

A woman in a pink shirt and patterned headwrap is harvesting cotton in a field. She is wearing a large, patterned bag over her shoulder. In the background, other women are also working in the field.

## PROGRAMME DIRECTOR COTTON SECTOR DEVELOPMENT PROGRAMME

APRIL 2019

A unique opportunity to lead Gatsby Africa's longest running sector transformation programme, which aims to improve the productivity, quality and profitability of Tanzanian cotton, and make cotton a viable and competitive business for processors and smallholder farmers.

The role will lead the strategic direction and implementation of the programme in a complex, dynamic and highly politicised sector, with the opportunity to transform the incomes of at least 350,000 smallholders. The role will also drive an ambitious learning agenda to support the performance measurement, ongoing adaptation and lesson sharing from the programme, benefiting Gatsby Africa's wider portfolio as well as external stakeholders.



**OXFORD HR**  
SEARCH FOR A BETTER WORLD





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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](http://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 TANZANIAN COTTON SECTOR

Cotton in Tanzania is a sector with huge potential for pro-poor impact. Up to half a million smallholder farmers - including those in some of the poorest and least fertile regions of Tanzania - grow the crop. The sector has scope for significant growth: Tanzanian farmers' average cotton yields of 550kg per hectare are barely a quarter of the world average, and half of the West African average. Furthermore, there is potential to raise the quality of Tanzanian cotton from its current low level which sees it trading at a discount on world markets.

Low yields and poor quality are due to chronic under-investment in the sector in “common-good” services, such as farmer extension and research. Smallholders with limited to no savings struggle to invest every year in the land preparation, improved seed, pesticide and fertiliser needed to boost yields and quality.

Given returns are only realised 10 months later, credit for these upfront investments is essential. But as seed cotton is non-perishable and easily transported, it is challenging to ensure that those who do extend credit to cover the investment in inputs can secure the benefits and be repaid.

Sustainable financing mechanisms to provide credit to farmers - plus transparent oversight of this system - are therefore essential. However, this is difficult in a complex, dynamic and highly politicised sector. Overcoming these challenges and transforming the sector would boost Tanzania's economy by ~\$170 million and lift at least 650,000 people out of poverty. It would also increase the downstream textiles sector's competitiveness, supporting Tanzania's industrialisation efforts.





## THE COTTON SECTOR DEVELOPMENT PROGRAMME (CSDP)

The Cotton Sector Development Programme (CSDP), funded by Gatsby Africa, aims to sustainably transform Tanzania's cotton sector. The Programme is working with the Tanzania Cotton Board and a wide range of public and private sector partners, aiming to restructure the sector and build supportive markets to ensure that more than 400,000 farmers can access the quality inputs and training they need to improve agronomy, increase yields and boost incomes.

Having analysed the constraints and opportunities, the Programme is focused on:

- Cultivating sustainable models to enhance farmers' access to quality inputs, extension and other services.
- Supporting development of the seed sector to drive industry competitiveness and resilience through sector-wide use of improved cotton seed and ongoing research.
- Supporting the development of private sector supply chains for key agricultural inputs.
- Supporting government institutional capacity and policy work, e.g. on cotton pricing, licensing and regulation.

The CSDP employs 35 full-time staff, with a head office in Dar es Salaam and a field team based in Mwanza. Staff also regularly travel to Dodoma.

## THE ROLE

The Programme Director (PD) will lead the CSDP, ensuring successful management of the team and delivery of programme objectives. They will set the tone and image of the programme, shape its culture and systems, develop the team, refine and articulate strategic direction, and effectively position CSDP with internal and external stakeholders.

This is a complex role, requiring strong strategic leadership, management, communications, relationship building and influencing skills, plus expertise in running large-scale, complex sector development programmes. The PD will need to understand all aspects of successful delivery of private sector development programmes, particularly those utilising a market systems approach, including: analysis and design of activities; implementation; management of political economy challenges; monitoring, evaluating and adapting; and learning and reporting. The PD will need to engage with the dynamics of the cotton sector; and the strategies and activities of both the programme and our partners.

They will need to build excellent relationships at all levels of programme teams and partner organisations, as well as engaging externally with other implementers, the private sector, governments and donors. Hence this role requires excellent inter-personal and communication skills - written and oral - in both formal and informal settings.

