



# Appointment of **Trustees**



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# INTRODUCTION

## Dear Candidates,

Thank you for your interest in INTRAC and in joining the team as a member of the Board.

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I have known and worked alongside INTRAC since it was founded and have always been impressed with its unique relevance and contribution to civil society at a global level. Since joining the Board in November 2015 I have had the privilege of learning more and taking part in a continuing process of adapting to the rapid changes we are seeing.

Since it was founded in 1991, INTRAC rapidly gained a strong international reputation for building and supporting effective civil society around the world. We support civil society particularly in the global South through research, training, networking and consultancy. INTRAC helps build their capacity to empower people to overcome poverty challenge social exclusion and inequality and engage as active citizens in society. Our strategy focuses strongly on collaborative working with regional and national organisations and individuals who in turn support local civil society in all its forms, and on creating a better enabling environment for civil society action.

This is an exciting opportunity to join our Board at a key moment in time. We have recently appointed a new Chief Executive and are looking to further adapt our business model to increase our impact and take account of new opportunities and changes in policy and funding environments. We are looking for people who are able to bring enthusiasm for promoting the role of civil society and can provide effective strategic oversight of the charity's activities. We are particularly looking for candidates who have experience in corporate financing and business model development; and commercial consultancy operations to complement the broad range of skills we already possess. We also aim to increase the diversity of our Board.

I really look forward to welcoming new Trustees to the Board. If you are eager to help us achieve our ambitions then I would welcome your application.

