



RECRUITMENT PACK

**COUNTRY
DIRECTOR -
RWANDA**

**HOPE
AND
HOMES
FOR
CHILDREN**



JANUARY 2025

hopeandhomes.org

CONTENTS

- Letter from our Director of Global Programmes
- About Hope and Homes for Children
- Role profile and person specification
- Working at Hope and Homes for Children
- Next steps

Dear Applicant

We believe children belong in families, never orphanages. Because orphanages harm children. The majority of those who experience life inside an institution suffer violence, abuse and neglect. Denied the chance to grow up in a family, they're more likely to become homeless later in life, to have run-ins with the law, and to experience mental and physical health issues.

The shocking truth is that these are almost always children who have, or could have, a family to look after them. To love them. But every day, a broken system puts pressure on parents to give up their children. They'll be safe from war, can escape poverty, will get an education. False promises. No child should have to trade their family for their future.

Today, over 5.4 million children are trapped within institutions. It's not right and it must stop. Children deserve so much better. Always. **You can help us change this.**

Hope and Homes for Children (HHC) is one of the leaders in the growing charge to change how children in crisis are cared for – focusing on strengthening family care, ending the reliance on harmful institutionalisation, supporting children, including those with disabilities, to be in safe and loving family, and working with governments to tackle the root causes of family separation. We believe in a world where children will no longer suffer from institutional care.

HHC Rwanda has a brilliant 20-year reputation for work and collaboration of the highest quality and innovation in transitioning children back to family and in strengthening families and communities to take care of children. This dynamic organisation has forged pioneering program models and partnerships, including with National Child Development Agency and the National Council for Persons to implement disability-inclusive childcare reform

As the Country Director for Rwanda you will take on the leadership of this strong performing team. This is an exciting opportunity to lead an organisation with a proven track record in delivering positive outcomes for children and families. You will possess the highest integrity of character, delighting in seeing your team flourish and succeed. You bring substantial senior leadership of an organisation with proven catalytic and sustainable impact. You are motivated to lead the organisation into the next phase of its life journey, generating additional resources locally and collaborating with fundraising colleagues from the global HHC family, passionate to ensure no child, including those with disabilities, grows up in institutionalised settings, upholding their right to be in a safe and loving family. You are a strategist, able to shape an organisation that can effectively support the complete elimination of residential institutions, capable of forging strong partnerships with government and civil society organisations both within the country and in the region, to achieve this. You dream big but are able to balance the practical realities needed to deliver. You are a clear and persuasive communicator, able to represent the organisation externally and internationally, with a particular focus on contributing to our African advocacy goals.

You will join a brave, can-do organisation and do work that matters, day in, day out. You will be encouraged to think and act big, and you will be mandated and supported to make things happen. You will work with dedicated, passionate champions who take bold steps to inspire change.

If you believe every child belongs in a family then join us, as we consign orphanages to history.

Warmest regards

Pete Garratt

Pete Garratt

Director of Global Programmes

About Us

For almost 30 years, hope has driven this organisation to fight for every child to feel the love of a safe, family home; and to inspire organisations around the world to close the doors of orphanages forever.

Because orphanages harm children.

More than half the children confined in orphanages around the world suffer violence of one form or another. That includes rape and torture from staff, people from outside who pay for access to them, and from other children they are confined with.

Orphanages regiment the lives of children and are unable to provide the intimate care that a family can, leading to alarming levels of neglect. The impact of this neglect is so severe in babies and young children that it harms their neurological development in ways that can have lifelong consequences.

Orphanages isolate children from their communities. Not only does this lead to stigma and prevent children from forming the support and friendship networks we all need, but it reduces transparency and scrutiny of what goes on behind the barred windows and metal doors. Because in the worst cases, orphanages traffic children into the sex industry or for their body parts.

The shocking truth is that these are almost always children who have, or could have, a family to look after them. To love them. But today, over 5.4 million children are trapped within institutions. It's not right and it must stop.

Since 1994, **Hope and Homes for Children** has been working to stop the institutionalisation of children. We're 200 people, in ten countries, inspiring organisations, including the UN, EU and governments around the world, to close the doors of orphanages forever. Instead, we fight for every child to feel the love and belonging of a safe family home.

As challenges get tougher, we work harder – with children, for children. Our care reform specialists set up community-based family support services. Our policy experts promote stronger child protection laws. And our skilled social workers work directly with children to keep families together, to reunite them, and to nurture new ones. Through national reform, we inspire global action.

