



APPOINTMENT BRIEF

Managing Director,
Research & Policy

JANUARY 2020

Saxton Bampfylde

Dear Candidate,

Thank you for your interest in the role of Managing Director at ODI. If successful, you will be joining ODI in our 60th year. We will be celebrating our achievements, but also thinking ahead and charting ways in which ODI can be even more effective in addressing global challenges for a better world.



Many of the challenges we face – climate change, violent extremism, geopolitical volatility, financial instability, inequality, pandemics, a backlash against human rights (especially women's rights) and the future of work – affect rich and poor countries alike.

'Business as usual' approaches by the international aid community are no longer an option. As the mismatch between aspirations and achievable results grows, the current aid architecture and tools are looking increasingly inadequate to achieve the Sustainable Development Goals and overcome many of today's emergencies.

Responding to these challenges effectively requires new approaches that transcend old aid paradigms and make better use of capacities, skills and resources across government, business and civil society. This means engaging beyond the traditional aid agenda and recognising that leadership and expertise are increasingly distributed between higher and lower income countries, between different generations and between different types of organisations and institutions.

ODI's ambition is to drive a meaningful debate on the systemic change required in the structures, culture and capacities of the development and humanitarian 'sectors' in order to be relevant to today's challenges. This change must reflect the shifts in global power and demographics, and take into account expectations of transparency and accountability.

ODI's six decades of research, advice and on-the-ground presence instils in many a confidence in the work we undertake, the evidence we publish and the ideas we propose. Through our work and partnerships with governments and communities around the world, we have become one of the world's leading independent think tanks on development and humanitarian issues.

We would love to hear from you if you have a track record in research, policy influence and leadership, and can help us be even more innovative and impactful.

A handwritten signature in black ink, appearing to read 'Sara Pantuliano'.

Sara Pantuliano
Chief Executive

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“ODI promotes global progress and prosperity by focussing on improving the lives of the world’s poorest people”





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ODI in conversation with
Donald Kaberuka

Wednesday 14 June 2017

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ABOUT ODI

Evidence. Ideas. Change.

The Overseas Development Institute (ODI) is an independent, global think tank, working for a sustainable and peaceful world.

ODI produces and promotes evidence and ideas through research and partnership to confront challenges, develop solutions and create change.

Responding to a changing world

Established in 1960, ODI is a non-partisan, non-profit and evidence-driven think tank. With more than 240 staff and ODI Fellows in 30 countries globally, it exists to have real impact for those who need it most.

ODI offers a distinctive mix of research, convening and communication power, which has made the organisation the leading think tank for humanitarian and international development issues in the UK for 60 years.

During this time, remarkable gains have been made against critical measures – such as life span, literacy and food security - for the world's poorest people. These gains were not inevitable, nor are they irreversible. In the current global context of profound change and deep uncertainty, the world faces many shared challenges, such as climate change, inequality, geopolitical volatility, violent extremism, financial instability, backlash against human rights, especially women's rights, and uncertainty about the future of work.

In the face of these challenges, ODI aims to bring multiple perspectives, disciplines and tools to understand the complexity and interconnectedness of the issues at stake. The organisation works with a wide range of partners to collect robust evidence, find and test creative solutions, and engage with those who have the power to change policy, practice and approach.

As such, ODI works on a wide range of topics, across a variety of countries and regions: climate, environment and energy policy; conflict, risk and natural hazard-related disasters; economic development, finance and aid; governance, politics and justice; poverty, inequality and social policy; migration; women's rights; digital transformation. More on the organisation's major research themes, programmes and partnerships can be found [here](#).

ODI@60

The world will never address global challenges through development cooperation alone. Achieving the Sustainable Development Goals and tackling the climate crisis will require a global effort that spans communities, governments, business and civil society.

As ODI enters its 60th year, we are challenging decision makers, thought leaders and visionaries to think differently through a series of discussions about global challenges. ODI@60 is convening in London and around the world, and hosting online dialogues about the future of development and global affairs. We are working with partners to ask difficult questions and tackle the gritty issues, and to amplify the voices of those traditionally left out of the development debate.

Key global challenges we are exploring include:

- Tackling the climate emergency
- Navigating the future of work
- Reclaiming international cooperation for migration
- Breaking the backlash against women
- Understanding violent behaviour
- Getting to zero in the fight against inequality



Our guiding principles



We are **independent** and trusted: established in 1960, ODI is non-partisan, non-profit and evidence-driven. Our independence is the cornerstone of our credibility. It allows us to develop fresh ideas, challenge orthodoxies and take the risks we need to succeed.



