



DI Think
Change



APPOINTMENT BRIEF
TRUSTEE
2024

CHAIR'S INTRODUCTION



ODI Global has been at the forefront of producing evidence, convening debate and promoting ideas to address global challenges for 64 years. We have been thought leaders, critical friends and policy advisers to governments, heads of state and international agencies, and agenda setters for global processes and changemakers.

In 2024 we are looking for new Trustees to join the ODI Global Board to help us realise our vision of a sustainable and peaceful world. As well as fulfilling our obligations as a charity, Trustees are champions and ambassadors for ODI Global's work, playing a catalysing role in building high level partnerships. We are particularly looking for candidates with significant knowledge and experience in UK charity governance, finance and human resources.

Our [five-year strategy](#) aims to develop new approaches that transcend old aid paradigms and progress development as a genuinely global issue. If you share [ODI Global's vision and values](#), and are excited about changing the world for the better, I encourage you to think about joining our great team at this exciting juncture. If you can bring new energy, ideas, perspectives together with constructive challenge, then I look forward to hearing from you. Read on to find out more about ODI Global and how you can join the team.

Suma Chakrabarti
Chair of the
Board

ABOUT ODI Global

ODI Global is an independent, global think tank, working for a sustainable and peaceful world.

ODI Global produces and promotes evidence and ideas through research and partnership to confront challenges, develop solutions and create change.

Responding to a changing world

Established in 1960, ODI Global is a non-partisan, non-profit and evidence-driven think tank. With more than 230 staff and ODI Global Fellows in 30 countries globally, it exists to have real impact for those who need it most.

ODI Global offers a distinctive mix of research, convening and communication power, which has made the organisation the leading think tank for humanitarian and international development issues in the UK for 64 years.

During this time, remarkable gains have been made against critical measures – such as life span, literacy and food security - for the world's poorest people. These gains were not inevitable, nor are they irreversible. In the current global context of profound change and deep uncertainty, the world faces many shared challenges, such as climate change, inequality, geopolitical volatility, violent extremism, financial instability, backlash against human rights, especially women's rights, and uncertainty about the future of work.

Human rights are at a crossroads. A perfect storm of pandemic, global economic crises and climate change grips global attention. Seventy-five years after the UN was established, the promise of the Universal Declaration of Human Rights remains largely unfulfilled for most people in the world, especially women, black people and other people of colour, who are either experiencing a backlash against hard earned rights or whose fundamental human rights largely historically ignored. Gender equality achievements fall far short of agreed targets. The pandemic has laid bare the gross inequities and inequalities of our economic and social order, which have also tended to fall disproportionately on those whose rights have been most denied, rousing public anger and growing demands for a fairer system, including along racial lines. Massive social protests have opened a window of opportunity and an imperative for the full integration of a rights and justice-based approach in the peace, development and sustainability agenda. At national and local levels, advancing accountability in the digital age will require effective institution-building and social accountability.

ODI Global has been a thought leader in the field of politics and governance at all these levels of engagement and will combine its work on human rights, humanitarian action and political change to propose policies, actions and initiatives to accelerate progress on human rights, global justice and peace.

In the face of these challenges, ODI Global aims to bring multiple perspectives, disciplines and tools to understand the complexity and interconnectedness of the issues at stake. The organisation works with a wide range of partners to collect robust evidence, find and test creative solutions, and engage with those who have the power to change policy, practice and approach.

As such, ODI Global works on a wide range of topics, across a variety of countries and regions: climate, environment and energy policy; conflict, risk and natural hazard-related disasters; economic development, development and public finance; governance, politics and justice; poverty, inequality and social policy; migration; women's rights; digital transformation. More on the organisation's major research themes, programmes and partnerships can be found [here](#).

Key global challenges we are exploring include:

- Tackling the climate emergency
- Navigating the future of work
- Reclaiming international cooperation for migration
- Breaking the backlash against women
- Understanding violent behaviour
- Getting to zero in the fight against inequality

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 & 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 Global, promoting the good reputation and image of the organisation, wherever we may be in the world.

F.I.R.E ODI Global's Values

Values	Guiding Principles
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
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
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
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

ODI GLOBAL GOVERNANCE STRUCTURE

ODI Global is a charitable company limited by guarantee governed by a Board of up to 12 [Trustees](#), chaired by Suma Chakrabarti. ODI Global aims to maintain an international and balanced Board of Trustees to include research, academic, business and political expertise and knowledge, as well as diversity. Trustees are both Charity Trustees and Directors under UK charity and company law.