*Carolyn Miller*



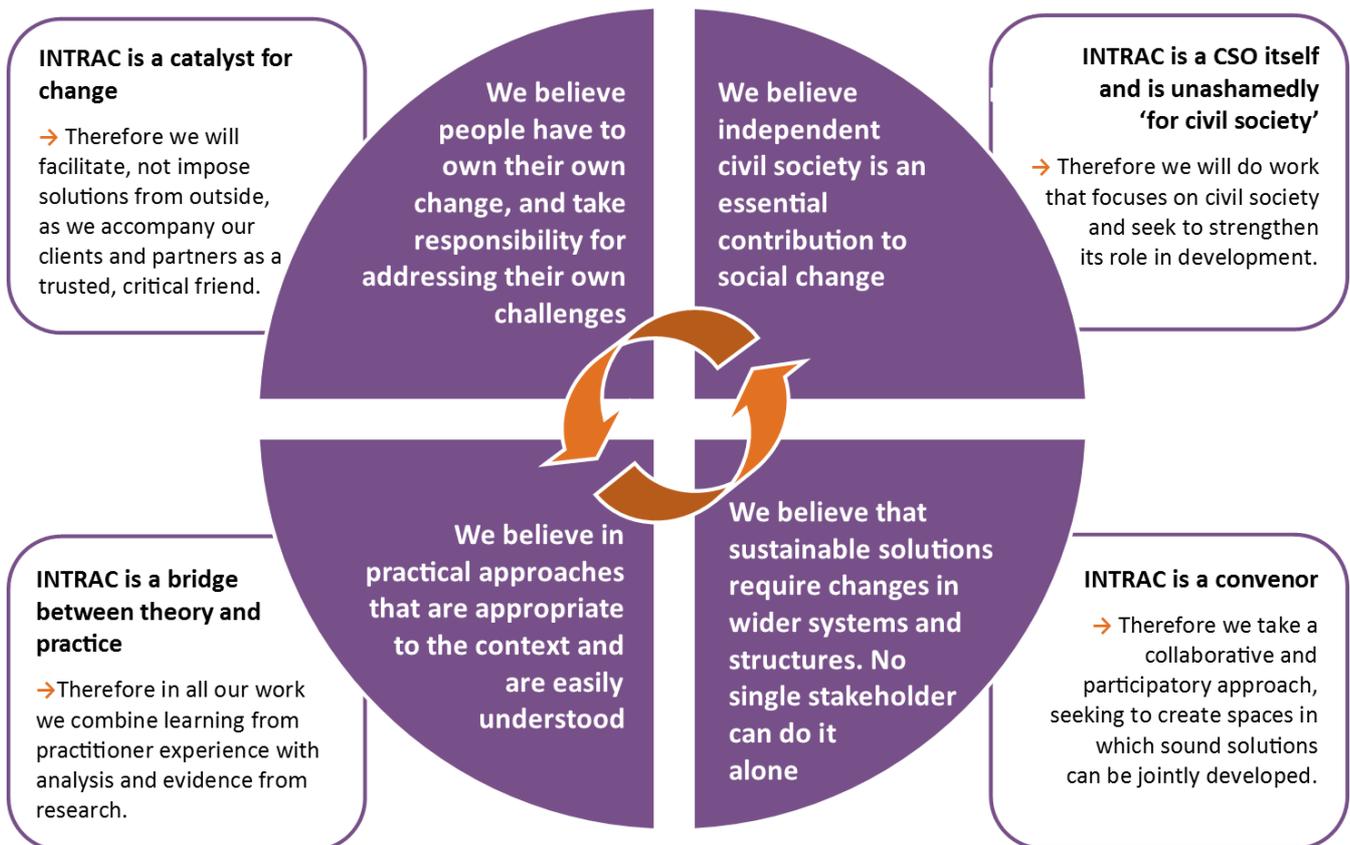
# WHO WE ARE

**INTRAC exists to strengthen the effectiveness of civil society to challenge poverty and inequality, empowering people to gain greater control over their own future.**

## Vision

Our vision is that people are able to come together and organise in forms that are effective, sustainable, rooted and legitimate in their own societies; and are able to participate in a vibrant and interconnected

global movement for social justice, human rights and environmental sustainability. We support sustainability and activism in civil society as key elements for its effectiveness and identity.



## Our strategy 2015-2020:

### Supporting sustainability and activism in civil society

- Strengthen in-country and regional access to transformative capacity development support for civil society;
- Influence policy makers, government regulators and funders to improve policy, strategy and practice related to civil society;
- Provide cutting-edge capacity building and advisory support to civil society organisations and those setting the parameters for its work;
- Support individuals to become supporters and champions of civil society;
- Promote learning and the development of innovative and transformative approaches to civil society strengthening;
- Share findings and results of our work widely and accessibly.

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## WHAT WE DO

We support civil society on every continent. We have a strong track record of working with civil society, national and international NGOs, NGO support organisations, governments, private sector, donors, foundations and research institutions.

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**Civil society policy and development** – We work with policy makers, government regulators, international NGOs, and private funders to improve policy, strategy and practice related to civil society support.

**Civil society sustainability** – We are at the forefront of new thinking on how to ensure the legitimacy, credibility and long-term viability of organisations and their actions.

**Monitoring, evaluation and learning** – We have widely recognised expertise in planning, monitoring, evaluation, impact assessment, and learning.

**Organisational and capacity development** – We are a pioneer of approaches and tools for organisational and capacity building.

**Programme strategy and design** – We support organisations to design new and innovative approaches to programme design.



**Current areas of interest include:** How grantees of multi-donor Civil Society pooled funds influence national policy and navigate political space; alternative models for directly funding CSOs; new forms of organising; the long term viability of Southern CSOs after donor exit; and institutionalising beneficiary feedback mechanisms. We are also exploring undertaking more work in governance and philanthropy.

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## HOW WE DO IT

We provide high quality, contextualised and practical support to civil society through consultancy, training, research and learning. We also offer capacity development programmes combining a range of methods and approaches.



**Training** – We support skills development and learning on a range of themes through high quality and engaging face-to-face, online and tailor-made training and coaching. We have 25 years of experience: our courses have been tried and tested by our consultants and practitioners within the field and workplace.

**Consultancy** – We offer specialist consultancy services to improve civil society policy and practice. Our values-driven consultancy means we accompany our clients and partners as a trustworthy, knowledgeable, and critical friend.

**Research** – We combine first-hand practitioner experience with robust methods to research key questions affecting civil society. We are dedicated to

making research accessible to and useful for civil society organisations. We champion research that can bring about real change for civil society, working with academics, policy and practice-oriented researchers to ensure that research initiatives are relevant and that findings are accessible and useful.

**Learning** – Self-reflection and learning from others are essential to making change happen. We promote critical thinking and reflection – for example on the changing dynamics of civil society – by creating spaces for debate and learning. INTRAC provides a platform for debate and critical thinking among practitioners, policy makers and researchers from around the world through virtual and face-to-face events, alongside a wealth of accessible publications.

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## WHERE WE WORK

We respond to demand worldwide, adjusting our role based on the relative strength of civil society:

- Where civil society is strong, we collaborate with like-minded organisations to stimulate a global exchange on civil society policy and practice;
- Where civil society capacity building exists but is weak, we invest in strengthening the sector by bringing the best of international practice and by building the skills of local providers;

- Where civil society and its support sector are new or emerging, we build the capacity of that sector and deliver direct support.

