

# COMMUNICATIONS & PARTNERSHIPS DIRECTOR

## CANDIDATE PACK

Opportunity for a creative critical thinker to set a wide-ranging vision for communications across Gatsby Africa's work, bringing ideas and innovations to transform our internal and external communications.

Inspire and engage colleagues and empower them to be strategic communicators. Build partnerships with others who can complement our expertise, resources and relationships and help us achieve our ambitious mission.

Contribute to change that will benefit millions of East Africans.



GATSBY  
AFRICA

## CONTEXT

In 1967 David Sainsbury set up the Gatsby Charitable Foundation. Lord Sainsbury 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 his areas of interest and draw from his professional experience in business and government. More information can be found at [www.gatsby.org.uk](http://www.gatsby.org.uk)

Gatsby Africa is an English 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 economic sectors - such as commercial forestry in Kenya - 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 encourage increased domestic and foreign investment in the sector so as to dramatically increase value addition while creating thousands of jobs.
- **Tanzanian Forestry:** Increasing the supply of higher-value wood products and energy from sustainable sources by supporting applied research and service delivery, while promoting smallholders' profitable participation in the sector.
- **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 ROLE

Over the past five years we have evolved substantially from a funder with a small team in London into an implementer of development programmes with over 100 staff working in five offices across Tanzania, Kenya and the UK.

As a result of this change, we need to invest and broaden our thinking on communications across our work. The Communications & Partnership Director will develop a wide-ranging vision for communications across Gatsby to enable us to meet our strategic and organisational development goals.

They will work with staff from across the portfolio to develop long- and short-term strategies to achieve this vision, ensuring we have the right internal and external communications resources and capacity in place. They will act as a senior sounding board and support programmes to think through their strategic communications, and work to ensure that all members of staff feel both enthused about their own roles as strategic communicators and empowered to deliver.

The Director will have a crucial role in ensuring colleagues in different locations and different programmes feel bound together by a common purpose. They will drive innovation in our internal communications, bringing ideas from their own experience and elsewhere to develop creative ways to inform, inspire and engage colleagues.

Externally, the Director will support Gatsby to deepen our understanding of the landscape we operate in and our positioning within it so that we can convey our purpose in a compelling way; project the right personality; and communicate consistent and persuasive messages that will resonate with our core audiences and lead to change.

The Director will represent Gatsby externally, but, as importantly, will be a facilitator of others' external engagement – showing critical judgement about who in the organisation is best placed to deliver which messages. They will be as comfortable giving support and advice to help others excel as being in the spotlight themselves.

As we grow, we are looking for partners who bring expertise, relationships and resources that complement our own. The Director will work with key staff to strategically engage with other philanthropists, bilateral donors and multilateral agencies aligned to our thinking, developing and maintaining high-level relationships with existing and potential partners.

As part of our Senior Management Team (SMT), they will help to inspire and motivate our teams across East Africa, shape our culture and role model our values. Within this, they will have a special responsibility to ensure effective two-way communications between the SMT and other staff, and to provide expert communications advice to support the Executive Director and other SMT members.



# JOB DESCRIPTION

**Job title:** Communications and Partnerships Director  
**Reports to:** Executive Director  
**Direct Reports:** Senior Manager for Partnerships; Regional Communications Manager (*post currently vacant*); Communications Manager.  
**Location:** London, Dar es Salaam or Nairobi (with significant travel)

## KEY ROLE RESPONSIBILITIES

### LEADERSHIP OF GATSBY'S COMMUNICATIONS:

#### 1) Supporting GA to achieve its mission through effective communications

- Develop a broad vision for communications within Gatsby, covering how effective communications will support us to meet our three strategic objectives and our organisational development goals.
- Develop long- and short-term strategies in partnership with other parts of the organisation to fulfil that vision, and clear plans for achieving these strategies.
- Support the Senior Management Team, Country Directors and Programme Directors to review communications needs and resourcing across the portfolio, and ensure we have the right internal and external capacity in place.
- Develop and manage strategic partnerships with external communication companies supporting the work of GA.