The PD should bring a wide range of experience and analysis to bear in solving strategic problems, as well as a wide network of contacts across the private sector development community to draw on for advice. They should be able to make links between programmes and identify examples of successful interventions internationally for our teams to learn from. They will need the ability to work autonomously but also with multiple stakeholders and to play a dynamic and important role in supporting change management processes.

The PD 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 PD will participate in the Gatsby Africa Leadership Group, representing CSDP staff and drawing on lessons from CSDP's experience to contribute towards shaping Gatsby Africa's culture, systems, approach and learning.

As with other sector development programmes in Gatsby Africa's East Africa portfolio, the work undertaken by CSDP 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.

The ideal candidate will therefore be a strategic thinker with sound judgement, broad exposure to different types of private sector development interventions and programmes, a private sector outlook on development, an ability to rapidly understand new sectors or companies, and excellent people skills. They will be passionate about improving the livelihoods of smallholder farmers – and extremely results-oriented towards that goal.

The PD will report to Gatsby Africa's Country Director for Tanzania. The role is based in Dar es Salaam, with regular travel around Tanzania and occasional travel within the East Africa region and to London. This post is open to Tanzanian nationals, people of Tanzanian heritage and those with the right to work in Tanzania.

Gatsby will pay competitively based on salary history and experience.





## JOB DESCRIPTION

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Job Title:	Programme Director, Cotton Sector Development Programme
Reports to:	Country Director for Tanzania
Direct Reports:	Deputy Director (1), Senior Managers/Advisers (5)
Location:	Dar es Salaam or Mwanza (with regular travel to Mwanza, Dar es Salaam and Dodoma, and occasional travel within the East African Community and to London)

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## KEY ROLE RESPONSIBILITIES

- Set the organisational tone, image and leadership culture of the Programme.
- Lead the programme with end accountability for results and risk management across all functions (programme, operations and finance), plus responsibility to report to the Programme Review Committee.
- Develop a sound understanding of the fundamentals and trends of the Tanzanian and international cotton sector, and of the programme strategy and interventions.
- Lead strategy development and review – defining and articulating the strategic vision for the programme, and ensuring that this strategy aligns to the government's goals and vision for the sector.
- Manage the programme team to deliver effectively on the agreed strategy and objectives, including oversight of work planning, budgeting and coaching and development of staff, and overseeing the performance of any third-party consultants or implementing organisations.
- Build a strong performance culture by developing and agreeing programme targets, detailed workplans and budgets, and ensuring effective performance management and monitoring and evaluation of impact.
- Ensure that Gatsby Africa's theoretical framework to sector transformation is fully embedded in - and adapting to lessons from - the CSDP.
- Ensure monitoring, evaluation, learning and knowledge management systems are in place to promote the programme to continuously improve, effectively adapt, efficiently report, and fully capture lessons and case studies to share across GA's portfolio and with other actors, including governments in the region, other donors and other implementers.
- Supervise the Mwanza-based financial, administrative and logistical operations to ensure back-end systems effectively support implementation of the programme, value for money and proper use of all funds.
- Lead the team to be 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 and political appointees across multiple ministries and agencies.
- Build effective working partnerships and relationships with all private sector actors, including new and potential investors.
- Manage reporting and relationships with all donors and co-funders and lead the development of new funding and implementation partnerships as appropriate.
- 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

