



BOARD APPOINTMENTS OF
**VICE CHAIR,
HONORARY TREASURER,
AND INDEPENDENT TRUSTEE**

DEC
MEMBER
CHARITIES



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DEAR POTENTIAL CANDIDATE,

Thank you for taking time to learn more about the work of the Disasters Emergency Committee (DEC) and to consider serving as one of three new Independent Trustees to join us in 2022. We are seeking a Vice Chair, an Honorary Treasurer, and an additional Independent Trustee.

The DEC's purpose is clear: "When large-scale disasters hit countries without the capacity to respond, the DEC brings together 14 leading UK aid charities to raise funds quickly and efficiently. We have immediate impact, getting aid to people who need it, fast."

Since it was formed nearly 60 years ago, the DEC has raised more than £1.7bn to help people in times of crisis, providing funds to save, protect, and rebuild lives. Sadly, the work of the DEC is needed now more than ever as the world's most fragile states face growing threats including Covid 19 and climate crises. By bringing together the leading aid agencies and the members of the Rapid Response Network of national media and corporate partners at times of disaster overseas, the DEC can reach more people and make it easier for them to donate.

Over the years the DEC has built up a vital relationship of trust with the British people, who have responded time and again with extraordinary generosity to DEC appeals. Preserving and strengthening this trust is the DEC Board's primary responsibility. Our new Independent Trustees must be able to show trustworthiness, humanitarian concern, personal integrity, and wise judgment, through experience of leadership in challenging circumstances. At a time of dynamic change, we also need Trustees who bring courageous creativity.

We are seeking a highly diverse board devoted to balancing independence of thought with collaborative team spirit.

I have found serving on the Board of the DEC one of the most interesting experiences of my life. Working in partnership with the member charities, the Rapid Response Network, and our excellent Secretariat to mobilise the generosity of the British public towards people facing disaster overseas is hugely rewarding.

Thank you for your interest in joining our team and advancing the work of DEC.

**Sue English, Chair of Trustees
Disasters Emergency Committee**

ABOUT THE DEC

The DEC raises and distributes funds to its member charities quickly and efficiently when large-scale disasters hit. Our partnerships with national media and corporate partners help the British public stay informed as global citizens and have an easy and trusted means to exercise their humanitarian concern. We also foster cooperation in the humanitarian INGO sector, applying standards of quality, accountability, transparency, and impact reporting. We learn together and share information to promote effective programmes of response.

To decide whether we launch an appeal, the Board considers these three questions:

1. Does the scale and urgency of the disaster call for decisive action?
2. Are our member charities able to provide effective and swift humanitarian assistance?
3. Will the public support us?

Once our appeal criteria are met, we act quickly. The DEC alerts the [Rapid Response Network](#), a unique alliance of the UK's corporate and broadcasting sectors, to reach the British public through a multi-channel and multimedia campaign. As our [member charities](#) then deliver DEC funded interventions, we employ the DEC Accountability Framework, external evaluations, and Core Humanitarian Standard assessments to ensure transparency and accountability to both British donors and communities affected by disasters.

The DEC Strategy 2019-2024 focuses on four goals:

GOAL 1 Launch the right appeals, at the right time using agreed criteria and working closely with our Rapid Response Network partners.

GOAL 2 Maximise the money we raise for each appeal through constant improvement across our existing income streams, and continuing to develop insights about current and prospective donors.

GOAL 3 Increase the impact of the funds we raise for the people and communities affected by crises by ensuring funds are used efficiently and effectively, supporting adaptive programmes that best meet the needs of affected people, and evaluating DEC-funded work.

GOAL 4 Preserve and strengthen the public's willingness to donate to humanitarian crises overseas.

The DEC Board is supported by the [Secretariat](#) of 23 staff, and when launching an appeal the team expands with the inclusion of member charity staff, freelancers and volunteers.

The financial turnover of the DEC depends on the number of appeals and the UK's response to these appeals. For example, our Nepal Earthquake Appeal raised over £87m, the response to the Rohingya Crisis exceeded £30m, and the current Coronavirus Appeal has surpassed £55m. A record of recent appeals can be found [here](#).

For a deeper insight into the DEC, please see our latest annual report [here](#).



CONTEXT OF THE BOARD APPOINTMENTS 2021

The Board of the Disasters Emergency Committee is comprised of the CEOs of the 14 member charities (leading UK INGOs) and six “Independent Trustees” (three of whom hold officer positions on the Board). You can find the Board bios [here](#). While this makes us a large board, we benefit from the insight of humanitarian sector leaders who ensure that the DEC is run by and for its members, and the objectivity, rigour, and guidance of the Independent Trustees.

