



# FORESTRY DEVELOPMENT TRUST

UENDELEZAJI MISITU TANZANIA

## TRUST DIRECTOR

NOVEMBER 2018

Opportunity to lead a sector development organisation and programme in Tanzania and contribute to transformational change that could develop several industries and benefit millions of people. Use your skills, experience and creativity in an environment with huge scope for innovation to build relationships and influence change across the private sector and government. Lead a dynamic, motivated, established team creating the conditions for a competitive, inclusive and resilient commercial forestry sector.



**OXFORD HR**  
SEARCH FOR A BETTER WORLD





# CONTENTS

## CONTEXT

- THE TANZANIAN COMMERCIAL FORESTRY SECTOR
- FORESTRY DEVELOPMENT TRUST
- GATSBY'S WORK IN AFRICA

## THE ROLE

- OUTLINE
- TERMS AND REMUNERATION

03	- JOB DESCRIPTION	06
03	- KEY ROLE RESPONSIBILITIES	06
03	- PERSON SPECIFICATION	07
04	- VALUES	08

05	HOW TO APPLY	09
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05	ABOUT OXFORD HR	10
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# CONTEXT

## THE TANZANIAN COMMERCIAL FORESTRY SECTOR

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. These conditions provide a natural comparative advantage which, if used strategically, could position Tanzania as a globally competitive manufacturer of wood products – enhancing domestic supply, increasing income and asset value for growers and government, and rapidly creating jobs along forestry value chains.

The sector grew by 6.3% in 2017, with value added by forest activities increasing to more than TZS 950 billion. Despite this, current productivity is low across most forestry actors due to poor quality planting material and limited use of best practices, with inefficient processing further weakening returns and market options for commercial growers.

Meanwhile, demand for wood products, with the exception of wood fuel, is predicted to double to 5 million m<sup>3</sup> between 2013 and 2035, driven largely by the construction, furniture and paper sectors. In a 'business as usual' scenario, Tanzania's supply will be unable to meet this demand, with a greatly increased wood supply deficit of 3 million m<sup>3</sup> (round wood equivalent) in 2035.

There is significant potential to not only prevent this scenario by transforming the sector, but to also ensure that 60,000+ small-to-medium scale private tree growers benefit from the sector's growth. Because of the timescales in forestry, complexity of the potential value chains, and crucial role of government, securing this opportunity will require a long-term, holistic, flexible, innovative and politically engaged approach.

## FORESTRY DEVELOPMENT TRUST

Gatsby established the Forestry Development Trust (FDT) in 2013 to work with stakeholders to transform the Tanzanian commercial forestry sector. FDT has national scope but has initially focused activities in the Southern Highlands, where 60,000+ people are already growing trees.

Initiatives to date are generating clear momentum for change and putting commercial forestry back on the map as an important sector that enables both industrial development and green growth:

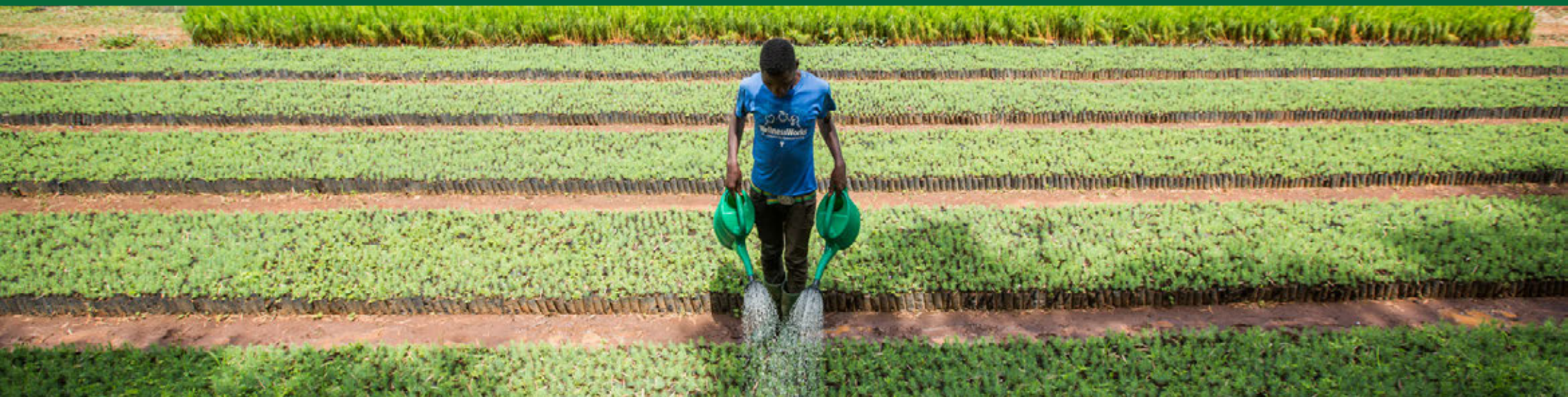
- Applied research in collaboration with private forestry companies and the public sector is producing high potential results for improved planting material.
- Partnerships have renewed activity in importing and distributing improved tree seed, with parallel initiatives underway by both the public and private sector to produce improved seed locally.
- A combination of improved training materials and a wider set of private and public channels for providing services to growers is contributing towards adoption of better plantation practices.

