

Managing Director (MD)

Terre des Hommes Netherlands (TdH NL) is transitioning into a three headed Executive Team with three directors: a Program Director, an Operations Director and as Chair of the Executive Team a Managing Director. The position of Managing Director is full time, and based in The Hague, Netherlands.

In addition to leading the Executive Team of the Terre des Hommes organisation in the Netherlands, the MD will also be appointed as Managing Director of the Terre des Hommes Retail Organisation (TdH-W) in the Netherlands.

While aiming to serve the same purpose as one brand, TdH-W is a separate foundation and as such the MD of TdH NL also functions as the Executive of the Retail Organisation reporting to the separate Supervisory Board of TdH-W. De facto, the new MD will need to be appointed by the Supervisory Board of TdH-NL as well as by the Supervisory Board of TdH-W.

The Retail organisation is managed by the TdH Retail Manager and supported by a small team of experts in retail and a team of volunteer coordinators, as the Retail Organisation predominantly consists of volunteers, approximately 1800 at this point in time. Currently the Retail Organisation oversees 45 stores with an ambition to grow and modernise the retail concept towards concepts of Activity Based Fundraising and engage a growing network of supporters for Terre des Hommes.

The new MD of TdH NL is expected to spend a maximum of 10% of her/his time as MD of TdH-W. Therefore, this JD focuses predominantly on the role as MD and Chair of the Executive Team of TdH NL and the requirements to be successful in this role.

In the newly formed Executive Team the focus will be on three aspects of collective effort: strategic focus, collective approach and team interaction. The Program Director (PD), while having her/his core focus on program development and program implementation, will work closely together with the Operations Director (OD), who will have her/his focus entirely on internal support processes to make sure the organisation will be efficient, agile and

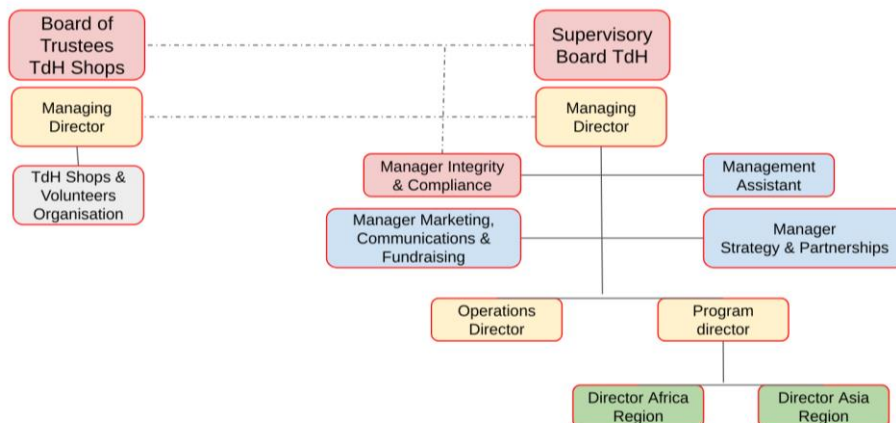
successful in its global operations. While leading the organisation through the PD and OD in the Executive Team, the PD and OD should be complementing the MD's strengths whereas the Managing Director will primarily focus externally as 'figurehead' of the organisation focussing on strategic strategy and organisational development and growth, external relations with our growing partner- and academic network and representation at various donor- and relevant advocacy platforms. Inside, the new MD will obviously focus on building and developing the Executive Team and maintaining good working relations with the two Supervisory Boards, the Works Council, our global employee team and our volunteer network.

The MD will also be key accountable for Integrity and Compliance of the organisation and for its Resource Mobilisation and therefore line manage the Manager of the Integrity and Compliance Team and the Manager of the Marketing, Fundraising and Communications Team (MCF). In addition the MD will line manage the Manager Strategy & Partnerships.

While the PD and OD report to the MD in the Executive Team, and while the MD reports primarily to the Supervisory Board through the Chair of the Board, as Statutory Directors, the PD will also have a reporting line to the Chair of the Program Committee of the Board and the OD will have a reporting line to the Chair of the Audit Committee of the Board. These committee meetings will be formally organised twice a year - following the planning & control cycle -, but may also occur at ad hoc moments when deemed necessary.

It is envisioned that the new Executive Team will establish an International Management Team (IMT) for sound and inclusive decision making in the organisation. This IMT will then consist of:

1. Managing Director
2. Program Director
3. Operations Director
4. Manager Marketing, Communications and FundRaising
5. Manager Strategy and Partnerships
6. Regional director East Africa
7. Regional Director Asia.



(August 2022 the Retail Supervisory Board is in person the same as the Supervisory Board of TdH NL, but the responsibilities and accountabilities are formally split in 2 separate organisations, with two separate sets of By-Laws.

