



RECRUITMENT PACK

TRUSTEE

Programmes

September 2026

**HOPE
AND
HOMES
FOR
CHILDREN**



hopeandhomes.org

CONTENTS

- Letter from our Chair of Trustees
- About Hope and Homes for Children
- The role of a Trustee and person specification
- How to apply



Letter from our Chair of Trustees

Thank you so very much for your interest in what is an incredibly important role for our organisation's future.

We believe children belong in families, never in orphanages. Orphanages don't protect children, they harm them. Put simply: the last thing an orphanage can provide is the first thing a child needs - someone to love them. And yet today, there are still an estimated 5.4 million children confined to orphanages around the world, with children still being taken from families and placed into orphanages on a daily basis when those families face poverty, discrimination, and disability.

Worst of all, an estimated 80% of children in orphanages aren't orphans at all. They have at least one living parent or close relative who could care for them with the right support. For children without this option, there is always a better alternative than an orphanage.

By working with families, communities, local authorities and governments, we've helped get thousands of children out of orphanages and back to family. And we also work to prevent the conditions that lead to family separation in the first place. Because a child needs more than food and shelter to survive. They need love, nurture and protection to really thrive – and that all comes Back to Family.

You can help us make this their reality. The support and expertise of our talented and committed group of Trustees is vital to leading and supporting our global team consisting of staff, volunteers, supporters, and partners. You will be joining an exceptional group of individuals with experience from a wide variety of backgrounds and sectors.

Hope and Homes for Children is a leading organisation working with national teams and partners in nine countries to eliminate orphanages by preventing the separation of children from their families in the first place, reuniting them where this is possible, and by developing alternative forms of family and community-based care arrangements when it isn't. Our track record is already impressive:

We have proven we can transform entire national systems of care and protection. In Romania, we have played a leading role in reducing the number of children institutionalised from over 100,000 to less than 500. In Bulgaria from 33,000 to less than 100, and in Rwanda from 5,000 to less than 350. We are on track to deliver a similar impact in South Africa, Kenya, Moldova, Nepal and, in time, India. Our ground-breaking work in Ukraine is defining how emergency family strengthening and care is proving to be a critical driver in improving humanitarian outcomes. We were the key architects of the recently launched Global Charter on Child Care Reform, which commits its 37 signatory countries to eliminating their orphanages and ensuring that all children can grow up with the love and protection of a family. We commence a three-year campaign this year, focusing on children confined in orphanages in conflict affected locations. We have a compelling ask, and lead donations already secured amounting to £3 million prior to launch.

Our values mean a great deal to us. Courage, because much of the world still resists the change we are seeking. Integrity, because we need the confidence and trust of people to win the case for that change. Excellence, because the children we exist to serve deserve nothing less. And deeply human, because we lead with empathy — for colleagues, for children, for families, for communities — and challenge unjust systems without losing sight of the humanity in everyone.

This is a deeply rewarding time to be joining us. If you believe every child belongs in a family, join us and help get millions of children Back to Family. We hope you feel excited about the challenge, and we would be delighted to hear from you.

With very best wishes

Martina Larkin

Chair of Trustees



About Us

For over 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, and from those who exploit the lack of oversight these institutions operate under.

Orphanages regiment the lives of children and are unable to provide the intimate care that a family can, leading to alarming levels of neglect.

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.

