

Candidate Pack: Chief Operating Officer

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TRAFFIC is a leading non-governmental organisation 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, TRAFFIC provides evidence, solutions, and influence to combat environmental degradation and ensure a nature-positive future. TRAFFIC has significantly grown in recent years, and our new [2030 Strategy](#) lays out an ambitious vision for transformational change and impact.

We are seeking a Chief Operating Officer (COO) to provide strategic leadership and direction for financial management and operational delivery during the next phase of TRAFFIC's growth and evolution.

The COO will be responsible for effective and efficient use of financial resources, identification and management of operating risks, and oversight of human resources, technology, and administrative functions in the organisation. The COO reports directly to the Executive Director, oversees a global finance and operations team, and is a member of the Senior Leadership Team.



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MISSION AND STRATEGY

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.

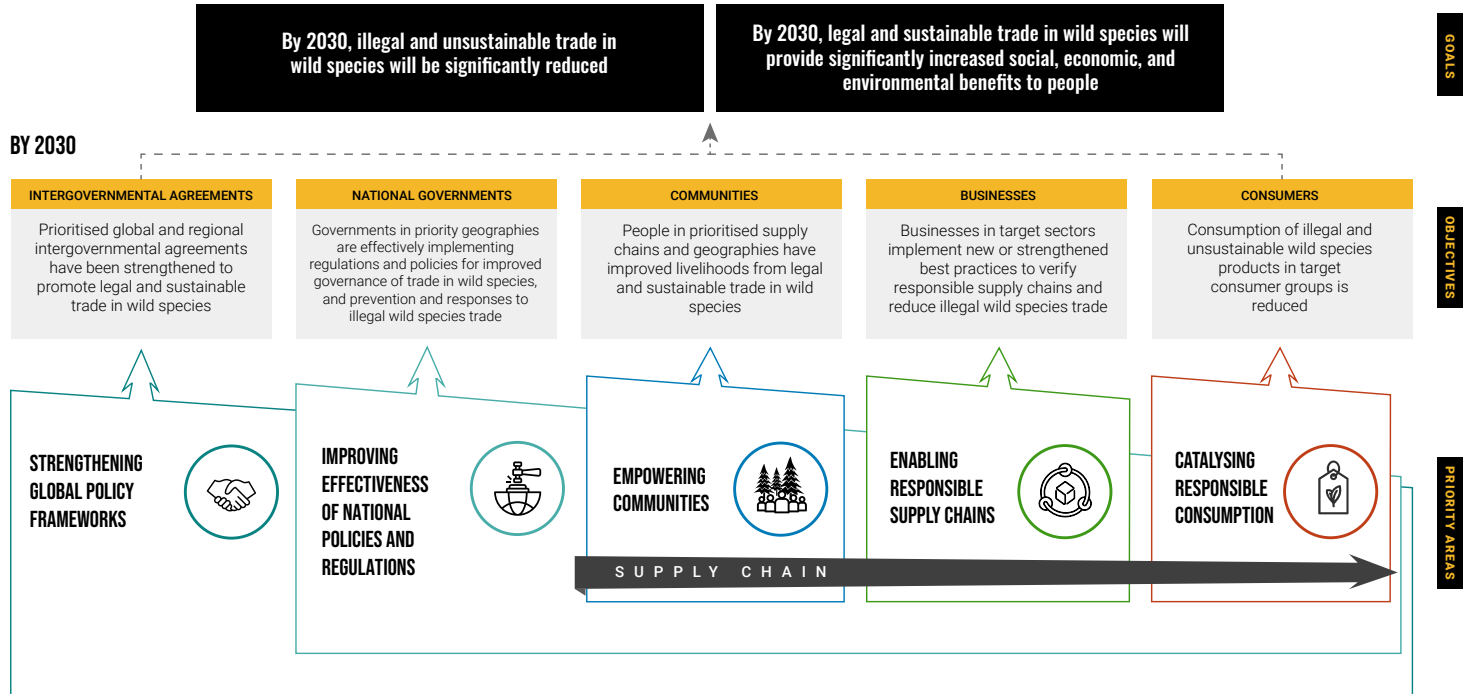
Our new [2030 Strategy](#) frames our mission, goals, and strategic priorities. Over the coming decade, we will drive TRAFFIC's work to achieve two high-level goals to ensure that illegal and unsustainable trade in wild species will be significantly reduced and that legal and sustainable trade in wild 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*

TRAFFIC'S MISSION IS
**TO ENSURE TRADE IN WILD SPECIES IS LEGAL AND SUSTAINABLE,
 FOR THE BENEFIT OF THE PLANET AND PEOPLE**



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ORGANISATIONAL AND FINANCIAL INFORMATION

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 has established an Operations Committee with the delegated responsibility to review information on budgets, financial performance, organisational development and business risk, and to provide advice and recommendations to TRAFFIC management and the Board.

The Board delegates day-to-day management of the organisation to the Executive Director, who appoints the Senior Leadership Team. The Senior Leadership Team includes the COO, Senior Programme Director for Global Office, Senior Regional Directors (for Africa, Americas, and Asia), and global functional directors (fundraising, HR, and strategy). 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, coordination, 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. Programme offices operate within a geographic area of responsibility focused on one or multiple countries where we aim to help deliver priority programme outcomes.

