



GATSBY  
AFRICA

# PROGRAMME/TRUST DIRECTORS

## GATSBY AFRICA

CANDIDATE PACK

JUNE 2018

*Opportunity to lead a sector development programme in Tanzania, aiming to contribute to transformational change that could benefit millions of people. Use your skills, experience and creativity in an environment with huge scope for innovation to build relationships and influence change at various levels across the private sector and government. These are ambitious and complex development programmes, seeking to establish the conditions for competitive, inclusive and resilient industry sectors, with high calibre teams already in place.*

## CONTEXT

In 1967 David Sainsbury set up the Gatsby Charitable Foundation. David (now Lord Sainsbury of Turville) has since given Gatsby more than £1 billion to distribute to charitable causes in a variety of fields, including neuroscience, plant science and public policy. These reflect David Sainsbury's areas of interest and draw from his professional experience. More information can be found on our website: [www.gatsby.org.uk](http://www.gatsby.org.uk)

Gatsby Africa is a charitable company limited by guarantee, established to implement the foundation's programmes in Africa, with branch offices in Nairobi and Dar es Salaam.

## GATSBY'S WORK IN AFRICA

Gatsby has funded and implemented programmes in Africa since 1985. Our mission is to accelerate inclusive and resilient economic growth in East Africa by demonstrating how key sectors - such as cotton in Tanzania - can be transformed.

We fund and implement programmes that look to catalyse and influence large-scale and lasting change in priority sectors. We build and support local organisations dedicated to sector transformation. We also aim to share what we have learned with others - such as governments and donors - who are trying to transform sectors.

Our programmes include:

- **Tanzanian Cotton:** Establishing the necessary institutional arrangements and supportive markets to ensure more than 350,000 farmers can access the quality inputs and training they need to improve agronomy, increase yields and raise quality.
- **Tanzanian Textiles:** Facilitating the development of the required infrastructure, business environment and skills to propel increased domestic and foreign investment in the sector, dramatically increase value addition and exports, while creating tens of thousands of jobs.
- **Tanzanian Forestry:** Building a vibrant commercial forestry sector through support for applied research and service delivery which is increasing wood production, industrial wood processing and distribution, targeting higher tree grower incomes and creating jobs.
- **Kenyan Forestry:** Establishing a programme to partner with stakeholders to help close the wood supply gap by catalysing increases in productivity, innovation and quality, while securing the sustainable supply of commercial services and collaborative research.
- **Tanzanian Tea:** Partnering with The Wood Foundation to increase productivity, quality and farmer returns by engaging factories and regulators, and facilitating major foreign investment by setting-up a farmer service company to ensure reliable green-leaf supplies.
- **Rwandan Tea:** Partnering with The Wood Foundation to trial new ownership structures and methods of service delivery - including via the purchase of two factories on behalf of smallholders - with the aim of increasing productivity, quality and farmer returns.

We have also developed and continue to support two independent organisations dedicated to sector transformation in the region, and governed, managed and staffed by East Africans: Kenya Markets Trust, which runs programmes in three key Kenyan sectors, and the regional industry development organisation Msingi. Msingi's first programme is in the aquaculture sector.

## THE PROGRAMMES

### TEXTILES DEVELOPMENT PROGRAMME

The Tanzanian Government has highlighted textiles as crucial to its industrialisation strategy and aim of becoming a middle-income country by 2025. Our Textiles Development Programme supports Tanzania's 10-year goal to develop a globally competitive sector employing 200,000 workers and exporting over \$1 billion of garments per year by 2025.

Current employment in the industry stands at 12,000 with exports of under \$50m, so this is an ambitious target that requires significant amounts of new investment. The Textiles Programme works closely with the government, government investment agencies, investors and the private sector as a facilitator: developing business relationships among local companies, supporting stakeholders to identify and promote investment opportunities, analysing challenges within the business environment, enhancing service provision to the sector and supporting policy changes and implementation.

As part of this work, the Programme has set up a dedicated unit in Tanzania's Ministry of Industry, Trade and Investment to play an ongoing policy advisory and sector leadership role. The Programme has a long-term outlook and flexible approach, separate from government decision-making, and hence has the scope to think creatively and test innovative ways of catalysing change for large-scale impact.

### FORESTRY DEVELOPMENT PROGRAMME

Tanzania has among Africa's most favourable growing conditions for numerous commercial forestry value chains, including sawn timber, poles, veneer and paper. These, in turn, support sectors vital for economic growth, such as construction and rural electrification. With over 60,000 small-to-medium scale private tree growers in Tanzania, there is significant potential for inclusive and competitive growth in the sector. However, current productivity is low due to poor quality planting material and limited use of best practices, with inefficient processing further weakening returns and market options for commercial growers.