The Charity has a wholly owned trading subsidiary, ODI Global Advisory Ltd, which provides an alternative corporate mechanism to further the charitable objectives of ODI Global. Global Advisory has a Board of four Directors, who are also Trustees for the Charity (excluding the ODI Global Advisory Independent Director). Both the Charity and the trading subsidiary have a Memorandum and Articles of Association as their governing documents.

The Board is responsible for strategy, reviewing progress against business and strategic plans, results versus the budget, the final income and expenditure for the year, new or amended policy, risk management and other applicable current projects. Its role is to direct, challenge and guide management. They also meet informally to review strategic priorities and deepen the understanding of specific research and advisory projects.

The Board of Trustees is ultimately responsible for ODI Global's and Global Advisory Ltd governance and internal controls. The Board is supported by three committees listed below, and the [Senior Leadership Team](#) led by the Chief Executive, Dr Sara Pantuliano:

- Finance, Audit and Risk Committee, which meets four times a year in advance of each Board meeting.
- Personnel, Remuneration and Organisational Development Committee, is responsible for providing strategic oversight for people management and allied people service functions at ODI Global.
- The Nominations and Board Effectiveness Committee, which meets between one and four times a year, depending on requirements, makes recommendations to the Board for new potential Trustees and the reappointment of Trustees.

TRUSTEE ROLE: PURPOSE

ODI Global's Board of Trustees plays a critical oversight and governance role. It holds senior management to account for public benefit and supports the executive to lead the organisation and guide its strategic direction. Trustees have collective responsibility for the governance of ODI Global and for all decisions taken by the Board. The Board has delegated authority for specific areas of governance to each of its committees. Each Trustee is expected to serve as a member of at least one committee or board of an affiliated ODI Global entity; as such, it is essential that Trustees can devote the necessary time and capacity to meet these various governance demands.

This is a particularly exciting time to be joining ODI Global's Board of Trustees. Over the coming years, our Board will play a vital role in supporting the Senior Leadership Team to lead the organisation and chart a new course, building upon the reflections generated during our 60th anniversary year through research, think pieces and global convening. In addition:

- Trustees play a key role in contributing to ODI Global's organisational direction and ambitious strategy, helping to ensure we carry out our charitable purpose and so protect our reputation;
- There are numerous and varied possibilities for Trustees to engage with ODI Global staff and stakeholders on the substance of our work as we strive to achieve even greater impact and influence through research that is high-level, transformative, and publication-worthy;

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- As well as offering rewarding opportunities for strategic and substantive engagement, you will join a highly diverse, experienced and well-connected Board of Trustees. You will be able to engage with fellow board members on some of the big issues of our time both in and outside the boardroom, including at the annual in- person away-day in London;
 - As ODI Global expands its global operations in line with its strategic ambitions, the responsibilities of ODI Global Trustees will increasingly involve managing and having oversight of a governance framework spanning multiple entities and jurisdictions (ODI Global, ODI Global Advisory Ltd, ODI Europe, ODI Global Washington);
 - Trustees are provided with ongoing support to help you understand your duties and enable you to discharge them effectively. Yearly appraisal meetings with the Chair are an opportunity to discuss training or other support needs, and areas in which you may wish to get more involved. We welcome discussions about accommodating individual circumstances to help you get the most your of your tenure and facilitate your personal and professional goals;
 - Although appointments are made on a voluntary basis, Trustees will be reimbursed expenses for travel/accommodation incurred as per ODI Global's Expenses Policy while carrying out your duties, including attendance at the annual away-day in London.

Key responsibilities of ODI Global trustees:

- Act in ODI Global's best interest to ensure compliance with its Articles of Association, UK Charity Law, UK Company Law, and any other relevant legislation or regulation. This includes safeguarding the charity's assets, values and reputation, as well as ensuring effective risk management;
- Ensure that ODI Global's activities further or support its purposes and that it benefits the public. Work with the Chief Executive and Senior Leadership Team to set and review ODI Global's organisational direction and strategy, ensuring alignment with our values and that ODI Global achieves its goals and objectives as defined in its governing documents;
- Provide support and constructive challenge to the Chief Executive and Senior Leadership Team to ensure the delivery of ODI Global's strategy, holding the Chief Executive to account by defining targets and evaluating ODI Global's performance;
- Ensure the effective management of ODI Global's financial and human resources. Trustees help to ensure financial and operational viability by approving budgets, accounts, financial statements and financial reports. The Board of Trustees also contribute to the development and maintenance of an organisational culture which reflects ODI Global's values and Code of Conduct, also ensuring we maintain the highest safeguarding standards in line with legislation, statutory guidance, and organisation policy;
- Attend Board and committee meetings and contribute to key strategic debates within the organisation, as well as specific departments/teams and external initiatives;
- Help to consistently improve and strengthen Board governance to maintain the highest standards in line with legislation, statutory guidance and best practice, and contribute actively to the Board's role in shaping and reviewing key organisational policies;
- Represent ODI Global at key events, support fundraising and development, and promote the organisation within personal and professional networks;
- Attend ODI Global-led events and engage with staff across the organisation. Trustees should reflect at all times a commitment to ODI Global's strategic ambitions, values, decolonisation agenda, policies and procedures.