At a time when the world is faced with complex dilemmas, **innovation** will be essential to finding, testing and scaling bold ideas and solutions. We will be increasingly innovative in the ways in which we bring people together, communicate ideas and increase our influence.



We are a **global** organisation, with staff, partners and ODI fellows in 50 countries around the world. The changes we seek require local knowledge, new relationships and perspectives, and credibility with decision-makers at both the national and international levels. We will therefore strive to broaden where we work in the world, as well deepen and strengthen our links with who we work with, especially at country level.



ODI exists to have real **impact** for those who need it most. This is at the centre of our thinking about what to do, where to go and how we measure our success.



MANAGING DIRECTOR, RESEARCH & POLICY

The Managing Director, Research and Policy provides leadership for ODI's programmes and the policy influence and communications and research quality functions.

The MD/RP oversees a number of ODI's programmes and works in partnership with the MD, Programmes and Management, who oversees a number of other programmes and ODI's business development and project cycle management functions, to jointly provide overall leadership for ODI's core programmes of research, policy advisory, influencing, project cycle management and business development and to ensure strategic direction, alignment, learning and multi-disciplinary work.

The MD/RP is a member of ODI's senior leadership team and contributes to ODI's overall leadership, strategic direction, policy development and decision-making. She/he also contributes to ODI's overall thought leadership, policy influence, strategic relationship building and representation externally.

The MD/RP supervises, supports and guides 5-6 Programme Directors and their teams of research and other programme staff, including ensuring that each programme has strategies, plans and budgets, is performing well strategically and financially, and programme teams are being managed effectively in-line with ODI's overall values, strategies and policies.

She/he also supervises, supports and guides ODI's Director of Policy Influence and Communications (PIC) and provides substantive leadership of ODI's research quality through leadership of a community of practice - ensuring that these functions provide effective support to all programmes - including those supervised by the MD/PM through a matrix management approach - and to ODI overall.

The MD/RP is accountable for the strategic and financial performance of the programmes and functions she/he oversees and ensures implementation of ODI's business and operating framework.

The MD/RP works in close partnership with the MD/PM and collaborates closely with other SLT members and functional teams to co-manage functional support to programmes.

Responsibilities and Duties

Jointly provide overall leadership of ODI's programmes, working in partnership with the MD of Programmes and Management:

- Stay abreast of developments in the external environment and co-lead innovation and change to adapt ODI's programmes to the evolving context.
- Support, guide and challenge each programme team to develop strategies that are responsive to a changing external context, aligned with ODI's overall strategy and which maintain ODI's leadership within programme thematic areas.
- Co-lead development and nurturing of an effective, collaborative and high performing programme leadership team to share learning and set ODI's programme agenda and priorities, within the context of the external sector, ODI's overall strategy and its business and operating framework and policies, so that ODI's work is forward looking, innovative, agile and focused and strengthens multi-disciplinary approaches.
- With the MD/PM, provide complementary support to each other's programmes through a matrix management approach, with the MD/RP leading support in the PIC and research quality areas, and the MD/PM leading support in the BD/PCM areas.

Provide substantive leadership of research quality for ODI:

- Work with senior Programme and Research colleagues, through a community of practice, to review and strengthen ODI's standards for research quality including those related to ethics, research methodology, etc. and ensuring that standards are best practice and promote ODI's leadership and innovation in all its research work.
- Oversee the strengthening and maintenance of quality assurance processes that ensure all ODI research meets its standards, including processes for up-front research planning and design, as well as peer review and post-research assessment.
- Ensure that research quality support and advice is provided by the community of practice members to all programmes as needed – including those supervised by the MD/PM – and to ODI overall.
- Undertake research and advisory work, assess, interpret and evaluate the outcomes of research, and develop ideas for the application of research results.

Supervise, support and guide 5-6 Programme Directors of thematic programmes and their teams of research and other programme staff:

- Recruit, develop, support and manage performance of PDs to be successful in their roles.
- Support and guide PDs in the development and use of thematic programme strategies and periodic (mainly annual) plans and budgets to enable results in-line with strategic goals and ensure programmes are financially sustainable.
- Support, guide and hold PDs accountable for programme performance - strategically, financially, and to excellent quality standards. This includes promoting agility and managing change to adapt programmes to the evolving context.
- Support, guide and hold PDs accountable for effective management of their teams and collaboration with others, in-line with ODI's overall values, strategies and policies.
- Model and promote the application of ODI's values with PDs and with others.