The Forestry Development Trust (FDT) was established by Gatsby to run a commercial forestry programme in Tanzania, and is helping drive significant change in the sector. Private forestry companies and the public sector are collaborating on enhanced applied research, producing high potential results for improved planting material. Private actors are importing and distributing improved tree seed, with parallel initiatives under way to produce improved seed locally. Improved training materials and a wider set of private and public channels for providing services to growers are increasing adoption of better plantation practices. Private services are being piloted to improve growers' negotiating positions at time of sale, along with analysis of the returns to processing investment. Policy work is under way to improve the environment for growers and investors. These efforts are generating clear momentum.

The aim is for Tanzania to become a globally competitive producer of wood products, with productivity doubled, increased revenue and asset value for growers, and rapid growth in the number of people employed in wood processing, bringing sustainable social, economic and environmental benefits at all levels of society. The timescales in forestry, complexity of the potential value chains, breadth of interventions required, and crucial role of government require a long-term, flexible and politically engaged approach, which Gatsby and FDT are ideally placed to deliver.

## THE ROLES

### OUTLINE

Over the past four years we have evolved substantially into an implementer of development programmes. We are currently recruiting one Programme Director for our existing Textile Programme in Tanzania and one Trust Director for our existing Forestry Programme – the Forestry Programme is run through an independent Tanzanian entity - the Forestry Development Trust - for which Gatsby is the primary funder and sits on the Board.

Programme/Trust Directors are responsible for all aspects of running large-scale, complex sector development programmes covering technical aspects of design, implementation, monitoring and reporting; external aspects of managing relationships and navigating stakeholder politics; as well as all internal aspects of staff, financial and operations management.

These roles require substantial professional knowledge and expertise in private sector development. They need to understand all aspects of the successful delivery of development programmes – from initial analysis and design of activities; through implementation and management of political economy challenges; to monitoring, evaluating and adapting; to learning and reporting.

External engagement skills are critical. These roles will need to rapidly assimilate in-depth understanding of Gatsby's approach to sector transformation and be able to communicate effectively our ambition in each sector and our ways of working. They will need to establish excellent relationships across all stakeholders in the sector and rapidly build the credibility required to ensure others listen to them. The roles require excellent inter-personal and communication skills - written and oral - in both formal and informal settings.

Leadership and management skills are also essential. The roles need strong team leadership skills and experience of running substantial parts of - or whole - organisations – managing staff, finances, operations and ensuring balanced results across all functions.

The ideal candidates will be strategic thinkers with sound judgement, private sector DNA and the ability to rapidly grasp new ways of working and different strategic goals. They will have substantive exposure to operational challenges in private sector development. Our staff are our most valuable assets, and these are critical people management roles, suitable for candidates with excellent mentoring and coaching skills.

Gatsby Africa has a long-term outlook and flexible approach. This gives our staff huge scope for innovation, creativity and the use of a range of different partnerships, financial tools and intervention strategies. For high-calibre people these should be exciting and rewarding positions, with the opportunity to develop new thinking and make a real impact.

### TERMS AND REMUNERATION

Competitive based on salary history and experience. These posts are open to all candidates, however preference will be given to Tanzanian nationals. If we fail to recruit Tanzanian nationals, Gatsby Africa and FDT will support work permit applications. Neither Gatsby Africa nor FDT can be held responsible if a work permit application fails.

## JOB DESCRIPTION

Job title:	Programme Director/Trust Director
Reports to:	Africa Programmes Director
Location:	Textiles - Dar Es Salaam or Forestry - Iringa
Contract:	3 years

## KEY ROLE RESPONSIBILITIES

- Setting organisational tone, image and leadership culture of the Programme or Institution.
- Leading periodic sector review and strategy development.
- Building and maintaining critical and influential relationships with senior Government officials across multiple ministries and agencies.
- Building effective working partnerships and relationships with private sector actors, including new and potential investors.
- Leading the team to become a trusted and respected advocate of sector transformation and an independent voice for driving policy and market reforms.
- Agreeing targets and ensuring effective monitoring of impact, securing appropriate strategies for evaluating behaviour change and attribution of outcomes.
- Building and managing an enhanced team to deliver effectively on the agreed strategy and objectives, including oversight of work planning, coaching and development of staff.
- Supervising financial and logistical operations to ensure value for money and proper use of all funds.
- Assuming end accountability for results across all functions (programmatic, operations and finance), with responsibility for representing the Programme or Institution to its Oversight Committee or Board of Trustees.
- Developing and agreeing with funders a detailed workplan and budget for the Programme or Institution, leading the development of new funding and implementation partnerships as appropriate.
- Managing reporting and relationships with all donors and co-funders.
- Contributing to Gatsby Africa's Leadership Group to help ensure effective learning and collaboration across our whole portfolio.

