



DI

Think
Change



APPOINTMENT PACK

Chief Strategy and Governance Officer Senior Leadership Team

Ref.: DIR0424
Location: London
1 May 2024

ODI is an independent, global think tank.
We work to inspire people to act on
injustice and inequality.

Through research, convening and
influencing, we generate ideas that
matter for people and planet.



Dear Candidate

Thank you for your interest in the role of Chief Strategy and Governance Officer at ODI. If successful, you will be joining ODI at an exciting time when we are expanding our global presence and developing our commercial activities, as well as charting ways in which ODI can be even more effective in influencing positive change in the world.

Many of the challenges the world faces – climate change, inequality, geopolitical volatility, financial instability, violent extremism, pandemics, a backlash against human rights (especially women's rights), racial injustice and the future of work – affect rich and poor countries alike.

Responding to these challenges effectively requires new approaches that transcend old paradigms and make better use of capacities, skills and resources across government, business and civil society.

And we're taking a new approach ourselves. You may have previously known ODI as the Overseas Development Institute, a well-regarded international development thinktank producing world class research. But we now have a much broader strategic mandate. We've significantly widened our field of vision to be able to provide thoughtful insight and actionable ideas on geopolitics, international relations and wider global affairs, although of course our international development research will continue to be a very important part of the work that we do. This is a really exciting leap for us.

Your role will have significant exposure to all aspects of our work and business to help us progress and consolidate our strategic shift. I can promise it is a fascinating brief.

Importantly, we have established two new legal entities in Brussels and Washington DC. Your work will be absolutely vital to helping us get that right and ensuring ODI's work is strategically aligned across all its entities and delivered in partnership with others, especially under-represented voices. You will work closely with our Board to oversee governance frameworks that promote transparency, accountability and compliance across all entities.

We would love to hear from you if you have a strong track record in strategic leadership and governance oversight at senior level, with significant international experience, and can help us be even more impactful at a global level. You will be an inclusive leader, who embodies the values that are the centre of ODI's work and identity, and have a close interest in and affinity with our key areas of research including climate change, peace and security and global inequalities.

Warmly,

A handwritten signature in dark ink, appearing to read 'S. Pantuliano', with a stylized flourish at the end.

Sara Pantuliano

Chief Executive

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An introduction to ODI and our values

Who we are

ODI is an independent, global think tank, working for a sustainable and peaceful world in which every person thrives. We harness the power of **evidence** and **ideas** through research and partnership to confront challenges, develop solutions and create **change**.

ODI has around 200 staff, most of whom are researchers with the others providing a range of communications and professional expertise.

What we do

We undertake cutting-edge research and analysis to generate evidence, ideas and solutions.

We act as trusted, expert advisers to those making change around the world.

We bring people together to turn ideas into action.

We communicate our work around the world to increase its reach and impact.

Our work

Our work addresses four key global challenges, and explores the tools and approaches needed to enable progress and address risks.

Our values

We are passionate about our mission and work as one to achieve our purpose.

We are committed to being the best, striving for quality and excellence in everything we do.

We work strategically to deliver shared goals. We are wholehearted in working to our stated values, codes of ethics and conduct.

We take care to work within the principles and boundaries set by the legislature, funders, regulators, and professional bodies.

We respect and celebrate the diversity of the places and cultures in which we operate.

We strive to be inclusive and are active in promoting a supportive work environment.

We are proud to work for ODI, promoting the good reputation and image of the organisation, wherever we may be in the world.

