



## CHS ALLIANCE - CHAIR RECRUITMENT PACK

### Welcome

**Thank you for your interest in becoming Chair of the CHS Alliance Board.** We are looking for someone who shares our ambition and values to guide this global network of more than 150 aid organisations, committed to making aid work better, through an exciting period of development.

### Why is it such an important time for the CHS Alliance?

1. **CHS revision:** After six years of implementation, the CHS will start its first revision in 2021. This revision has the potential to ensure the standard becomes an essential component of how the sector makes aid work better for those we serve.
2. **Increasing CHS verification:** Over 100 organisations have made significant improvements in their work, driven by the CHS verification process, as captured in this year's [Humanitarian Accountability Report 2020](#). However, we need more momentum to reach a larger - and global - mass of organisations who use the standard to support some of the world's most vulnerable people.
3. **Driving improvement in stubbornly challenging areas of aid delivery:** Improving protection from sexual abuse, exploitation and harassment; improving accountability to affected people; changing the culture of our organisations. These are critical and complex issues and the design of a new CHS Alliance multi-year strategy in 2021 will provide an opportunity to increase our collective impact with our membership.

It's therefore an exciting time for the organisation. The aid sector is being forced to change, the outlook for our members' funding situation is challenging with the global financial instability caused by the COVID-19 pandemic and we will continue to grapple with increasing the effectiveness of aid amongst the real structural and unequal power dynamics in the sector. The flip side of addressing these challenges are the huge opportunities available to seize as we seek to make aid delivery and the system more accountable.

In taking on these challenges and opportunities, you would be joining a dynamic organisation, one with an experienced, committed Board of leaders and advisors from across the sector and a small, but skilled and passionate staff keen to take the organisation to the next level.



The Chair fulfills a number of roles, including acting as an advocate for the organisation, representational roles, chairing the Board meetings and working closely with the Executive Director (ED).

If, after reading this pack, you would like some more information, please contact our Executive Director, Tanya Wood, [twood@chsalliance.org](mailto:twood@chsalliance.org). She would be happy to put you in touch with the current interim Chair, Robert Sweatman, or other Board members.

Thank you for your interest in this role – we hope you will consider helping shape CHS Alliance’s important journey from 2021 onwards.

To find out more, please read the following

- About the CHS Alliance
- What are the responsibilities?
- What are we expecting?
- What is the commitment?
- What is the process?

## 1. More about the CHS Alliance

The CHS Alliance, formed in 2015, brought together the work of HAP International (a Swiss Association) and People In Aid (a UK-registered charity) to leverage more than two decades of experience in quality, accountability and people management.

We aim to make aid work better for people; the people affected by crisis and the people (aid workers) who serve them by implementing the CHS.

The CHS Alliance has three strategic objectives underpinned by the belief that the CHS, as a verifiable standard, enables people vulnerable to risk and affected by disaster, conflict or poverty to influence and access quality assistance and hold organisations accountable.

We will do this by achieving the following objectives:

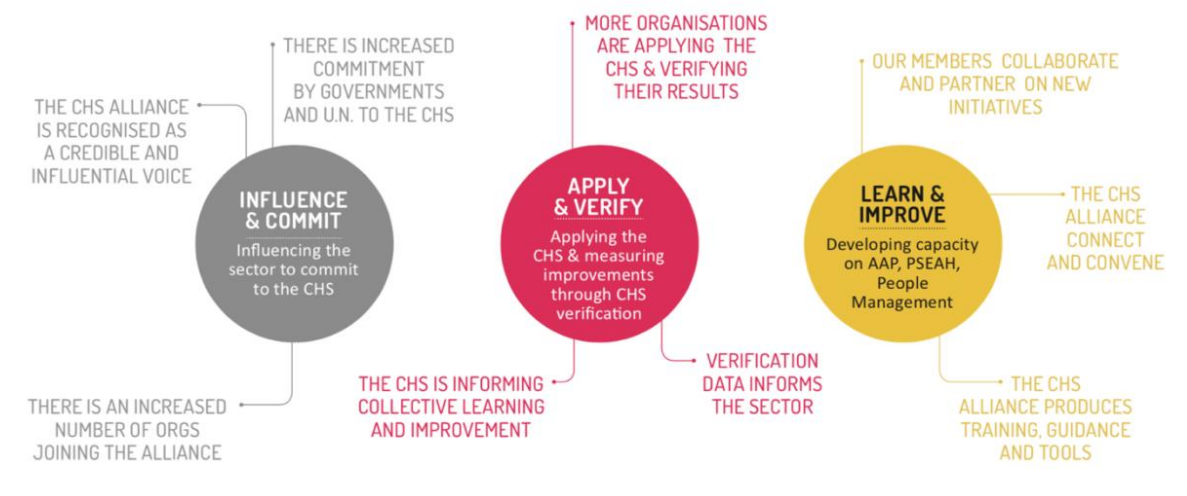
- Influencing the sector to commit to the CHS
- Applying the CHS and measuring improvements through CHS verification
- Developing capacity on AAP<sup>1</sup>, PSEAH<sup>2</sup> and people management.

