



# **Appointment of Trustees**

April 2024



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# 1 INTRODUCTION

## 1.1 Welcome from Yvonne Taylor, 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 its early days and have always been impressed with its contribution to strengthening civil society, in different contexts nationally and at a global level. Since joining the Board in December 2018, I have had the privilege of learning more and taking part in a continuing process of adapting to the rapid changes we are seeing in the sector.

Founded in 1991, INTRAC is a not-for-profit organisation with a strong international reputation for supporting and strengthening civil society organisations around the world. We believe that a strong and effective civil society focused on social justice is key to challenging inequality and eradicating poverty. Although civil society does and must look different in different contexts, its nature and impact are dependent on the range of organisations that contribute to the sector, and their resilience, effectiveness, legitimacy, and sustainability. We are unashamedly for civil society. We work in partnership and collaborate with others, to strengthen access to civil society support services in different contexts, enhance the agency of civil society organisations, and create an enabling environment for civil society action.

With a small core staff and an extended network of consultants from across the globe, we are driven by common values and a passion for the role that citizens play to bring about positive change. We provide advisory services to the development sector (globally and in different national contexts, primarily to donor, INGOs and national NGOs); delivering organisational development and monitoring and evaluation support. We also provide training and generate learning and knowledge on key issues facing civil society today.

During 2023 we engaged with actors in the international development and civil society sectors to gain insights into their thinking of how the sector may change in the next five years and how INTRAC should change to maximise our impact of our mission to strengthen civil society over that period. We used their feedback to develop our new strategic framework: Locally Rooted, Globally Connected. This is an exciting time to join our Board as we begin to turn that strategy into reality.

As part of our transformation, we have reviewed the skills and experience we have at board level. We also have a number of Trustees approaching the end of their terms of office this year, including our current treasurer. Therefore, we are particularly seeking applications for the office of Treasurer with experience at director/leadership level in finance and risk management, preferably within the not-for-profit sector.

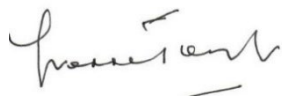
We are also seeking new Trustees with expertise and experience in:

- Developing and working within networks and network funding models.
- Sector experience and expertise relating to shift the power and locally owned and led development.
- Fundraising and resource mobilisation.

- Research and academia as we start to rebuild our programme of practitioner research and learning in partnership with academic institutions.
- Perspectives and experience from the majority world – core to our new strategy is to be ‘locally rooted, globally connected’. We are looking for Board members rooted in different civil society contexts to bring a wider diversity of thinking, practice and experience into Board level discussions.

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

With kind regards

A handwritten signature in black ink, appearing to read 'Yvonne Taylor', with a horizontal line underneath.

Yvonne Taylor  
Chair

## 1.2 Our mission, vision, and values

### Our vision

Our vision is of vibrant, diverse, and inclusive civil societies across the globe. At both national and global levels, we want to see civil society supporting just, equal, and sustainable communities where everyone can thrive.

### Our mission:

We exist to promote positive social change. We do this by strengthening the wider ecosystems of civil society support and also by supporting civil society organisations themselves. So that these organisations are better able to develop, engage with others, and do what they want to do, better.

### Who we are:

We are a group of ethical values-driven practitioners with expertise in civil society strengthening. We provide consultancy services, training and practical resources to support civil society actors in different ways. We are particularly focused on organisational change and strengthening and provide support to strategy development, evidencing impact, and capturing, and responding to, learning. We work with organisations, movements and networks, and increasingly at ecosystem level to strengthen the enabling environment for civil society.

### Our values:

We have six organisational values which shape how we work internally, develop relationships with our network members and those who commission us, and how we approach the work we deliver.

- *Focus on change and transformation:* we work to support positive change for civil society; to strengthen the organisations, networks and actors who make up civil society. We focus on getting to the heart of the matter, ensuring those we work with take ownership and responsibility for addressing their challenges, facilitating not imposing solutions from the outside
- *Put people at the centre:* we serve as a trusted critical friend, accompanying those we work with, and ensuring we listen to and share the perspectives of people at the margins wherever possible and have the courage to challenge power dynamics
- *Collaboration:* sustainable solutions require changes in wider systems and structures, no single stakeholder can do this alone, we strive to feedback our learning into the sector, making learning and resources openly available
- *Utility:* we provide support that is *useful*, appropriate to the context and easily understood, providing practical suggestions and grounding these in diverse realities
- *Integrity:* we live out our values, only taking on work that is in line with our values, and ensuring our ability to deliver work in an empowering and cost-effective way
- *Equity, diversity, and inclusivity:* we are committed to our own journey of change to improve our understanding of and support for equity, diversity and inclusivity, both within INTRAC and with the organisations and people we work with.

