Appointment of Chief Executive Officer

“In the past century FFI has consistently saved species from extinction and protected habitats from destruction. Their solutions have always been practical, efficient and sustainable in local circumstances.”

Sir David Attenborough, FFI Vice-president
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Introduction

WHY YOU?
‘There are few things more important than what you are doing here today’

Inscribed in the foyer of FFI’s offices, the wise words of Sir David Attenborough, our most distinguished vice-president, are even more relevant now than when they were first uttered. The world is in urgent need of visionary leadership to safeguard the future of our planet.

WHO IS FFI?
Working hand in hand with local organisations, communities and a broad spectrum of other partners worldwide, we deliver positive conservation outcomes for people, wildlife and the planet. Whether we’re rescuing endangered species from the brink of extinction, safeguarding vast swathes of vital habitat, or championing innovative nature-based solutions to the climate crisis; our locally led approach to conservation is making a real, tangible difference for nature and for the people living closest to it. And it’s what we are widely respected for by all who work with us, including donors, governments, local people, conservation experts and scientists. Our blueprint for successful, sustainable conservation works at a practical, hands-on local level.

WHY NOW?
Mark Rose, our current CEO, had the vision and commitment to make FFI what it is today – a thriving organisation working across over 40 countries, conserving over 50 million hectares of crucial habitat, locking up close to one billion tonnes of carbon in terrestrial sites, courtesy of dedicated and formidably capable staff and with an income of £36.5m in 2021. Mark’s decision to step down, as a new strategy to guide FFI forward has been developed, is selfless. We are very much guided by his judgement as to what’s best for FFI, as we look to scale up our impact in line with our ambition and seize opportunities when the need for our expertise is at an all-time high.

WHAT NEXT?
My fellow Trustees and I are here to help FFI continue to make a real difference – from protecting the world’s forests, grasslands and wetlands to safeguarding important species such as Siamese crocodiles, Sumatran tigers, saiga antelope in Kazakhstan and pencil cedar seedlings in St Lucia. What will your own legacy be? Are you keen to join us and play a pivotal role in fortifying FFI’s reputation as one of the most effective conservation organisations on the planet? If so, get in touch.

Looking forward to hearing from you,

Liz Rogers, Chair of Trustees
Fauna & Flora International (FFI) saves threatened species and ecosystems worldwide, and does this by working with partners to deliver local conservation solutions that are sustainable, scientifically robust and linked to human well-being. FFI acts with integrity, is collaborative, committed, supportive and respectful, and we get things done. Founded in 1903, FFI is the world’s longest established international conservation body; our conservation work, and impact, spans the globe. We work in over 300 sites in close to 40 countries, influencing the conservation of over 52 million hectares of crucial habitat and, in the process, locking away almost one billion tonnes of carbon. We are taking direct action to safeguard 100 priority species, benefiting many others in the process, and support the work of literally thousands of people at grass-roots level.

OUR MISSION
To conserve threatened species and ecosystems worldwide.

OUR VISION
A sustainable future for the planet, where biodiversity is effectively conserved by the people who live closest to it, supported by the global community.

WHO ARE WE
• We exist to protect the diversity of life on earth for the survival of the planet and its people. We aspire to see threatened habitats, and the species that depend on them, thriving. We work to see nature mitigating dangerous climate change. We need to see a planet that enables all species, including humans, thrive.
• We do this through effective partnerships with in-country organisations and communities. We create long-term change, embedding conservation locally and with in-country institutions.
• We understand that conservation is about people. We take action on urgent threats to key habitats and the species within them, whilst respecting human rights and promoting the sustainability of conservation and local benefits.
• We use our global positioning to drive wider change by influencing governmental and corporate stakeholders.
• We ensure our work is based on the best available evidence, incorporating science, local and traditional knowledge and practical experience, but applying pragmatic judgement to enable rapid responses at this time of biodiversity and climate emergency.

More information on the scale of our global impact can be found in our 2021 Conservation Report
Given the rate and urgency of biodiversity loss, we need to scale our impact. As well as doing more on the ground, we will adopt routes to wider impacts. This scaling of impact will happen in four ways:

1. We will increase and deepen our impact on the ground – ensuring our current conservation portfolio is effective and sustainable, increasing the number of sites we and our partners work to protect and restore, and where appropriate working across larger landscapes or footprints in our current projects, and beyond.

