



# Appointment of Trustees to the Board of Trustees of IIED

February 2021





Thank you  
for your  
interest in  
**IIED**

# Dear applicant,

Thank you for your interest in becoming a Trustee of IIED.

The International Institute of Environment and Development works for social and environmental justice. Our mission is to build a fairer, more sustainable world, using evidence, action and influence in partnership with others.

Collaboration is at the heart of everything we do. We harness the power of our networks — from grassroots communities to multilateral institutions — to mobilise action at local, national and global levels. We work with our partners to influence policy and practice, always keeping our focus on amplifying the views and voices of the poorest countries, communities and people.

The full impacts of the coronavirus pandemic and its implications for the future are not yet clear. But it is clear that the global response to COVID-19 must be to 'build forward' rather than just build back. Our work is more important than ever, and we will continue to innovate and look for partnerships and initiatives that can make a difference.

Our Board of Trustees reflects our international perspective and ambition. Our Trustees contribute actively, bringing their knowledge, experience and judgment to discussions, helping us to work towards for a fairer future for all.

If you are excited by what we do and would like to contribute, we very much look forward to hearing from you.

Yours,

**Dr Tara Shine**

Chair, IIED Board of Trustees

# Role description

## Five Trustee vacancies

### Unpaid positions

### 3-year term, commencing November 2021

#### The type of people we are looking for

The International Institute for Environment and Development is an independent action research organisation that works to promote global social and environmental justice. IIED has an international board with representation of relevant experience and skills from all the major regions where we work or have important partnerships.

We are seeking people with wide ranging strategic experience at board level who have ideally fulfilled a trustee role in a not-for-profit organisation previously. The ideal candidates will have a very good understanding of IIED's area of business, would be able to clearly articulate our mission and values and demonstrate how they can contribute towards steering the organisation through the challenges ahead. While we recognise that they may not have the required level of experience, early career professionals are invited to apply to allow youth representation in the board.

We are seeking people with skills, experience and background in any of the following areas of expertise:

- Law, governance
- Financial accounting
- Environmental activism, social mobilisation
- Research on sustainable development and climate
- Sustainable development and climate public policy

From the following regions:

- South/East Africa
- Middle East, North Africa
- Europe (EU)
- UK
- Latin America and The Caribbean

IIED-Europe was established in late 2020. The European (EU) candidate has the opportunity to join IIED-Europe Supervisory Board in addition to IIED's Board.

#### Essential

- Understanding and interest in the mission, values and substance of IIED's work
- Experience in strategy and management at board level
- Experience of the context within which international NGOs and think tanks operate, including those funded by combinations of government agencies, international institutions, private trusts and foundations, and private sector businesses
- Ability to dedicate sufficient time to the role, a minimum of eight days per year, including attending a two-day meeting in London twice a year in June and November (premium economy airfare, accommodation and a small per diem is provided) and half-day online meetings March and September.
- Ability to develop positive relationships with management and board members
- Ability to work as part of a team taking account of the diversity and different cultures of board members.

The board is keen for the board as a whole to reflect the diversity of IIED's partners, networks and audiences.

# How to apply

**Applicants:** the deadline for receipt of applications is Wednesday 24 March 2021, 5pm (UK time). Applications should be in the form of a covering letter, where the applicant sets out how they fulfil the person specification for the role, along with a CV. Address the letter to the Nominations sub-committee (NSC), and email to Liz Aspden, at [liz.aspden@iied.org](mailto:liz.aspden@iied.org)

**Nominations:** people wishing to nominate other individuals are invited to submit a covering letter in support of their nominee, setting out why you think your nominee has the right profile and what added value you think the person can bring to the board. The Nominations sub-committee will decide whether to approach the nominee and invite them to apply. Address the letter to the Nominations sub-committee (NSC) and email to Liz Aspden, at [liz.aspden@iied.org](mailto:liz.aspden@iied.org), by Wednesday 24 March 2021, 5pm (UK time).