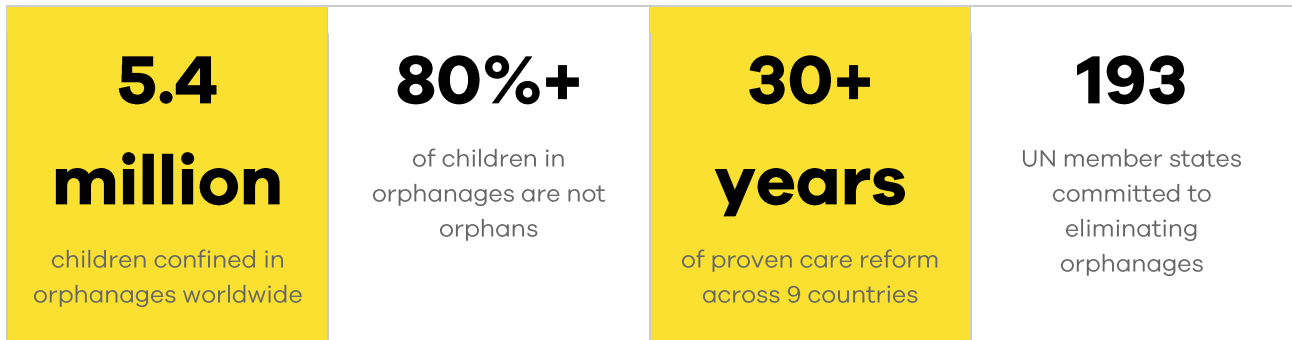
The shocking truth is that these are almost always children who have, or could have, a family to look after them. To love them. But today, over 5.4 million children are trapped within institutions. It's not right and it must stop.

Since 1994, **Hope and Homes for Children** has been working to stop the institutionalisation of children. We're approximately 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 be approaching 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 contributed to reducing the number of children in institutions by 97% and galvanised government commitment to close all remaining institutions by 2027.
- With our support, the government of Bulgaria is reforming its child protection system and now has only two large orphanages left to close nationally.
- In Rwanda, our strategic direction led to the first orphanage closure in the country. Now the government has agreed a national strategy to close the remaining institutions.

At supranational level:

- Our Global Advocacy Team influenced governments on a 2019 **UN Resolution on the Rights of the Child**, which led to 193 member states of the UN agreeing for the first time in history that orphanages need to be eliminated.
- We supported the Government of Rwanda to develop the [Kigali Declaration](#) in June 2022 which commits to the elimination of orphanages and investment in family and community-based care across all 54 countries of the **Commonwealth**.

Our work in numbers since 1994:

167

orphanages closed

20,459

children helped into loving
family-based or alternative care

291,406

children prevented from
entering orphanages or family
separation

Our vision is undimmed: a world in which children no longer suffer in orphanages. Our aim is that by December 2030, worldwide, we will be approaching a consensus that orphanages are an unacceptable way of looking after children.

How will we achieve this? By leading and supporting national reform in the countries we work in – gradually reducing the number of orphanages in each one. Our current countries of operation are Ukraine, Moldova, Romania, Bulgaria, South Africa, Rwanda, India, Nepal and Kenya. In response to the war in Ukraine, we developed an ambitious plan which aims to bring an end to the institutionalisation of children in Ukraine alongside addressing the immediate humanitarian needs facing children and families, both in Ukraine and the wider region.



The Role of Trustee

The role of our Board of Trustees is to govern the organisation in line with its vision, aims and charitable objectives, and to provide overall strategic and policy direction. Trustee positions are voluntary and unremunerated.

We are seeking a trustee with extensive programming leadership experience in the international development or humanitarian sectors. To support our ambitions to transform how the humanitarian sector finances work addressing institutionalised children and children at risk of being separated from parental care, it would be particularly attractive if you have experience in how macro level financing mechanisms work and can be influenced within the humanitarian sector.

The specific duties of a Trustee are:

- To determine the overall strategic direction and development of Hope and Homes for Children, by agreeing organisational policies, budgets and objectives, and to ensure targets are set and performance is measured against such targets.
- To safeguard and promote the good name, reputation, vision, mission and values of Hope and Homes for Children and to ensure the charity complies with its governing documents, relevant legislation and regulatory requirements.
- To take collective responsibility for Board decisions, including the avoidance of any personal conflict of interest, and to hold the Executive to account.
- To contribute any specific skills, knowledge or experience which he/she may have to help the Board of Trustees reach sound decisions.
- To ensure the effective and efficient administration of Hope and Homes for Children and its financial stability.
- To represent Hope and Homes for Children at functions and events, to lead or be a member of committees/panels/groups as appropriate and help identify fundraising opportunities as they may arise.
- To engage with international stakeholders to keep informed about the organisation's activities and wider issues that affect the Charity's work. • To elect a Chair and other directors/trustees.

