



HEAD OF OPERATIONS
AND FINANCE

OCTOBER 2020



OXFORD HR
SEARCH FOR A BETTER WORLD



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CONTEXT

In 1967 David Sainsbury wrote out a cheque for five pounds to establish 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 the charitable company set-up to implement the foundation's programmes in Africa. Our 120+ staff work from offices in Dar es Salaam, Mwanza, Iringa, Nairobi and London.



GATSBY'S WORK IN AFRICA

Gatsby has worked to create jobs, raise incomes and build opportunities for people in Africa since 1985.

We are currently focused on East Africa, where economies have enjoyed high growth for more than a decade, but where the benefits of that growth have not been shared widely. With millions of young people joining the labour market each year and climate change adding further pressures, East Africa urgently needs economic transformation – growth with depth that will radically change economies, rapidly create jobs and offer large numbers of people pathways out of poverty.

We aim to support this by demonstrating how high-potential sectors - such as commercial forestry in Tanzania - can be transformed to benefit more people for the long-term. 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 share what we are learning with others - such as governments and donors - who share our goals.

Our programmes include:

- **Tanzanian Cotton & Textiles:** Rapidly creating tens of thousands of decent textiles jobs while

ensuring more than 500,000 cotton farmers can access the quality inputs and training they need to improve agronomy, increase yields and raise quality.

- **Tanzanian Forestry:** Building a vibrant commercial forestry sector that underpins downstream wood and energy industries and delivers widespread economic, social and environmental benefits to Tanzanian citizens.
- **Kenyan Forestry:** Introducing innovative technologies and models to transform Kenya's commercial forestry sector, protect the environment and benefit millions of Kenyan citizens.
- **Tanzanian Tea:** Triggering domestic and foreign investment by building partnerships and demonstrating innovative models that boost the profits of farmers and factories and see benefits shared more equitably.
- **Rwandan Tea:** Trialling new ownership structures and methods of supporting farmers to allow the sector to fulfil its world-class potential, while ensuring smallholders benefit from its growth.

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, which works in aquaculture and textiles & apparel.



GATSBY AFRICA TANZANIA BRANCH

Gatsby has been operating in Tanzania since the 1990s. We aim to support the Government to achieve economic growth in key sectors that offer opportunities for value addition, job creation and income generation through the promotion of commerce, trade and investment. Gatsby Africa Tanzania Branch's portfolio covers sector development programmes in commercial forestry, cotton, textiles and apparel.

Our Cotton and Textiles Development Programme (CTDP) works closely with the Tanzania Cotton Board, the Ministry of Industry and Trade and other partners to reform sector governance and secure sustainable funding of crucial services. In cotton, the programme aims to triple the incomes of up to 500,000 cotton farmers, increase employment within the sector, and secure greater profitability for cotton ginners, leading to a substantial increase in production. In textiles and apparel, the aim is to add value to cotton, create jobs and generate government revenue by developing the right infrastructure, business environment and local skills to increase foreign and domestic investment along the value chain.

The Forestry Development Trust (FDT) was established as an independent Tanzanian institution in 2013 – the same year that Gatsby signed a Memorandum of Understanding with the Ministry of Natural Resources and Tourism. The Trust seeks to facilitate two interlinked changes in the commercial forestry sector: First, to improve the quality of plantations and woodlots, both in terms of coverage and productivity. Without a secure supply of quality raw materials, interventions elsewhere in forestry value chains will be compromised and overall sector growth undermined. Second, to improve the quality of installed processing capacity and integration, leading to more efficient use of raw materials and higher quality products. This is crucial to add value in the sector and deliver higher returns to growers.

The Tanzania Branch plays an oversight and support role for the sector programmes, including participating in relevant programme governance bodies and providing operational support, covering finance, administration, human resources and IT. The Branch also manages key processes including programme review, strategic partnerships, government relations, communications, and political economy analysis. Staffing for these oversight and support roles totals eight people, including the Country Director.



THE ROLE

The Head of Finance and Operations for the Tanzania Branch will play several crucial roles. The position will be responsible for financial and operational leadership, delivery, enhancing branch and organisational communications, and contributing to branch and programme decision-making, including providing strategic guidance on all operational matters. The Head of Finance and Operations will lead the day-to-day operations and finance function (finance, HR, health, safety and security, collaborations, logistics and procurement, IT and technology). This will include managing the branch's Senior Operations and Finance staff and supporting their development, plus collaborating on relevant cross-cutting initiatives with our offices in Nairobi and London. The position will also manage operational risk and reporting on behalf of the branch.

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 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

Indicative salary will be between Tsh 180,000,000 – 200,000,000 for this role. Candidates must be Tanzanian nationals.



JOB DESCRIPTION

Job Title:	Head of Operations and Finance
Reports to:	Tanzania Country Director
Functional reporting to:	Operations Director (UK), Head of Finance (UK)
Direct Reports:	HR and Administration Manager; Finance Manager; Finance, Administration and Logistics Officer
Location:	Dar es Salaam with regular presence in Mwanza and occasional regional and international travel.