#### 2) Leading internal communications work to ensure staff are informed, inspired and engaged

- Provide expert strategic internal communications advice to support the Executive Director and the Senior Management Team – including on communication with our Executive Board, Trustees and David Sainsbury.
- Manage all leadership communications to ensure effective two-way communications between our staff and leaders.
- Drive innovation in our internal communications, bringing in ideas from elsewhere and developing creative ways to inform, inspire and engage staff.
- Oversee and continuously monitor and improve the effectiveness of internal communication channels.
- Work closely with colleagues responsible for HR and cross-portfolio learning and sharing to engage staff.
- Work with IT colleagues to deliver digital solutions and innovation around internal communications.

#### 3) Supporting and mentoring communication professionals within Gatsby and our close partner organisations

- Support the sharing of learning on communications across the portfolio, including by participating in the Gatsby Network Comms Community of Practice, which brings together those with explicit comms responsibilities from across Gatsby programmes and our close partner organisations Kenya Markets Trust and Misingi.
- Mentor comms professionals across the Network to help them develop and grow within their roles.

#### 4) Supporting GA's external communications work to ensure GA's identity and voice are consistent, compelling and impactful

- Deepen Gatsby's understanding of the landscape we operate in and our positioning within it so that we can convey our purpose in a compelling way; project the right personality; and communicate consistent messages that will resonate with our core audiences and lead to change.
- Build Gatsby's presence in the forums where relevant conversations are happening – both by participating directly and by facilitating colleagues' participation.
- Develop Gatsby's capacity as a convener of relevant organisations and individuals, creating multiple platforms for us to hear from and speak to those who are leading debates on key issues.
- Work with the Communications team to ensure the content and design of our collateral (including our website) work for our target audiences and our desired positioning.
- Lead on the review and setting of standards and guidelines regarding use of the GA brand and style, and set broader standards and policies on external communications.
- Bring in ideas from elsewhere to keep our approach to comms fresh and relevant.

### LEADERSHIP OF GATSBY'S PARTNERSHIPS:

#### 5) Establishing partnerships with others that bring expertise, resources and relationships that complement ours and align with our objectives

- Manage a Senior Manager focused on partnerships and fundraising.
- Work with this Senior Manager, the Executive Director, and other key staff to strategically engage with other philanthropists, bilateral donors and multilateral agencies aligned to our thinking.
- Coordinate cross-GA co-funding discussions.
- Establish and lead high-level relationships with existing and potential new co-funders.
- Support the management of our relationship with DFID at HQ level.

## MEMBER OF THE SENIOR MANAGEMENT TEAM (SMT)

As a member of GA's SMT, the Communications & Partnerships Director will contribute to:

- Setting the strategic direction for GA's overall work in East Africa, developing and refining the strategy in collaboration with the Executive Board, the Trustees and David Sainsbury.
- Developing and reporting performance against strategy, annual plans and budgets in accordance with the SMT's reporting framework.
- Ensuring cohesion across the portfolio and managing risk:
  - Identifying and taking a view on strategic and operational decisions with a cross-portfolio impact.
  - Ensuring a common sense of purpose, objectives and long-term goals.
  - Ensuring effective cross-portfolio learning.
- Providing cohesive leadership, in a collegiate style, in a culture of sharing and learning.
- Being an effective role model for GA internally and externally, championing our leadership principles:
  - Caring about the people we work with and what we do.
  - Being open, and willing to listen, learn and change.
  - Embodying a culture of integrity, honesty and fairness.
  - Creating a platform for staff growth, innovation and empowerment.
  - Inspiring others through our leadership and behaviours.
  - Acting with courage and conviction to achieve our goals.

The Communications & Partnerships Director will have a special responsibility to ensure all staff contribute to effective two-way communication between the SMT and other staff.



