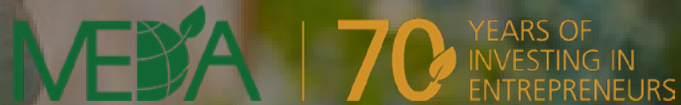


MILLAR CAMERON

PEOPLE · PASSION · PERSISTENCE



VICE PRESIDENT  
PEOPLE & CULTURE  
*MEDA (MENNONITE ECONOMIC  
DEVELOPMENT ASSOCIATES)*

## ABOUT MEDA

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MEDA is an international economic development organization that creates business solutions to poverty. We work in agri-food market systems, focusing primarily on women and youth in rural communities in the Global South for decent job creation.

MEDA recently celebrated 70 remarkable years of investing in entrepreneurs; reaffirming commitment to four key values: Collaboration, Accountability, Respect and Entrepreneurship.

MEDA has an ambitious goal to create and sustain decent jobs for 500,000 youth and women in emerging economies working in the agrifood ecosystem by 2030. To achieve this, MEDA is shifting its focus beyond project-specific efforts to establish lasting alliances that bring about systemic change. MEDA is committed to cultivating long-term

partnerships at the national, regional, and systemic levels in the areas where we operate.

Please follow this link to find out more about this plan. <https://www.meda.org/about/strategic-plan/>

MEDA's work is guided by 3 principles:

- Agri-food Market Systems: MEDA directs its efforts toward specific agri-food market systems in the Global South. The approach involves addressing social norms, power dynamics, and systemic inequalities by collaborating with stakeholders to develop culturally appropriate strategies, aiming to expand choices and opportunities within these systems.
- North-South Equilibrium: MEDA is committed to decolonization which will lead to localization, intentionally transferring power from the Global North to the Global South through the design and delivery of initiatives and evolving into a relevant role as an iNGO that allows for the growth of organizations in the global south, increased coordination, and reduced fragmentation in the approach of how it works.
- Partnerships for Systems-Level Impact: MEDA actively seeks and creates opportunities aligned with long-term strategic goals. This involves pursuing transformational and sustainable solutions through collaborative projects. Employing a multi-sector approach, the organization aims to generate sustainable and resilient results.

VICE PRESIDENT PEOPLE & CULTURE (VP P&C) MEDA



THE LOCATION

**HYBRID/REMOTE – ROLE CAN BE LOCATED ANYWHERE, BUT INDIVIDUAL MUST HAVE THE ABILITY TO WORK AND BE HIRED IN LOCATIONS WHERE MEDA HAVE OFFICES PREFERABLY CANADA & US. OTHER LOCATIONS MAY BE CONSIDERED.**

VICE PRESIDENT PEOPLE & CULTURE (VP P&C) MEDA

## MAIN RESPONSIBILITIES:

The Vice President People & Culture (VP P&C) is a pivotal member of MEDA's executive leadership team, responsible for shaping the vision, strategy, and execution of organizational effectiveness through talent and culture management programs. This role collaborates with the leadership team and key stakeholders to cultivate an empowered, values-driven workplace culture, and actively plan for future talent needs. The job holder will offer strategic counsel to guide the organization through the complexities of culture and effective talent utilization and retention.

Reporting to the President and CEO, the VP P&C leads MEDA's programs and strategies related to employees and culture supporting the creation of a high-performance culture aligned with MEDA's strategic goals. Expertise in change management and innovation is essential for success in this role. This role will champion change management and innovation, ensuring MEDA remains agile in a dynamic external landscape.

This pivotal role offers a unique opportunity to drive transformational change across MEDA's global operations from implementing our newly rolled out regional structure to fostering a culture of accountability, fairness and proactive engagement. This role will lead the cultural shift that propels us forward and positions MEDA as an employer of choice globally.

It is an opportunity to make a global difference for strategic doers who excel in fast-paced environments, have proven track record in operational oversight and global team management while being the external face of MEDA, championing the organization's commitment to impactful change and efficiency on a global scale.