We use our rich portfolio of work and network of experts across all continents to shape global debates and policy on civil society strengthening. We seek to prioritise settings where civil society needs to play a pivotal role in inclusive development efforts, and we actively respond to demand worldwide. Over the past decades this has led to a rich portfolio of work and regional expertise.



## WHERE WE WORK *continued*

### MENA

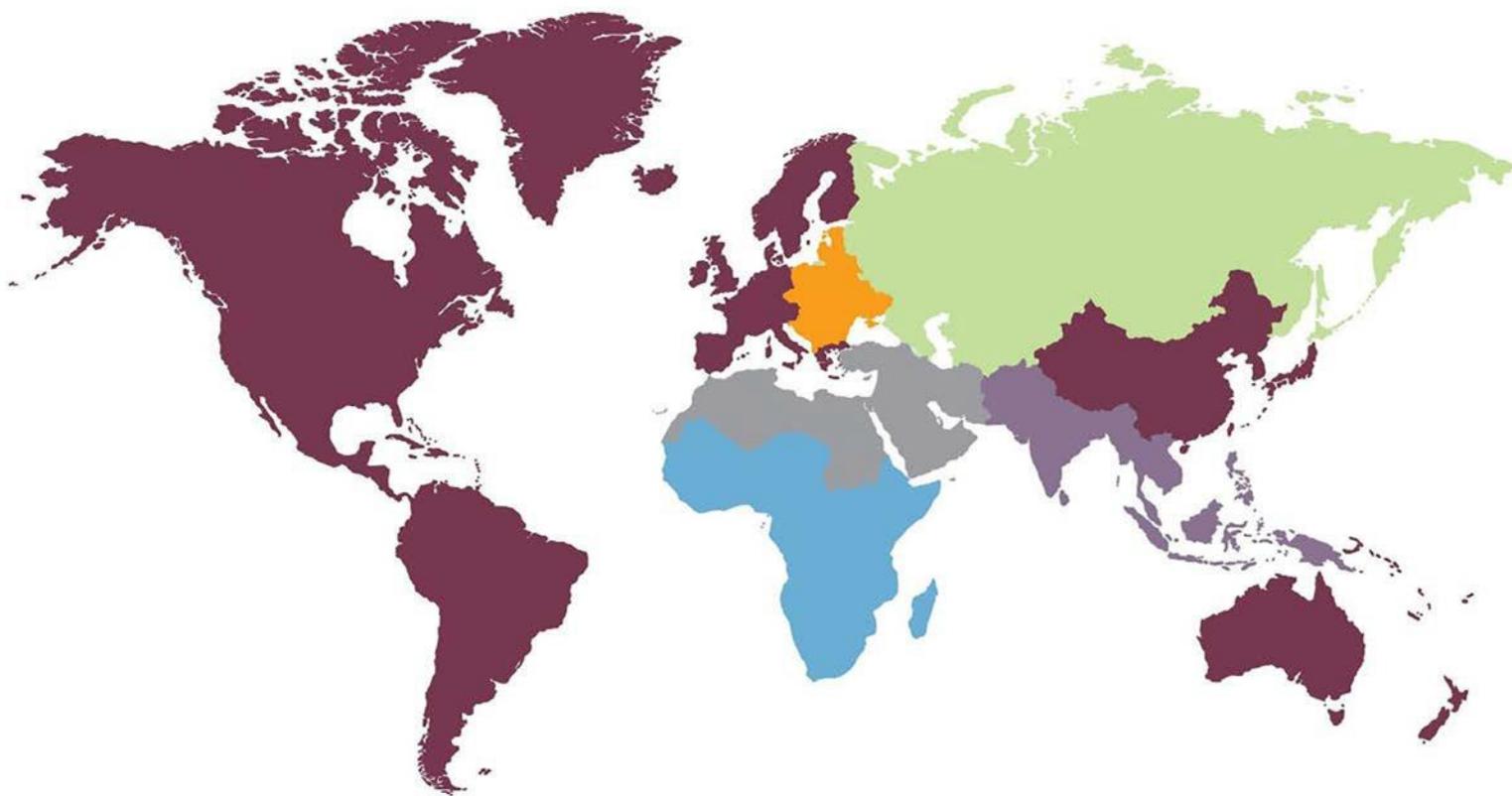
In the Middle East and North Africa region INTRAC supports the development of action research and advocacy skills among women to increase their confidence and experience of participation in public life and local political issues. We evaluate CSOs' support programmes and build the capacity of civil society activists in Syria and the wider region. In Saudi Arabia we collaborate with foundations to support the emergence of a stronger civil society support sector.

