

VSO INTERNATIONAL BOARD TRUSTEES

Information pack

June 2016



Contents

Introduction	3
About the role	4
Trustee role description	4
Person specification	5
Terms and conditions	5
About VSO	6
What we do	6
Where we work	7
People First – our strategy 2016-2021	7
Our impact	9
About the application process	10
How to apply	10
Timetable	10
Appendices	11
A: Meet the VSO International Board of Trustees	11
B: Meet the VSO Executive Board	13
C: Skills	14

Cover story

VSO volunteer Mary Carnable spends time with 7-year-old Jennifer Noabil at her home. Talensi District, Ghana. Jennifer suffers from an abnormality in the development of her legs. Until last September, she had never been to school and her mother believed there was no way she could. As part of the Tackling Education Needs Inclusively (TENI) project, Mary helped put in place measures to get Jennifer to school for the first time. TENI helps bring children with disabilities into education as part of a community-driven approach to build more responsive partnerships amongst communities, schools and local government.

Introduction

Thank you for your interest in VSO.

Since 1958, we have been working- through the power of volunteering - to fight poverty in some of the poorest communities in the world.

Our mission is bringing people together to tackle poverty. We are committed to supporting the delivery of the Sustainable Development Goals and in particular, the principle of leaving no-one behind. In delivering that mission, we are looking for people who have the courage and the willingness to be part of the change. Our work focuses on inclusion, social accountability and building resilience.

Over the past year, we have made significant changes to simplify and streamline both our governance model and our internal structure, so that we are better able to oversee and deliver our organisational objectives. Our Chief Executive, Philip Goodwin, has been in post for just over a year and with his Executive Board, is continuing to drive forward an agenda that will make us an organisation that puts delivery of impact first; that is confident and capable of anticipating and adapting to a changing external context; and that is clear where investment helps us to deliver our mission.

We value the balance of skills and experience of our trustees, and also the different perspectives that their geographical diversity provides.

Are you able to offer an African, Asian or Indian perspective on development issues, based upon substantial contemporary experience of living and working there?

In addition to this, do you have strategic expertise and senior level experience in managing complex relationships with large multilateral institutions, and significant experience within international development? If this sounds like you, and if you share our vision of a world without poverty, we would like to hear from you.

VSO is a unique organisation and our International Board play a central role in all that we do. Our trustees are leaders, strategists and ambassadors for our mission, and we're looking for passionate and committed individuals who can apply their knowledge, skills and expertise towards building our shared vision.

Yours faithfully,



Mari Simonen
Chair of International Board of Trustees



About the role

Trustee role description

VSO trustees are ‘jointly and severally’ responsible for the overall governance and strategic direction of the charity, its financial health, the probity of its activities, and development of VSO’s aims, objectives and goals in accordance with the governing documents and legal and regulatory guidelines.

What being a Trustee involves

- Attending typically three to four face-to-face Board meetings a year which are usually held in VSO’s office in Kingston, near London UK, with other meetings held by telephone conference
- Participating in three or four days of board development activity each year, usually held in the afternoon on the day before the main face-to-face Board meetings
- Acting in a way that supports equality of opportunity and recognising diverse views and backgrounds
- Engaging with VSO volunteers and employees in their local context
- Supporting fundraising at a strategic and practical level
- Engaging with senior VSO executive directors between meetings
- Sitting on sub-committees of the Board
- Visiting VSO programmes in the course of other work/personal travel.

Legal Duties

- To contribute actively to the trustees’ role in giving firm strategic direction, setting overall policy, defining goals, setting targets and evaluating performance against agreed targets
- To ensure that VSO complies with its memorandum and articles of association, charity law, company law and other relevant legislation and regulations
- To ensure that the charity pursues and applies its resources exclusively in pursuit of its charitable objects
- To safeguard the reputation and values of VSO
- To ensure the effective and efficient administration of VSO
- To ensure the financial stability of VSO
- To protect and manage the assets of VSO and ensure proper investment of VSO’s reserves
- To appoint the chief executive and monitor her or his performance
- To use any specific knowledge, experience, expertise or perspective to help the board reach sound decisions.