KEY ROLE RESPONSIBILITIES

1) OPERATIONAL RISK MANAGEMENT AND REPORTING:

- Work with senior management of multiple teams in Gatsby Africa Tanzania Branch (GATB) to identify operational risks and ensure mitigating controls are in place to manage these.
- Ensure timely branch statutory, tax and legal compliance in liaison with auditors, external legal and tax advisers as well as the Legal Adviser for Contracts.
- Act as the appointed representative of Gatsby Africa (GA) for Tanzania registry purposes.
- Ensure quality insurance cover is in place to meet statutory requirements as well as mitigate specific GATB business risks.
- Take responsibility for implementing GA's contracting processes for GATB, providing guidance to local teams requiring contract support and liaising with the Legal Adviser Contracts on complex contractual matters.
- Support the Country Director in ensuring branch compliance with approved GA systems, policies and procedures.
- Act in key roles related to specific policy areas (such as Anti-Bribery and Corruption; Safeguarding) as delegated by Operations Director.

2) LEADERSHIP, COMMUNICATION AND COORDINATION

- As a senior member of the GA Operations and Finance team, contribute to the overall organisational Operations and Finance strategy and plans, sharing responsibility for their delivery and working with other senior Operations and Finance colleagues to achieve this.
- Act as the key interface on operations and finance initiatives between teams in Tanzania and London, ensuring effective communications and engagement with relevant stakeholders.
- Participate in GATB senior management fora, contributing to branch and programme decision-making and demonstrating leadership and accountability on all relevant Operations and Finance matters.
- As a member of GATB's leadership team, actively promote a positive working environment, reinforcing GA's culture and demonstrating GA's values.
- Work with the GATB leadership team to enhance organisational communications, ensuring consistency and thoughtfulness in all internal and external communications.
- Facilitate regular opportunities for learning and information exchange between GATB (including FDT) and GA.
- Develop and provide routine and ad hoc Operations reports for various stakeholders.
- Induct new staff on Operations policies and procedures and lead regular refresher discussions.
- Participate in routine GA Heads of Operations/Finance meetings/calls to communicate on GATB operations and finance matters..

3) OPERATIONS TEAM DEVELOPMENT AND RELATIONSHIPS

- Provide effective performance management of the branch Operations and Finance team to meet agreed objectives and provide high quality support to GATB teams.
- Ensure each team member has targeted objectives that are in line with overarching GATB aims, providing coaching and mentoring to staff as appropriate.
- Develop personal development plans for each branch Operations and Finance team member under direct and indirect line management, ensuring each team member's development trajectory aligns with the needs of GA.
- Ensure effective support plans are in place to enable team members to develop the required competencies.
- Support and coordinate the relationships between Operations and Finance staff and external advisers, including auditors, bank staff, tax advisers, lawyers, payroll service providers and other advisers as necessary.
- Act as a source of technical expertise and ensure advice is cascaded in appropriate formats.
- Lead regular Operations meetings, ensuring effective information sharing and communication.

4) FINANCIAL MANAGEMENT AND REPORTING

- Oversee and deliver the effective operation of the annual corporate financial cycle, including the timely submission of annual budgets for GATB.
- Lead on the development and monitoring of GATB budgets, including the review and sign-off of budgets for all GATB teams.
- Oversee and deliver timely submissions of quarterly budget reforecasts throughout the financial year.
- Oversee and deliver timely submissions of monthly management accounts, budget vs actual analyses and forecast cash requests to GA UK.
- Be accountable for the utilisation and management of the GATB Operations and Branch Overheads budget.
- Work in collaboration with the Country Director, the rest of the GATB senior management team and the Head of Finance to deliver timely, accurate and fit for purpose branch management reports, including the review and approval of monthly, quarterly and annual financial reports.
- Lead the delivery of accurate and timely annual statutory reporting and tax compliance requirements.
- Oversee timely reporting of the external audit and financial statement development processes.
- Champion the development, enhancement and implementation of the GA enterprise reporting system at GATB.



KEY ROLE RESPONSIBILITIES

- Identify opportunities to enhance the effectiveness of the enterprise reporting system, particularly where existing processing time can be saved, and/or reporting from the enterprise reporting system can be developed.
- Act as the focal point for the review and authorisation of all payments for GATB.
- Lead in the quality assurance of the application of financial systems and controls.
- Manage GATB's participation in GA financial systems development, in liaison with the Head of Finance.
- Lead GATB's relationships with its bankers, auditors and tax advisers.
- Manage ad hoc tax advisory needs and reviews.
- Work with the HR team to ensure the timely delivery of the monthly branch payroll, providing guidance as needed to the Finance Manager and the external service providers.
- Contribute to GA Finance team gatherings that may occur from time to time, providing logistical support or content to the away day as appropriate or relevant.

5) HR MANAGEMENT AND REPORTING

- Ensure compliance with GA's HR systems and policies and Tanzania labour law at all times.
- Oversee GATB's compliance with GA's health and safety policy and related Tanzanian legislation.
- Deliver appropriate and timely HR support to GATB management and staff through the effective management of the HR and Administration Manager.
- Lead on management of the HR implications of organisational change within GATB under the guidance of the Central GA HR team.
- Manage GATB's participation in GA HR systems development, in liaison with the Head of HR and the Regional HR Manager.