During the fiscal year ended 30th June 2022, TRAFFIC group income totalled GBP11.4 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 GBP10.4 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.



JOB DESCRIPTION

The COO will be responsible for effective and efficient use of financial resources, identification and management of operating risks, and oversight of human resources, technology, and operational and administrative functions in the organisation. The COO reports directly to the Executive Director, oversees a global finance and operations team, and is a member of the Senior Leadership Team.

SPECIFIC DUTIES

FINANCE MANAGEMENT

- Provide strategic leadership for development and implementation of medium- and longer-term financial strategies for TRAFFIC;
- Provide support and leadership to the Finance Team to ensure adequate and efficient financial management across the organisation, at both global and programme office levels, including overseeing annual budget process, tracking of financial performance against budget, and periodic reforecasting as needed;
- Lead the development and implementation of sound accounting and financial policies, procedures and systems in TRAFFIC, and supervise compliance in accordance with statutory and donor requirements;
- Ensure effective and efficient cash and treasury management, including actively managing foreign exchange risk;
- Prepare financial analytical information to measure performance and support decision making by the management and the Board, thereby driving financial sustainability and a culture of financial accountability;
- Responsible for ensuring statutory and project audit processes are being complied with throughout the organisation;
- Ensure the overall accounting and financial information systems are fit for purpose and drive operational efficiency, and generate timely information for decision-making for management and Board.

OPERATIONS AND ADMINISTRATION

- Oversee operational development of existing and new TRAFFIC offices, with attention to governance agreements, hosting arrangements, office accommodation and facilities, business practices, and compliance with statutory requirements;
- Oversee development and implementation of key operations policies, procedures, and guidelines throughout the organisation, including safeguarding, project management, health and safety, data protection, sensitivity activity management, security, and others;
- Oversee development and implementation of our internal environmental sustainability policy, including contributing to sustainability initiatives of the shared office space in the David Attenborough Building;
- Ensure core operations systems and processes are developed and optimised to support the delivery of the Strategy, business planning processes, and effective implementation of project delivery.
- Responsible for ensuring legal and financial review of TRAFFIC contracts, grants and other agreements and commitments;
- Oversee the provision of administrative and logistical support to staff in an efficient, timely and cost-effective manner.

RISK MANAGEMENT

- Oversee TRAFFIC's organisational and project risk management systems, including regular strategic reviews of TRAFFIC's risk management framework, including the organisation's internal and external complaints mechanisms;
- Support the Executive Director and Senior Leadership Team in identifying and managing all aspects of organisational risk, including financial, legal and reputational risks.

HUMAN RESOURCES

- Provide support and leadership to the HR Team to ensure human resources are managed effectively across the organisation, including development and consistent application of HR guidelines and standards across TRAFFIC, and an effective performance and talent management system.
- Ensure strong internal awareness and support for the organisation's values, including our commitment to nurture a strong internal culture of diversity, equity, and inclusion.

INFORMATION MANAGEMENT

- Provide support and leadership to the Information Technology Team to ensure appropriate technology systems, strategies, and infrastructure are in place to support the operational needs of the organisation.

GOVERNANCE

- Ensure compliance with UK statutory and regulatory requirements for TRAFFIC International;
- Provides secretariat support to the Board of Trustees and its Operations Committee, and support implementation of finance and operational decisions of the Board of Trustees, as needed;
- Serve on Boards of TRAFFIC legal entities as appropriate;
- Represents TRAFFIC on the board of CCI Services Company as a company director.



REQUIREMENTS OF THE ROLE

The ideal COO will be a proven leader with significant experience in international non-profit finance and operations. You will be an inspiring leader with demonstrated expertise in empowering, developing, and retaining highly performing teams, including leading indirect teams in a matrix structure. Crucially, you will bring a deep personal commitment to the sustainable development goals, nature conservation and sustainable use issues.

Key requirements include:

- Significant proven leadership experience at the Director level, working in financial, operations, HR, and risk management in non-governmental organisations.
- Broad international experience, ideally working within a charity structure which involves branch and subsidiary organisations.
- A general understanding of conservation and sustainable development issues is desirable.
- Strong skills in financial management, including budgeting and forecasting, statutory accounts and auditing processes, in non-governmental organisations, including familiarity with UK statutory and regulatory requirements for financial management of charities.
- Strong understanding of project management processes and experience working with donors, grantees and cost recovery models.
- Demonstrated experience in successfully implementing significant organisational and cultural change in organisations.
- Leadership style that promotes and supports an inclusive culture, with a focus on empowering and working through others.
- Effective at analysing and resolving complex problem with practical solutions.
- Must demonstrate initiative, adaptive management, and collaborative decision making. Be able to work flexibly and under pressure.
- Excellent verbal and written communications skills in English, preferably the ability to work in French or another international language.
- General computer literacy in all standard applications and good general understanding of the IT environment.
- A willingness to travel worldwide on an occasional basis.