All trustees are recruited through an open selection process, overseen by the governance subcommittee of the International Board. They receive a comprehensive induction on appointment and ongoing engagement throughout their term of office, through regular updates from the Chief Executive, membership of relevant board sub-committees and participation as expert advisors to ad hoc organisational working groups.

Please see Appendix A to find out more about our current trustees, and Appendix B to find out about our Executive Board.

Person specification

The trustees of VSO as an international group should contain representatives of the global South and the global North, and be an appropriate mix of experience and expertise. This needs to include knowledge and experience of international development at a strategic and community level, personal experience of national or international volunteering, fundraising and marketing, developing and managing partnerships, strategic organisational development, communications, public relations and campaigning, financial management, risk management, human resource management and the application of technology. It is important that trustees work together in a positive way, building on diverse views.

The International Board terms of reference also state that at least four trustees should have experience relevant to VSO as a UK charity and INGO operating in the UK. This is in recognition of the proportion of our work that is rooted in the UK context and the fact that we are a UK-registered organisation.

In order to maintain the balance of skills and experience and other requirements outlined above, we are seeking candidates who fulfil some or all of the following criteria:

- Personal/professional interest in reducing poverty and the VSO people-centred approach that focusses on inclusion, resilience and social accountability
- Contemporary experience of living and working in Africa, Asia or India and the ability to apply that perspective on development issues
- Experience or demonstrable understanding of the trustee/non-executive role
- Strategic expertise and senior experience in managing complex relationships with large multi-lateral institutions (public, private and civil society), including understanding the implications of VSO's funding via grants and donors
- Experience of volunteering and community development.

Terms and conditions

Time Commitment

Trustees' duties take up on average at least 8 days per year in meetings, preparation time and other engagement with VSO. Appointments to the International Board are for a period of up to three years, which may be extended for a further three year period if the Board and the Trustee agree.

Remuneration

In accordance with our articles and with the Charity law, this role is not remunerated; however reasonable expenses will be reimbursed.

Location

The International Board meets three or four times a year, usually in Kingston, near London UK, with additional meetings held by teleconference.

Professional Indemnity Insurance

As each trustee is 'jointly and severally' responsible for the overall governance and strategic direction of the charity, its financial health, and the probity of its activities, VSO will provide professional indemnity insurance for each serving trustee.

The Indemnity policy covers the legal liability of a trustee, director, governing body member or officer for a wrongful act committed or alleged to have been committed by them in their capacity as a trustee, director, governing body member or officer. The jurisdiction of the policy is worldwide and the limit of Indemnity is £5,000,000 any one claim and in the aggregate in the period of insurance inclusive of costs and expenses.

Appendix C provides a more detailed list of skills needed.

About VSO

What we do

Volunteering for development

VSO is different from most organisations that fight poverty. We fight poverty through the lasting power of volunteering. We send doctors, midwives, teachers, lawyers, business consultants and other skilled professionals from all over the world to work with communities in Africa and Asia, sharing knowledge and expertise to save lives and create positive change.

Most importantly, this change continues long after the volunteers have returned home, empowering local people to lift themselves out of poverty. At VSO, we believe in finding lasting, sustainable solutions to fight poverty. We can only do this by working together.

In addition to the 40,000 people who have volunteered internationally for VSO since 1958, we have worked with hundreds of national volunteering partners in over 30 countries, developing and supporting domestic volunteering programmes.

We also work with youth volunteers (particularly through our International Citizen Service programme), eminent and parliamentary volunteers and corporate volunteers.

Development work at VSO

In our commitment to supporting the delivery of the Sustainable Development Goals - and in particular, the principle of leaving no-one behind - our work focuses on inclusion, social accountability and building resilience. This is grounded in the evidence and results generated from our work, mainly in six core programme areas:

- Inclusive education
- Unlocking talent for technology
- Maternal and newborn health
- Adolescent and youth sexual reproductive health and rights
- Empowered youth for employment and entrepreneurship
- Agriculture-based value chains

Alongside these, we run programmes that respond to emerging issues and country-specific needs.

Income and expenditure

Our income in 2014/15 was £77.0 million: 29% came from a strategic grant from the UK Department for International Development; 50% from other governmental support; and the remainder from individuals, companies, grants and fundraising events.