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<sup>1</sup> Accountability to affected people

<sup>2</sup> Protection from sexual exploitation, abuse and harassment

This visual illustrates this further:



These objectives are fulfilled by a [team of 15 staff](#), the majority based in Geneva with a satellite office in London. The team is guided by the Executive Director, Tanya Wood, who joined the organisation in September 2018.

More information can be found in our [current strategy](#). In 2021, you will guide the Board in their responsibility to oversee the development of the new multi-year strategy for the organisation.

The organisation is overseen by a [dedicated and committed CHS Alliance Board](#), consisting of representatives of the members, United Nations, people from affected communities and independent Board members recruited for their expertise and commitment. The Board has three well-functioning committees which assist in the governance processes, looking at finance and risk, membership and nomination, and complaints.

CHS Alliance operates as an association under Swiss law and has an annual operating budget of approx. CHF 2 million. Our latest [Annual Report and Accounts](#) can be found here.

## 2. What are the Responsibilities

The Chair is responsible for leading the CHS Alliance Board, ensuring that it fulfils the governance responsibilities of the organisation. The Chair's role is also to work in partnership with the Executive Director, helping them to achieve the aims of the organisation and to optimise the relationship between the Board and staff.

- i) **Act as a diplomatic ambassador for the organisation** - You will use your diplomatic skills to work with the Executive Director to advocate and promote the aims of the organisation to make aid work better for the people we serve. Specifically, you will:

- ◆ Be a strong advocate for the CHS Alliance and its values and purpose;
  - ◆ Promote and champion the public image of CHS Alliance through public forums and other means;
  - ◆ Undertake representation on behalf of CHS Alliance as requested by and in consultation with the ED.
- ii) Guide the strategic leadership** – The CHS Alliance Board oversees the development of the strategy of the organisation, with input from our General Assembly of members. Specifically, you will:
- ◆ Lead the Board in their oversight of the implementation of the current strategy;
  - ◆ Encourage the Board to take a broad, forward looking, strategic view in the challenges and opportunities for the Alliance;
  - ◆ Ensure the Board regularly reviews major risks and associated opportunities, and that systems are in place to take advantage of opportunities, and manage and mitigate the risks.
- iii) Lead the Board in fulfilling their governance functions** - You will be fortunate to lead a team of skilled and committed Board members. You will be able to bring out their diverse opinions and perspectives and harness these to provide strategic oversight for the organisation. Specifically, you will:
- ◆ Ensure that the Board oversees its governance function, keeping a clear separation of the governance versus management functions;
  - ◆ Encourage a strong sense of purpose and cohesion amongst Board members;
  - ◆ Chair Board and General Assembly meetings;
  - ◆ Ensure that deliberation is fair, open, and thorough but also timely, orderly, and to the point;
  - ◆ Ensure that the Board behaves consistently with its own rules and in compliance with all relevant laws;
  - ◆ Ensure that the Board fulfils its duties to ensure the sound financial health of the organisation, with systems in place to ensure financial accountability.
- iv) Relationship with the Executive Director** – You will form a strong partnership with the Executive Director. You will have the time for regular discussions to support them in delivering on the strategy. Specifically, you will:
- ◆ Foster a positive and productive working relationship with the ED through collaboration on strategy, reputation and representative matters;
  - ◆ Have availability for the ED for support and discussion as required;
  - ◆ Agree, on behalf of the Board, annual objectives for the ED and meeting with them on a regular basis to review progress;
  - ◆ Lead the process of appraising the performance of the ED;
  - ◆ Lead, if required, the appointment process for the ED.