During 2022 a transition is being completed to split the two organisations, while keeping the governance somewhat intertwined through the MD. As the transition progresses, the organisation will soon also aim to create a separate Supervisory Board for the TdH-W foundation, with the exception of the Chair, who will be appointed by the TdH-NL Supervisory Board.)

Background

A world where children can thrive and realise their full potential in societies free from all forms of exploitation. That is TDH's mission. To realise this ambition, Terre des Hommes Netherlands (TdH NL) works with communities, partners and governments to strengthen local child protection mechanisms (in development and or emergency situations) and works with sector partners and corporate partners to exclude child exploitation in value chains. With its new multi annual strategic vision (2022-2030) and Theory of Change being updated, TdH Netherlands is now in the process of formulating operational plans and strategies and refining its overall role and value add as a child rights organisation. There is plenty of development in the sector and in the organisation. The roles and responsibilities of governments and businesses are changing, funding is shifting, and political and social norms are constantly evolving. Against this dynamic background, Terre des Hommes Netherlands has in the past five years diversified its funding base and now successfully applies for major institutional grants and sponsorships. The organisation has also seen an encouraging confluence of energy on its main issues, i.e. online child sexual exploitation and child labour in mica mining industries. And advocacy on the centrality of child protection, safeguarding and inclusive participation in all contexts (e.g. including emergency relief) as well as strategic

partnerships to all development outcomes (embodied in the Sustainable Development Goals (SDGs) have led to more and more perspectives for action and impactful interventions. This is however a process that TDH is still in the middle of, with many different partners and in which COVID-19 has also caused considerable delays and set-backs in achieving our goals. And even more critical, the importance of our work has only increased with the number of exploited children and children at risk worldwide growing. *Growing*, despite all concerted efforts of the last decades.

Strategy

For all these reasons, TDH is driven by the urge to further awareness raising, to uncover, to report on and to tackle new and underexposed forms of child exploitation. The primary process of the organisation will focus on together with our partners co-design models that should contribute to our intended impact and feed a research program that will present the evidence of the efficacy of the models. Once the evidence is published, it will be used to scale the interventions via partners, governments and international actors in our sector. In a multi stakeholder environment we thus aim to add value with our evidence based and protocolised models, perspectives for action, instruments and inspiring examples. The experiences and evidence are also used for national and international lobby and advocacy. In order to support this strategy, our organisational development will be steered towards becoming a hybrid organisation where direct working on the ground with communities and local actors and partners is blended with a full-fledged research approach in a knowledge hub, with its own research agenda and scientifically substantiated intervention models, as well as systems for knowledge enrichment and knowledge sharing. Although children and their needs are central and community based action will keep providing TdH its input and relevance, TdH will put a much stronger emphasis on networking with professionals and sector partners to serve as a catalyst for awareness raising and building the bridges for systemic change.

Implementing the ambitions from this strategic direction and further future-proofing the organisation are the most important tasks for the MD. TdH has a good reputation and position, but would benefit from further strengthening, through collaboration, co design and

co-implementation, but also in influencing policies and behaviours of (ultimate) duty bearers. This requires an Executive Team led by the MD that demonstrates commitment to implement and further shape the new strategy. An MD who can get employees and stakeholders on board in an inspiring way, who can listen well, who wants to delve into all parts of the organisation and who gives them confidence.

General characteristics of the organisation

Terre des Hommes Netherlands is a relatively flat organisation, with an annual budget of around Euro 25 million Euros. In the Hague 45 employees, globally a team of 150 employees and working in approximately 10 countries in South and South-East Asia, East Africa and Madagascar. TDH Netherlands is part of the international federation of Terre des Hommes organisations (TDHIF), a strategic partnership of member organisations sharing the same brand name and core values for joint lobby and advocacy around children's rights.

Governance philosophy and organisational values

TdH Netherlands has a clear governance philosophy in working with multiple stakeholders and in the global North-South context. This philosophy is our compass and at the same time a constant topic of conversation about what it really means. Within TdH the basic principle is that everyone has their own talent that we encourage and use. We make clear choices and are clear about the choices we make. We always look for the best solution and together we represent the organisation's mission. This requires that we experiment with a continuous process of identifying, evaluating and learning. The managers provide clarity in the goals and expectations. They do this by taking ownership, coaching, connecting and facilitating.

In order to realise our strategy, TdH will focus on four specific core values (formerly known as 4C's): entrepreneurial, decisive, connecting and agile. Enterprising, because we want to embrace new initiatives and successfully scale them for lasting impact. Decisive, because we want to achieve results and act quickly. Connecting, because we want to be open to and actively look for synergy in collaboration with other (child rights) organisations. Agile,

because we must be able to respond to current events, opportunities and change and accept that sometimes difficult choices have to be made.