The DEC is in a very strong position, both in terms of our trusted brand and organisational capacities to deliver our mandate with excellence. That said, we face strategic questions in each of the three primary spheres of our work:

- 1.** We support our [member charities](#)’ interventions in times of humanitarian crises. Such crises are increasing in number and complexity, often with intersecting dynamics. We also engage with debates about the role and approach of UK humanitarian agencies operating in other countries. We offer our member charities a safe space for strategic discussions about the future of effective international humanitarian response.
- 2.** We serve within the nexus of the humanitarian INGO sector, news organisations, and the British public. The nature of media and corporate partnerships and ways to access news are changing fast. To serve our partners and the public well, we must continually evolve our approach.
- 3.** We facilitate the British public’s response to emergency situations around the world. This includes raising the levels of awareness of and engagement with global concerns at a time when many people are focused on issues closer to home. We also seek to build public trust in the impact their donations make through the outstanding professionalism of our members. We need to think creatively about how we maintain and broaden the global consciousness and compassion of the British public.



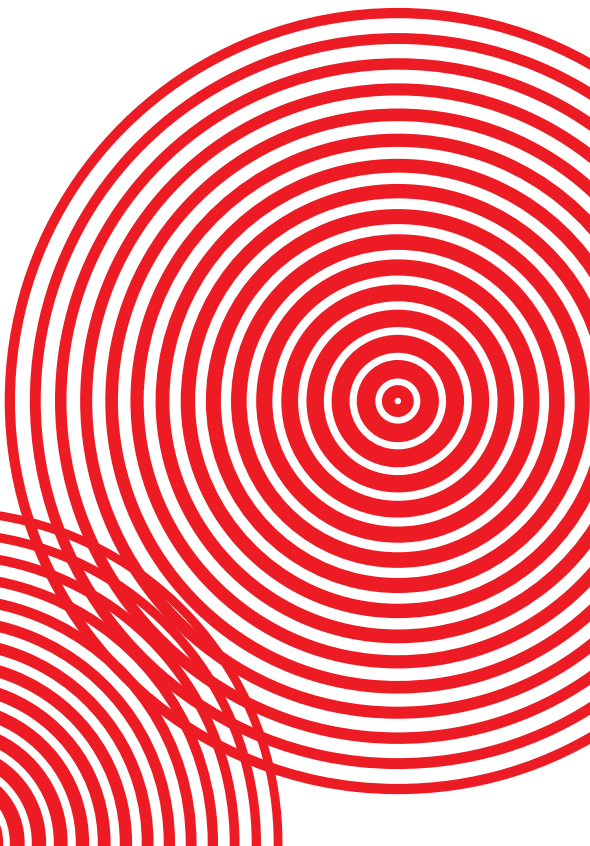
TIME COMMITMENT AND TENURE

The DEC Board meets three times each year, with one of these meetings being an annual awayday to review the DEC's strategy, performance, and plans.

The Board has three established committees – Membership and Accountability; Audit, Finance and Risk; and Remuneration – that operate under agreed terms of reference, oversee key aspects of DEC activity, and report back to the full Board. These committees also meet three times a year, for a few hours each time. Independent Trustees are expected to join at least one of the committees best fitting their expertise.

The time investment for a DEC trustee is likely to be 8-10 days a year with a commitment to be well-prepared for meetings and, critically, to make time available at short notice when urgent discussion and decision-making is required.

Independent trustees serve three-year terms, with the option of extending their service into a second three year-term.





PERSON SPECIFICATION

The DEC's five values are: Collaboration, Accountability and Transparency, Learning, Humanitarian, and Impartiality. We expect our Board members' character and behaviours to align with and express these shared values.

The character of DEC's Trustees is as important a qualification as their professional experience. Character is strengthened through life's challenges, failures, pressures and diverse experiences. We would describe our trustees' character in the following ways:

TRUSTWORTHY The DEC's reputation is based on trust. Our Board members are expected to have an accountable integrity: to not act (nor have acted) in any manner which would cause disrepute to the DEC and threaten the precious trust extended to us by member charities, our Rapid Response Network, and the British public.

COMPASSIONATE We seek trustees who are motivated to serve those who suddenly find themselves in life threatening and often deeply traumatic circumstances.

WISE A track record of having made good decisions under pressure and being someone whom others turn to for sound advice.

OBJECTIVE DEC trustees, whether in the role of "independent" or "member charity" are expected to prioritise the DEC's mission.

CREATIVE We need those who naturally avoid groupthink and can ask questions that provoke co-creative, learning discussions. We seek constructive disruptors and forward-thinkers.

CURIOS The Board's discussions are enriched by the diversity of our group and the complexity of the challenges we address together. Discussion is wide-ranging. Outside of the Board room, DEC trustees will exercise curiosity by being active learners with keen discernment, reading the signs of the times and taking an interest in innovations.