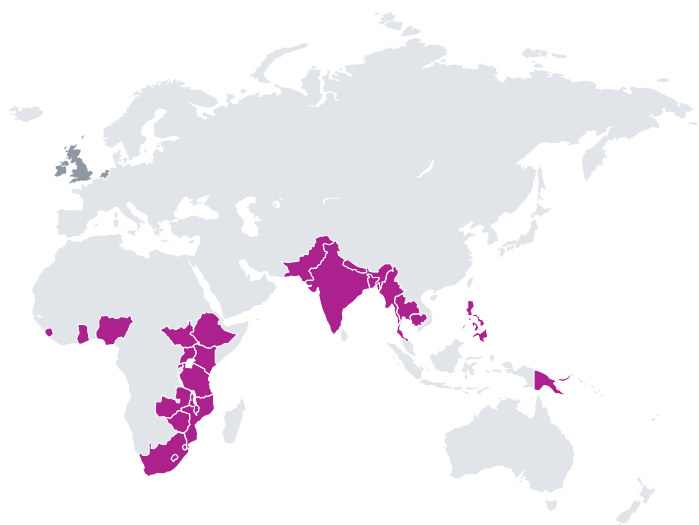
Our expenditure in 2014/15 was £73.5 million: 24% was on education; 17% on Health, HIV and AIDS; 5% on participation and governance; 18% on secure livelihoods; 24% on payments to International Citizen Service (ICS) consortium partners; 11% on generating funds and 1% on governance.

The latest VSO Annual Report is available on the VSO website:
<http://www.vsointernational.org/about/annual-report>

Where we work

We currently work in more than 25 countries and territories around the world, carrying out activities across four broad areas: volunteer recruitment, development programmes, fundraising and advocacy.

We operate in Bangladesh, Cambodia, Ethiopia, Ghana, India, Kenya, Lesotho, Malawi, Mozambique, Myanmar, Nepal, Nigeria, Pakistan, Papua New Guinea, Rwanda, Sierra Leone, South Africa, South Sudan, Swaziland, Tanzania, Thailand, The Philippines, Uganda, Zambia and Zimbabwe, all of which are managed through our regional management structure.



People First – Our strategy 2016-2021

Our vision:

A world without poverty

Our mission:

To bring people together to tackle poverty

Why are we needed?

No one should live in poverty, denied the choices and opportunities to live a full life. Yet, almost a billion people still live in extreme poverty. Many more live with the impact of economic inequality and social and political exclusion. This is despite significant advances in technology and economic growth.

Millions of people, in countries rich and poor, are unable to earn a sustainable income. Millions have no access to quality education and health care. Millions are unable to secure their own well-being and dignity. These millions are the individuals at the heart of VSO's work.

What have we achieved?

In 2010, VSO developed *People First*. This was a strategy towards achieving our mission for a world without poverty. In the past five years, we have worked with our partners to reach almost 30 million people. This includes:

- More than 90,000 education professionals trained to better use inclusive, child-friendly teaching methods;
- 23,000 health workers trained as part of VSO efforts to improve frontline care;
- Over 1.1 million people receiving health care through VSO-supported partners. Almost a third of these were children under five;
- Over 250,000 people supported to develop a more secure living. The majority of these are women.

What is our approach?

In a globalised and vulnerable world, VSO and its approach is more relevant than ever. The problem of poverty is complex. It is the result of human action. Humans create systems that perpetuate poverty. We can also act to change those systems.

VSO places volunteers throughout the systems that result in poverty and exclusion. By living and working alongside people, we:

- maximise what is known about the problem;
- build opportunities for new insights and ideas;
- turn those ideas into innovation and action; and
- take the learning throughout those systems.

By working in this way, we deliver sustainable results. We transform systems and improve lives.

Distinctive to VSO is our ability to deploy an extraordinary diversity of volunteers. These include community, national, international, corporate, political and youth volunteers. They bring a wealth of insight, experience and expertise. We are able to deploy these volunteers to places where they can best catalyse change.