And we'll continue. Transforming the system. Consigning orphanages to history. Until every child, everywhere, has the chance to thrive in a strong, supported family. Because children deserve better.

Our vision is a world in which children no longer suffer institutional care.

Our mission is to be the catalyst for the global elimination of institutional care for children.

Our aim is that by December 2030, worldwide, we will have achieved a consensus that orphanages are an unacceptable way of looking after children.

Our Impact

We've proven our approach is effective across a wide variety of contexts; moving children out of orphanages to safety, and reforming childcare systems from the top down to make family-based care the norm.

- In **Romania** we celebrated our 25th year in 2023 having contributed to reducing the number of children in institutions from 100,000 to 1,777.
- With our support, the government of **Bulgaria** is reforming its childcare protection system and committed to the closure of the final 4 institutions for children under three by 2025.
- In **Rwanda**, our strategic direction led to the first orphanage closure in the country. Now the government has agreed a national strategy to close all institutions and is on-track to be the first orphanage free country in Africa.
- In **South Africa** and **India**, our work demonstrated the value of family alternatives, influencing governments to expand orphanage closure programmes across these countries.
- In **Ukraine**, 48,000 children have benefitted directly from our assistance since the start of the war – 1,013 of these through direct case management to prevent separation.
- Our **Advocacy** team influenced governments on a new Resolution on the Rights of the Child, which led to 193 member states of the UN agreeing that for the first time in history orphanages need to be eliminated. At the Commonwealth level, we helped to secure the Kigali Declaration on Children's Care and Child Protection Reform. This text, agreed unanimously by the 54 countries of the Commonwealth, is a significant milestone to expand our advocacy influence and win cross-country commitment to care reform.



Our recent achievements

- We work across 10 countries. In 2023, we provided support to the **families of 9000 children** so that they can be safely cared for at home, preventing their placement into orphanages. We supported **500 children from orphanages** to safely transition into family and community-based care (including birth families, extended families, foster families, and small group homes). We built the skills and capacity of **3,000 child protection**

professionals to support children, close orphanages, and sustain the alternative care system. **7** orphanages were closed forever.

- In **South Africa**, as a result of our successful pilot project in Gauteng Province, the South African government committed to delivering a National Deinstitutionalisation policy and invited us to help draft it.
- In **Ukraine** the team overcame immense challenges to deliver humanitarian, psychological, and practical support in Kyiv and Dnipropetrovsk oblasts to 30,000 families with 52,000 children. At the same time, we have been influencing the European Commission to make a full commitment to eliminating Ukraine's and **Moldova's** orphanages a condition of their accession as an EU member.
- In **Nepal**, authorities closed 2 children's homes in Kathmandu Valley and the Nepal government featured the elimination of orphanages in its five-year plan for the first time ever.
- In **Kenya**, our influence helped see the approval of the government's National Strategy for reform, and we hosted a high-level delegation from Nairobi in Rwanda to begin converting those plans into action. In 2023, we formally registered an office in Kenya.

Looking Ahead

Despite enormous challenges, we've never stopped fighting for what's right for children.

In the coming years, Rwanda, Bulgaria, Romania, and Moldova are on track to have closed ALL their orphanages. And we'll upscale our work across India, Nepal, South Africa, Kenya, and Ukraine to support overhauling their child care systems.

With UN and EU policies and funding now supporting family-based care, our attention will turn to ensuring that governments and international bodies make good on their commitment to children.

We launched our strategy and refreshed branding in 2022. With a greater focus on partnerships which catalyse greater change than we can achieve alone, we're gearing up for our biggest battle. Over the next 10 years, we're going to shift policy makers, business, and public opinion to the vital tipping point – recognising orphanages are an unacceptable way to care for children.

With our determination and the hope that has powered us for 30 years, we can achieve our vision of a world without orphanages.

