are safe. AHO has robust recruitment and selection procedures in place to identify and deter people who might abuse others or are otherwise unsuitable for volunteering with AHO.

Please take the time to read our safeguarding statement, which follows:

AHO is committed to safeguarding and promoting the welfare of children, young people and vulnerable adults and expects all staff and volunteers to share this commitment. We strive to ensure that consistent, effective safeguarding procedures are in place to support families, children and staff in our projects and in work placements.

AHO has the Designated Safeguarding Leads (DSLs) for children, young people and vulnerable adults.

AHO has policies and procedures in place that all colleagues are expected to follow to address child protection effectively, the protection of vulnerable adults, and safeguarding concerns. To support the training of colleagues, AHO offers a thorough induction into our policies and procedures, along with mandatory Safeguarding and Prevent training for all colleagues. Training opportunities are identified to ensure that colleagues can meet the needs of young people and adults, including Safer Recruitment and Child Sexual Exploitation training.

All colleagues working alongside AHO use a secure platform (SEFI) to record safeguarding concerns, with the DSLs ensuring that only relevant colleagues have access to the entry in line with GDPR and our Safeguarding procedures.

The Designated Safeguarding Leads oversee all active cases until they are closed. All AHO colleagues are responsible for and take an active role in Safeguarding, and where identified, work with young people/adults, families and external agencies until a Safeguarding concern is closed. AHO will refer safeguarding concerns to the relevant local authorities' safeguarding team and work with young people, adults and families to understand the actions taken, and to maintain a supportive working relationship.

To promote a safe environment for young people and adults at AHO, our selection and recruitment policy includes all statutory checks on staff and regular volunteers, such as Enhanced DBS (Disclosure and Barring Service) checks, and seeking references from previous employers.

Attendance is monitored closely, and concerns are shared as appropriate with everyone involved, including young people, adults, parents/carers, Social Care, and the school Safeguarding Team.

If you have any serious concerns about someone who attends any AHO projects, please do not hesitate to contact a member of the Safeguarding Team who will be able to provide you with the best advice and help using the appropriate degree of confidentiality."

Criminal Record Self Disclosure

As part of our Safer Recruitment procedure and to comply with Keeping Children Safe in Education, AHO requires all applicants to complete a Criminal Record self-disclosure form as part of the application process. This declaration states that there is no reason why someone applying for a job role with AHO should be considered unsuitable to work with children or vulnerable adults. The self-disclosure form invites candidates to provide details of all unspent convictions, spent convictions and cautions that are not "protected" as defined by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended in 2013) by SI 2013 1198. Candidates are not required to disclose anything that would currently be filtered from the Police National Computer by the Disclosure and Barring Service. Guidance and criteria on the filtering of these cautions and convictions can be found on the Disclosure and Barring Service website.

The Criminal Record Self-Disclosure form is confidential and will not be seen by recruiting managers unless the applicant has been successfully short-listed for the vacant post.

Failure to declare relevant information may disqualify the candidate from the appointment and, if appointed, may render the individual liable to immediate dismissal without notice. All applicants are required to sign and date the declaration.

Completed self-disclosure forms are returned electronically and stored securely in a confidential online workspace. All information provided will be treated as confidential and managed in line with relevant information/data protection legislation.

See Appendix 1 for an example of the self-disclosure form.

Disclosure and Barring Service (DBS)

An enhanced DBS will be applied for in the following situations:

- Whenever a new person joins (or returns to) the workforce (including if they have an in-date certificate from another organisation, an exception may be made in some circumstances if that person is registered with the update service.
- Whenever a new person joins AHO as a volunteer.
- When a workforce member or volunteer's most recent certificate is 3 years old.

Overseas Good Conduct Check

Good conduct overseas checks are required for any workforce member joining the Supported Employment team who has worked or lived overseas for more than 3 months in the past ten years. Requesting Good Conduct Overseas Checks is a requirement of the UK government departments, such as the Department for Education. It forms part of the Single Central Record (SCR) pre-employment checks that we (AHO) have to carry out for new colleagues joining the workforce. The Single Central Record (SCR) is a comprehensive record of personnel information that Ofsted can ask to audit as part of standard inspections.

When people apply for a new position with AHO, they complete the standardised AHO application form, which asks if they have worked or lived overseas for 3+ months. If they answer yes to this question, then further details should be supplied (by them). If an offer of volunteering is made, we (AHO) will need to provide the candidate with information about applying for 'Good Conduct Overseas Checks'. These are necessary for each Country that they lived/worked in. More information can be found here:

<https://www.gov.uk/government/publications/criminal-records-checks-for-overseas-applicants>

The 'Good Conduct Overseas Check' applications must be made and paid for (some Countries do not charge a fee, but others do) by the individual themselves (AHO are not authorised to apply for them on someone's behalf). AHO will consider reimbursing 50% of the cost of the overseas check. Some Countries allow the checks to be applied for online, and others require the person to make an appointment with the Embassy or High Commission Office for an in-person application.