6) SECURITY MANAGEMENT

- Lead GATB security management, ensuring adherence to GA's security policy and broader security framework.
- Ensure that all security frameworks are embedded within GATB's operational systems and procedures.
- Oversee the development of branch security plans, reports and response mechanisms.
- Lead on the stewardship of GA's duty of care obligations to its staff and visitors to GATB through the provision to GA as a whole of high-level, timely security information relating to Tanzania and the institution of measures to mitigate known security risks.
- Develop GATB's security information networks.

7) PROCUREMENT AND LOGISTICS

- Ensure value-for-money procurement for the branch with effective and appropriate levels of internal control.
- Oversee the management of GATB assets ensuring their appropriate protection and use.
- Manage the delivery of quality travel, transport and meeting services to GATB staff, partners and visitors, in line with relevant branch policies and procedures.

8) INFORMATION MANAGEMENT AND TECHNOLOGY

- Ensure the availability of relevant IT equipment and support to meet branch and programme operational needs, acting in liaison with the IT Support team in London.
- Oversee the development and implementation of an appropriate approach to information management for GATB Operations.
- Oversee the effective application of the information management system to ensure efficient capture of and access to critical GATB Operations information.



PERSON SPECIFICATION

QUALIFICATIONS

- Educated to at least degree level with relevant qualifications in Finance, Management, and Compliance and/or as a Certified Public Secretary.
- Professional accountancy qualification - CPA, ACCA, CA or equivalent .

EXPERIENCE

- A minimum of 10 years' diverse work experience, ideally in both private and not-for- profit environments.
- A strong track record of successfully leading projects with multiple workstreams and a complex range of stakeholders.

SKILLS

- Experience of leading a finance function in a private or public sector organisation.
- In-depth knowledge of Tanzanian regulatory law and compliance requirements, and a good understanding of HR and employment issues.
- Understanding of the Tanzanian context and political economy, with an existing network of contacts.
- A proven track record of strong management skills, building teams and systems, and working within a complex, fast-paced professional environment.
- A proven relationship builder with strong stakeholder engagement skills.
- A self-starter with the ability to generate ideas and translate them into working practice.
- Excellent judgement with an ability to think through different courses of action and make pragmatic, practical decisions.
- Ability to explain financial matters to non-specialists
- Thinks strategically and laterally to provide innovative solutions to challenges.
- Fluency in English and Kiswahili, both written and verbal.

PERSONAL ATTRIBUTES

- Empathises with GA's mission and values and brings both a commitment to African development and an understanding of the development landscape.
- Integrity and professionalism, setting and demonstrating the highest ethical and moral standards, and displaying a strong sense of personal accountability.
- Approachable and authoritative, with excellent listening and influencing skills. Able to hold the line when needed.
- Maintains discretion and confidentiality when appropriate.
- Able to travel within East Africa and to London when required.



OUR VALUES

Gatsby Africa has 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** – We are motivated by impact and by fulfilling our potential
- **Collaborative** – We are stronger together and achieve most when we empower others to succeed
- **Thoughtful** – We thrive on new ideas, innovation and evidence
- **Dynamic** – We rapidly adapt to new challenges, opportunities and learning
- **Honest** – We are honest with ourselves and others, and this helps us to learn and improve
- **Caring** – We put people first and we look out for each other

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 and complete our online application form.

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

- Are you a qualified accountant?
- Do you have experience leading senior / managerial personnel and ensuring they acquire the necessary training and skills to meet evolving programme needs.
- Are you a Tanzanian national with the legal right to live and work in Tanzania?
- Do you have a minimum of 10 years’ diverse work experience, ideally in both private and not-for-profit environments?
- Do you have in-depth knowledge of Tanzanian regulatory law and compliance requirements, and a good understanding of HR and employment issues?
- Do you have a demonstrable track record of leading projects with multiple workstreams and a complex range of stakeholders?

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/candidates/all-roles/> to apply.

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. 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:	18 October 2020
1st round Skype interviews:	TBC
Final client interviews:	TBC

SELECTION PROCESS

All candidates will receive feedback. We advise candidates to add the role email to their safe senders list and regularly check their spam folder. Shortlisted candidates may be required to undertake additional assessments and tasks prior to the final interview.

This post is open to Tanzanian nationals.

DIVERSITY 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.

SAFEGUARDING

We are committed to protecting children and vulnerable adults from any harm when engaging with Gatsby Africa or its partners, and we expect all our staff to abide by our safeguarding policy.

COVID-19

Gatsby Africa is working to help people, governments, and companies to tackle the huge challenges caused by the COVID-19 crisis in the sectors they support. The environment is uncertain and fast-moving – requiring a dynamic and flexible approach informed by solid evidence and up-to-date intelligence. Gatsby Africa is continually gathering information and talking to partners to help stakeholders coordinate and ensure sectors are in the best possible position to mitigate the impact, survive the crisis and thrive in the future.

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 and Gloria Kamau at GatsbyTanzania@oxfordhr.co.uk in the first instance.



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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