

TRAFFIC[®]

CANDIDATE PACK FOR CHAIR



WELCOME

Dear applicant

Thank you for your interest in becoming our new Chair.

TRAFFIC is a leading non-governmental organisation (NGO) working to ensure that global trade in wild species is legal and sustainable, for the benefit of the planet and people. At a time of unprecedented biodiversity loss, our organisation provides evidence, solutions and influence to combat environmental degradation and ensure a nature-positive future. Over the last 10 years, we have become the leading trusted advisor to governments globally in this arena.

In response to this growth in our influence, our organisation has grown in its capacity. Our **2030 Strategy** sets out our ambitious vision for transformational change and the impact we want to have on the ground. Turning that vision into reality will require the extensive deployment of expertise at every level of our larger organisation, and this includes our Board in its vital strategic leadership role. Our next chair will be an experienced and influential senior leader who can inspire, develop and get the best from a talented and committed non-executive team, bringing out its value as part of a truly collective effort.

TRAFFIC was established almost 50 years ago as a joint initiative of WWF and IUCN. In 2017, TRAFFIC's governance framework was restructured to increase its independence, and the Board is currently completing a review of the governance arrangements to further strengthen and position TRAFFIC for the future. Building on your considerable experience, you will intuitively understand how to evolve our board and broader governance arrangements to support this transition over a period of time.

In addition to deep insight into organisational leadership, you will make full use of your expertise in fostering effective governance and creating the conditions in which outstanding boards flourish. Your personal influence is key in this respect: we're looking for someone who secures personal credibility immediately. While a background in conservation or sustainability isn't required, some appreciation of the traits of NGOs and / or the conservation sector may be useful. Wherever you are now, you will be a trusted and influential figure, recognised for your wisdom, sound judgement and formidable alliance-building skills.

If you believe you can bring the skills and experience we're looking for, we very much look forward to hearing from you.



Mark Halle, Chair of the Board



Richard Scobey, Executive Director



ABOUT TRAFFIC

WHAT WE DO

Trade in wild species is one of the world's most pressing conservation and development challenges. Global supply chains for wild plants and animals provide livelihoods for hundreds of millions of the world's poor. At the same time, illegal trade – one of the most profitable criminal activities worldwide – fuels environmental degradation and economic losses.

TRAFFIC was established in 1976 by IUCN and WWF to respond to the growing threats posed by illegal wildlife trade and overexploitation. We provide evidence-based solutions through rigorous research and analysis, rooted in science, data, and our expertise. Over the past decade, we have become the leading global trusted advisor to governments and intergovernmental processes, and bring public, private, and civil society stakeholders together in new partnerships.

Today, we have an international network of nearly 200 experts located in ten offices in Africa, Asia, Pacific, Europe, and the Americas – and leverage the conservation expertise of our founders IUCN and WWF, and other partners. We offer a strong network of knowledge across the environmental, social, economic, financial, and political dimensions of trade.

OUR STRATEGIC PRIORITIES

Our new 2030 Strategy frames our mission, goals, and strategic priorities. Over the coming decade, we will drive TRAFFIC's work to achieve two high-level goals to ensure that illegal and unsustainable trade in wild species will be significantly reduced and that legal and sustainable trade in wild species will provide increased social, economic, and environmental benefits for people.

Our five priority areas of focus include: strengthening global policy frameworks, improving the effectiveness of national policies and regulations, empowering communities, enabling responsible supply chains, and catalysing responsible consumption. As we scale up action in the five priority areas, we will adjust how we work in response to emerging issues and lessons learned from the implementation of our previous 2017-2022 strategy:

- Doing fewer things but doing them bigger and better
- Rigorously prioritising actions that contribute to the 2030 goals
- Sharpening our global leadership in data collection, use, and access
- Leveraging innovation and technology for impact
- Stronger focus of gender and rights-based approaches
- Selectively broadening our core partnerships



HOW WE ARE RUN

TRAFFIC International is a charity and limited company registered in the UK, governed by a **Board of Trustees** in line with our **Articles of Association**. The Board delegates day-to-day management of the organisation to the Executive Director, who appoints the Senior Leadership Team. The Senior Leadership Team develops strategies and plans for the Board to review approve, and subsequently monitors and reports on performance against targets.