F.I.R.E ODI's Values-Behaviour Framework

Values	Guiding Principles	Attitudes & Behaviours
Fearless	<ul style="list-style-type: none"> We have the courage to take an independent perspective We are not afraid to challenge the status quo We are agile and prepared for change We speak out against injustice and unacceptable behaviour 	<p><i>We are passionate about our mission and work as one to achieve our purpose;</i></p> <p><i>We are committed to being the best, striving for quality and excellence in everything we do;</i></p>
Inspirational	<ul style="list-style-type: none"> We are passionate about our mission and purpose We are truly international, working in partnership to tackle issues of global and local concern We strive for excellence and to be the best at what we do We aim to be a positive influence for change 	<p><i>We work strategically to deliver shared goals</i></p> <p><i>We are wholehearted in working to our stated values, codes of ethics & conduct;</i></p> <p><i>We take care to work within the principles and boundaries set by the legislature, funders, regulators and professional bodies;</i></p>
Rigorous	<ul style="list-style-type: none"> We are experts in our field We are socially and culturally aware We ensure high quality analysis and evidence that is robust We facilitate the transformation of ideas to policy 	<p><i>We respect and celebrate the diversity of the places and cultures in which we operate;</i></p>
Ethical	<ul style="list-style-type: none"> We act in accordance with our Codes of Conduct We are zealous in our safeguarding & ethical research practices We abide by our written rules on business ethics We believe in transparency, openness, honesty, fairness and integrity in everything we do 	<p><i>We are happy in our work and active in promoting an inclusive, supportive work environment</i></p> <p><i>We are proud to work for ODI, promoting the good reputation and image of the organisation, wherever we may be in the world.</i></p>



ODI is evolving to make the focus on equity, inclusive growth, social justice and sustainability even more central to what we do. To achieve this, we will need to become a truly global and diverse organisation, with presence and networks in Europe, the US and key emerging economies and markets.

ODI Strategy 2021-2025

Our 2021-2025 strategy explains the rationale for and scope of ODI's new, larger global affairs focus. You won't be surprised to see that the financial and operations leadership which you will provide is absolutely critical to achieving our goals, working closely with our programme research leads.

The key elements of our strategy are:

- Expand our research and convening to influence global debates and address challenges facing rich and poor countries alike. We will engage beyond the traditional 'development sector' and lower-income countries, and ensure that our research remains ground-breaking and rigorous.
- Improve our ability to influence policy and practice. We will invest more, in more effective ways, in our strategic engagement and communications, policy outreach and advisory capacity.
- Invest in our people. Develop fit-for-purpose skills and experience, with the right expertise to deliver on our mission as a truly global think tank. Design and foster new, innovative ways of working and a motivated and forward-looking work culture.
- Strengthen ODI's environmental sustainability by tracking, publishing and reducing greenhouse gas emissions as a result of our work practices.
- Strengthen our financial resilience by improving our business model and diversifying our client and funding base, as well as improving the efficiency, effectiveness and cohesiveness of our portfolio of projects and activities.
- Develop new collaborative partnerships with organisations and individuals in our global network, including private sector organisations that share our commitment and ethos. In low-income countries, we will consciously design collaborative programmes to promote shared objectives and research capacity, and advance mutual financial sustainability.
- Become a more diverse organisation, with staff from different countries and cultures, producing work and holding events in different languages and, potentially, representation in countries other than the UK. The new ODI website will showcase a more diverse organisation that features the voices of those we partner with.

Read the full strategy here: <https://odi.org/en/publications/odi-strategy-2021-2025/>



ODI's independence is the cornerstone of our credibility. It allows us to develop fresh ideas, challenge orthodoxies and take the risks we need to succeed.

Job description

Job Description	
Position Title	Chief Strategy and Governance Officer
Department	Senior Leadership Team
Accountable To	Chief Executive
Responsible For	Senior Governance Manager; Director ALNAP; Matrix management of the Executive Director of ODI North America and Director of ODI Europe

Job Summary/purpose

Reporting directly to the Chief Executive, the Chief Strategy and Governance Officer (CSGO) will play a pivotal role in shaping ODI's strategic direction and global expansion, managing organisational progress against the ODI strategy, and ensuring effective governance practices. This role will lead the development and implementation of strategic initiatives, oversee the development of ODI's global footprint, while implementing governance frameworks to promote accountability and compliance. As a member of the Senior Leadership Team the CSGO will share responsibility for ODI's overall organizational development, strong focus on cross-functional collaboration and the development of strategic partnerships to ensure that ODI's people, finances and ways of working are better geared to delivering high-quality work that is more global in orientation and increasingly undertaken in partnership with others—most especially under-represented voices.