Our volunteers work through partnerships which:

- ensure the world hears the voices of the poor and excluded and that they are able to take part in their own development;
- improve the ability of government and partners to deliver equal access to services. In particular, to deliver equal access to those who are most marginalised;
- mobilise communities to determine their own development and to exercise their rights; and
- engage the private sector so that they support inclusive approaches to development.

Our ambition

The Sustainable Development Goals will frame VSO's work. The UN has identified volunteering as a key means of implementing the Global Goals. In delivering its work, VSO will draw particularly on the principles of universality and leaving no-one behind.

VSO has five ambitions over the next five years:

1. We will be a truly global organisation. We will see this in our influence, our impact and our ways of working.
2. We will bring the power of volunteering to focus on issues of inclusion, accountability and resilience. These themes will be visible in all our core programmes.
3. We will be a global force promoting youth involvement in the Global Goals.
4. Others will recognise us as an innovator in the way we systematically tackle poverty.
5. We will align our external programme of work with our internal practice. This will make us a more powerful force for tackling poverty and exclusion.

Our values

- By thinking globally, we can change the world
- Progress is only possible by working together
- Knowledge is our most powerful tool
- People are the best agents of change

Our impact

Here are a few examples of current programmes.



Secure livelihoods

Pili Kashinje Itimba, discusses the challenges of organic farming with VSO volunteer Ram Singh and project manager Frank Girabi in Mahonda, Zanzibar. She asks them for advice on how to guard her spinach field against insect invasions without using chemical pesticides. Ram is working with CASH (Commercial Agriculture for Smallholder Farmers in Horticulture) in Zanzibar. The project helps farmers like Pili increase their profits by providing training and support.



Health

Social worker Robin Borausiki with her colleague, VSO volunteer Catherine Bedford at Modilon Hospital in Madang, Papua New Guinea. Catherine is a Family and Sexual Violence Mental Health Nurse. She is helping to establish a Family Support Centre - an integrated treatment and intervention centre for victims and survivors of gender violence and child abuse.



Education

Standard-two teacher Stembile Naming'ona helps special needs pupil, Halima Ali, to work on her tablet during the Unlocking Talent Through Technology class session at Biwi Primary School in Lilongwe Urban District Education Office. VSO Malawi, working with Onebillion (a London based non-profit organisation that develops apps) with funding from the Royal Norwegian Embassy in Malawi, and the Government of Scotland, are implementing the Unlocking Talent Through Technology project in selected primary schools using tablet technology to deliver the core skills of numeracy and literacy to young children in their own language.

About the application process

How to apply

If you have any queries or would like to have an informal discussion about the VSO trustee role, please contact VSO on +44 (0)20 8780 7500, or email jaki.walker@vsoint.org.

To express your interest in the role formally, please send your CV, covering letter and completed Equality and Diversity monitoring form to our Head of People Resourcing, jaki.walker@vsoint.org. Your covering letter should provide concise and specific examples to demonstrate your relevant experience and interest in VSO's work. Based on the written evidence received, we will draw up a shortlist of candidates and invite them to attend an interview with key stakeholders.

Please complete the Equality and Diversity monitoring form (vsointernational.org/trustees) This will allow VSO to adhere to the recommendations of the Equality and Human Rights Commission in respect of assessing whether we are achieving equality of opportunity. The information on the form will be treated as confidential and used solely for statistical purposes. The form will not be treated as part of your application.

The closing date for expressions of interest is Monday 20th June, 2016.

Timetable

Stage	Dates
Closing date for applications	Monday 4 th July, 2016
Presentation of long-list of candidates to International Board	6 th July 2016
Interviews for shortlisted applicants	August/September 2016
Offer subject to Board approval	October 2016
VSO AGM - Formal appointment of the new members of the International Board of Trustees	November 2016

Appendix A

Meet the VSO International Board of Trustees



Mari Simonen
Chair of the Board of Trustees

An internationally recognised leader on development issues, Mari was, until recently, deputy executive director of the UN Population Fund (UNFPA) where she had responsibility for external affairs, management, and United Nations affairs. Having gained a doctorate degree from the University of California, Berkley in international development education and public health, Mari has worked at the UN for over 30 years, devoting her career to international population and development issues, reproductive health and gender equality.