## PERSON SPECIFICATION

### QUALIFICATIONS

- Bachelor's degree required. MBA or advanced degree, particularly in the areas of Business Administration, Economics, International Development, Agribusiness, Finance, or a business-related field preferred.

## SKILLS

- A passion for development, with a results-oriented approach.
- Integrity and commitment to high standards of professional performance.
- Excellent work planning and communication skills.
- Initiative and the ability to work independently, taking a high degree of personal responsibility for the team's results.
- A private sector outlook on development, with enthusiasm for promoting private sector investment to drive results and commercial sensibility.
- Ability to think ambitiously and to combine thinking and analysis with programme delivery.
- Strong intellectual curiosity, with a keenness to learn and innovate.
- Strong analytical skills: able to provide deep assessments of industry constraints, rapidly identify problems with data and to use information to make compelling arguments.
- Strong project management skills: able to monitor multiple workstreams across a range of technical areas (economics, finance, technology, institutional development), co-ordinate contracting partners and stakeholders, foresee potential choke-points in delivery and take necessary action.
- Strong personnel management skills, including a deep commitment to staff development and coaching.
- Excellent external stakeholder relationship management skills across both the private and public sector at the highest level (Company Board and Ministerial).

## KNOWLEDGE

- A commitment to, and understanding of, market development solutions, with an ability to understand sector dynamics and approaches to transforming entire sectors.
- A detailed understanding of government systems, particularly in an East African context, and of approaches to policy reform. An understanding of public policy decision-making processes and of the means of influencing policy effectively.
- Up-to-date with the latest thinking and best practice in private sector development skills, but also within specific sectors.
- Knowledge of, and experience in, textile and garments industries or the commercial forestry sector is an advantage but not a necessity. We place more emphasis on other criteria.

## EXPERIENCE

- Proven experience of managing large-scale and complex private sector development organisations, including market facilitation programmes.
- A minimum of 10 years' work experience at managerial level in industry OR private sector consultancy OR project management.
- International experience of working in developing countries, with deep experience of working in East Africa (preferably Tanzania).

- A demonstrable record of building relationships and influencing change at various levels across the private sector and government.
- Strong track record of successfully leading and managing projects with multiple stakeholders, handling annual budgets of at least \$3m.

## DESIRABLE

- Kiswahili language skills.

## VALUES

We have developed a set of core values that will be used to assess a candidate's fit with the organisation and provide the basis for the culture that we aspire to use in our operations. Our staff are:

- **Ambitious** – Showing determination to deliver long-term and large-scale impact for others, and to achieve our own potential.
- **Collaborative** – Working together to develop strong relationships with diverse stakeholders, while understanding others' needs and enhancing their capabilities to drive change.
- **Thoughtful** – Reflecting on evidence and learning from our activities and those of others to design, adapt and improve our work.
- **Pragmatic** – Recognising the motivations of others and the realities of facilitation, seeking opportunities to build momentum for change, and communicating carefully.
- **Honest** – Playing a trusted role as an honest broker for change, being open to learn from others, and admitting our challenges.

*Gatsby Africa is an equal opportunity employer.*

## HOW TO APPLY

Please go to <http://oxfordhr.co.uk/international-roles> where you can complete a short application form and submit your documents. We are accepting applications for both roles and candidates are welcome to express a preference in their statement with justification as to why a particular role is of more interest or more suitable to their skills.

On the application page, you will be prompted to answer the following screening questions:

- Are you East African / do you have extensive experience in East Africa?
- Are you an experienced programme director with a background in making markets work for the poor (M4P) and market systems development?
- Have you successfully managed sizeable teams delivering complex programmes?

Please look at the screening questions before you prepare a statement; if you cannot answer yes to these questions, you will not be able to apply.

You will need to submit an up-to-date curriculum vitae/resume (of no more than 2-3 pages) in MS Word, and a statement outlining your interest and motivation, and how your skills and experience fit the role requirements and person specification. For advice on preparing your statement, please see <http://oxfordhr.co.uk/2017/07/20/how-to-craft-a-winning-statement-by-karen-twinning>

The closing date for completed applications is **1st July 2018**.

All applications will be acknowledged, and candidates will be informed of the outcome of their application. Shortlisted candidates will be contacted by 6th July and invited to an initial Skype interview on 17 & 18 July, and to complete a timed written test. Final interviews will take place in Dar es Salaam (date TBD) or in London on 24 & 25 July 2018. If for some reason you would be unable to participate on those dates, please mention this in your statement. If you have any questions, please contact Jamie Phillips and Lianne Schut at: [gatsby@oxfordhr.co.uk](mailto:gatsby@oxfordhr.co.uk)



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Gatsby Africa is an English charitable company limited by guarantee, established to implement the Gatsby Charitable Foundation's Africa programmes.

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