**Selection process:** interviews take place April to June.

**IIED is an equal opportunities employer, valuing diversity and strongly committed to providing equal employment opportunities for all employees and all applicants for employment.**

# Board of Trustees

IIED's Board of Trustees is legally responsible for all the activities that we undertake. The Trustees are all unpaid volunteers who are responsible for ensuring that IIED abides by its charitable aims, works within the law and delivers its mission effectively by overseeing our overall policies and objectives and ensuring our work is monitored and evaluated effectively. Currently chaired by Tara Shine the IIED Board of Trustees is presently made up of 11 representatives from 8 countries around the world who serve for a three-year term, which can be renewed for a further three years.

## **The duties of the trustees are:**

- To ensure that IIED complies with its governing document (ie its Articles of Association), charity law, company law and any other relevant legislation or regulations
- To ensure that IIED pursues its objects as defined in its governing document
- To ensure IIED applies its resources exclusively in pursuance of its objectives
- To safeguard the good name and values of IIED
- To ensure the financial stability of IIED
- To protect and manage the property of IIED and to ensure the proper investment of IIED's funds
- To appoint, support and supervise the Director of IIED and monitor her/his performance
- To represent IIED as appropriate and when invited to do so by the Director
- To individually and/or collectively contribute to the fundraising effort of IIED
- To regularly review and define the size and composition of the Board and to ensure appropriate recruitment via the nominations sub-committee, anticipating changes in the external environment and the organisation's need to respond to new circumstances
- To inform the director of trends in the external sustainable development agenda with a view to assisting the director and management in the positioning of the institute
- To contribute towards and approve the 5-year strategic plan, which sets overall policy, defines goals and sets targets against which performance is evaluated
- To ensure that it receives sufficient management and other information at all times to be able to make decisions, to oversee the performance and aims of the IIED and to monitor the IIED's progress toward achieving short-, medium- and long-term goals.

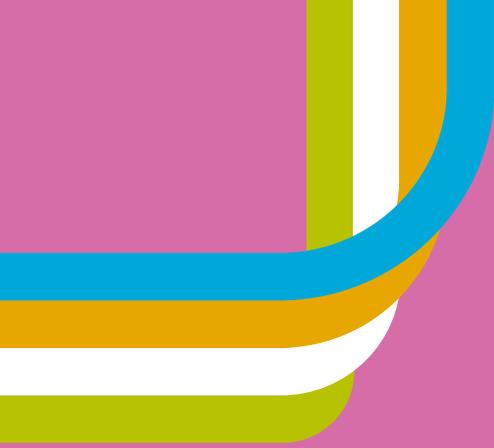
In addition to the above statutory duties of all trustees, each trustee brings their specific knowledge and experience to help the board reach sound decisions. This will involve scrutinising board papers, leading discussions, focusing on key issues, and providing advice and guidance on new initiatives, or other issues relevant to the area of the charity's work in which the member has special expertise.

The Board of Trustees meets four times a year: June and November in person and March and September online. Members of the board serve on at least one of the three sub-committees:

- The Finance Audit and Risk Assessment sub-committee reviews financial and risk management at IIED and thus frees up time for the board agenda to discuss strategic issues
- The Nominations sub-committee supports the board in the execution of its responsibilities to establish a formal and transparent procedure for the appointment of new Trustees
- The Fundraising sub-committee reviews the fundraising and business development work and thus gives the board more time to discuss strategic issues.

### **Board of Trustees:**

- Tara Shine, Chair, Ireland
- Elizabeth Stephen, Vice Chair, UK
- Angela McNaught, Treasurer, UK
- Batkhishig Baival, Mongolia
- Les Campbell, UK
- Silvia Charpentier, Costa Rica
- David Elston, UK
- Bara Gueye, Senegal
- Michael Horgan, Canada
- Maria M h, Sweden
- Sheela Patel, India



When IIED was established nearly fifty years ago, its founder Barbara Ward recognised the value of an independent but engaged research institute, able to inform and influence the politics and practice of development. She promoted analysis combined with advocacy, and ever since, IIED has been an active presence and voice in the global arenas where big questions around climate change, biodiversity, forests, cities, land, green economy and sustainability are debated.