Specific Expertise:

- Demonstrated expertise and experience in finance or economics to provide strategic insights and guidance.
- Strong knowledge and experience in human resources to support and advise on organisational development, preferably based in the UK.
- Familiarity with the UK charity landscape, with a preference for those who have worked within or alongside charitable organisations.

Person specification:

- Trustees will be at different stages of their careers but all will have experience of facets of leadership and management that adds value to our collective discussions.

TERM OF APPOINTMENT

Trustees shall hold office for a term of 3 years and are eligible for re-appointment for a maximum of one further term. Re-appointments are subject to satisfactory appraisals of trustee performance by the Chair, undertaken annually, and on the recommendation of the Nominations and Board Effectiveness Committee. There is no remuneration for serving on the Board, as appointments are made on a voluntary basis. Any expenses for travel and accommodation incurred while carrying out Trustee duties, including attendance at the annual away-day in London, will be covered by ODI Global.

DIVERSITY

ODI Global is strongly committed to increasing diversity in all its forms at all levels of the organisation. We are building a culture where difference is valued and would like to see that reflected at Board level.

We particularly encourage applications from women, those who identify as disabled, LGBT+, ethnic minorities, and come from a younger demographic and/or diverse social and educational backgrounds.

REQUIREMENTS AND EXPECTATIONS

It is essential that Trustees are motivated by the work and mission of ODI Global. Trustees should demonstrate the following characteristics:

- Motivated by ODI Global's vision, mission and values, and able to communicate a compelling sense of purpose to others, combined with a creative desire to challenge 'business as usual' approaches in its work;
- A strong understanding of global affairs and ODI Global's external environment;
- A sound strategic vision with the ability to think creatively and to contribute to Board discussions in a collegiate yet robust manner;
- An understanding of corporate governance issues. Trustees should be willing to familiarise themselves fully with the legal duties, liabilities and responsibilities of UK charities, including the Charity Commission's regulatory, compliance and reporting requirements;
- A demonstrable commitment to driving diversity and inclusion, and willingness to champion ODI Global's decolonisation agenda both internally and externally;
- Personal influence with a strong reputation in their field. Someone who is trusted and respected;

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- Willingness to expand the reach of ODI Global's work among their networks and to make introductions.

ODI Global Trustees need to be able to devote the necessary time and effort to the role, demonstrated by:

- A capacity to devote at least 15 – 25 days/year to formal governance responsibilities (meeting attendance and preparation), which excludes any additional engagement with teams. Committee Chairs should expect to devote more time to ODI Global governance
- Attendance for the duration of all quarterly Board meetings (in person or virtually), (usually held for around 3.5 hours in the afternoon GMT) as well as at the annual away-day at ODI Global's offices in London (in person). Records of Trustee attendance at Board meetings are published in ODI Global's Annual Report;
- Joining and actively engaging in at least one Board committee (committees meet 3-4 times a year for around 3 hours, although additional meetings may be scheduled as needed);
- Coming prepared to all Board and committee meetings. To ensure constructive engagement and debate during meetings, trustees are expected to be familiar with all meeting paperwork (circulated one week in advance);
- Attendance at the annual Town Hall with ODI Global staff (virtually or in person);
- Where attendance at meetings is virtual, trustees should remain on-camera as far as possible, and join from a quiet location;
- Capacity to support the Senior Leadership Team and Chief Executive on organisational matters outside board meetings as needed (e.g. contribution to/participation in interview panels; working groups; Charity Commission due diligence requests; appeals or other internal procedures etc).

HOW TO APPLY

If you are interested in becoming a Trustee, please write by **13 September 2024** to recruitment@odi.org with:

- your CV;
- a personal statement setting out your motivation in applying for the role.

Expressions of interests are reviewed by our Nominations and Board Effectiveness Committee and feedback will be provided within 3 weeks of application. If you are shortlisted, you will be invited to an interview with the Committee.



Overseas Development Institute

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