- Technical transfer of new primary and secondary processing technologies for low diameter wood is underway, along with analysis of economic returns to different types of processing investments.
- Policy work is underway to improve the environment for growers and investors alike.

With secured funding in place from Gatsby, a team of 34 staff, a platform of existing work and new interventions coming on-stream, FDT is entering a new and exciting phase of its organisational lifecycle. This provides an opportunity for a suitably experienced Trust Director to drive forward realisation of the organisation's vision and strategy, building on strong relationships already established within the sector.

More information can be found at <http://forestry-trust.org/>





## GATSBY'S WORK IN AFRICA

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 at: [www.gatsby.org.uk](http://www.gatsby.org.uk).

Gatsby Africa (GA) is a charitable company limited by guarantee, established to implement the foundation's programmes in Africa.

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

GA funds and implements programmes that look to catalyse and influence large-scale and lasting change in priority sectors. GA builds and supports local organisations dedicated to sector transformation. GA also aims to share what Gatsby has learned with others - such as governments and donors - who are trying to transform sectors.

GA's 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 increasing value addition and exports, and creating tens of thousands of jobs.
- **Tanzanian Forestry:** Building a vibrant commercial forestry sector by supporting applied research, improved service delivery and increased innovation to raise wood production and industrial processing, boost returns for growers of all sizes, and create 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.

Gatsby has 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 ROLE

## OUTLINE

The Trust Director will lead FDT, ensuring successful development of both the organisation and the team and delivery of programme objectives. They will set the tone and image of the organisation, shape its culture, build and support the team, refine and articulate strategic direction, refine organisational systems and effectively position FDT with internal and external stakeholders.

The role requires strong strategic, leadership, management, communications, relationship-building and influencing skills. The Trust Director will need to establish excellent relationships across all stakeholders in the sector and rapidly build the credibility for others to listen to them.

While ideally the Trust Director will have prior experience running large-scale, complex sector development programmes and have substantial professional knowledge and expertise in private sector development, these are not a necessity and more emphasis will be placed on organisational leadership, team development, stakeholder influencing capabilities and strategic acumen. Similarly, knowledge of, and experience in, the commercial forestry sector is not a necessity.

The Trust Director delegates day-to-day management of the programme to FDT's Head of Programme (HoP) and operations to FDT's Finance and Administration Director, but is ultimately accountable for direction and performance.

The Trust Director will need to build an in-depth understanding of FDT's programmatic work and begin contributing to its direction and quality. This will entail rapidly developing an understanding of all aspects that enable successful delivery of sector development programmes,

from initial analysis and design of activities; through implementation and management of political economy factors; to monitoring, evaluating and adapting; to learning and reporting. This will also involve swiftly developing an understanding of Gatsby Africa's approach to sector development and ways of working.

The role reports to the FDT Board of Trustees. As a founding Trustee and highly engaged funder, Gatsby Africa maintains a seat on the FDT Board of Trustees and provides a package of programmatic and operational support to FDT.

The Trust Director will work closely with Gatsby Africa to ensure that programme strategy, intervention design and execution, and all supporting operations are well coordinated and aligned with the quality of programming that Gatsby undertakes. The Trust Director will participate in the Gatsby Africa Leadership Group, representing FDT staff and drawing on lessons from FDT's experience to contribute towards shaping Gatsby Africa's culture, systems, approach and learning.

The role is based in Iringa, Tanzania, with potential travel around Tanzania and occasional travel within the East Africa region and to London.

As with other sector development programmes in Gatsby Africa's East Africa portfolio, the work undertaken by FDT has a long-term outlook and flexible approach. This gives staff huge scope for innovation, creativity and the use of a range of different partnerships, financial tools and intervention strategies. For a high-calibre person this should be an exciting and rewarding position, with the opportunity to develop new thinking and make a real impact.

## TERMS AND REMUNERATION

Competitive based on salary history and experience.

