

Board Member: Role Description

Overview of EAP

Tackling global challenges, such as climate change, inclusive growth and meeting the Sustainable Development Goals, requires more and better-quality infrastructure. However, it is estimated that there is a \$15 trillion gap between global infrastructure needs and spending through to 2040. Whilst the focus is often on mobilising additional investment to fill this gap, there is a significant opportunity to increase available resources by reducing the one third of investment lost on average through corruption, mismanagement and other forms of inefficiency. This is where EAP comes in.

We work with stakeholders from government, industry and civil society to improve infrastructure governance. This includes hosting the International Secretariat of CoST, the Infrastructure Transparency Initiative (CoST). CoST promotes the disclosure of data on infrastructure investment. This helps to inform and empower stakeholders and enables them to hold decision-makers to account. Accountability is a catalyst for reforms that improve decision-making and reduce inefficiency. And the ultimate impact of this work is better value for money invested in and better-quality infrastructure and services.

In addition to our work on governance, we improve the rights of construction workers, we help build the capacity of professional engineering institutions in Africa and we support the delivery of UK Government technical assistance programmes around the World. Here are some examples of our impact:

- **Saving public money:** The [Ministry of Finance](#) in Thailand reports that CoST has helped it save hundreds of millions of dollars through the deterrent effect of transparency and accountability. [In Afghanistan](#), working in extremely challenging circumstances, CoST prompted the adoption of a project review mechanism that saved more than \$8m in 2018-2019 alone.
- **Increasing market competition:** CoST Uganda worked with the private sector to [improve business practice](#). This resulted in the number of bids per tender for infrastructure projects increasing from 1.6 in 2019 to 12.5 in 2020. [In Ukraine](#), CoST increased the proportion of road contracts subject to open bidding from 53% in 2018 to 96% in 2021.
- **Investing in Green Cities & Infrastructure:** EAP works in alliance with PwC and other partners to deliver the UK Government's [Green Cities & Infrastructure Programme](#) (GCIP). In its first 16 months, GCIP delivered high-quality technical assistance to partners in 25 countries and 36 cities.

- **Protecting migrant workers:** Migrant workers who were employed to build the infrastructure needed for the 2022 World Cup, informed EAP that the late and non-payment of wages was a persistent problem. We worked with a range of stakeholders and proposed an electronic wage protection system (WPS). [The WPS was established in 2015](#) and eventually afforded new rights to more than a million workers.

EAP was launched in 1998 as a charity and non-profit company by the UK's leading professional engineering institutions, including the Institution of Civil Engineers, the Institution of Chemical Engineers and the Royal Academy of Engineering. We continue to have a good working relationship with these institutions.

We are headquartered in the UK and our day-to-day activities are coordinated by a small team based in London, with individual staff members in other international locations. We are governed by a board of trustees comprising nine members. We have developed a lean and efficient organisational structure that enables us to provide a good return on investment to our supporters. More information on EAP [can be found here](#).

Role Description

1. General Description

The Board of Trustees has overall responsibility for the charity's direction, strategic delivery and regulatory requirements. Trustees are responsible for:

- Providing appropriate oversight, governance and leadership to the charity in the pursuit of its strategy to fulfil its charitable objectives.
- Managing the charity's resources to optimise the efficient and effective delivery of stakeholder benefit.
- Ensuring that the charity complies with its governing document, charity law and any other applicable legislation and regulations.

2. Reporting to: Board of Trustees

3. Time Commitment

Four Board meetings per year on average and one Annual General Meeting. Meetings are typically of one-and-a-half to two hours in duration. Trustees will be asked to join one or more subcommittees that tend to conduct business via email. Additionally, Trustees may occasionally represent the Charity at events and meetings with key stakeholders.

4. Remuneration

The role of Trustee is not a paid role, but out-of-pocket expenses (e.g. travel, accommodation and stationery) can be reimbursed.

5. Responsibilities

The responsibilities of the Trustees include but are not necessarily limited to:

5.1 Strategy

- Ensuring that strategic decisions taken are in the best interests of the charity and its stakeholders
- Holding the Executive Director to account for the effective management and delivery of the charity's strategic objectives
- Monitoring and mitigating risks to the charity's strategic objectives
- Agreeing and modelling the charity's values, ensuring that they are reflected in the conduct and activities of the organisation and those who work for it.

5.2 Performance monitoring

- Setting realistic objectives for improving performance and monitoring performance against those targets
- Paying due regard to ensure that any key performance indicators are in alignment with the ethos and culture of the charity
- Ensuring that financial control is transparent and robust.

5.3 Ambassadorial

- Building and maintaining close relations between the charity's various constituencies and stakeholder groups to promote the effective operation of the charity's activities
- Safeguarding the good name and reputation of the charity
- Representing the charity at external functions and meetings, as agreed with the Chair and/or Executive Director.

5.4 General

- Membership of at least one Board Committee
- Maintaining confidentiality about all aspects of the trustees' business, bearing in mind the legal obligations placed upon trustees
- Maintaining a clear commitment to Board diversity, renewal and succession planning in line with the charity's governing document and good governance practice.

6. Person Description

Trustees are expected to demonstrate the following:

- A commitment to the vision, values and purpose of EAP
- An understanding of the responsibilities of a charity trustee
- An understanding of poverty and inequality and the vital role of engineering and infrastructure in addressing them
- The ability to think strategically about EAP's purpose, using data and evidence effectively to inform decisions

- Independent judgement, political impartiality, and the ability to think creatively in the context of the organisation and the external environment
- The ability to listen to and welcome alternative opinions and experiences
- The ability to constructively and critically challenge as part of a team
- Demonstrable experience of building and sustaining relationships
- Confident and effective communication skills with a range of audiences.

7. Experience

Significant experience in at least three from: engineering, infrastructure, financing, governance, labour issues, climate change, international development, sustainability, resilience and poverty reduction. Experience in operational areas including finance, HR, communications, gender, inclusion and diversity, legal, business development, planning and administration are also an advantage.

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