### Central Asia and Russia

Our Analytical Skills Training Programme helps CSOs in the sub-region to engage effectively with local government and contribute to cross-border conflict prevention. Together with other NGO partners INTRAC builds up capacity of journalists and policy analysts for research focused on supporting democratic changes in society. We conduct multi-country studies of regulatory and policy frameworks affecting people with disabilities. In collaboration with youth centres we help young people analyse employment opportunities and potential problems in their communities.

### Sub-Saharan Africa

INTRAC leads the capacity building strategy of the Ethiopian Civil Society Support Programme. We develop national level providers and design capacity development for organisations working with hard to reach populations across the country. We provide analysis of different funding models for effective civil society support by donors based on our experience of and research on a number of African governance programmes. Together with regional partners we explore new sustainability models and their joint development.



### Eastern and Central Europe

We work in support of the capacity development of CSOs in politically charged contexts in Eastern and Central Europe such as Ukraine, Belarus and Moldova. We support their organisational development and resilience in the face of many challenges. We evaluate, accompany and build capacity of CSOs and networks across the region in their journey towards sustainability models beyond international resourcing.

### South/South East Asia

Together with long standing civil society partners in India and other countries we explore the legitimacy and adaptation challenges faced by CSOs in the sub-region. This includes work on transitions from external to sustainable domestic resourcing. Our support for civil society in Laos is growing. In Afghanistan we support the development of strategies for capacity building and training for local providers. In the wider sub-region we contribute to a set of international evaluations of humanitarian and development operations.

### Global

Our worldwide practice and international networks provide us with a strong basis to evaluate and shape wider civil society policy and support strategies. We work with funders and policy makers to review existing approaches and improve them. Our research highlights the constraints civil society works under across Africa, Asia, Latin America, and Europe. We convene debates and explore with others new pathways for effective support for local civil society organisations which are often facing challenging conditions.

## ROLE DESCRIPTION



### Working as part of the Board, Trustees will:

- ensure that INTRAC complies with its governing document (Articles of Association), charity law, company law and any other relevant legislation or regulations and strives to achieve best practice;
- contribute actively to the Board of Trustees by giving firm strategic direction to INTRAC, setting overall policy, defining goals, setting targets, and evaluating performance against agreed targets;
- safeguard the good name and values of INTRAC;
- ensure the effective management, administration and financial stability of INTRAC;
- ensure governance is of the highest possible standard, including Charity Commission guidelines;
- engage with Board development activities;
- ensure that INTRAC pursues its objectives as defined in its governing document;
- ensure INTRAC applies its resources exclusively in pursuance of its objects.

### As an individual:

In addition to the above statutory duties, each Trustee should use any specific skills, knowledge or experience they have to help the Board of Trustees reach sound decisions or assist the staff. They will also promote the organisation externally.

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## ROLE DESCRIPTION *continued*



### Skills and Experience

#### General skills

You will have:

- a commitment to the mission and values of INTRAC;
- an understanding of operating in a global context;
- strategic vision and good judgment;
- the ability to think creatively and innovate;
- the skills to work effectively as a member of a team while contributing an independent perspective;
- an understanding and acceptance of the legal duties, responsibilities, and liabilities of Trusteeship.

#### Specific skills

We are particularly seeking candidates with some of the following:

- strategic financing, with an understanding of income generation from a wide range of sources;
- an understanding of business financing models and innovative financing mechanisms;
- experience in managing a successful consultancy business, ideally with commercial skills and a track record in securing contracts and grants from a range of international development agencies and foundations.

#### Terms of appointment

The role is unpaid. (Reasonable expenses are payable).

Trustees are appointed to a 3-year term of office in the first instance. There is the possibility of serving for a further 3-year term after which a Trustee must stand down. You will be asked to attend four Board meetings a year, with the potential for joining a subcommittee or working group in addition. You may also be asked to attend some one-off external events.

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## HOW TO APPLY



If you would welcome a conversation to assist in considering this opportunity then please email Carolyn Miller, Chair of the INTRAC Board at [CMiller@intrac.org](mailto:CMiller@intrac.org) to arrange this.

### **Application process**

To apply, please send a CV and a covering letter by email to Peter Allen at [info@intrac.org](mailto:info@intrac.org) explaining how you would be able to contribute. Please include your contact details.

### **Closing date**

Applications will be considered as they are received. **This role may close to applications before the planned closing date of Sunday 16 September 2018.**

### **Selection process**

Applications will be reviewed as received. The candidates meeting the essential requirements will be screened before the closing date of the advert. The shortlisted candidates will be then referred for formal interview with Nominations Committee Members.