This post is open to all candidates, however, given the nature of the role, preference will be given to Tanzanian nationals.

# JOB DESCRIPTION

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<b>Job Title:</b>	Trust Director, Forestry Development Trust (FDT)
<b>Reports to:</b>	FDT Board of Trustees
<b>Location:</b>	Iringa, Tanzania
<b>Contract:</b>	3 years

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## KEY ROLE RESPONSIBILITIES

- Lead the institution with end accountability for results across all functions (programme, operations and finance).
- Lead strategy development, defining and articulating the strategic vision for the organisation and programme.
- Build and manage a team to deliver effectively on the agreed strategy and objectives, including oversight of work planning, budgeting and coaching and development of staff.
- Lead the team to become a trusted and respected advocate of sector transformation and an independent voice for driving policy and market reforms.
- Build and maintain critical and influential relationships with senior government officials across multiple ministries and agencies.
- Build effective working partnerships and relationships with all private sector actors, including new and potential investors.
- Agree programme targets and ensure effective monitoring of impact.
- Ensure monitoring, evaluation and learning systems are in place to promote and encourage the programme to continuously improve and effectively adapt and report.
- Supervise the financial, administrative and logistical operations of the organisation to ensure back-end systems effectively support implementation of the programme, value for money and proper use of all funds.
- Develop and agree with funder(s) a detailed workplan and budget for the programme, leading the development of new funding and implementation partnerships as appropriate.
- Manage reporting and relationships with all donors and co-funders.
- Establish and implement sound governance processes.
- Maintain close communication with the Board of Trustees.
- Contribute to Gatsby Africa's Leadership Group, ensuring effective learning and collaboration across GA's portfolio.
- Undertake any other tasks that arise from time to time that would reasonably be expected to ensure effective leadership of the organisation.





## 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

- Excellent external stakeholder relationship management and influencing skills across the private and public sector at the highest level (Company Board and Ministerial level).
- Strong organisational leadership skills.
- Strong operational management skills and ability to run an organisation efficiently, develop processes, spot and deal with problems, and create a high-performing team.
- 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.

### KNOWLEDGE

- While not a necessity, substantial prior professional knowledge and expertise in private sector development and programme management is an advantage. To be successful, candidates without such knowledge will demonstrate interest in, and ability to learn and quickly contribute towards, the direction, content and quality of FDT's programmatic work.
- 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.
- Knowledge of, and experience in, commercial forestry sector is not a necessity but would be an advantage. We place more emphasis on other criteria.

### EXPERIENCE

- Proven experience of managing an organisation and/or large-scale and complex private sector development programmes, 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 and 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

FDT 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 our culture. 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.

Forestry Development Trust is an equal opportunity employer.





## HOW TO APPLY

Please go to <https://oxfordhr.co.uk/jobs/director-forestry-development-trust/> where you can complete a short application form and submit your documents.

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 leader of an organisation who has led teams across multiple organisational functions?
- Do you have some experience with market systems development programming?
- Have you successfully influenced Public sector policy?
- Have you successfully managed sizeable teams?

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 [here](#).

The closing date for completed applications is **27th January 2019**.

All applications will be acknowledged, and candidates will be informed of the outcome of their application. Shortlisted candidates will be contacted by 6th February and invited to an initial Skype interview on 12th February. Final interviews will take place in Dar Es Salaam on 26th February 2019. 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 Karen Twining and Jamie Phillips at: [gatsby@oxfordhr.co.uk](mailto:gatsby@oxfordhr.co.uk).





## ABOUT OXFORD HR

Oxford HR operates globally - mainly within the international development and UK charity sectors. We carry out retained executive search mandates at board and senior management levels. We also offer human resource and organizational development consultancy.

Oxford HR has many years of experience in search as well as an extensive network of international development, social sector, corporate, public sector and academic contacts

from across the world. We carry out comprehensive and often international searches designed to meet the specific needs of our clients.

Oxford HR's team members have significant personal experience of working in international development and the social sector as well as the corporate and governmental sectors. We are in a unique position to find and assess talented individuals from a variety of backgrounds.



## OXFORD

The Old Music Hall  
106-108 Cowley Road  
Oxford  
OX4 1JE

United Kingdom

+44 (0) 1865 403 298

## LONDON

Three Tuns House,  
109 Borough High Street,  
London  
SE1 1NL

United Kingdom

+44 (0)20 7939 7451

## AMSTERDAM

WeWork Office,  
Strawinskylaan 4117 4th floor  
1077 ZX  
Amsterdam

The Netherlands

+31 (0) 621 153 452



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