Key areas of focus in the role will be:

1. **Strategic leadership:** Design, monitor and continuously shape ODI's institutional strategy.
2. **Lead fundraising and partnership management:** Ensure that ODI has an appropriate and appropriately managed mix of funding with a focus on growing strategic funding partnerships, managing major central funding partnerships in an integrated way across ODI and ensuring consistency in fundraising across entities.
3. **Focal point for global entities:** Expanding the UK-based organisation into a more global entity, this role will oversee ODI's global expansion, including guiding the leadership of the entities in the United States and Brussels.
4. **Strategic partnerships:** Ensure that our global presence builds on the development of deep partnerships with a selected group of think tanks in LMICs and MICs to help co-design our research, convening and influencing.
5. **Governance leadership:** Oversee and support the Senior Governance Manager (SGM) in developing and implementing robust governance frameworks, policies, and procedures to ensure compliance with regulatory requirements, ethical standards, and best practices. Provide strategic guidance and support to the Board of Trustees and other governing bodies on governance matters, including risk management, transparency, and accountability.

The post-holder will report to the CE but will work closely with the rest of the Senior Leadership Team, as well as the Director of ODI Europe, the Executive Director of North America, Director of Global Advisory, Directors of Programme and Director of Public Affairs and Communications.

Responsibilities and Duties

1. Strategic leadership

- Work collaboratively with senior leadership and department heads to develop strategy and strategic initiatives aligned with ODI's strategic priorities.
- Monitor and evaluate progress towards strategic goals and objectives, making adjustments as needed to ensure alignment with evolving internal and external factors.
- Ensuring ODI has the right partners in place to execute the five-year strategy.
- Lead the development of ODI's strategic vision, goals, and objectives in alignment with the organization's mission and values. Support, guide and challenge each programme team to develop strategies for impact that are responsive to a changing external context, aligned with ODI's overall strategy and which maintain ODI's leadership within programme thematic areas.
- Identify emerging trends, opportunities, and challenges in the global development landscape and develop strategies to position ODI as a thought leader and influencer in key thematic areas.
- Oversee the Active Learning Network for Accountability and Performance (ALNAP) team.
- Support SLT in building up an appropriate network of Distinguished and Visiting Senior Fellows, and support DoPs in the selection and management of their Associates.

2. Lead fundraising and partnership management

- Work with SLT and CFOO to put in place structures to incentivize agile, high-value programmes of research and engagement that work for ODI commercially.
- Lead on SLT in the management of relationships with key strategic funders (both new and existing).
- Work with various internal stakeholders to agree processes that can enable funds from strategic partnerships to be used in ways that support cross-programme, high-impact work programmes, but also provide a predictable stream of income.

3. Focal point for global entities

- Moving from a UK-based organization to a more global entity.
- Support and coordinate with the Director of Europe and Executive Director of North America to manage operations to effectively respond to specific strategic opportunities in their respective geographies drawing upon the range of expertise and knowledge across ODI.
- Support defining our global KPIs and our engagement with ODI Board and affiliate Boards, and lead our reporting and monitoring of our global KPIs.

4. Strategic Partnerships

- Develop regional strategies, building upon ODI's existing assets and networks and new approach to partnerships.
- Cultivate strategic partnerships and collaborations with governments, donors, NGOs, academia, and other stakeholders to advance ODI's mission and objectives.

- In particular, drive ODI's global presence by identifying joint research, advocacy, and capacity-building opportunities with think tanks in Africa, Asia and Latin America.
- Explore ways that ODI can use its platform to promote under-represented voices in global policy debates.
- Help to formalize partnerships with other partners and organizations whose missions are closely aligned, that leverage ODI's expertise and resources to address global development challenges, and that at the same time help to strengthen ODI's ability to take a 360 view on global affairs.

5. Governance Leadership

- Support SGM and implement robust governance frameworks, policies, and procedures to ensure compliance with regulatory requirements, ethical standards, and best practices.
- Provide strategic guidance and support to the Board of Trustees and other governing bodies on governance matters, including risk management, transparency, and accountability.
- Lead the Governance function.

Requirements:

Knowledge and Qualifications

- Advanced degree in political science, economics, international development, public policy, business administration, law, or a related field. A Ph.D. or equivalent experience is preferred.
- Fluency/proficiency in English and ideally one additional UN language

Experience

- Significant senior leadership experience in a think tank, research institute, international organisation, or similar setting, with a strong strategic planning, governance, and risk management background.
- Deep understanding of global development issues, trends, and actors, with expertise in one or more thematic areas relevant to ODI's work.
- Demonstrated experience in executing strategies in a think tank environment
- Significant experience in managing relationships with key strategic funders
- Management experience, including understanding of how to operate commercially in a think tank
- Demonstrated capacity for leading strategic programmes of research and engagement

Skills/Abilities

- Strong analytical, strategic thinking, and decision-making skills, with the ability to translate complex ideas and concepts into actionable strategies and initiatives.
- Excellent communication and interpersonal skills, with the ability to build relationships, influence stakeholders, and represent ODI effectively in diverse settings.
- Demonstrated commitment to diversity, equity, and inclusion, with experience leading initiatives to promote diversity and foster an inclusive organizational culture.