2. We will enable partners to scale their projects, grow their remit (and impact), and share their learning with others within and beyond their sites and countries.

3. We will influence decisions – ensuring that nature is prioritised by key decision makers with impact nationally and globally.

4. We will help build an effective and collaborating conservation community (a wider range of organisations and individuals beyond our direct partners) and broker new solutions for conservation – by developing capacity and sharing learning, technology and new funding models more widely to contribute to the rapid scaling of an effective and impactful sector globally. This will include enabling good practice and new approaches to be taken up more widely and mainstreaming our learning about effective conservation practices into other sectors, thus affecting conservation efforts both regionally and globally.

These impacts will all be underpinned through ensuring that FFI is an effective and healthy organisation, built on a thriving, diverse and capable staff base, effective systems and appropriate funding and with a future-focused structure in place. FFI will be resilient, with an expert and happy workforce, efficient systems, appropriate levels of income (including importantly a strong unrestricted base), and that we are visible and respected with key audiences.

OUR STRUCTURE

FFI is headquartered in Cambridge in the United Kingdom. It is also registered, and has a network of branch offices, in the following locations where its four regional conservation programmes operate: Asia-Pacific (Cambodia, Indonesia, Myanmar and Vietnam), Africa (DR Congo, Guinea, Kenya, Liberia, Mozambique, South Sudan and Uganda), Americas & Caribbean (Antigua and Barbuda, Belize, Ecuador and Nicaragua), and Eurasia (Georgia, Kyrgyzstan, Romania and Tajikistan). In addition to these branches, which form part of the Charity, FFI has related organisations in Australia, Belize, Mozambique, Romania, South Africa and the United States of America.

HRH The Prince of Wales, our Patron, heads the list of eminent, distinguished and dedicated people associated with FFI.
HOW WE ARE GOVERNED

FFI was established under a Memorandum of Association, which sets out its objects and powers, and is governed under its Articles of Association. The Board of Trustees, or ‘Council’, is the governing body of the organisation and has legal, financial and managerial responsibility for the Charity.

FINANCE

Income generated overall of £36.5m in 2021 shows an increase of £10.0m (38 per cent) compared with 2020. This represents the highest level of income FFI has ever received, with significant growth in both restricted and unrestricted funding. Based on 2021 figures.

2021 TOTAL INCOME
£36.5M

- TRUSTS & FOUNDATIONS 59%
- GOVERNMENT & MULTILATERAL 16%
- INDIVIDUALS (including membership) 17%
- CORPORATE 6%
- LEGACIES 2%
Fauna & Flora International Values

Values underpin who we are and how we act. Just as values shape who we are as individuals, they define us as an organisation, creating the culture of success for which FFI is renowned. Our people exemplify our shared values, which are interconnected and interdependent:

**WE ACT WITH INTEGRITY**

In everything we do, we use our knowledge and experience to pursue the course of action that we believe will genuinely achieve the best conservation outcomes. As such, we have strong principles, are honest and transparent, and employ an evidence-based approach to avoid bias and 'false solutions'. When things do not go to plan, we hold our hands up and admit our failings, and share the lessons we have learned.

**WE ARE COLLABORATIVE**

We believe that working together is the best way to achieve our conservation objectives. We actively seek out opportunities to collaborate and work constructively with others – both within our organisation and sector and outside them – and are approachable and open to those who are looking for help.

**WE ARE SUPPORTIVE AND RESPECTFUL**

We believe that the best results are achieved by people who feel valued, respected and supported. As we work with each other and with partners and communities, we are friendly and approachable, respect other people’s views, beliefs and expertise and offer moral and practical support to others, both in times of difficulty and as a means to help each other and our partners develop professionally. We are committed to establishing and maintaining healthy interpersonal relationships built on trust and respect, supporting each other to achieve our shared mission.

**WE GET THINGS DONE**

We favour action on the ground over words and grandstanding, and look for practical solutions that are appropriate to the local situation, and which can be put into place effectively and as quickly as possible. We put this philosophy at the heart of how we work, and use our experience and expertise to find the best ways to achieve our objectives.