- Ability to quickly attain an in-depth understanding of Gatsby's ambition and its approach to sector development, as well as the dynamics within the Tanzania cotton sector, the levers for systemic change and the operating environment in East Africa.
- Strong leadership and personnel management skills, including a deep commitment to staff development and coaching, and the ability to supervise, plan and prioritise a work portfolio.
- Strong operational management skills and ability to run an organisation efficiently, develop processes, spot and deal with problems, and create a high-performing team.
- Strong programme management skills – ability to plan and monitor multiple workstreams across a range of technical areas (economics, finance, technology), coordinate contracting partners and stakeholders, foresee potential choke-points in delivery, and take necessary action.
- The ability to develop and implement effective systems for managing and monitoring large teams in the field and for managing significant programme budgets.
- Strong intellectual curiosity, with a keenness to learn and innovate to provide solutions to evolving situations during the delivery process.
- Strong strategic thinking skills, good judgment, and the ability to deliver strategic insights based on strong analytical work and learning from others.
- Powerful analytical skills with the ability to provide deep assessments of industry constraints, interpret complex and conflicting data and information, including the ability to independently identify information or analysis gaps and undertake targeted research or evidence gathering to fill these gaps and to use information to make compelling arguments.
- Excellent interpersonal, diplomatic and influencing skills. Able to build and manage strong relationships with multiple public and private sector stakeholders, both local and international, and manage differences between them to bring people together; comfortable negotiating political relationships including at the highest level.
- An energetic self-starter with the ability to work independently and to meet deadlines under pressure and balance conflicting and changing priorities, taking a high degree of personal responsibility to ensure tasks are completed and the needs of the organisation are met.
- Sophisticated oral and written communication skills.
- Shows integrity, professionalism and empathy with the mission and values of Gatsby Africa.
- A genuine team-player who is consultative and collegiate in making decisions regarding programme direction when needed.

## KNOWLEDGE

- An understanding of the latest thinking and best practice in private sector development, a commitment to market-based solutions for development with a strong degree of comfort in engaging with the private sector to drive results, and an ability to understand sector dynamics and approaches to transforming entire sectors.
- Comprehensive understanding of the constraints faced by farmers in accessing inputs and services - ideally in the cotton sector - coupled with in-depth exposure to farming systems.
- Familiarity with the donor landscape – understands donor priorities and is able to communicate the strengths and ambitions of the programme to donors and potential co-funding partners.
- In-depth understanding of the operating environment in East Africa, including of government systems and approaches to policy reform in the region.
- An understanding of public policy decision-making processes and of the means of influencing policy effectively.
- A network of contacts across the development and investment industries in East Africa and internationally.

## EXPERIENCE

- A minimum of 10 years' work experience at managerial level in industry or private sector consultancy or project management.
- A minimum of five years' work experience in Africa, with demonstrable experience and understanding of smallholder agriculture and ideally cotton agronomy.
- Strong track record of successfully leading and managing an organisation and/or large-scale and complex private sector development programmes, including market facilitation programmes, with multiple stakeholders and large, multi-layered teams, handling annual budgets of at least US\$2m.
- Considerable experience and expertise in programme/project management, including the management of specific components of these programmes, staff, operations, and monitoring and evaluation of sector programmes.
- Experience of supporting the development of a learning culture within an organisation and of working within an adaptive learning environment.
- Proven experience of building relationships and influencing public and private sector decision-makers and communicating to a variety of audiences and media.
- Proven experience of producing material for a variety of audiences, including presenting evidence to influence decision-makers within public and private sectors.
- Experience of working in cross-cultural teams, demonstrating sensitivity to cultural differences and with deep experience of working in East Africa and preferably Tanzania.

## DESIRABLE

- In-depth experience of working in East Africa.
- Fluent Kiswahili





## 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 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

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

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

- Are you a Tanzanian national or of Tanzanian heritage with the right to work in Tanzania?
- Do you have at least 10 years' work experience at managerial level in industry or private sector consultancy or project management?
- Do you have demonstrable experience and / or understanding of smallholder agriculture and agribusiness?
- Do you have a strong track record of successfully leading and managing an organisation and/or large-scale and complex private sector development programmes, with multiple stakeholders and large teams, handling annual budgets of at least US\$2m?

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/csdp-cotton-programme-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-Documents Name-Date (yy-mm) 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:

19th May 2019 at 12 midnight BST

1st round Skype interviews:

6th June 2019

Final client interviews in London:

24th June 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 Suzie Li, Helena Newton and Lianne Schut at [GatsbyTanzania@oxfordhr.co.uk](mailto:GatsbyTanzania@oxfordhr.co.uk) in the first instance.

This post is open to Tanzanian nationals or those with the right to work in Tanzania.

## 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 is a boutique global search firm working with social impact organisations, to find and develop their leaders. Based in Oxford, London and Amsterdam we work with Associates in Europe, MENA, Asia and Africa providing bespoke executive search for complex organisations working in often challenging environments.

We carry out retained executive search mandates at board and senior management levels, and also offer human resource and organisational 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.

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. Please contact us if you need help in filling any senior, specialist or hard-to fill posts.



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