### 3. What are we expecting?

**i) To demonstrate your alignment with the values and mission of the organisation, you bring:**

- ◆ Personal integrity and professionalism, illustrated by strong credibility and respect within the sector;
- ◆ A passionate belief that the CHS provides a better way of working with people we serve;
- ◆ A strong commitment that you align with and uphold [values](#) of the organisation and commit to upholding its [Code of Conduct](#).

**ii) To act as a diplomatic ambassador for the organisation, you bring:**

- ◆ Solid senior leadership experience in the humanitarian or development sectors;
- ◆ Solid diplomatic skills that can advocate and promote the aims of the organisation;
- ◆ Collaborative approach with a proven ability to support and build relationships with a range of stakeholders;
- ◆ Strong communication skills;
- ◆ Experience of leading high-level policy transformation;
- ◆ An understanding of the various pressure points facing the sector.

**iii) To provide leadership and facilitation to the Board, you will:**

- ◆ Have held previous Board positions;
- ◆ Have substantial experience in chairing meetings that bring out others' diverse opinions and perspectives, while having the ability to harness these to provide strategic oversight for the organisation;
- ◆ Ground debates in the challenges facing the sector and encourage the Board to take a forward looking and visionary approach.

**iv) To provide oversight and mentorship to the Executive Director, you will:**

- ◆ Build on your past experience as a senior leader in the sector, enabling you to act as a sounding board on key strategy decision making;
- ◆ Have the time for regular discussions to support them in delivering on the strategy (availability during office hours).

It is not essential to fulfil all of these to apply. However, we ask that you respond to these points in your application letter, indicating why you would be suitable for the role.

### 4. What is the commitment?

We are aiming for the Chair to start in April 2021. This is a three-year position, with a possibility to be reappointed for another three-year term.



This is a non-remunerated position, but travel expenses or other costs associated with carrying out the role are covered.

The time commitment is approximately 2 / 3 days a month, but with certain times when it could be busier than others. This includes:

- Chairing quarterly Board meetings (1 or 2 days / quarterly meeting) and attending Board committee meetings if required (online or face-to-face in Geneva)
- Regular meetings with the ED (minimum 1 x month, but more at certain key times)
- Representing the CHS Alliance at key events including the CHS Exchange, General Assembly, other organisational meetings. (max 3 x a year)
- Possibility of representing the CHS Alliance based on ad hoc requests for representational to attend relevant meetings (possibly up to 3 x a year)

While a majority of the role can be done online, there would be some travel expectations for the person to come to Geneva, Switzerland.

## 5. What is the Process?

The General Assembly has approved a significant change to how we select our Chair of the Board. Previously, the Chair was elected by the General Assembly from the current Board members. However, based on the positive experience of our previous Chair, Robert Tickner, being independent from our full members, we are now purposefully selecting a Chair independent from our current full membership, to bring objectivity to the role, as well as to dedicate the necessary time.

The Board is therefore running a selection process to find the new Chair. The General Assembly will be asked to vote on the proposed candidate/s in mid-March 2021.

Applicants are **asked to send a curriculum vitae and a covering letter**, succinctly outlining why you are interested in the role and what you could bring to our Board. You are also asked to **provide details of three referees** who could be contacted upon request.

**The closing date for applications is 6 January 2021.** Please send your full application to [recruitment@chsalliance.org](mailto:recruitment@chsalliance.org). Interviews will be held in the week commencing 25 January 2021, via Zoom.

We will be undertaking a set of due diligence checks on all shortlisted candidates. In submitting your application, you are giving us permission to undertake these.

Please note that all applications are processed with respect to the CHS Alliance Data Protection Policy and unsuccessful candidates' applications will be deleted.