VICE PRESIDENT PEOPLE & CULTURE (VP P&C)  
MEDA

**TITLE:**

**VICE PRESIDENT PEOPLE &  
CULTURE (VP P&C)**

**REPORTING TO:**

**PRESIDENT AND CEO (PCEO)**

**LOCATION:**

**HYBRID/REMOTE – ROLE CAN BE  
LOCATED ANYWHERE, BUT  
INDIVIDUAL MUST HAVE THE  
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**OTHER LOCATIONS MAY BE  
CONSIDERED**

# DIMENSIONS OF THE ROLE:

## *Executive Function (15%)*

- The VP P&C will participate as a member of the MEDA Executive Leadership Team (ELT) providing advice and counsel on organizational issues
- Provide leadership, strategy, and management of the entire People & Culture Division
- Contribute to and support the development of MEDA's overall strategic direction and Annual Review and Annual Plans
- Collaborate with the ELT and department managers to establish annual budgets for division and departments
- Responsible for staff performance management, development and engagement for division and departments
- Report to and engage with the MEDA board and individual Board Members as required
- Serve as staff liaison for board committees as required
- Build MEDA's profile and visibility through external industry events and MEDA events, with supporters and institutional donors
- Represent MEDA on Boards of investee companies and associated organizations as appropriate
- Participate and take the lead as necessary on the Crisis Management Team and Security Management Team
- Model integrity and support MEDA's faith heritage, mission, vision and values

## *Strategy and Planning (15%)*

- Lead and manage MEDA's annual planning and review process for the P&C Division
- Manage goal setting for P&C team to align with the organizational plan and balanced scorecard targets
- Oversee the appropriate and effective structure and function of People & Culture team and roles
- Provide people & culture leadership to critical and organization-wide initiatives related to projects, organizational redesign and change management
- Catalyze organizational performance through leadership – linking strategy to structure, building transformational change approaches, and facilitating complex organizational issues
- Collaborate and coordinate with ELT across MEDA to develop and integrate workforce planning and analysis, talent acquisition, learning and development, performance management, professional development, succession planning, and rewards for all divisions and regions
- Lead and develop Workforce Planning processes across the organization
- Develop and lead Talent Sustainability and Succession Planning across the organization, for ELT, and all critical roles
- Support, as requested, Board level succession planning for CEO and Board Roles

**VICE PRESIDENT PEOPLE & CULTURE (VP P&C)  
MEDA**

**TRAVEL:  
WILLINGNESS AND ABILITY TO  
TRAVEL EXTENSIVELY, BOTH  
DOMESTICALLY AND  
INTERNATIONALLY  
(UP TO 40- 50 DAYS ANNUALLY)**

**START DATE:  
ASAP**

**DIRECT REPORTS:  
– DIRECTOR, PEOPLE & CULTURE  
AND P&C GLOBAL LEAD  
– MANAGER, ADMINISTRATIVE  
SERVICES  
– SECURITY CONSULTANT**

*Organizational Effectiveness (15%)*

- Oversee MEDA's employee engagement and retention initiatives to increase organizational, programmatic, and individual performance
- Oversee, a progressive total rewards program balancing resources with the need to maintain MEDA's competitive position in the marketplace
- Identify and recommend opportunities to improve and align supporting systems; create and implement an integrated approach to talent and culture management
- Influence organizational decision-making with the use of relevant, value-added metrics and analysis and reports on the same in a manner that aligns with and supports MEDA's strategic short- and long-term objectives
- Receive, process, and present both strategic and tactical information to diverse audiences while maintaining effective, collaborative relationships with all stakeholders including members of the Board of Directors, outside organizations, vendors, management, and staff

*Leadership and Talent Management (15%)*

- Support the CEO in the development of relevant ongoing development, coaching, learning and quarterly team-building meetings for the executive team
- Oversee, talent acquisition and retention strategies and plans, including directing the design and implementation of MEDA-wide employment programs for recruitment and retention strategies, candidate identification and selection methods incorporating diversity and inclusion strategies and measurements
- Design and implement integrated talent management solutions including, executive coaching, individual development planning, talent reviews, talent sustainability, and leadership development
- Oversee the identification, development, and delivery of core learning programs, including external training and facilitation of in-house sessions, ensuring consistent alignment and measurable outcomes against organizational objectives and goals
- Guide and monitor the progress of high-performing employees and identify positions that provide quality developmental opportunities; foster a culture that integrates succession planning across MEDA
- Oversee results-driven performance management tools and processes that integrate MEDA's values and core competencies
- Build a comprehensive diversity and inclusion strategy and incorporate diversity and inclusion as a capability throughout leadership and at MEDA
- Lead organization-wide Leadership Development Programs
- Lead organization-wide Competency Framework

*Workplace Culture Management (10%)*

- Develop, direct, and monitor people and culture strategies aimed at maintaining a healthy workplace culture including programs and initiatives related to employee communications, engagement, and relations across and inclusive of all MEDA departments/units and offices
- Develop, lead and oversee a People & Culture Internal and External Communication Strategy

VICE PRESIDENT PEOPLE & CULTURE (VP P&C)  
MEDA



- Proactively drives effective employee communications in partnership with the leadership team
- Serve as the organizational focal point of employee support, safety, well-being, and growth
- Proactively and effectively address components of workplace culture that impede organizational and individual effectiveness in a manner consistent with MEDA's values
- Foster a culture of accountability, trust, recognition and results among staff at all levels consistent with the short and long-term objectives of MEDA