# PERSON SPECIFICATION

## EXPERIENCE

### *Essential*

- Substantial experience of developing and implementing internal and external communications strategies within international organisations operating across multiple geographies.
- Experience of working in cross-cultural teams and demonstrating sensitivity to cultural differences.
- Substantial leadership and management experience as part of a senior team, with experience of advising and engaging staff across a whole organisation.
- Experience of advising senior leadership on effective approaches to communications.
- Understanding of change management and experience of delivering and communicating change.
- Proven experience of successfully influencing stakeholders' attitudes and behaviour through proactive communications – rather than simply raising the profile of an organisation.
- Experience of quickly building credible relationships and engaging at very senior levels of business and government.
- Experience of harnessing the expertise and knowledge of colleagues to inform external communications.
- Experience of building the communication skills of colleagues.
- Experience of successfully managing, mentoring and professionally developing colleagues.

### *Desired*

- Experience working at senior levels in low/middle income countries in Africa – preferably Tanzania, Kenya, Rwanda or Uganda.
- Experience across the public, private and NGO sectors.
- Exposure to market systems approaches, ideally sector development programmes.

## SKILLS

- Excellent verbal and written communication skills in English essential; fluency in Kiswahili is an advantage.
- Able to process complex information and communicate it in a clear and compelling way.
- Instinctively understands the needs of different audiences and easily adapts to meet them.
- Superb interpersonal skills, including the ability to generate respect and trust from colleagues and external stakeholders.

- Well-honed leadership and management skills, demonstrating maturity and presence and building strong working relationships and rapport with colleagues.
- Strong strategic, planning and organisation skills, with a proven ability to prioritise own work and that of others while meeting deadlines under pressure.
- Excellent judgement, with the ability to think through different courses of action and make pragmatic, practical decisions.
- Strong facilitation skills; works with others in a collaborative and solutions-focused manner to achieve win-win outcomes.

## PERSONAL ATTRIBUTES

- A confident and charismatic communicator who is able to inspire, energise and reassure others.
- A good listener who is instinctively empathetic and sensitive to the needs of others, showing a particular appreciation of what it takes to deliver across different cultures.
- A genuine team player who takes pride in helping others to build their skills and improve their performance.
- A creative and curious explorer who is excited by new ideas and always looking for inspiration about ways to improve.
- A critical thinker who is prepared to challenge both the organisation and colleagues in a constructive manner, while remaining open to examining their own thinking.
- Empathises with GA's mission and values and brings both a commitment to African development and an understanding of the development landscape.
- Able to travel nationally, regionally and internationally (up to 25% of time).

# OUR 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 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

## HOW TO APPLY

Before applying, please check that you can answer yes to all the following questions:

- Have you developed and implemented both internal and external communications strategies within an international organisation operating across multiple geographies?
- Do you have experience of advising senior leadership on effective approaches to communications?
- Have you successfully led external communications efforts focused on changing stakeholders' attitudes and behaviour (rather than simply raising the profile of an organisation)?
- Do you have proven experience of building relationships and engaging at very senior levels of business and government?

Please look at these questions before you prepare a statement. If you cannot answer yes to these questions, please do not apply, as we will be unable to progress your application.

If you can answer yes to all the above questions, then please go to <https://oxfordhr.co.uk/jobs/communications-partnerships-director>. There you will need to complete a short application form and submit an up-to-date curriculum vitae/resume (of no more than 2-3 pages) in MS Word, plus a supporting statement. The statement should be no more than 2 pages long. It should explain:

- Why you are interested in this role
- Why you are interested in Gatsby Africa
- How your skills and experience make you a good fit. Please relate your skills and experience to the person specification in this pack, using bullet points if appropriate.

For advice on preparing your statement, please see <http://oxfordhr.co.uk/2017/07/20/how-to-craft-a-winning-statement-by-karen-twining>.

The closing date for applications is **Thursday 13th December 2018**.

We will acknowledge all applications and inform all candidates of the outcome of their application.

Shortlisted candidates will be contacted by Friday 21st December 2018 and invited to an initial Skype interview. Skype interviews will be held on the 10th January 2019, with final interviews in London on the 28th January 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 & Jamie Phillips at [gatsby@oxfordhr.co.uk](mailto:gatsby@oxfordhr.co.uk)

This post is open to all candidates; however, given the nature of our organisation, strong preference will be given to East African candidates.

