

Designation: CEO - SNEHA (Society for Nutrition, Education and Health Action)

Reporting to: Board of Trustees

Location: Mumbai

ABOUT SNEHA

SNEHA (Society for Nutrition, Education and Health Action) is a Mumbai-based non-profit organization dedicated to improving the health, nutrition, and safety of women and children living in vulnerable urban informal settlements. SNEHA was founded by Dr. Armida Fernandez, Neonatologist and former Dean of one of India's largest public hospitals. Dr. Fernandez is credited with significantly reducing neonatal mortality and morbidity at the hospital and starting the first human milk bank in Asia. Her innovations, persistence and lifelong dedication to improving health was recognized at the highest levels by a Padma Shri award in 2026 for her contribution to the field of medicine.

In 1998, Dr. Fernandez and a group of doctors, started SNEHA with a mission of improving the health, nutrition and safety of women and children living in vulnerable informal settlements of Mumbai. This was done in partnership with the communities they served and the public health systems. At the community level, SNEHA empowers women and families to become agents of change, while simultaneously collaborating with public health and safety systems to drive sustainable improvements in health outcomes.

SNEHA's key programs include:

- **Maternal and Child Health**
- **Empowerment, Health and Sexuality of Adolescents**
- **Prevention of Violence against Women and Children**
- **Public System Partnership**
- **Palliative Care**

Each year SNEHA directly reaches over 300,000 direct community participants and indirectly impacts a population of over 3.63 million across seven municipal corporations and three municipal councils in the Mumbai Metropolitan Region (MMR). Through the SNEHA Knowledge Center, SNEHA works in technical partnership with several NGOs and government bodies across India, to scale impact.

SNEHA has almost 500 full-time staff with deep grassroots presence and a strong track record of reducing maternal and neonatal mortality, child malnutrition, adolescent anemia, and gender-based violence—key determinants of health equity for families and communities. SNEHA's [Board](#) comprises eminent doctors and senior professionals from the corporate sector.

COMPREHENSIVE OVERVIEW OF THE POSITION

The CEO will lead the overall growth, management, and strategic direction of SNEHA, ensuring the organisation delivers on its vision and mission. The role provides leadership across program strategy and scale, financial sustainability, governance, compliance, operations, human resource management, technology, and other critical organisational capabilities, ensuring these functions are effectively implemented to achieve SNEHA's long-term goals and maximise organisational impact.

Outcomes Expected from The Role:

Define and execute SNEHA's long-term vision, ensuring the organisation has the strategy, capabilities, resources and culture required to deliver its mission. This will involve:

- Developing a clear strategic vision for the next five years, aligning with SNEHA's purpose, and securing buy-in from the Board, leadership team and key stakeholders.
- Building the organisational capabilities, leadership capacity and succession pipeline required to achieve SNEHA's strategic goals, including developing the C-Suite and Program / Domain Directors to ensure long-term organisational effectiveness.
- Mobilising the financial resources, partnerships and other capabilities necessary to support sustainable growth and impact.
- Aligning organisational priorities, operations and decision-making with SNEHA's vision and mission.
- Strengthening SNEHA's reputation and influence among government, donors, partners and other key stakeholders.
- Establishing and strengthening organisational policies, systems and processes to support effective governance and operational excellence.
- Fostering an enabling, values-driven culture that promotes collaboration, accountability, innovation and high performance.

Key Contributions Expected:

Given the role, the desired outcomes and the challenges, the CEO will be expected to achieve the following over the next three years:

- Deliver measurable improvements in health outcomes across SNEHA's focus areas in urban and peri-urban communities, in line with annual targets approved by the Board of Trustees.
- Strengthen SNEHA's financial sustainability by securing funding for existing and new programmes while building a reserve / corpus equivalent to one year's operating expenditure by 2030.
- Build and lead a high-performing leadership team while strengthening organisational capability, alignment and accountability across the organisation.
- Build and scale the impact of the SNEHA Knowledge Centre (SKC) through strategic partnerships with government, NGOs and other institutions, while developing sustainable and financially viable operating model.
- Strengthen SNEHA's influence on public health policy at the state and national levels through evidence-based research, thought leadership, strategic partnerships and coalition building, contributing to meaningful policy and systems change.
- Strengthen SNEHA's visibility by positioning the organisation as a trusted thought leader in urban public health. This will be reflected through invitations to advise on health policy, represent government in health improvement initiatives, contribute to national and

international public health, NGO and philanthropy forums, and establish strategic partnerships that advance SNEHA's mission.

- Promote innovation by identifying and scaling cost-effective approaches to improving health outcomes in vulnerable communities.
- Ensure strong governance, regulatory compliance and operational excellence by successfully completing statutory, internal and donor audits without any significant observations.
- Build an organisational culture that promotes collaboration, transparency, continuous learning, knowledge sharing and shared accountability, and strengthen organizational capabilities across public health, research, human resources, technology and governance.

Key Challenges:

Key external and internal challenges associated with the role include:

1. Balancing diverse - and at times competing - stakeholder expectations while maintaining strong relationships and staying focused on SNEHA's vision and mission.
2. Ensuring long-term financial sustainability through effective fundraising strategy and the development of new funding partnerships in a competitive landscape.
3. Advocacy at state and national level to achieve the organization's vision and intended impact.
4. Enhancing SNEHA's visibility, credibility and thought leadership within an increasingly competitive public health and development ecosystem.
5. Leading and aligning a diverse workforce around a shared vision, organisational values and high-performance culture.

Desired Knowledge:

What knowledge should the incumbent possess to effectively deliver the desired outcomes?

1. Strong understanding of urban public health challenges and approaches to improving the health and well-being of women, children and families.
2. Good understanding of government health systems and public health programmes in Maharashtra and across India.
3. **Educational background in Public Health, Social Work, Community Medicine or a related field is preferred.**
4. Knowledge of governance, regulatory and compliance frameworks applicable to the NGO sector, along with an understanding of organisational risk management and people management practices.

Desired Experience:

What experience should the incumbent have to successfully deliver the desired outcomes?

1. Demonstrated experience leading a complex organisation as a CEO or in an equivalent senior executive leadership role.
2. Demonstrated success in fundraising and building long-term relationships with institutional, corporate, philanthropic and individual donors.
3. Experience leading and developing high-performing senior leadership teams, preferably within the public health, healthcare or social development sectors.
4. Experience building strategic partnerships and collaborating with government, NGOs, institutions and other stakeholders to advance organisational goals.
5. Experience in public health and/or policy advocacy is preferred.

Skills & Personal Attributes:

What skills and personal attributes should the incumbent possess to successfully deliver the desired outcomes?

1. Strategic thinker with the ability to translate vision into execution and drive organisational transformation.
2. Strong leadership and people management capabilities, with the ability to inspire, develop and align high-performing teams.
3. Ability to influence and engage diverse stakeholders, including subject matter experts, government representatives, donors, partners and Board members.
4. Exceptional interpersonal, relationship-building and collaboration skills, with the ability to build trust and foster strategic partnerships.
5. Excellent written and verbal communication skills.
6. Strong analytical skills with the ability to leverage research and evidence to inform strategy, decision-making and organisational impact.
7. High achievement orientation, sound judgement and the ability to make informed decisions in complex environments.
8. Commitment to continuous learning and professional development, with an interest in strengthening knowledge across public health, nutrition, gender, systems strengthening, technology and people management.
9. Passion for public health and a strong commitment to SNEHA's mission and values.

Apply:

Application to be sent via email to sabiha@crossovercatalyst.com & moomal@crossovercatalyst.com.

“Come and be a catalyst for innovation and positive change—apply today to shape the future with us!”