PERSON SPECIFICATION

As with all Trustees, the successful candidate will demonstrate:

- Commitment to the ethos, purpose and role of Hope and Homes for Children and empathy with the core mission.
- Demonstrable track record in a chosen business or Not for Profit field.
- An understanding of the role of governance of organisations, whether in the private, public or voluntary sector.
- Skill and sensitivity in dealing with people at all levels, both internally and externally.

- Intellectual capacity to grasp issues outside personal experience and to take a strategic view.
- Ability to inspire confidence and build positive relationships with Hope and Homes for Children's principal stakeholders.
- The capacity to utilise a personal network of contacts and to make new links for the Charity to leverage in its fundraising objects.
- An ability to work effectively as a member of a team.
- Strategic vision coupled with the ability to focus on practical issues.
- Entrepreneurial and innovative in approach.

In addition, you will:

- have provided senior leadership in a programmes function for an NGO, multilateral, government or funding body, particularly working with marginalised children, families and communities; be experienced in working in partnership and with local government to bring about systems change.
- have a track record of overseeing or leading programmes at scale across multiple countries or regions, including in lower income, middle income, or fragile and conflict-affected settings.
- have extensive experience of programme strategy, quality assurance, monitoring, evaluation and learning, and of using evidence to drive decision-making.
- have sound understanding of the international development and humanitarian sector; with awareness of the operating environment for international NGOs, including donor landscapes, and the risk, regulatory and safeguarding context for organisations working with children overseas.

PRACTICAL COMMITMENTS

TIME COMMITMENT

- 4 board meetings per year (in person, London)
- 5 subcommittee meetings per year (virtual)
- Annual awayday — 2 days, UK or one of our countries of operation

TERM OF OFFICE

- Two terms of three years
- Third term of up to three years by mutual agreement

OTHER REQUIREMENTS

- Enhanced child protection checks may apply
- Reasonable expenses reimbursed

REPORTING

You will report, as all Trustees do, to the Chair of the Board.

You will be a key member of our Programmes, Advocacy, Research and Accountability Committee (PARAC) and will therefore work closely with the chair of this committee.

OUR COMMITMENT TO EQUITY, DIVERSITY & INCLUSION

Hope and Homes for Children actively encourages equity, diversity and inclusion, and we look to recruit a diverse range of people to reflect the communities in which we live. We are keen to see a diverse membership of both the trustee body and committees as we believe diversity brings us closer to our mission of eliminating orphanages.

How to apply

We would love to hear from you. To apply, please upload a CV and a short covering letter telling us why you are interested in joining the Hope and Homes for Children Board and how your experience maps to the role you are applying for.

Applications should be submitted by 17.00 UK time on Thursday 8th October 2026.

Selection Process

Process Step	Date
Closing Date for Applications	17.00 UK time on 8 th October 2026
First round interviews (virtual) (Those who are successful will progress to the final stage)	Week commencing 19 th October 2026
Final interviews (virtual)	Week commencing 2 nd November 2026

Accessibility

We want this process to be accessible to everyone. If you need this pack in an alternative format, or require any reasonable adjustments to support your application or participation in our selection process, please contact us and we will be happy to help.

Your personal data

We will handle your personal data carefully and in accordance with UK GDPR. Our full privacy notice is available at hopeandhomes.org/privacy-notice.

Safeguarding

Keeping children safe is at the heart of everything we do. Hope and Homes for Children is fully committed to safeguarding the children and families we work with, and we hold all trustees, staff, volunteers and partners to the highest standards of conduct.

As a trustee, you will be joining an organisation that works directly with some of the world's most vulnerable children. This role may occasionally involve contact with children or access to sensitive information about children and families. All trustees are therefore required to complete safer recruitment checks as part of our standard onboarding process.

We ask that everyone who joins us shares our absolute commitment to keeping children safe — not just as a legal obligation, but as a reflection of the values that drive everything we do.

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

Thank you for considering this role. Every child deserves to grow up in a family.

