

STANTON CHASE

Your Leadership Partner



Confidential Position Specification

Managing Director

War Child (Holland)

October 2020

Managing Director

Contents

1.	Organization Profile	3
2.	The Position: Managing Director	6
	2.1 Scope of the role:.....	6
3.	Profile Ideal Candidate.....	8
	3.1 Functional competencies, skills and experience:.....	8
	3.2 Core Values	9

Managing Director

1. Organization Profile

Reporting Line: Supervisory Board – War Child (Holland)

Location: Amsterdam, the Netherlands

War Child believes no child should be part of war. Ever. Children have the right to grow up in peace, free from fear and violence. To develop their full potential and become the person they want to be. War Child aims at making a lasting impact by protecting children from violence and offering psychosocial support and education. War Child unleashes the children's inner strength with its creative and involving approach and inspire as many people as they can to participate in their cause.

War Child is committed to protecting and supporting children affected by armed conflict. The organization empowers them to claim their rights, develop to their full potential and contribute to a peaceful future for themselves and their communities. Together War Child helps children and young people make their voices heard.

At this point in time, there are three War Child Implementing organizations: War Child Holland, War Child UK and War Child Canada. War Child Holland has affiliated donor country organizations in Sweden and Germany. The UK and Canada have spin offs in Australia and the USA. While there have been attempts to bring the various organizations together under one umbrella of War Child International, this international organization is limited to 'coordination and brand protection'. While 'loosely connected', the three War Child Organizations are independent and have their own reporting lines and governance.

All text below refers to War Child Holland and the vacancy for Managing Director currently advertised is for War Child Holland.

War Child (Holland) implements programs in Asia, the Middle East, East Africa, Latin America and in Europe (with refugee children in the Netherlands, Sweden and Germany). War Child is both implementing its own programs as well as working in close cooperation with a variety of partner organizations in 17 countries around the world. The funds for War Child's operations are predominantly raised from European donors through the joint efforts of program countries, global

Managing Director

programs and the fund-raising teams the Netherlands, Germany and Sweden. War Child started in the Netherlands in 1995 and has since 2015 started new organizations in Sweden and Germany.

War Child Holland is financed through 2 major income streams: Unrestricted Funds (approx. Euro 15M) from mostly Private Donors and Corporate Sector, and Restricted Grants (approx. Euro 35M) from Institutional Donors and Foundations.

Through its own Research and Development Department War Child Holland develops and tests its own interventions that are all part of a comprehensive care system focused on Mental Health & Psychosocial Support, Education and Child Protection. Based on solid research on the effectiveness of its interventions on improving children's lives, War Child aims to implement evidence-based programs that are tested against the highest academic and ethical standards. As War Child's reach of children is relatively small, the organization aims to share its expertise and best practice – once the evidence has been documented, evaluated, tested and published – with a wide range of organizations in the sector, eventually aiming at scaling its proven and tested methodologies through a network of globally active international partner organizations to impact ever more children affected by the traumatizing events of conflict.

Towards a Networked Organization

As War Child (Holland) has established two new affiliated organizations in Sweden and Germany, the organization intends to avoid duplication and inefficiencies and has therefore started a change process towards creating a new organization with an international identity and structure and moving away from its 'Holland and Amsterdam based' identity. In order to develop a new and modern international organization, aiming to steer away from the more traditional 'INGO with International Head Office Structure', War Child (Holland) has decided to implement one shared program platform for all its related countries (both for donor countries as well as War Child Holland's program countries). This way the organization can ensure efficiency, effectiveness and quality through the sharing of a common implementation network. The platform has the ambition to evolve towards a true internationally networked organization with a distributed global team.

The design of this networked organization is in its final phase and is about to be implemented from early 2021 on, bringing all War Child Holland entities on one shared platform. The new managing director will be responsible for leading this new network, with an initial focus on the implementation

Job Specification

Managing Director

of the transformation, and onwards leading the new War Child network towards growth in both quality, network and partnerships in the years to come.

The War Child Holland networked organization and its envisioned change is currently managed by Tjipke Bergsma. He chairs the International Management Team and has 9 direct reports consisting of the Managing Directors in Germany and Sweden, the Director of Research and Development, the Director of Marketing and Fund Raising in the Netherlands, the Director of International Programs, the Director of Communications and Advocacy, the Director of Shared Operations (Finance, HR, Legal and IT) and the Manager Governance & Organizational Development. The team is supported by and Executive Assistant.

Managing Director

2. The Position: Managing Director

The Managing Director, as successor to Tjipke Bergsma, will be end-responsible for all results and operations of War Child Holland, and soon the War Child networked organization with its shared program platform, as described above.

This includes, but is not limited to:

- Profit & Loss of War Child Holland/Group
- Strategy and leading the change process towards the networked organization
- Culture and Quality of the Organization
- Building the reputation and assets of an expert organization
- Building and expanding the network with implementing partners, major donors and other relevant stakeholders

The ideal candidate is able to find the right balance between running a professional, modern and inclusive international NGO and leading the transformation towards the War Child networked organization. She/he will lead the people in the global team and build a global and solid network of international innovation and implementing partners.