Right to Work in the UK

To comply with the Asylum and Immigration Act 1996 – Prevention of Illegal Working – candidates invited to interview will be asked to bring specific documentation to the interview, which shows their eligibility to work in the UK. No offer of volunteering can be made unless one of the original documents listed on the Home Office Right to Work Checklist is produced. The candidate's original documents must be checked, and a signed and dated copy must be retained in line with AHO's recruitment and retention policy. The Home Office Right to Work Checklist shows the acceptable identity documentation as currently defined by the Home Office, and further information on establishing an individual's right to work can be found at:

<https://www.gov.uk/government/publications/right-to-work-checklist>

Data Protection and GDPR

AHO observes the General Data Protection Regulation (GDPR), which is a comprehensive data protection and privacy law enacted by the European Union (EU) to regulate how personal data is processed and transferred within the EU and EEA. It enhances individuals' fundamental rights over their data by giving them more control and control, requiring organisations to process personal data lawfully, fairly, and transparently, while imposing strict security measures and hefty fines for non-compliance. Throughout the recruitment process, AHO collects and processes a range of personal data relating to role applicants. We are transparent about how this data is collected, used, and stored and are committed to compliance with data protection obligations. If you have any issues regarding your personal data or privacy, or if you would like your profile on the AHO website removed, please get in touch with us.

Certificate of Sponsorship

AHO can provide a Certificate of Sponsorship for **exceptional candidates** to come and volunteer with AHO in the UK. Applications from Volunteering seekers who require a current **Charity Worker visa (Temporary Work)** sponsorship to volunteer in the UK are welcome and will be considered alongside all other applications. Please read the **eligibility criteria** and required documents carefully, paying particular attention to what you can and cannot do. A breach of these criteria would result in termination of the Volunteer Agreement, immigration centre detention, and deportation. It is your responsibility to adhere to the conditions of your visa, as AHO cannot be held accountable for any breach of the conditions of your charity worker visa. For further information, visit the <https://www.gov.uk/temporary-worker-charity-worker-visa>

Referencing

It is AHO's policy to request references from current and former employers, following a successful interview. A conditional offer of employment may be made, contingent upon, among other things, satisfactory references, verification of work history, and a DBS being applied for and received by AHO.

Disability Confident

The Africa Health Organisation (AHO) is proud to be a disability confident employer. We have made a positive commitment to employing disabled people. Reasonable adjustments will be made to the recruitment procedure as required in consultation with the applicant to ensure no one is disadvantaged because of their disability. If a disabled person is selected for a position, reasonable adjustments will be made to the workplace, including premises and equipment, work duties and practices or policies, as appropriate. All disabled applicants who meet the minimum criteria for the role as set out in the role profile and person specification will be considered for an interview.'

Self-Disclosure Form

Appendix 1: Self-Disclosure Form for posts involving contact with children and vulnerable adults.

All fields are to be completed in full and set as required when using the type form format.

Part one

SELF-DISCLOSURE FORM FOR APPLICANTS FOR POSTS INVOLVING CONTACT WITH CHILDREN AND VULNERABLE ADULTS

AHO is committed to safeguarding children and vulnerable young people and adults from physical, sexual and emotional harm.

As part of our Child and Adult Safeguarding Protection Policy, we require applicants for posts involving contact with children, vulnerable young people, and adults to complete this self-disclosure form. This is a declaration that all candidates sign, stating that there is no reason why they should be considered unsuitable to work with children or

vulnerable adults. All information will be stored securely and confidentially and will only be read if you are shortlisted for an interview.

Having a criminal record will not necessarily bar you from working with us. This will depend on the nature of the position, the circumstances, and the background of your offences.

For example, a STOP THE OIL activist convicted of public disorder will not prevent them from working with children. However, if the same activist were convicted of child abuse, that would disqualify them from working with children. Furthermore, suppose the same person were convicted of financial fraud. In that case, they may work with children but would be disqualified from handling finances.

WHAT IS YOUR FULL NAME?

Part two

Have you ever been convicted of any criminal offences? Yes

No

If yes, please supply details below of any criminal convictions, including dates:

Note: You are advised that, under the provisions of the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975, as amended by the Rehabilitation of Offenders Act 1974 (Exceptions) (Amendment) Order 1986, you should declare all convictions, including 'spent' convictions, warnings and reprimands.

Part three

Are you a person known to any Children and Families Social Care Department as being an actual or potential risk to children, vulnerable young people, or adults? Yes

No

If yes, please supply further details below:

Part four

Have you ever had any disciplinary sanction relating to child or adult abuse? Yes

No

If yes, please supply further details below:

Note: Please check that if you have answered Yes to any of the questions above, you have also given sufficient details relating to your answer.

Declaration

I declare that to the best of my knowledge, the information given above is correct, and I understand that any misleading statements or deliberate omission may be sufficient grounds for cancelling my appointment. I know that I will be asked to apply for a Disclosure and Barring Service (DBS) check and consent to do so.

I understand that the information contained in this form and in the Disclosure may be disclosed, where strictly necessary, to regulatory bodies and/or third parties who have an interest in child protection issues.

Signature Date