Sam Younger
CBE

Sam was Chief Executive of the UK Charity Commission from 2010 to 2014. His previous roles include founding chair of the Electoral Commission, director general of the British Red Cross and managing director of the BBC World Service. He was interim chief executive of the housing charity, Shelter, and also held interim roles with the educational charity Bell Educational Trust and with the Electoral Reform Society. He is currently Chair of CILEx Regulation and services on the council of the Advertising Standards Authority.



John Bason
Honorary Treasurer

John has been group finance director of Associated British Foods plc since 1999 and became a trustee of VSO in 2010. He previously served as finance director of Bunzl plc and McVities and is a member of the Institute of Chartered Accountants in England and Wales. He is a non-executive director of Compass Group plc and is deputy chairman of the UK food charity Fare Share. John is a returned VSO volunteer who taught physics in northern Ghana immediately after graduating from university.



Baroness Hilary Armstrong of Hill Top

Hilary is a British politician and was re-appointed to the International Board in July 2015. Her association with VSO began in 1967 when she worked as a VSO volunteer in Kenya for two years. Throughout a long and distinguished political career, she has maintained close ties with the organisation and returned to East Africa in 2008 under VSO's parliamentary volunteering scheme. Hilary served on the VSO Council between 1991 and 1997 and the International Board of Trustees from 2008 until November 2011.



Chris Merry

Chris is CEO of Ipes, one of Europe's leading providers of fund administration and outsourcing services to the private equity industry. Chris has held leadership roles in a range of financial and professional services businesses, including PricewaterhouseCoopers, Clifford Chance and Whitehead Mann. Before joining Ipes, Chris was CEO of RSM Tenon, where he successfully stabilised and repositioned the business for growth before its sale to Baker Tilly in 2013. Chris brings deep experience of strategy, change management, financial management and cost control.



Hardeep Jhutti

Hardeep works with Monitor, the sector regulator for health services in England. Previously she was a senior consultant at Cambridge Economic Policy Associates, specialising in international development. She has worked with several actors in the global health arena including donors and implementing agencies such as the WHO, the Gates Foundation, GAVI, GAIN, UNITAID and the Global Fund. Prior to CEPA, she worked in the Public Sector Strategy and Operations practice of Deloitte Management Consulting. She volunteered on VSO's Global Xchange programme in Hounslow/ Sri Lanka in 2005-06, and has been a VSO assessment day selector. She led a Tata social enterprise project for young people in India.



Dr Noerine Kaleeba

Noerine was head of the school of physiotherapy at Mulago Hospital in Kampala, the largest teaching hospital in Uganda before joining the HIV and AIDS frontline. She is Patron and Founder of TASO Uganda and Vice Chair of the Uganda National Health Research Organization, and helped to set up UNAIDS. She is an independent consultant based in Uganda, serves as a mentor for CDC fellowship program at the Makerere School of Public Health, and has been a governance member of the Uganda AIDS commission, the WHO Global Commission on HIV and AIDS and Marie Stopes International. She was the first Chair of the ActionAid International Board and interim Chair of the AMREF International Board of Directors, and is now Vice Chair of the Uganda National Health Research Organization Board.



Stephen Pidgeon

Stephen is a trustee and fellow of the Institute of Fundraising. He was chairman and founder of marketing agency Tangible Response, previously Target Direct, and is the co-founder of a world-wide training consultancy, teaching certificate and diploma courses to fundraisers in UK and across Europe. He has just been made visiting Professor of Direct Response Fundraising at Plymouth University, is a regular speaker at international fundraising conferences and writes regularly for the sector press in UK and abroad.



Anjali Sen

Anjali is regional director for South Asia at the International Planned Parenthood Federation, a global network of 151 member associations working in 173 countries in the area of sexual and reproductive health and rights. Prior to joining IPPF in 2004, Anjali was a senior Indian civil servant with roles including auditor general of India, director of the Department of Culture and director of the Indian National Gallery of Modern Art. She has also served as a consultant for the UN mission in Kosovo.