Role Requirements	
Job Title:	Country Director – Rwanda
Hours:	37.5
Location:	Kigali, Rwanda
Reports to:	HHC Director of Global Programmes
Responsible for:	Staff team of up to 25
Role Purpose and Role Dimensions:	The core purpose of the Country Representative role is to provide leadership and direction for HHC Rwanda, being the most senior representative for HHC in Rwanda. The role holder will guide and oversee the provision of HHC technical programmes knowledge and support to achieve the strategic goals of care system transformation. They will develop strategies to advocate for the rights of children in institutional care or at risk of being separated from parental care. They will ensure the governance and administrative duties involved in fulfilling the terms of HHC Rwanda’s registered status are fulfilled, including the development of opportunities for local fundraising. The role holder leads the HHC Rwanda team for the implementation of vision, mission and strategy respecting and promoting the culture and the values of organisation – Excellence, Courage and Integrity.
Key External Contacts:	Director and managerial level staff in other NGO’s and alliances, UN agencies (especially UNICEF), government officials, regional bodies, representatives in grant making organisations.
Key Internal Contacts:	HHC Rwanda staff; International Programmes team; Regional and Country Directors and staff teams, Chief Executive, Chief Operating Officer, Director of Global and EU Advocacy, Global Advocacy team; MCF and Resources Heads and Managers, HHC Rwanda Trustees (where in place)
Financial Dimensions:	Responsible for an expenditure budget of up to £1,000,000. Responsible for local income generation
Other Considerations:	Regular travel often requiring irregular working hours and occasionally challenging working conditions. May include occasional overseas travel.

Key Accountabilities	Key Elements	% of Time
Leadership	<ul style="list-style-type: none"> • Provides a clear vision and purpose for HHC Rwanda, in line with overall HHC objectives • Operates as a positive role model for the culture of HHC; principled and promoting the organisational values of excellence, courage and integrity • Understands and implements appropriate governance mechanisms for the local organisation • Understands and navigates organization dynamics; builds strong informal networks • Creates a work environment and culture which best leads to success • Models resilience, self-awareness, self-care and collaboration, constantly seeking to grow and improve • Develops and maintains a strong positive brand and reputation for HHC • Demonstrates strong collaboration with other teams across HHC globally 	15%
Strategic	<ul style="list-style-type: none"> • Applies analytical and innovative thinking to develop and oversee the implementation of the country strategy and annual country business plans • Understands the national and regional context, maintaining a clear long-term view. • Adjusts the strategy and takes action to adapt to changes (social, technical, economic, political, administrative, environmental) • Ensures alignment with HHC global strategic direction, contributing to adjustments as needed • Sets measures of strategic impact and monitors progress against these 	5%
People Management	<ul style="list-style-type: none"> • Nurtures a high performing, collaborative team • Fulfils direct line management responsibilities as needed, with mechanisms for approving work plans and monitoring progress • Establishes and maintains a people performance management framework, including objective setting and regular documented review arrangements • Ensures a safe working environment, which supports equity, diversity and inclusion • Oversees staff recruitment and ensures equality of opportunity • Supports staff to identify learning and professional development needs and opportunities • Champions well-being support processes • Celebrates success and learning 	15%

Advocacy	<ul style="list-style-type: none"> • Designs and implements a strategy to educate and influence key local, national and regional stakeholders • Develops, contextualises and communicates advocacy statements and ensure the dissemination of organisational key messages. • Acts as the chief external advocate for the organisation ensuring HHC perspectives are adequately represented in global conversations on child protection and care reform • Represents the organisation at conferences, seminars, networking events and with social and public media • Establishes and maintains strategic working relationships with local and national government, other NGOs/CSOs, relevant national networks, representatives from donor partners and supporters 	15%
Programming	<ul style="list-style-type: none"> • Accountable for the achievement of the country strategic objectives in eliminating child institutionalisation and the reform of the child protection system • Influences decision makers to overcome reform challenges and bottlenecks • Ensures programmes are well planned and implemented effectively • Ensures the implementation of monitoring, evaluation, learning and reporting systems • Ensures programmes implementation is carried out within approved budget frames. • Drafts or contributes to publications describing the work of both generally, and in relation to specific aspects of good practice • Establishes process to regularly learn from programming experience; sharing this and contributing to research opportunities 	20%
Partnerships & Key Stakeholders	<ul style="list-style-type: none"> • Establishes strong trusted stakeholder relationships • Actively manages key partnership relationships that can be leveraged to help deliver results • Develop and implement Partnership Agreements • Maintains excellent and supportive relationships with HHC Rwanda Board of Trustees (where in place), including the arrangement of regular Board meetings • Identifies and supports regional and international learning and sharing opportunities with other countries, governments and partner organisations • Represents HHC at a senior level in international conferences, workshops, meetings with partners, donors, government and global-level officials 	5%