**WE ARE COMMITTED**

We are tackling one of the most fundamental threats to our planet and to humankind’s survival, so we tough things out and see them through – even in situations where others have given up. As such, we are absolutely dedicated to FFI’s mission and work hard to achieve real impact.
Job Description

THE OPPORTUNITY

Reporting to the Chair of the Council of Trustees, the Chief Executive Officer will provide vision, leadership and strategic direction to deliver considerable growth for an innovative, international conservation organisation. You will have a strategic mindset and the ability to effect change, in order to build on the successful foundation of FFI as it is today, to secure our pathway to greater impact, profile and influence globally.

A fundraiser-in-chief, you will bring experience of securing funding from a range of sources internationally. In addition, you will demonstrate a highly developed capacity to build collaboration and cooperation within and across FFI’s network, global organisation and our Council.

You will model inclusivity and enable change through credibility, authenticity and integrity. You will be a leader of leaders, empowering and nurturing our global staff to reach their highest potential.

Perhaps most importantly, you will demonstrate a deep commitment to FFI’s locally led conservation model and our vision of achieving a sustainable future for the planet, choosing solutions based on sound science and working with community partners to create sustainable change.
RESPONSIBILITIES

Our Chief Executive Officer will be specifically responsible for:

STRATEGY AND LEADERSHIP

• As a key member of FFI's Senior Leadership Team (SLT), work collaboratively to deliver FFI’s new global strategy across its partners, offices, and global networks.

• Provide the coherent vision and visible leadership to all staff to drive the future development and implementation of FFI’s new strategy, to deliver the next stage of FFI’s growth.

• Successfully deliver FFI’s aims and charitable objectives and maximise our mission to save nature.

• Develop the scope, impact and organisational resilience of FFI.

• Report progress against FFI’s strategies and plans to relevant stakeholders.

• Orchestrate transformational change whilst building employee engagement, empowering our people, nurturing talent, building potential and celebrating diversity, to facilitate the realignment of the organisation to successfully navigate future challenges and opportunities.

• Oversee the implementation of FFI’s global conservation projects in order to meet local needs and internationally recognised aspirations, whilst assuring efficacy and quality assurance.

GOVERNANCE AND ORGANISATIONAL MANAGEMENT

• Inspire a culture of innovation and creativity, embracing new technologies and adopting fresh approaches to support delivery of our aims to protect ecosystems, ensuring FFI is resilient and adaptable to seize emerging opportunities.

• Foster a good working relationship with the Chair to discuss and inform FFI’s high-level progress, activities, risks and opportunities.

• Build effective high-performing relationships with FFI Trustees, ensuring they are informed, advised and supported, facilitating the effective discharge of responsibilities for the governance of FFI.

• Through personal expertise and passion, inspire, lead and collaborate with the FFI SLT. Champion and model organisational values, provide guidance and support to nurture their direction, energy, capacity and capability to deliver the organisation’s goals.

• Apply a people-centred management approach that emphasises collaboration, partnership and shared leadership. Appraise organisational functions and make recommendations to Council and SLT to enable continuous improvement of FFI’s core operations.

• Accountable for the overall financial performance of the charity. Enable and support effective operational management, policies and processes, internal controls, governance and compliance, and mitigate organisational risks.
DEVELOPMENT

• Develop an innovative income and funding approach, for FFI to secure the resources needed to achieve our ambitions to deliver ground-breaking strategic impact.
• Deliver organisational growth and lead organisational development to achieve a step-change increase in impact.
• Proactively develop and nurture relationships with specific prospective and existing funders and donors and lead on the cultivation of key funding relationships and income diversification.
• Ensure that sufficient resources are generated in order to support FFI operations, and that these are properly managed in line with regulatory requirements.
• Identify partnerships, alliances and opportunities to further the effective delivery and impact of FFI’s work.
• Promote FFI’s achievements and requirements via media and other channels and position the organisation to its target audiences.
• Be proactive in positioning FFI as one of the premier, forward-looking international conservation NGOs who have a strong track record in delivering locally led conservation impact.
• Liaise with other organisations working in the same arena to ensure FFI’s visibility and continued relevance.

REPRESENTATION

• As fundraiser-in-chief, be adept at working with diverse donor communities to inspire trust and confidence in FFI’s ability to deliver significant conservation outcomes aligned to donors’ objectives.
• Inspire and lead the evolution of FFI’s operating environment by galvanising support and advocating for our position to governments, stakeholders, business and civil society.
• Enable and nurture programme directors to develop and grow relationships with key governments and have an understanding of relevant country politics, particularly at ministerial level.
• Progress a coherent brand for FFI, using highly effective communication to operate as a brand ambassador, enhancing our reputation and awareness of our work to deliver a positive and significant impact on our support and funding.
• Disseminate the results of the work in appropriate journals, networks and equivalent.
• Represent FFI on selective boards, steering committees and other related groups or bodies as requested, to fulfil FFI’s organisational objectives.
Person Specification

This role offers a unique opportunity for someone with a genuine passion to create and promote solutions to the most important questions facing the planet.