(Note: at this point in time the organisation is considering a rebranding process, which may eventually also lead to an update of our core values).

Core Responsibilities

Development and implementation of Strategy and Policy for the organisation

- Builds and develops a high performing Executive Team
- With the executive team, ensures adequate preparation of the overall Strategy for the entire organisation
- Translates this strategy to concrete, achievable, measurable, ambitious and inspiring objectives for the organisation
- Inspires the colleagues in the executive team and executive support team to translate these objectives to ambitious and realistic annual plans and targets for all departments
- Makes sure that the ambitions of the organisation are achieved while keeping a healthy balance between costs, investments and income
- As such ambitions and costs are translated to ratios which are monitored on monthly, quarterly and annual basis, following the agreed Planning and Control cycle.
- Understands the social and public relevance of the organisation and appreciates the responsibilities of being the leader of such organisation, including keeping to the highest standards of integrity and transparency
- Monitors actively the developments in our sector and in the countries where TdH operates and translates these to adjustments in our strategy and policies.
- Represents the organisation externally at all relevant levels and is comfortable to meet and lobby with high level representatives of governments and international organisations
- Has the relevant networks to gain access to such high level officials

Ensures continuity and continuous development

- Provides leadership and guidance to both the Retail Organisation as well as the Marketing, Fundraising and Communications Team (MCF) and guides and enables the team to be successful in maintaining our current unrestricted donor base and supports development of new business, finding new opportunities and new regular sponsors and donors.
- Provides leadership and guidance to the Operations Director and guides and enables the operations teams to be successful in supporting the primary process of the organisation
- Provides leadership and guidance to the Program Director and enables the team in successful execution of the Primary Process of research and co-design of successful program models, grants management and co-implementation of our programs with our partners.
- Is a role model in terms of Integrity and Compliance and provides leadership to the Manager Compliance and Integrity to make sure that the organisation complies with all its internal and external standards as well as implements and maintains an integrity system and culture where colleagues are encouraged and feel free and safe to speak up
- Initiates, encourages and maintains (new) partnerships, alliances and strategic collaborations for resource mobilisation and impact leveraging and ensures this is embedded in the organisation's plans and processes.
- Works with the Executive Team to ensure that the organisation embraces an entrepreneurial culture where continuous improvement and innovation are standards rather than exceptions.
- Ensure that all developments are in line with our financial, quality and ethical standards and ratios, while the global team keeps a healthy balance between work and life.

Leadership

- Is a recognized and respected leader responsible for leading and guiding the organisation in all relevant policy areas
- Lead the organisation's values by example and inspires the global team, the volunteer network and our partnership network.
- Has a well-developed sense and radar for the well-being of the global team and acts adequately and promptly when issues arise.
- Makes sure that the organisation develops and maintains a robust mechanism for consultation and advice by internal stakeholders - such as the Works Council and Volunteer Board - as well as external stakeholders such as a Youth Board, Ethical/Academic Advisory Council and Partnership Board.
- Keeps a close relationship with the Supervisory Board and reports in a professional and adequate manner on the agreed intervals as well as providing active signalling when deviations of the agreed policy or other issues are expected that may jeopardise strategy and or reputation of the organisation

The core competences

Strategic

Your standard, if not default, way of thinking and responding is in terms of vision and strategy. When opportunities arise, you translate to strategy and when teams seem to deviate, you challenge based on strategy. Keeping the organisation on track of strategy, while remaining an eye and ear for agility is key.

Analytical

You understand the essence of complex issues by logical reasoning, investigation of potential causes. You can separate key messages from the mass of detail and acknowledgment of their interdependence. You will *support and involve others in the immediate vicinity in issue analysis while demonstrating exemplary behaviour.*

Flexible

You can adapt to changing circumstances and where necessary adjusting approach or behaviour in order to reach the desired goal. You can anticipate change, take the initiative to change and stimulate others to adjust to change. You are capable of adapting behaviour and/or approach and able to attain set objectives.

Result oriented

You focus on setting objectives and actively achieving results. You are determined to achieve results and encourage and support others in doing so and you use the agendas of the team and individual meetings to actively monitor achievement of agreed KPI's.

Commercial/value-driven

You have a well-developed radar for opportunities that can generate income and have a keen interest in keeping a healthy balance between costs and income.

Leadership

You can mobilise and inspire others by providing guidance and direction in the attainment of clear and challenging objectives related to results and personal development. You are able to adapt the style of leadership to different employees and situations. You know who to encourage others to develop themselves and to achieve maximum results and demonstrate exemplary behaviour.