## 1.3 Our new strategic framework

Our Strategic Framework 2024-2028: *Locally Rooted, Globally Connected* shares our ambition **to transform and strengthen the civil society support ecosystem – nationally and globally**. Our vision for 2028 is that:

*Ethical and values-driven consultants are catalysed and connected across the globe: active in their own contexts and providing locally rooted, globally connected civil society support.*

To enable this vision to become a reality we have four interlinked organisational goals:

1. Develop a ‘locally rooted-globally connected’ network of ethical and values-driven consultants and civil society support providers.
2. Articulate and champion ethical and values-driven consultancy.
3. Align with organisations supporting sector actors to reimagine their roles, relationships and practice in development.
4. Build an organisational culture and practice that enables our external strategic priorities.

Our strategic framework will be launched in April 2024; but our framework is based on a learning centred approach. This means that we are building our organisational culture to be agile and responsive. We will pay attention to our experiences and to what is happening around us. We are clear and focused in our strategic direction; but we intend to be attentive and iterative as we work to get there, learning as much from failure as from success.

## 1.4 Our board and staff team

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

- **Yvonne Taylor**, Chair
- **David-Huw Owen**, Deputy Chair
- **Jonathan Orchard**, Treasurer
- **Catriona Dejean**
- **Suzanne Hammad**
- **Smruti Patel**
- **Jo Mills**
- **Charles Kojo Vandyck**
- **Natasha Jamal**

INTRAC’s Chief Executive is Kate Newman, and we have two directors: Jamie Hewitt, Director of Finance and Operations; and Paul Knipe, Director of Consultancy and Network. We have a core staff team of 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](#).



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## 2 WHAT WE DO AND HOW WE WORK

### 2.1 Who we work with

We have three core audiences for our work

- **Civil society support providers** (consultants, collectives of consultants, support organisations, and networks) who are part of national and global ecosystems of civil society support. We adapt our offer to needs and priorities of different support providers, offering spaces for learning, reflection and thought-leadership, capacity strengthening and professional development, relationship brokering and network weaving, initiatives for deepening understanding, sense-making, and collective action for systems strengthening.
- **Global actors** (INGOs, donors, trusts and foundations) who partner with and invest in civil society in different national contexts. We particularly prioritise actors who are actively looking to shift the power and adapt their roles, relationships, and practice; in order to support locally determined, owned, and delivered development.
- **Civil society actors** (individuals, organisations, movements, and networks) who are focused on strengthening themselves, including dimensions such as agency, resilience, leadership, impact, legitimacy, sustainability and partnering capacity; and technical skills (in MEL, strategy, advocacy, inclusivity etc.); we support these actors to develop, engage with others and do what they want to do, better; at national level and in their global partnerships.

We work at the **individual organisational level**: providing services and collaborating with others to directly strengthen and accompany civil society organisations.

We take a **learning and adaptation approach**: ensuring that in all areas of our work — we are continually listening and learning, sharing our knowledge and insights, responding to and building new knowledge with others – which influences and shapes our practice.

We draw from these experiences to **influence and inspire others**: championing policies and practice that enable civil society to operate freely, and convening spaces to further debate on key topics impacting on civil society effectiveness and resilience.

### 2.2 What we offer

We have strong relationships, and over 30 years of practical experience engaging, with bilateral and multi-lateral donors, trusts and foundations, INGOs and civil society across the globe: Our work consists of four interlinked areas:

**Consultancy and advisory services**: we deliver, and champion the approach of, ethical and values-driven consultancy; supporting organisations in a range of ways including:

- Strategic reviews and evaluations
- Design of MEL systems
- Support to organisational and leadership development and processes of change
- Support to equitable partnership approaches

**Training and capacity strengthening**: we run open access training for participants from across the globe working as part of civil society. These courses are designed by practitioners for practitioners and are our way of sharing our learning on a wide range of areas, including the topics we consult on, as well as initiatives such as decolonising safeguarding; writing collaborative funding proposals for



equitable partnerships and theory of change for locally led development. We also offer bespoke capacity strengthening initiatives, tailored to the needs of a particular organisation.

**Research and learning:** we provide space and opportunities for those working with civil society organisations to reflect on and learn together, to capture and share their experiences. These are chances for thinking, debate, and understanding on how best to support civil society organisations. We capture the latest trends and experiences, and work to ensure that we centre and amplify marginalised perspectives. We amplify these voices, knowledges and experiences. We support marginalised people and organisations to actively engage with and influence policy makers and funders to civil society.

**Network weaving:** during this strategy period we are shifting from being an organisation with a small core and a loose network, to developing a network mindset and becoming network led. This involves a set of initiatives to build and strengthen our own network of ethical and values-driven consultants. We will do this through brokering relationships for consultancy delivery, supporting professional development of consultants, community building to support peer-to-peer exchange and learning, and convening spaces to generate collective analysis, insight and evidence for influencing. We will also be weaving with other networks who are working in similar areas with similar vision and shared values. Our aim is that collectively, we can strengthen the availability and quality of locally rooted, globally connected civil society support.