Learning is at the heart of IIED's work, and we seek to test out ideas in practice and feed lessons from such experience back into the world of ideas. We've learnt that context is hugely important, so a 'good idea' in one place may not work well elsewhere. Equally, we know that it's important to engage with the people who count, moving beyond 'book-learning' and getting stuck into practice, if lessons are to become well-rooted.

There is an African proverb: I am because we are. As we strive to achieve our mission to build a fairer, more sustainable world, using evidence, action and influence in partnership with others, we will keep this in mind. We will argue, based on our research and our partners' work, for better, fairer governance based on metrics that value people and resources at their real cost, and on values that reinstate our collective hopes for the future over the individual needs of today.

Our 2019-2024 institutional strategy focuses on IIED's contribution to addressing five global challenges: the climate crisis, the assault on the natural world, increasing urban risk, unsustainable markets and growing inequality. In August 2020 we published an update focusing on the impacts of the COVID-19 pandemic on all aspects of our strategy.

For more information about IIED see: [www.iied.org/about](http://www.iied.org/about)



# About IIED

**Our mission is to build a fairer, more sustainable world, using evidence, action and influence in partnership with others.**

## Who we are



IIED is a policy and action research organisation. We promote sustainable development to improve livelihoods and protect the environments on which these livelihoods are built. We specialise in linking local priorities to global challenges. IIED is based in London and works in Africa, Asia, Latin America, the Middle East and the Pacific, with some of the world's most vulnerable people. We work with them to strengthen their voice in the decision-making arenas that affect them — from village councils to international conventions.

## What we do



IIED carries out research, advice and advocacy work. We carry out action research — generating robust evidence and know-how that is informed by a practical perspective acquired through hands-on research with grassroots partners — and we publish in journals and maintain high research standards. We advise government, business and development agencies, and we argue for changes in public policy. We focus on bottom-up solutions, stay open to flexible, adaptable solutions and are marked by a tradition of challenging conventional wisdom through original thinking.



### Who we work with



Partnerships are key to the way we work at IIED. By forging alliances with individuals and organisations ranging from urban slum dwellers to global institutions, we help strengthen marginalised people's voices in decision-making and ensure that national and international policy reflects the agendas of poorer communities and countries. Some of our partners are people working in other nongovernment organisations, governments, academia, indigenous people's groups, global institutes and multilateral agencies such as the UN. Others are alliances that we either steer or work very closely with, often at the grassroots level in developing countries. We also play an active role in international networks, such as the International Union for Conservation of Nature (IUCN).

# IIED believes in collaboration, impact and fairness



# Organisation of IIED

We currently have 133 members of staff from a wide range of countries and backgrounds, and we are growing. Approximately 10% are from the Global South, representing 16 different nationalities and speaking 29 different languages other than English.

The Institute has three leadership teams:

- **The strategy and management team's purpose** is to refine and deliver IIED's strategy in relation to external needs and opportunities, as well as internal resources and capacities
- **The operations and management team's purpose** is to put the strategy into operation and maintain a sustainable institute
- **The research and strategy team's purpose** is to steer the content of IIED's strategy, maximising the potential of collaborative work.

Our research is organised into four groups — Natural Resources, Climate Change, Human Settlements and Shaping Sustainable Markets. More information on the work of our four groups can be found on the website.

## Trustees' report and accounts 2019-20

The Trustees' Report and Accounts 2019-20 sets out our activity and financial overview for the period.





IIED is a policy and action research organisation promoting sustainable development and linking local priorities to global challenges. We are based in London and work on five continents with some of the world's most vulnerable people to strengthen their voice in the decision-making arenas that affect them.

 [www.facebook.com/theIIED](http://www.facebook.com/theIIED)

 [@iied](https://twitter.com/iied)

 [www.linkedin.com/company/iied](http://www.linkedin.com/company/iied)

 Download publications at <http://pubs.iied.org>

**Photo credits:**

**Cover:** Mike Goldwater/IIED

**P2:** Marie Monimart/IIED

**P9:** Fareena Chanda

**P10:** Morley von Sternberg; Deng Weijie

**P11:** Emily Polack/IIED; Espen Rasmussen/PANOS

**P13:** Global Water Initiative - West Africa