Profile

As the Managing Director you are a creative, strategic, and inspiring leader who has an excellent track record of achievement in roles of increasing responsibility in the NGO sector. You hold a deep understanding of the developments in the INGO-sector and can translate this into a clear vision about the role and relevance of the organisation therein. As an MD you create a climate in which people are inspired and valued. You take the organisation along with the developments of our time and you stimulate the initiatives of the employees and volunteers. You can explain and give responsibility. You have a facilitating and respecting role in this.

At the same time, you show decisiveness, and you know how to take action where necessary. You should be prepared to work across a diverse set of disciplines, bridging a wide range of expertise, with a demonstrated ability to work with agility, efficiency, and diplomacy in a dynamic environment. You are a fully-fledged discussion partner for stakeholders, and you advise and negotiate with authority. You position the organisation as a reliable partner. Finally, you have a strong affinity with the field of work, so that you can fulfil the ambassador role as a true figurehead of the organisation.

Personality traits

- Strong moral compass, inspired, committed, self-critical, connector, accessible and approachable
- Excellent people management skills with demonstrated experience in coaching and developing talent of a diverse team.
- Demonstrated strength in cultivating trust and relationship management to guide confidential information and situations with flexibility and diplomacy.
- Ability to work well with a varied range of stakeholders to incorporate new information and drive to appropriate decisions with and for the team.
- Able to negotiate, persuade, and build coalitions without formal authority.
- Comfortable in a wide range of cultural, geographic, and operational situations, demonstrating culturally sensitive behaviour with a diverse range of people.

- Must be highly organised and efficient, possess excellent judgement with a demonstrated ability to handle multiple tasks, complex issues, and competing priorities with excellent attention to detail, including a keen eye on continuous process improvement
- Fluent in strategy development and implementation, performance management systems of goals, targets, and monitoring process
- Generalist, thinker and doer, all in one.
- Lives the values of TdH and demonstrates in all behaviours the highest standards of integrity and transparency. You say what you think, you do what you say.
- Fluent in English, spoken and written. Fluency in Dutch an asset or at least proven ability to learn additional languages.

Education & Experience

- At least a master's degree in a relevant field of studies such as Social Work, Law, Economics, International Development, Strategic Management, Public Policy, or a combination of equivalent academic training and experience.
- 15+ years of global experience, preferably also in Asia and or Africa in roles of expanding scope, responsibility, and demonstrable results.
- You will bring a combination of experience in strategy development and implementation, programme operations, performance management and impact measurement, as well as deep exposure to global child rights and humanitarian issues, in low-resource settings.
- Experience in research and systemic change strategies (Theories of Change) and business development for NGOs is highly preferred
- Strong preference for individuals with an interest in cross-discipline and cross-sectoral collaboration (e.g. international NGO and volunteer engagement, corporate sector engagement, academic and policy research) and a background combining strategy, business development and implementation in child rights-based advocacy and awareness-raising.
- Successful track record in resource mobilisation

Position reports to:

- the Chair of the Supervisory Board TdH-NL
- The Chair of the Board of Trustees of TdH-W

Job Level: graded within Goede Doelen Nederland highest level for MD positions

Duty Station:

- The Hague
- Approximately 15% international travel

Our Commitment to Diversity, Integrity and Child Safeguarding

Terre des Hommes is committed to ensuring diversity and gender equality within our organisation.

Terre des Hommes aims to attract great talent that not only fits the job but also our high standard of values and principles to prevent and eradicate any type of misconduct including sexual harassment, exploitation and abuse, any other type of misuse of power or lack of integrity and financial misconduct.

Terre des Hommes in particular is committed to keeping children and vulnerable individuals safe and does not accept any form of (child) abuse. Every Terre des Hommes employee is bound by the Child Safeguarding Policy and Protection from Sexual Exploitation and Abuse (PSEA) Policy, part of our Code of Conduct. Child safeguarding measures are part of our selection and recruitment process.

Our offer

We offer a challenging and responsible position in a changing environment. TdH-NL is a result driven, professional organisation staffed by individuals dedicated and determined to prevent and fight child exploitation. We offer a salary in accordance with the function and what is common in the charitable sector, including a contribution towards the costs of a health scheme and participation in a pension scheme.

Note: We place a high priority on ensuring that only those who share and demonstrate our values are recruited to work for us. All offers of employment will therefore be subject to satisfactory references and appropriate screening checks, which include criminal records, Certificate of Conduct (VOG - Verklaring omtrent Gedrag) and/or terrorism finance checks, or integrity screenings/references relating to misconduct and disciplinary actions in prior employment. By submitting your application, you accept that Terre des Hommes will conduct such pre-employment screening for successful candidates. Terre des Hommes participates in the Inter- Agency Misconduct Disclosure Scheme.