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### 3 WHERE WE WORK

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

- **Where the ecosystem is already strong:** National partners/consultants lead and we only engage where we can add value, for example through our global footprint which enables us to coordinate comparative analysis; or through linking into global learning and influencing where we can leverage relationships and dialogue.
- **Where the ecosystem is emerging:** National partners/consultants lead and we provide a supportive role, based on our long-term experience and learning, for example in providing professional development and mentoring support, through accessing specific technical or thematic expertise, or contract management and quality assurance.
- **Where the ecosystem is weak:** We strengthen the capacity of individual organisations and the wider sector, working alongside others, at times delivering support directly but always strengthening agency of local civil society.
- **Across ecosystems:** Providing teams of consultants for complex, multi-country assignments benefitting from a range of experiences and perspectives through our network. We advise and accompany global actors to develop civil society strengthening policy and practice. We act as a knowledge broker, advisor, and mentor at the interface of global, regional and local civil society ecosystems.

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.



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## 4 ROLE DESCRIPTION



The Board is collectively responsible for the success of the organisation. The Board's role is to:

- a) Provide entrepreneurial leadership of the organisation within a framework of prudent and effective controls which enable risk to be assessed and managed.
- b) Set the organisation's strategic aims, ensure that the necessary financial and human resources are in place for the organisation to meet its objectives and review management performance.
- c) Set the organisation's values and standards and ensure that its obligations to its employees, partners, clients, and others are understood and met.

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

- Make sufficient time to discharge their responsibilities effectively.
- 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;
- keep confidential any information they receive as a Trustee of INTRAC;
- Declare any conflicts of interest.

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.

## 4.1.1 SKILLS AND EXPERIENCE

### General skills

You will have:

- a commitment to the mission and values of INTRAC;
- experience of social justice work and commitment to the role of civil society
- 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

#### Network Development and support

- **Network relationships, leadership and governance:** an understanding of how to develop, motivate and sustain network members and ensure that leadership, governance, and power is distributed across the network
- **Network mind-set and culture:** experience of building an organisation with a network mind-set at its heart, and knowledge of the competences, behaviours and systems that enable networks to function effectively
- **Network funding models:** knowledge and ideas as to how to sustain networks financially and the types of business model which align with and support a network-led approach
- **Network impact as part of a wider ecosystem:** a belief in and commitment to a network-led impact as part of a wider ecosystem

#### Treasurer

- **Charity finance:** a background in charity accounting, audit or financial leadership
- **Finance and risk management:** experience at director /leadership level in finance and risk management, with an ability to both support and hold the Director of finance to account
- **Audit:** experience in liaison with auditors
- **Charity Compliance/legislation:** extensive knowledge of charity law and expectations of charity accounting
- **Income streams/models:** experience and understanding of social enterprise models and grant income

**We are also interested in recruiting trustees with the following backgrounds/experience:**

- **Perspectives and experience from the ‘majority world’** – core to our new strategy is to be ‘locally rooted, globally connected’ we are looking for board members rooted in

different civil society contexts, engaged with issues of strengthening civil society to bring a wider diversity of thinking, practice and experience into board level discussions.

- **Sector expertise** – particularly active engagement with the movements calling to shift the power, decolonise and enable locally-owned and led development; **and/or** experience of working with /in an INGO that is considering how to reimagine its role and identity.
- **Fundraising and resource mobilisation** – particularly those with experience in philanthropic, trust and foundation and strategic

fundraising, transformation fundraising and with good links in the sector

- **Academic** – we are starting to rebuild our programme of practitioner research and learning; and are also interested in developing networks with academic institutions interested in supporting professional accreditation in the area of evaluation, consultancy, organisational development.
- **Training and professional development** – core to our new strategy is to grow our training offer, broadening how we deliver training, to whom (particularly focused on our network consultants and their professional development) and considering different of accreditation, we would welcome a board lead in this area.

### Terms of appointment

The role is unpaid (reasonable expenses are payable). We hold our trustee meetings online (our full board meetings happen four times a year, each meeting is three hours long; we aim to hold one face to face meeting a year, but this is dependent on finances).

Trustees are appointed to a three-year term of office in the first instance. There is the possibility of serving for a further three-year term after which a Trustee must stand down. In addition to the four meetings there is the expectation that you will join a subcommittee or working group, linked to your specialism. You may also be asked to attend some one-off external events.



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## 5 HOW TO APPLY

To apply, please send a CV and covering letter by email to Peter Allen: [info@intrac.org](mailto:info@intrac.org) explaining why you would like to join our board of trustees, which trustee role interests you and how you would be able to contribute. Please include your contact details.

If you would welcome a conversation with our chair (Yvonne Taylor) to assist in considering this opportunity, please do contact Peter Allen ([info@intrac.org](mailto:info@intrac.org)) who will arrange for her to contact you.

The closing date for applications: **April 22nd, 2024.**

Interviews will take place in early May with the nominations committee and two representatives from INTRAC's staff.

