



OXFORD HR
SEARCH FOR A BETTER WORLD

COMMUNICATIONS DIRECTOR

APRIL 2019

Opportunity for a creative critical thinker to set a strategic 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. Contribute to change that will benefit millions of East Africans.





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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 fields he is passionate about, including neuroscience, plant science and public policy. More information can be found at www.gatsby.org.uk

Gatsby Africa is an English charitable company 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 worked to create jobs, raise incomes and build opportunities for people in Africa since 1985. Our mission is to accelerate inclusive and resilient economic growth in East Africa. We aim to achieve this 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.

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:** Propelling increased domestic and foreign investment in the sector by facilitating the development of the required infrastructure, business environment and skills – 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:** Partnering 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 OUTLINE

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 130 staff working in five offices across Tanzania, Kenya and the UK. As a matrix organisation working across different geographies, effective communications are critical to enabling effective organisational performance and helping us achieve our mission.

The Communications Director will bring a strategic approach to develop a wide-ranging vision for communications across Gatsby Africa (GA). They will oversee our internal communications and broader corporate external communications. The Communications Director will also act as a senior sounding board and support programmes to think through their strategic communications. They will ensure we have the right communications resources and capacity in place, and work to ensure that all members of staff feel enthused about their own roles as strategic communicators and are empowered to deliver.

The Communications 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 Communications Director will support us 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 Communications Director will on occasions represent GA externally, but, more 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.

The Communications Director will be part of GA's Leadership Group (LG). They will support GA's Senior Management Team (SMT) and LG to communicate effectively as leaders – helping to inspire and motivate our teams across East Africa, shape our culture and role model our values. They will have a special responsibility to ensure effective two-way communication channels between the leadership and other staff, and to provide expert communications advice to support the Executive Director and other SMT and LG members.



JOB DESCRIPTION

Job Title: Communications Director

Reports to: Executive Director

Direct Reports: Communications Manager (London-based); Regional Communications Manager (post currently vacant); Others tbc

Location: London (with significant travel)

KEY ROLE RESPONSIBILITIES

LEADERSHIP OF GATSBY AFRICA'S COMMUNICATIONS:

1) Positioning communications as a key strategic function to support GA to achieve its mission

- Develop a broad vision for communications within Gatsby, covering how effective communications will support us to meet our 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 and wider Leadership Group 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 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 GA and our close partner organisations

- Support the sharing of learning on communications across the portfolio, including by participating in the Communications Community of Practice, which brings together those with explicit comms responsibilities from across Gatsby programmes and our close partner organisations Kenya Markets Trust and Msingi.
- Mentor communications 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

- Be part of the team in GA that formulates and thinks through our strategy for external engagement to ensure the communications strategy is supportive and aligned to our overall objectives.
- Provide communications support and perspectives to the GA team in East Africa responsible for deepening 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 messages that will resonate with our core audiences and lead to change.
- Provide leadership and management of the communications team to ensure the content and design of our corporate communications materials (including our website) resonate with our target audiences and reflect our desired positioning.
- Support external engagement in the UK as required by building GA's presence in the forums where relevant conversations are happening – both by facilitating colleagues' participation and by participating directly where required.
- 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 to keep our approach to external communications fresh and relevant.
- Assist the Executive Director and other staff working on partnerships through supportive communication materials and supporting external engagement where required.

MEMBER OF THE LEADERSHIP GROUP (LG)

The Communications Director will help ensure effective two-way communication between the leadership and other staff. They will support the Senior Management Team (SMT) and leadership of GA to be effective communicators – through advising and leading on the communications required from the SMT and LG. This will require the Communications Director to participate in some SMT meetings and be an active and leading member of the LG.

The Communications Director will be an effective role model for GA internally and externally, championing our leadership principles:

- Inspiring others through our leadership and behaviours.
- Caring about the people we work with and enabling staff to grow and fulfil their potential.
- Embodying a culture of integrity, honesty and fairness.
- Acting with courage and conviction to achieve our goals.
- Being open, and willing to listen, innovate and change.
- Creating a platform for staff growth, innovation and empowerment.

PERSON SPECIFICATION

EXPERIENCE

Essential

- Substantial experience of developing and implementing internal and external communications strategies focused on African staff and audiences.
- Experience of working in cross-cultural teams and demonstrating sensitivity to cultural differences.
- Substantial leadership and management experience, 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 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.
- Experience of quickly building credible relationships and engaging at very senior levels of business and government.

SKILLS

- Well-honed leadership and strong strategic skills – able to inspire staff on the importance of communications and demonstrate how communications can support delivery of our strategy.
- Strong management, planning and organisation skills, with a strong delivery focus and proven ability to plan and prioritise work while meeting deadlines under pressure.

- Strong technical competence in communications with a focus on ensuring high standards.
- Demonstrating maturity and presence and building strong working relationships and rapport with colleagues.
- 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.
- 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.

Gatsby Africa is an equal opportunity employer.

HOW TO APPLY

All correspondence, at this stage, should be via Oxford HR. To apply for this post, click on the "Apply" button in the job page <https://oxfordhr.co.uk/jobs/communications-director> and complete our short online application form.

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

- Do you have substantial experience of developing and implementing internal and external communications strategies focused on African staff and audiences?
- Have you developed and implemented an internal communications strategy at an organisation with multiple offices?
- Do you have experience of advising senior leadership on effective approaches to communications?
- Have you successfully designed and led external communications strategies focused on changing stakeholders' attitudes and behaviour (rather than simply raising the profile of an organisation)?

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-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, and a supporting statement. Please provide a CV and statement in ONE single document, which should be prepared before applying as they will be requested in the application process. The document should be saved in MS Word in the following format: Your First Name-Your Last Name-Document Name-Date (yyymm) e.g: Sara-Jones CV and Statement -1905.

The statement should be no more than 2 pages long – bullet points are acceptable. 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 candidate pack, using bullet points if appropriate.

For guidance on preparing a statement, please see <https://www.linkedin.com/pulse/how-craft-winning-statement-karen-twining-fooks/>.

TIMELINE

Closing date for applications:

21 May 2019 at 12 midnight BST

1st round Skype interviews:

11th or 12th June 2019

Final client interviews in London:

3rd July 2019

SELECTION PROCESS

All candidates will receive feedback on the status of their application by 31st May 2019.

Shortlisted candidates may be required to undertake additional tasks prior to the final interview and provide examples of communications materials.

QUERIES

If you have any queries on any aspect of the appointment process, need additional information, or would like to have an informal discussion, please email Karen Twining & Razane Cherk at gatsby@oxfordhr.co.uk in the first instance.

This post is open to all candidates. We would particularly welcome applications from women and candidates of African heritage.

DIVERSITY, EQUALITY AND INCLUSION

Diversity, equality and inclusion are central to Gatsby Africa. We are committed to treating all employees and job applicants fairly, equally and no less favourably than anyone else. We recognise, respect and value diversity and the benefits that difference can bring to our organisation.



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

NAIROBI

c/o Viva Africa
3rd Floor, Kiganjo House
Rose Avenue off Denis Pritt Road
PO Box 50719 – 00200
Nairobi
Kenya



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