Amanda Rowlatt
CBE

Amanda is a senior UK civil servant with deep experience of the Government's international development and domestic poverty reduction agenda. Currently chief economist at the Department for Business, Innovation and Skills, she has also worked at the Department for Work and Pensions as chief economist and director for Child Poverty, and at DFID, both in the UK and in Guyana. In 2005 she undertook a BESO volunteer placement in India. Amanda brings in-depth knowledge of the UK policy agenda and experience in working across government departments. For many years, she was a Trustee for Care International UK.

Appendix B

Meet the VSO Executive Board

The Executive Board is ultimately answerable to the International Board of Trustees. It advises the Board of Trustees on matters for which they have responsibility and acts within the broad policies agreed by the Board of Trustees.



Dr Philip Goodwin
Chief Executive

Philip joined VSO in the role of Chief Executive in March 2015. Formerly Chief Executive for Tree Aid, Philip brings a wealth of experience from the not-for-profit sector having spent 11 years with the British Council in various senior management positions. He has a PhD and MSc in environmental policy and a degree in agricultural economics and is on the Africa Advisory Council for The World Monument Fund.



Donne Cameron
*Executive Director,
Programmes*

Donne joined VSO in 2012 as Regional Director for Southern Africa, having spent the previous 10 years with Habitat for Humanity International in South Africa. She was appointed as Director of Africa Group in November 2013 and appointed Executive Director of Programming in July 2015.



Graham Loader
*Executive Director,
Finance and Corporate
Services*

Graham joined VSO in 2014, bringing with him 25 years of international financial experience gained in multinational, multi-site blue chip companies. Graham was appointed Executive Director of Corporate Services in July 2015. He was most recently Executive Vice President and CFO of Network International.



Kathryn Gordon
*Executive Director, People
and Organisational
Development*

Kathryn joined VSO in 2009 after more than 15 years international strategy, change and people experience in the private sector. She was appointed to the senior team in 2010. As Executive Director of People and Organisational Development she has responsibility for the human resource function, organisational learning and supporting line managers in getting the best from employees and volunteers.



Andrew Webb
*Executive Director,
Business Development*

Andrew joined VSO in 2016 bringing over 20 years of experience working in international development, most recently as CEO at SolarAid. In the course of his career, Andrew has worked on public health and community development projects in a range of countries including Ethiopia and Tanzania; he was the start-up CEO of Street Child United, a global campaign for the rights of street children; director of development at International Alert; and started his international development career as a volunteer.

Appendix C

Skills

To be effective in the role of trustee, you will need a range of skills and competencies. The essential skills are marked*; the others are desirable.

1. Personal competencies

- Commitment to the mission of VSO*
- Commitment to the core values of VSO*
- Ability to exercise confidentiality and discretion*
- Ability to listen to others with openness and respect*
- Ability to collaborate and contribute to problem solving*
- Ability to change: to persuade and to be persuaded
- Facility in inter-cultural relations
- Ability to travel and to work with electronic information
- Experience with diverse governance processes

2. Governance competencies

- Strategic thinking and sound judgment*
- Ability to analyze and evaluate information*
- Ability to set targets and priorities and assess performance*
- Ability to effectively engage/lead decision-making*
- Leadership in non-profit organizations
- Experience with risk management
- Experience of policy and planning processes
- General legal, financial, regulatory knowledge
- Ability to chair decision-making processes effectively

Applicants will need to demonstrate relevant experience in one or more of the categories set out below:

3. Development skills

- International development knowledge/experience, both strategic and at a practical community level
- Practical experience in national and international volunteering (including through VSO)
- Ability to offer informed perspectives from the global south

4. Specialist experience

- Experience - commercial or otherwise - of developing strategic partnerships, products or services that deliver innovation for customers or organisational target groups
- Experience of developing strategic communication and engagement strategies, particularly with hard-to-reach groups and/or using new media
- Experience of strategic rethinking of business models to respond to new opportunities
- Strategic experience of driving quality standard improvement in complex institutional settings and high risk environments.

Pech Boeun, leader of Banan farming co-operative and VSO volunteer Giovanni Villafuerte walk through Pechs farmland discussing farming techniques used and improvements that could be initiated in Banan, Cambodia, as part of the VSO/Accenture "Improving Market Access for the Poor" project in Cambodia.



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