The next Chief Executive Officer of Fauna & Flora International will require a range of skills and experience. Applications are encouraged from senior leaders from a wide variety of backgrounds, who can demonstrate the following:

SKILLS, EXPERIENCE AND KNOWLEDGE:

• High-level capacity and demonstrable experience of setting vision, developing strategy and building support among diverse audiences.

• Experience with overseeing and managing (finances, people, and resources) towards the delivery of tangible results.

• An approach to leadership that inspires and motivates others; experience of building collaborative and cohesive teams and ensuring the systems exist to achieve delivery in a changing context.

• A track record of engaging personally in building influential relationships and raising funds from diverse income sources.

• A proven ability to build, motivate and enthuse a leadership team, and work in a complex and matrixed organisation with a cohesive approach.

• Governance experience and an appreciation of how to engage and facilitate a global governance structure.

• An understanding of relevant trends and stakeholders in nature conservation and environment, as well as broadly across philanthropy.

KEY ATTRIBUTES, VALUES AND PERSONAL QUALITIES:

• A thorough and demonstrable commitment to FFI’s mission and values.

• A passion for conservation and nature with the ability to make a compelling case for action.

• A demonstrable commitment to, and deep experience in, empowering communities and partners.

• A deep and genuine commitment to diversity and inclusion, demonstrated in previous roles as well as promoting diversity and inclusion in the conservation sector more broadly.

• A vision and ambition for impact.

• Emotional intelligence, resilience, and an ability to participate in and encourage collaborative and transparent working relationships.

• Capacity for strategic planning, analytical and conceptual thinking.

• Energy, resourcefulness, optimism and a sense of humour.

• Integrity, credibility, confidence and humility.

• An ability to travel both within the UK and internationally.
How to Apply

To apply, please submit a CV and covering letter, detailing how you fulfil the role description and personal specification to https://candidates.perrettlaver.com/vacancies/3262/chief_executive_officer quoting reference 6206. The deadline for applications is Monday 19th December at 9am GMT.

Fauna & Flora International is headquartered in Cambridge, UK. This role can be considered flexible or with a remote location but there will be a requirement to be regularly present in Cambridge at least 50 per cent of the time.

The salary is commensurate with the seniority of the appointment.

FFI is a registered business sponsor and is able to support relocation to the UK through the Skilled Worker Visa route.

EQUALITY, DIVERSITY AND INCLUSION (EDI) AT FFI

FFI is committed to a diverse, inclusive and welcoming culture and a working environment that is underpinned by fairness to all individuals. We have a highly engaged EDI Working Group that helps us to identify priority objectives and actions, and we are implementing a range of initiatives to improve our diversity and inclusion.

In early 2021, we made a public commitment to improving diversity within FFI, publishing our EDI objectives through the Diverse Sustainability Initiative – a collaborative programme of work with the vision to transform diversity within the sustainability profession and wider environment sector. In 2022, we also participated in the first RACE Report – a new UK-wide racial reporting initiative, which has been designed to encourage UK environmental charities, and their funders, to tackle the ongoing lack of racial diversity in their workforce and governing bodies.

Our recruitment process is structured to give all applicants, regardless of background, equal opportunity and we appoint on the basis of merit alone. Given FFI’s global reach, our CEO search is globally exhaustive and inclusive of diverse geographic and national identities.

We will specifically test each shortlisted candidate’s commitment to equality issues and inclusion evidenced by their careers to date and the selected candidate will be a champion and advocate of diversity agendas.

For a conversation in confidence, please contact Principal Research Associate, George Hourmouzios, George.Hourmouzios@perrettlaver.com

Should you require access to these documents in alternative formats, please contact Principal Project Manager, Mandy Wedgwood, mandy.wedgwood@perrettlaver.com

If you have comments that would support us to improve access to documentation, or our application processes more generally, please do not hesitate to contact us via accessibility@perrettlaver.com

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