Fundraising	<ul style="list-style-type: none"> • Develops a local fundraising strategy, plans and targets • Oversees delivery of local fundraising targets • Builds relationships with potential donors • Collaborates with HHC colleagues to develop and submit successful proposals, linking with external partners where appropriate • Hosts donor/supporter visits 	10%
Financial and Administrative Management	<ul style="list-style-type: none"> • Ensures robust and regular financial management process are in place, ensuring financial accountability and transparency • Ensures compliance with relevant legislation for the registered status of HHC Rwanda, including the submission of financial accounts and production of audited reporting • Oversees HHC bank accounts and maintains signatory authority for financial transactions • Reviews in-country income and expenditure on a regular basis • Considers and make decisions on variations in the use of the budget within approved figures • Assists staff with the development of budget proposals, annual and multi-year plans • Ensures any variance in expenditure or needed budgets are promptly communicated with the relevant financial colleagues • Evaluates risk probabilities and impact, maintaining a risk register and identifying contingency plans 	10%
Safeguarding and Accountability	<ul style="list-style-type: none"> • Ensures that HHC's safeguarding policy and procedures are effectively implemented to ensure the protection of children and vulnerable adults who come into contact with the organisation • Establishes a culture of accountability, so that HHC is accountable to the children, young people and families that we engage with, ensuring their voices are heard and reflected in decision-making • Ensure the implementation of HHC global policies, standards, procedures and good practice • Contributes to the develop of new HHC global policies and positions 	5%
Other Tasks	<ul style="list-style-type: none"> • Any other relevant tasks as directed by line manager and / or HHC Senior Management Team 	

Person Specification
Essential experience
<ul style="list-style-type: none"> • Proven experience in leading organisations and teams to success • Proven performance in organizing and coordinating major initiatives and events at operational level • Experience in developing alternatives to institutional care for children • Demonstrated ability to manage a multi-disciplinary team and to foster team spirit and synergy
Desirable experience
<ul style="list-style-type: none"> • Relevant professional qualifications e.g. medical, social work, international development. • Experience of policy work at a senior level involving government and other agencies • Experience of leading on or contributing to strategic planning • Experience of managing a budget of >GBP 1,000,000
Essential knowledge
<ul style="list-style-type: none"> • Social policy and development issues relevant to Hope and Homes for Children's strategic goals • Understanding of and commitment to children's rights and protection issues • Deep contextual and cultural understanding of living and working in Rwandan society
Desirable knowledge
<ul style="list-style-type: none"> • Understanding of equality, diversity and inclusion principles and good practice • Human rights systems and advocacy mechanisms
Essential skills and abilities
<ul style="list-style-type: none"> • Fluency in written and spoken Kinyarwanda • Fluency in written and spoken English • Demonstrable leadership capabilities • Demonstrates our values of excellence, courage and integrity • An understanding of relevant local governance structures and experience of working effectively with directors/governance holders • Strong analytical and problem-solving skills • Innovative thinking • Ability to engage with various partners and stakeholders (such as government, donors, civil society organisations, corporate and media) at different levels and build effective working relationships • Excellent ability to communicate effectively, both orally and in writing • Ability to achieve results and meet strict deadlines in an effective manner, maintaining high-quality standards throughout • Able to adapt flexibly to changing situations, overcoming obstacles and recovering quickly from set-backs • Ability to set clear priorities for personal workload reflecting organisational objectives and plans
Special conditions
<ul style="list-style-type: none"> • Regular travel often requiring irregular working hours and occasionally challenging working conditions. May include occasional overseas travel.

Working at Hope and Homes for Children

We currently employ over 200 people worldwide. Their diversity is at the heart of our remarkable, talented and successful teams. We have circa 45 members of staff based in the UK and the remainder based in Europe, Africa and Asia.

Next steps

To apply, please send your CV and a brief covering letter indicating why you're interested in joining us and (reflecting on the role profile) why you believe your skills and experience make you suitable for the role to recruitment@hopeandhomes.org

The final date for applications is 7 February 2025.

Provisional dates for interviews:

First interview: week commencing 24 February 2025

Second interview: week commencing 3 March 2025

If you have any queries or you would like an informal discussion about this opportunity, please contact the HR team by email: recruitment@hopeandhomes.org and we'd be happy to help.

Important information relating to your application

- We will keep your personal data carefully and within the requirements of the General Data Protection Regulations. Our Privacy policy is available here: [Privacy Notice | Hope and Homes for Children](#)
- Hope and Homes for Children has a responsibility to ensure that the children it is working with are protected and kept safe from any harm resulting from their involvement with our organisation. This post may occasionally involve contact with children and/or access to personal and sensitive information about children. Therefore, the recruitment and selection process may include specific checks related to child protection issues.
- Hope and Homes for Children actively encourages equality and diversity and we look to recruit across age, gender, ethnicity and background as we believe diversity brings us closer to our mission of eliminating orphanages.

For more information about Hope and Homes for Children please visit our website at www.hopeandhomes.org.