PRAGMATIC The Board has to take difficult decisions during fast-moving humanitarian crises and trustees must be able to assess relevant information quickly when deciding whether or not to launch an appeal.

COLLABORATIVE The success of the DEC is based on cooperation and partnership. We must demonstrate this value as a Board, working as active team collaborators with no shrinking violets but equally no grandstanding egos.

ROLE DESCRIPTIONS

VICE-CHAIR, HONORARY TREASURER, AND INDEPENDENT TRUSTEE

The DEC is now seeking to appoint three independent trustees who would ideally join the Board in March 2022 (there is some flexibility on start date if needed).

DEC independent trustees provide objectivity, perspectives from diverse and often underrepresented communities, a willingness to challenge on strategic issues, and specific skillset expertise to the Board. The Independent Trustees are not expected to be experts in humanitarian aid.

To enable the DEC to become more informed, strategic, creative, representative, and improved in risk management, the DEC Board must become more diverse. To represent the British public, the DEC Board must be as vibrantly diverse as our communities. While there are many expressions of diversity that would be highly valuable to our Board, we fundamentally need the help of more Black, Asian, and minority ethnic leaders..

VICE CHAIR

The Vice Chair role is vital to the strength of the Board. The Vice Chair joins the Chair in key meetings, helps set the Board agenda, deputises for the Chair and, critically, chairs the Membership and Accountability Committee (“MAC”).

The MAC is responsible for developing accountability policy and monitoring member charities and DEC performance against it and overseeing DEC activity to promote learning and accountability. The governance of safeguarding and the oversight of any member’s Serious Incident Reports are key responsibilities of the MAC. The Vice Chair, in their role as Chair of MAC maintains a strong working relationship with the Charity Commission. This involves working with member charities to ensure governance issues and serious incidents are managed in a manner consistent with the DEC’s values and in a way that protects the DEC’s reputation amongst the public and major stakeholders. The MAC is also responsible for reviewing membership criteria, making decisions on action with nonperforming members, considers new member prospects, and oversees the recruitment of independent trustees.

This role requires someone with excellent chairing skills. The Vice Chair will have a track record of maintaining calm and offering wise judgment. Their capacity for clear thinking and objectivity will have been strengthened by navigating complex challenges, including learning through failures and through owning good but unpopular decisions.

Andy Green does not finish his term as Vice Chair until March 2023 so there will be a period of orientation and hand-over to the new Vice Chair. The role of Vice Chair would fulfil the trustee time investment (of 8-10 days) and require an additional 5-8 days equivalent each year. The Vice Chair’s willingness to be available during a pressured moment is absolutely essential. (See full role description in the Appendix.)



HONORARY TREASURER

The Honorary Treasurer (“Treasurer”) advises the Board on all financial matters, internal control, and risk management and chairs the Audit, Finance, and Risk Committee (“AFR”).

The DEC has excellent financial management maintained through our strong Director of Finance and Resources and his team, and the leadership and oversight of the AFR. The Treasurer leads our relationship with banking and audit partners, advises the Board on our treasury management, oversees the regular assessment of key risk areas, and leads the negotiation of potential tension areas such as determining the budget of the Secretariat and the annual agreement of membership funding percentages which determines appeal funding distribution.

The culture of the DEC Board and Secretariat is such that we are always open to exploring new ways of working. We welcome a Treasurer who brings diverse experiences, including previous risk and governance experience. Charity sector experience would be helpful, but not essential.

Jane Hanson is looking to retire from the Board as Treasurer in 2022 or 2023 (depending on the preferred commencement timing of the Treasurer designate). The expectation is that the Treasurer role would fulfil the 8-10 days’ equivalent commitment of a trustee and ask an additional 3-5 days for engagement with the Secretariat Team and preparation for chairing committee meetings. More than quantity of time, it is the promise of availability in a crisis (immediately prior to an appeal) and the exercise of discernment under pressure that is needed in this appointment. (See full role description in the Appendix.)

INDEPENDENT TRUSTEE

The DEC has flexibility in considering different backgrounds for this third Independent Trustee appointment. As Charles Stewart-Smith rotates off the Board, the DEC Board will seek to replace his capacity to think creatively and to have his finger on the pulse of how the British public is accessing and responding to information about global developments. Knowledge of new digital technologies, social media, and younger generations of DEC supporters would be helpful. (See full role description in the Appendix.)





APPLICATION PROCESS

The Board of Trustees are directors of the company and have no financial beneficial interest in the charity. Trustees receive no remuneration or any other emoluments from the DEC.

Our Charity Commission public record can be found [here](#), charity number: 1062638.