TERMS OF APPOINTMENT

The range on offer for this role is GBP80,000 - GBP95,000 per annum. The role is expected to be located in Cambridge, UK, though other locations may be considered for an exceptional candidate.

This is a full-time position, based on a UK package. Additional benefits include: 12% employers pension contribution, life assurance (4x salary), and 27.5 days of annual leave (plus bank holidays).

TRAFFIC offers the opportunity to work flexibly and supports hybrid working. In order to maintain the benefits of face-to-face collaboration and a strong organizational community within TRAFFIC and the Cambridge Conservation Initiative, we expect staff in the UK office to work from the office for at least 50% over a two-week period, with a larger portion during the probation period.

HOW TO APPLY

If you have the talent, skills and experience we are looking for and would like to apply for this position, please upload your cover letter and CV to our recruitment system (hosted by IUCN) at: [IUCN-HRMS Vacancy Details](#).

The deadline for applications is Monday 26 June 2023.

We are committed to promoting equality, valuing diversity, and working inclusively across our entire organisation. We seek to uphold these principles in our behaviour and practices – as an employer and as a global thought leader. TRAFFIC wishes to encourage applications from experienced leaders drawn from a wide variety of backgrounds who can drive and inspire change and contribute to an organisation seeking to create significant and lasting change in the field of legal and sustainable trade of wild species. We particularly welcome applications from under-represented groups, and candidates with disabilities.

Candidates with any queries on this position can contact us at: recruitment@traffic.org.

If you share our passion for the natural world and want to help us achieve our vision, we'd love to hear from you.

TRAFFIC



May 2023

WORKING TO ENSURE THAT TRADE
IN WILD SPECIES IS LEGAL AND
SUSTAINABLE, FOR THE BENEFIT OF
THE PLANET AND PEOPLE.

TRAFFIC

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ABOUT US

TRAFFIC has close to 200 staff working on five continents. Our head office, TRAFFIC International, is based in Cambridge UK and is a registered charity and limited company. It provides worldwide leadership, coordination, 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 in a hub office and other strategic locations. Programme offices operate within a geographic area of responsibility focused on one or multiple countries and several are now formally a branch or a subsidiary of the UK charity.

The Operations Team consists of 24 staff based in the UK, under the supervision of the Chief Operating Officer with an additional 13 support staff throughout our other offices.

Board of Trustees

Executive Director

**Global Operations, Communications and
Programme Management**

GLOBAL OFFICE

Europe

**Central
Africa**

**Southern
Africa**

**East
Africa**

SE Asia

Viet Nam

China

India

Japan

US

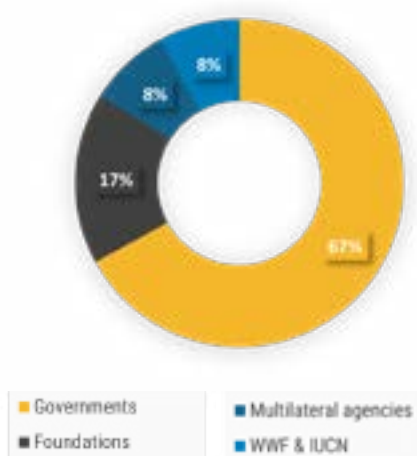
PROGRAMME OFFICES

Organisational structure

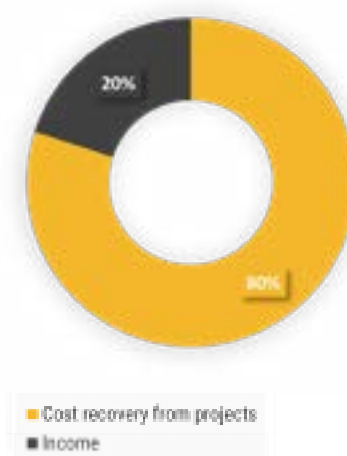
FINANCIAL INFORMATION

Our sources of income are primarily project restricted funding using a cost recovery model to generate income. The majority of our current donors are governments which support a large number of our project work. With the addition of a small amount of core and flexible funding, TRAFFIC has continued to grow and expand as an organisation with a current portfolio of over 70 active projects.

FY22 project restricted funding - source



FY22 core expenditure coverage



The income and expenditure levels for 2022 and 2021 as per the statutory accounts are noted below, and the full Trustees report and financial statement for FY22 can be found [here](#).

	Notes	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
Income from:					
Donations		1,045,681	-	1,045,681	1,158,062
Charitable activities		31,461	10,275,280	10,306,741	8,951,114
Investments		4	102	106	1,823
Other		5,872	2,814	8,686	6,318
Total	5	1,083,018	10,278,196	11,361,214	10,117,317
Expenditure on:					
Raising funds – grant and contract proposal development		220,661	-	220,661	264,844
Charitable activities					
Red stream		590,490	6,885,026	7,475,516	5,876,024
Green stream		124,269	1,448,964	1,573,233	865,894
Mixed		86,151	1,004,503	1,090,653	2,545,959
Total charitable activity expenditure		800,910	9,338,492	10,139,402	9,287,877
Total	6	1,021,571	9,338,492	10,360,063	9,552,721

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