*People & Culture Management (10%)*

- Advise the leadership team on the full range of people & culture and effectively implement strategies/action steps for new or improved programs, policies, and processes to affect defined organizational outcomes and mitigate risk
- Ensures compliance with all applicable local and international labor laws included but not limited to Canada, USA, Germany and all MEDA project countries
- Guide the design, implementation, and testing of all people & culture related technology to achieve improvements in established goals and outcomes
- Direct the execution of standard and customized data analysis and reports useful to senior management

*Corporate Administration Leadership (10%)*

- Provide leadership and oversight of MEDA's Corporate Administration services ensuring the department effectively serves and supports MEDA's shared workspace, offices, and corporate administration SharePoint systems
- Oversee the coordination of MEDA's Executive Assistant Team and ensure effective support to the CEO and the ELT
- Oversee MEDA's transition to a globally dispersed workforce as we move out of the Waterloo Offices
- Oversee and ensure a strategic approach to the coordination of shared workspaces and shared office spaces, in NA and globally

*Health, Safety and Security Leadership (10%)*

- Oversee the safety and security framework for MEDA and ensure timely communications relating to security or other critical events between all MEDA offices and project countries
- Lead MEDA's crisis management team
- Oversee Safeguarding and Prevention of Sexual Exploitation, Harassment and Abuse
- Monitor and respond to concerns coming in through reporting channels, including the ethics@meda.org email
- Enforce organization-wide, reporting, and documentation procedures around reporting concerns
- Provide guidance to Security staff, contractors, and executives on safety and security matters and ensure organizational processes reflect best practice
- Lead and oversee MEDA's Health, Safety, and Security function ensuring not only compliance with applicable legislation but also engendering a culture of Health, Safety, and Security across the organization

# SKILLS AND QUALIFICATIONS

*To apply for this role, please ensure that you have the following skills and experience:*

- University degree, preferably Master's degree in Human Resources, Business Administration, or a related field. Professional Human Resources designation such as the CHRP is an asset
- Seven to ten years of senior human resource management experience in a combination of private sector and non-profit organizations, ideally in the international development arena
- Senior leadership experience in shaping organizational culture through communication, events, and other methods
- Proven experience managing organizational change, building and retaining teams, and implementing talent retention strategies
- Experience working in a non-profit, ideally in an international development context is an asset
- Strong organizational and staff management skills and proven ability to successfully deliver/implement/execute initiatives, processes, and policies
- Demonstrated interpersonal and written communication skills with and experience dealing with issues of a confidential and sensitive nature
- Strong understanding of North American regions and other relevant areas where MEDA has presence
- Appreciation and support of MEDA's mission, vision, and values
- Understanding and appreciation of business principles, international development, and MEDA's approach to creating business solutions to poverty

MEDA is an equal opportunity employer and accommodation is available during all phases of the recruitment process. We ask that any applicants requiring accommodation make their needs known in advance.

*Please send your CV and contact details to Shelmith or Silvia who will contact you to discuss your application in more detail.*



*Shelmith Mwangi*

Email: [shelmith@millarcameron.com](mailto:shelmith@millarcameron.com)

Phone: +254 20 5038445



*Silvia Tikani*

Email: [silvia.tikani@millarcameron.com](mailto:silvia.tikani@millarcameron.com)

Phone: +254 20 5038446



A woman wearing a green shawl and a purple headwrap is working in a nursery. She is wearing white gloves and is carefully handling small green seedlings in a wooden tray. The nursery is filled with many similar trays of seedlings, and the background is slightly blurred, showing more of the nursery structure.

WHO ARE MILLAR CAMERON

# FINDING THE PEOPLE WHO MAKE THE DIFFERENCE

## A SEAMLESS JOURNEY

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*Founded in 2007, Millar Cameron is an executive and professional search consultancy that focuses on Africa and other emerging markets.*

*Our goal is to provide client-centric, tailored executive search, recruitment and strategic advisory. Our international reach paired with local market knowledge enables us to provide our clients outstanding leaders who deliver consistent results, irrespective of geography.*

*We employ a rigorous research driven search process to identify the best fit for our clients, taking into account both hard and soft skill sets.*

*Our extensive experience yields a robust approach to market intelligence and a longstanding network of global relationships.*

MILLAR CAMERON



# MILLAR CAMERON

PEOPLE . PASSION . PERSISTENCE

*OXFORD*

*LONDON*

*NAIROBI*

*JOHANNESBURG*

*CAPE TOWN*