Your application should comprise:

- A CV, including relevant executive and non-executive experience, ideally mentioning a few achievements in some of your roles.
- A cover letter of not more than two sides outlining your interest in the work of DEC and briefly introducing how your character has been formed to match some of the qualities described in the trustee person specification.

Enhancing the ethnic diversity of a Board is a strategic need. We would therefore encourage applications from leaders of Black, Asian or minority ethnic backgrounds.

Applications should be sent by email to ewen.mcalpine@macaulaysearch.com and must be received by Monday, October 18th, at 12pm BST. Please do also be in touch with Macaulay Search if you have specific questions about this opportunity.

The Shortlist Meeting will take place in early November, and you will be updated on the progress of your application before November 3rd.

Selected candidates will be invited to have an informational discussion with Saleh Saeed, the DEC Secretariat's CEO. Treasurer candidates will also be offered the opportunity to speak with Nick Waring, the Director of Finance and Resources; and Vice Chair candidates will be offered the opportunity to speak with Madara Hettiarachchi, the Director of Programmes and Accountability.

Your schedule permitting, our preference is to have a small group of DEC trustees meet Treasurer candidates on the afternoon of November 15th and then Vice Chair and Independent Trustee candidates on November 16th.

Following interviews, recommendations for appointment will be shared with the full Board for approval, with invitations forthcoming to join the DEC Board in March 2022 (start date can be flexible).

Many thanks again for your consideration of the work of DEC and the role of our governance.

APPENDIX: ROLE DESCRIPTIONS

VICE CHAIR ROLE DESCRIPTION

The Vice Chair plays a crucial role in shaping the direction of the DEC strategy and governance practice. The Vice Chair takes the lead on the key areas of membership and accountability. The Vice Chair provides the Chair and Trustees with informed and independent support, presenting challenges when appropriate.

The Vice Chair will:

- Deputise for the Chair as needed and join critical meetings alongside the Chair.
- Be an available support for the Chair of the Board.
- Chair the Membership and Accountability Committee, including speaking regularly with the CEO and Director of Programmes and Accountability to discuss ongoing concerns and agree agenda items and papers for Board and Committee meetings. As outlined previously in this document, the MAC plays a vital role of upholding DEC's quality standards (such as safeguarding people in crisis environments) and maintaining our strong relationship with the Charity Commission.
- Chair the annual Remuneration Committee, reviewing DEC remuneration policy and practice.
- Join the Audit, Finance and Risk Committee.
- Provide leadership and guidance on governance issues.
- Contribute actively to the strategic direction of the DEC.
- Bring an independent perspective to all Board discussions, including their view of the completeness of evidence against the three criteria provided for trustee appeal decisions.
- Take an active interest in being educated and keeping up to date on issues affecting the humanitarian sector.

HONORARY TREASURER ROLE DESCRIPTION

The Honorary Treasurer ("Treasurer") plays a leading role in shaping the direction of DEC's audit, finance, and risk strategy. The Treasurer will ensure DEC delivers our finance strategy and outstanding financial management.

The Treasurer will:

- Lead the setting of the DEC's audit, finance, internal control, governance, and risk management framework, ensuring the Chair, Vice Chair and Board are fully engaged as appropriate. Chair the Audit, Finance, and Risk Committee, including speaking regularly with the CEO and Director of Finance and Resources to discuss ongoing concerns and agree agenda items and papers for Board and Committee meetings.
- Join the Membership and Accountability Committee.
- Join the annual Remuneration Committee.
- Represent the DEC with our bank and external audit partners.
- Give oversight and sign-off to the production of the annual accounts.
- Support the Board by advising risk appetite and monitoring frameworks.
- Advise on Treasury functions and investments.
- Bring an independent perspective to all Board discussions, including their view of the completeness of evidence against the three criteria provided for trustee appeal decisions.
- Take an active interest in being educated and keeping up to date on issues affecting the humanitarian sector.

INDEPENDENT TRUSTEE ROLE DESCRIPTION

As a Trustee and member of the Board you will be asked to undertake the following:

- Provide informed leadership and guidance on governance issues.
- Contribute actively to the strategic direction of the DEC.
- Bring an independent perspective to all Board discussions, including their view of the completeness of evidence against the three criteria provided for trustee appeal decisions.
- Share insights from the various communities you interact with personally and professionally as pertaining to the interest and engagement in global crises.
- Contribute to the Board's understanding of new technologies and media.
- Participate in the Board Committees that might benefit from your experience. (The Board Committees are the Membership and Accountability Committee, Remuneration Committee, and the Audit, Finance, and Risk Committee.)
- Take an active interest in being educated and keeping up to date on issues affecting the humanitarian sector.