Our head office, based in Cambridge UK, provides worldwide leadership, co-ordination, cross-regional and corporate functions. The organisation's local engagement is managed through programme offices operating under the auspices of the UK charity, with staff based in a hub office and at other strategic locations where necessary.

During the fiscal year ended 30th June 2023, **TRAFFIC group** income totalled £12.1 million. Approximately 10% of income is unrestricted (largely core funding from our founding partners IUCN and WWF) and 90% is restricted (primarily grants from 107 projects from government agencies). Expenditures in FY22 amounted to £13.0 million. About 98% of expenditures were related to charity activities and 2% on raising funds.

In line with UK Charity and Company law, we produce an annual report each year which includes a full financial review as well as a retrospective look at the achievements of the year just past and identifies key areas of focus over the coming twelve months.

TRAFFIC is one of eleven members of the Cambridge Conservation Initiative (CCI), a collaborative partnership that brings together the biggest names in international biodiversity conservation with the University of Cambridge University.

FIND OUT MORE

To read more, please visit our website at <https://www.traffic.org/>



THE CHAIR APPOINTMENT

THE BOARD'S ROLE

TRAFFIC International's charitable objects are "to promote for the public benefit the conservation and protection of nature and natural resources worldwide through helping to ensure that trade in wild animals and plants is at sustainable levels and in accordance with domestic and international laws and agreements". Specifically, TRAFFIC International leads a global effort to help ensure that trade in wild species is legal and sustainable, for the benefit of the planet and people, through its office in the UK and a network of TRAFFIC offices around the world that work under its oversight.

The role of the Board of Trustees is to ensure compliance with the requirements of charity law under which they are responsible, namely:

- directing the business of TRAFFIC International to ensure that it is solvent, properly managed and delivers its charitable objectives;
- ensuring that TRAFFIC International complies with charity law and prepares Annual Reports and accounts which demonstrate this;
- ensuring that TRAFFIC International complies with its governing documents and charitable purpose as set out in the Articles of Association; and
- ensuring that TRAFFIC International complies with all relevant legislation and regulations governing the activities in which it is involved.

Our Trustees are active supporters of TRAFFIC, making their individual skills, experience and knowledge available and assisting with whatever work is required including sitting on sub-committees and advisory boards. They are required to develop and maintain a sound and up to date knowledge of the charity and its business, including the social, economic and political environment in which it operates and the nature and extent of its work. The Board collectively oversees the delivery of planned results by monitoring the organisation's performance against strategic objectives and targets.

MAIN RESPONSIBILITIES OF THE CHAIR APPOINTMENT

Within the above context, the Chair role is to:

- provide effective strategic leadership to the Board and organisation;
- chair board and other relevant committee meetings and work with the Executive Director to develop the agenda for meetings;
- ensure that the Board has the right balance and blend of skills to operate in accordance with charity and company law, and that new members are fully briefed on their term of appointment, duties, rights and responsibilities;
- keep the Board's role, composition, diversity and activities under review in light of existing and emerging priorities, so the Board remains fit for purpose;
- ensure the Board's decisions take proper account of the requirements and charitable objects of TRAFFIC International and are compliant with reporting and other obligations as set out in the Governing Documents and charity / company law;
- help the Board to evaluate its own performance, and facilitate the contribution of board members, encouraging active engagement and fostering productive relations between board and executive team;
- support the Executive Director in promoting the effective use of resources and in delivering the highest standards of regularity and propriety, with maximum impact;
- work with the Executive Director to represent the views of TRAFFIC International to key stakeholders and the general public, and otherwise act as ambassador as required; and
- role model the highest standards of conduct and integrity, as part of the charity's values.