Supervise, support and guide ODI's Director of Policy Influence and Communications, ensuring that this function provide effective support to all programmes - including those supervised by the MD/PM through a matrix management approach - and to ODI overall:

- Recruit, develop, support and manage the Director of Policy Influence and Communications to be successful in her/his role.
- Support and guide the Director of PIC in the development and use of plans and budgets to enable results in-line with goals for the function and agreed standards for services, quality and efficiency.
- Support, guide and hold the Director of PIC accountable for functional performance - strategically, financially, and to excellent quality standards.
- Support, guide and hold the Director of PIC accountable for effective management of the team and collaboration with others, in-line with ODI's overall values, strategies and policies.
- Support and guide the Director of PIC and relevant Directors of Programme in prioritising and thinking strategically about overall research output and forward publication schedule.

- Model and promote the application of ODI's values with the Director of PIC and with others.

Oversee financial management of programmes and the function to ensure they meet financial targets and are financially viable:

- Work with PDs and Director of PIC to set financial targets for income, expenses and cost recovery, ensuring they are reflected in budgets, and are based on ODI's financial policies.
- Make MD-level decisions on business development in-line with ODI's policies, including chairing/participating in ODI's bid committee, deciding on whether to pursue specific funding bids and proposal submissions, and supporting/guiding PDs and the Head of Business Development on decision-making at their levels.
- Work with PDs and the Director of PIC to regularly monitor and update financial forecasts for their programmes and function.
- Work with PDs and the Director of PIC to take necessary actions to improve financial performance of programmes and function including measures to increase income and/or cost recovery and/or reduce costs.

Contribute to ODI's external policy influence, fundraising, relationship management and representation to support ODI's overall and programme goals and priorities with policy-makers, donors, governments, partner organisations, and the media:

- Undertake policy influence, relationship building and representation activities, including in priority forums, events and meetings.
- Support ODI and its programmes in fundraising and donor relationship management as needed.

Contribute to ODI's Senior Leadership Team and overall leadership of the organisation to provide strategic direction, organisation effectiveness and ensure alignment of ODI's work:

- As a member of ODI's SLT, contribute to ODI's overall leadership, strategic direction, policy development and decision-making.
- Contribute to ODI's overall thought leadership, policy influence, and strategic relationship building.
- Participate in SLT meetings and represent the collective SLT in staff, management and Board meetings and forums.

Undertake such other duties within the scope of the post as may be requested by the Chief Executive.

All staff are expected to:

- Positively support equity of opportunity both within ODI and externally
- Help maintain a safe working environment and take responsibility for own and colleagues' Health and Safety



Person Specification

Knowledge and Qualifications

- Advanced Degree in a relevant discipline, ideally at PhD level.
- Knowledge of key global affairs, sustainable development and/or humanitarian issues.
- Understanding of the international political context affecting development policy and the future of the international development and humanitarian sectors.
- Thorough understanding of the role of qualitative and quantitative research methodologies and experience of qualitative and quantitative data analysis.
- Demonstrated ability to provide strategic vision and leadership in the field of communications and public affairs.
- Significant knowledge of programme management, business development and policy influence.

Experience

- Substantial experience in global affairs, international development, humanitarian work or related field.
- Substantial research experience in economics, political science, anthropology or other social sciences, with attendant publications record.
- Existing relationships with potential funding bodies (bilateral, multilateral, foundations, private) and a proven ability to fundraise, build and manage programmes of work.
- Demonstrated capacity for policy influence, including with national governments, multi-lateral and bilateral agencies, NGOs, wider civil society and businesses.
- Experience of overseeing the development of communications strategies for a complex organisation.
- Significant management experience including of programmes, strategic and operational plans, staff teams and finances.

Skills/Abilities

- Senior leadership and management ability, including managing performance and developing staff.
- Strategic thinking and collaborative strategy development.
- Effective teamwork, inter-personal and collaboration skills.
- Values-driven and exceptional integrity, including ensuring a safe working environment and equal opportunities for all.
- Programme and financial management skills.
- Exceptional written and oral communications skills.
- Representation, public speaking and media skills.

Key Relationships and Contacts:

- ODI Chief Executive
- Other SLT Directors
- Programme Directors
- Director of Policy Influence and Communications
- Heads of ODI functional teams
- Programme and functional staff
- Bilateral and multilateral donors and related organisations
- Key foundations and business partners
- Global policy and advocacy networks
- Politicians and senior civil servants in different countries.
- Global networks of academics and researchers

HOW TO APPLY

Saxton Bampfylde Ltd is acting as an employment agency advisor to ODI on this appointment.

Candidates should apply for this role through our website at www.saxbam.com/appointments, using code **XAIAVA**

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **28th February 2020**.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please **do not** include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.



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