- Ability to 'join dots' across different streams of work
- Experience in managing a team, including managing performance and developing staff
- Experience in engagement with senior external stakeholders, both in the policy world and among funders
- Highly entrepreneurial and excellent organizational skills, interest in organizational change
- Exceptional written and oral communication skills in English and, ideally one other official UN language
- Outstanding representation, relationship-building and public speaking skills
- Values-driven and exceptional integrity, including ensuring a safe working environment and equal opportunities for all
- Effective teamwork, interpersonal and collaboration skills

Key Relationships and Contacts:

- Board Members
- SLT
- Directors of Programme
- Directors of Europe and North America
- Director of Global Advisory
- HSOs and SPM Strategic Programmes
- Key strategic funders
- Key partner organisations



ODI leads new thinking and future agendas to deliver transformational change and bring back a global sense of resilient, just and equitable prosperity.

Application process

ODI job site: <https://odi.org/en/careers/>

Closing date for Applications: 1 May 2024

1st stage & 2nd stage Interview date: May 2024

Expenses: Please contact the HR Department to discuss travel expenses for interview and to ensure their approval prior to booking.

Terms of employment

Location: ODI office is based at 203 Blackfriars Road, London SE1 8NJ, UK

Salary: Competitive salary. Starting salary will be dependent on qualifications and experience, and subject to review.

Salary will be payable by equal monthly instalments (half in advance, half in arrears) on the 15th day of each month.

Hours: 09:30–17:30, Monday to Friday, 35 hours per week.

Contract: Permanent All contracts of employment are subject to a six-month probationary period.

Leave: 25 days per annum, plus statutory holidays and 3 days' paid leave for the office closure during the Christmas and New Year period. Maternity, paternity, adoption and parental leave. Full- pay sick leave after a qualifying period.

Pension: Generous company pension scheme. The Institute offers a contributory pension scheme with the Universities Superannuation Scheme (USS). www.ussq.co.uk

Union: ODI recognises UNITE and all staff have the right to become members.

Additional benefits

Flexible working options: Support in maintaining a healthy work-life balance, e.g. part-time working, compressed hours, term-time.

Hybrid working: Working at the office/remotely within the UK.

Maternity, paternity and adoption leave: Enhanced pay for eligible employees after a qualifying period.

Loans: The Institute offers an interest-free season ticket loan on completion of probationary period.

Cycle to Work Scheme: Save up to 42% on the value of a bike and accessories for commuting, and pay monthly through your salary.

Employee assistance programme: Confidential Health and wellbeing support.

Relocation: Assistance is available towards employees who have been recruited from a place outside the UK.

ODI Groups: A number of social and cross-department work groups, e.g. Podcast Society, Book Club, The Anti-Racist Reading Group, Softball Team, Diversity Forum and others.

ODI is committed to developing and supporting diverse and inclusive teams of people who share our passion, where we can all be ourselves and succeed on merit. We welcome applicants from a range of diverse backgrounds including those who experience intersectional marginalisation on the basis of their class, race, gender, sexual orientation, ethnicity, religious identity or belief, marriage and civil partnership, and pregnancy and maternity. We also welcome applications from those living with disabilities.

This post may be of interest to those keen to contribute to ODI's decolonisation agenda.

Other information

ODI office is based at: 203 Blackfriars Road, London, SE1 8NJ.

The office is close to a wide range of cafes and bars, and to Waterloo, Waterloo East and Southwark stations. Central location with good transport connections to all parts of London.

ODI office is within easy walking distance of South Bank Concert Halls, the Old Vic and National Theatres.



ODI is an equal opportunities employer.

The ODI is a Charitable Company limited by guarantee:
Charity No: 228248. Registered in England and Wales: Company No: 661818.