The Chair will need to remain personally flexible, to perform any additional duties that are reasonable and commensurate with the profile and responsibility of the role.

WHO WE ARE LOOKING FOR

YOUR KNOWLEDGE AND EXPERIENCE

- A senior organisational leader with experience gained in other equally complex operating environments, ideally in more than one sector.
- Insight into the traits and characteristics of the global conservation sector and / or of NGOs would be useful (although experience gained within either is not required).
- Practical experience of leading, overseeing or advising on organisational development and growth would be useful, including the development of organisational cultures to meet exacting strategic priorities.
- Substantial experience of working as part of multi-skilled non-executive boards and of developing inclusive non-executive teams that are supported by modern and proportionate governance arrangements.
- Knowledge of charity governance principles and practices.
- Knowledge of communicating effectively with international stakeholder groups.

YOUR SKILLS AND ABILITIES

- Strategic reach: you will be focused on TRAFFIC's development to meet the demands of the much bigger picture.
- Astute: you will be sharp on interpersonal dynamics, have sophisticated influencing skills and be a great judge of character.
- Strong Board chairing skills: people immediately listen to you; you will have a great track record of actively facilitating discussion and debate, summarising points of discussion to support decision making, and consensus building.
- Personally influential: you will be someone known for their compelling communication style, listening skills, excellent judgement and diplomacy.

YOUR PERSONAL STYLE AND BEHAVIOURS

- High intellectual and analytical capacity.
- Culturally intelligent and knowledgeable on a wide range of issues.
- A trusted presence, with low ego and high personal credibility; you will bring an engaging and collaborative style that inspires openness and confidence.
- Strong organisational development orientation: you're interested in developing our Board for the next phase of growth – to be more collaborative, more influential, more focused on results and impact.
- Undisputed personal integrity is a must: you will bring a fair, inclusive and open leadership style and your values will be compatible with those of our organisation.
- You will be sensitive to the global political, social and economic environment in which TRAFFIC is working to achieve its mission.



TERMS OF APPOINTMENT

REMUNERATION

This appointment is offered on a voluntary basis with all reasonable expenses incurred as part of the role reimbursed in full.

TIME COMMITMENT

Around 24-30 days per annum. The board meets four times each year (three are virtual, and one is an in-person meeting in Cambridge which lasts for around 1.5 days). The Chair is required to work informally with individual board members, and with the Executive Director, as required. There will be some ad hoc work relevant to TRAFFIC business, within or outside the charity from time to time.

We are looking for a Chair who can offer the personal flexibility and availability to commit to the role during a time of change and development.

LOCATION

Our headquarters are in the UK at TRAFFIC, David Attenborough Building, Pembroke Street, Cambridge, CB2 3QZ.



HOW TO EXPRESS AN INTEREST IN THE ROLE

We hope you will consider making an application to become Chair of our Board at TRAFFIC. To make an application, please go to <https://starfishsearch.com/jobs/traffic-chair/> and click on the apply now button, with the following prepared:

- a CV (no more than three sides) or equivalent biographical information
- a short covering letter that explains your motivation, suitability, availability and confirms that you would not be subject to any conflict of interest
- please tell us if there are any dates during the selection process (outlined below) when you would not be available to participate.
- If you have a disability and identify any barriers in the job description or person specification, please tell us.

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We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

SELECTION TIMETABLE

Closing date	12:00 (noon) Friday 12th April 2024
First stage discussions	Second half of April 2024
Agreement of the shortlist	Likely to be w/c 6th May 2024
Informal conversations with stakeholders	Early / mid-May 2024
Final interviews	Likely to be in last 10 days of May

FORWARD MEETING DATES

Confirmed:

- 19-20 June 2024 (In person in Cambridge; new Chair to be introduced and invited to join as observer as available)
- 18 October 2024 (virtual)

To be finalised:

- 6-24 January 2025 (virtual)
- 14-25 April 2025 (virtual)
- 16-26 June 2025 (in person in Cambridge)
- 13-24 October 2025 (virtual)

