



Appointment of Trustees

October 2020



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1 INTRODUCTION

1.1 Welcome from Carolyn Miller, Chair of the Board of Trustees

Dear Candidates,

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

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. In common with all organisations, we have been looking at ways to adapt our business model to meet the challenges of COVID 19 and have been successful in increasing and improving our ability to work with our clients remotely. 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 technology, corporate financing and business model development; and/or commercial consultancy operations to complement the broad range of skills we already possess. In addition, we are also looking for someone working at the frontiers of evidence and impact. We also aim to increase the diversity of our Board as well as seeking Trustees from the Global South. This will help us increase the relevance and effectiveness of our business model and strategy for civil society in the south.

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

Chair

1.2 Our mission

INTRAC's mission is to strengthen and support the capacity, engagement, and effectiveness of civil society, especially in the global south - in order to change societies for the better.

1.3 Our strategic priorities

- **Increase access to civil society support services in the Global South** by working with existing networks and structures to strengthen organisational resilience and health, effectiveness, leadership, integrity and accountability.
- **Support INGOs and funders to examine and adapt** their strategies, accountability mechanisms funding policies, power distribution and governance structures to enable equitable relationships with and increase the agency and voice of their partners in the South.
- **Facilitate cooperation and exchange and contribute to policies** informed by a global, holistic perspective that build on local knowledge, agency and leadership. Engage with emerging thinking on what organisations of the future will look like.

1.4 Our board and staff team

The current composition of the [INTRAC board](#) is as follows:

- **Carolyn Miller**, Chair
- **Phil Vernon**, Deputy Chair
- **Jonathan Orchard**, Treasurer
- **Sam Bickersteth**
- **James Copestake**
- **Catriona Dejean**
- **Sheila Ochugboju**
- **Yvonne Taylor**
- **Sue Turrell**

INTRAC's current Chief Executive is Jim Emerson. We have a core staff team of just over 20 and a wide network of associates and other practitioners we work with. Profiles of the INTRAC staff, network and friends are [available on our website](#).

2 WHAT WE DO

In order to pursue our mission:

- **We help organisations to develop and grow.** We provide services which actively strengthen civil society, and we accompany organisations as they develop and achieve their goals.
- **We support learning and adaptation.** We promote the gathering and use of information to ensure quality, accountability, and evidence-based decision-making. We listen, facilitate learning, and share knowledge and insights.
- **We influence and inspire.** We champion policy, practices, and learning that enable civil society to operate freely.

2.1 Our themes

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.



3 HOW WE WORK

We work with:

- Civil Society organisations, emerging forms of civil society, movements, solidarity groups and their support networks in the South.
- Institutions – NGOs, funders, donors, foundations, the private sector and governments.
- Individuals who are working for the same purpose and who share our values.

Our approach is to work with partners and clients to co-create a tailored offer of expert independent advice, coaching and mentoring, facilitation, evaluation, consultancy services and training. We have adapted the way we work so that much of what we offer can be done on-line and remotely.

3.1 Our activities

3.1.1 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.

3.1.2 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.

3.1.3 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.

3.1.4 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.

4 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.



5 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.

5.1.1 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.
- experience in embedding technological solutions as part of business model development.
- experience in application of research, evidence and impact

Terms of appointment

The role is unpaid (reasonable expenses are payable). We are unable to pay travel for trustees based outside the UK so they will join virtually as part of virtual or hybrid meetings.

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.



6 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 to arrange this.

Application process

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

Closing date

Sunday 1 November 2020.

Selection process

The next stage for shortlisted candidates will be a remote interview with Nominations Committee Members in mid November