2.1 Scope of the role:

Specific responsibilities include:

- Continuously lead the development and implementation of the strategy of War Child, in conjunction with the Supervisory Board
- Lead the change toward the networked expert organization that scales its impact through a network of partners
- Lead and represent the organization at all levels in line with its Vision, Mission, Core Values and overall strategic directions.
- Develop and implement a strong vision on an agile, effective but International NGO, where all relevant stakeholders feel represented and included.
- Develop and manage the organization in line with its envisioned global network, implementing the envisioned global shared program platform with a distributed global team

Managing Director

- Fostering an innovative approach to the current humanitarian challenges.
- Ensures that all statutory requirements of the organization are met
- Lead, guide and direct the War Child International Management team. Work with the leadership team to ensure strategic and business objectives are met.
- Oversee the complete operation of the organization in accordance with the directions established in the strategic plans.
- Represent War Child both internally and externally, be a spokesperson and the overall figurehead for the organization.
- Support the fund-raising countries with advice in the relevant fund-raising process and be able to represent the organization at relevant events of donors, sponsors, ambassadors of the organization
- People Management and Development
 - Manages direct reports by assessing their performance according to agreed sets of objectives. Conducts planning and performance appraisals.
 - Identifies development potential of direct reports and supports them in the implementation.
 - Embraces the organization's 'Duty of Care' with a strong commitment to Integrity and Staff Well-Being, building a culture of trust, inclusion and integrity in combination with accountability and creativity.
 - Serves as point of contact for IMT members with questions and problems.
 - Actively promotes, encourages and invests in learning and development of people
 - Creates an open, transparent and stimulating work environment.
 - Practices a participatory and inclusive leadership style. This includes actively engaging staff to participate in decision making.
 - Is transparent, fair, inclusive as well as compliant with national employment laws in the daily management of staff.

Managing Director

3. Profile Ideal Candidate

The ideal candidate is someone with deep passion for War Child's cause. Evidence for this passion should be demonstrated.

She/he brings energy, enthusiasm, strong managerial capabilities in an environment which is young, dynamic and informal. Creativity, inspiration, integrity and impact are core values of War Child and in addition to these core competencies the ideal candidate brings a drive and commitment for inclusion, innovation and scaling to the team.

War Child is looking for a people-oriented and strategically seasoned leader. Experience with change-management and organizational development in an international context are important since one of the main tasks will be to lead the implementation of the new international organization structure.

As the Managing Director represents War Child in important fora, conferences and events, the ideal candidate must be able to effectively communicate and advocate the position of the organization and thereby influence others. In addition, the candidate should feel very comfortable in interacting with senior leaders of other INGOs, International Donors and the private sector.

International experience is key, with at least 5-10 years' experience in a senior leadership role at field level in a development and or emergency context. The candidate should be able to demonstrate an excellent understanding of the current global humanitarian context, its dynamics and challenges and its impact on day-to-day operations.

3.1 Functional competencies, skills and experience:

War Child is looking for a candidate that ideally demonstrates highest levels of performance in a series of competencies that can be best summarized in 'People Management', 'Strategy and Innovation', 'Analytical capacity', 'Planning and organizing' and 'Accuracy and Carefulness'. In more detail, the organization is looking for a candidate that meets the following profile:

- University degree in general management, MBA, development studies or related fields.

Managing Director

- 15+ years of management experience in preferable international development sector and or humanitarian context, including field-based management positions
- Extensive experience in managing international and diverse teams, distributed on multiple locations.
- Experience with building networks and strategic partnerships
- Extensive experience with change management
- Fluent in English and preferably also some of the other War Child country languages (French, Spanish and/or Arabic)
- Knowledge of designing, implementing and adhering to principles of good governance.
- Excellent analytical and problem-solving skills.
- Able to perform and liaise at board level, understand and meet the needs of the supervisory board.
- Good social, communication and media skills, able to deal effectively in a variety of cultural and political contexts.
- Strong strategic and analytical skills for effective policy development and risk management.
- Result-based management: demonstrated capacity to plan and deliver results in a structured manner.
- Understanding of legal implications and risks, in Finance, HR, ICT, procurement and logistics policies and procedures.
- Strong leadership skills: demonstrated capacity to take decisions regarding strategic, tactical, and operational and personnel matters.
- Ability to inspire and mobilize stakeholders to action, also in exploring new and innovative approaches, off the beaten track.

3.2 Core Values

War Child's Strategy is driven by a Vision, a Mission and four Core Values. While the organization strives for a healthy balance of all values, it is obvious that this is a result of the 'sum of all parts', with one employee stronger than the other in one or two of the values and vice versa. The ideal candidate has throughout her/his career build competencies in a way that all values are demonstrated with equal weight and importance. War Child's Core Values are Impact, Creativity, Inspiration and Integrity.

Job Specification

Managing Director

Contact

Jan-Bart Smits

Managing Partner Stanton Chase Netherlands
Global Practice Leader Technology and Professional Services

jb.smits@stantonchase.com

+31 655 384 971



Hans Oort

Senior Research Associate

h.oort@stantonchase.com

+31 630 387 213



Emmely Besaril

Office Manager

e.besaril@stantonchase.com

+31 20 66 27 447

