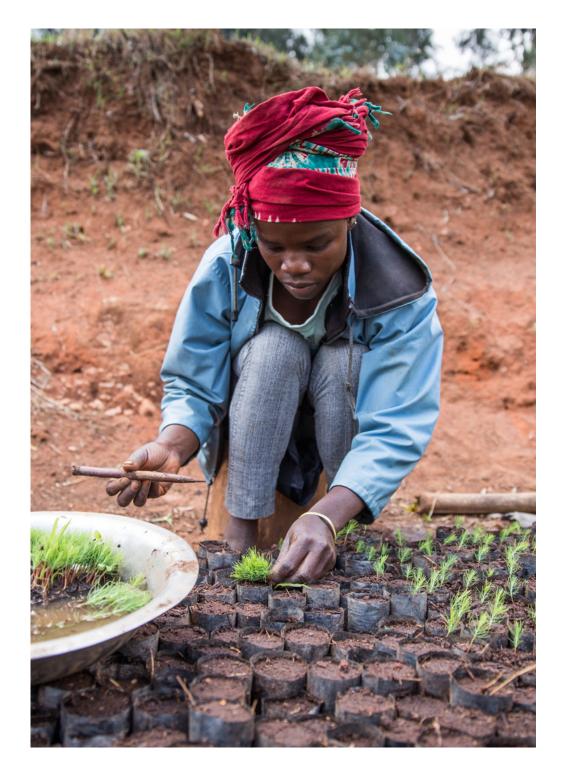




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CONTEXT

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 is predicted to double to 5 million m³ 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 m³ (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, breadth of interventions required, 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 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 and 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

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: 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.

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

Job Title: Senior Manager - Tree Grower Services, Forestry Development Trust (FDT)

Reports to: Head of Programme

Location: Iringa, Tanzania - with extensive fieldwork across the Southern Highlands of Tanzania.

Contract: 3 years







OUTLINE

The Senior Manager in charge of Tree Grower Services will be responsible for developing mechanisms for small and medium tree growers to access training, information, inputs and high-quality planting material. These mechanisms need to deliver services to large numbers of tree growers in a market based and sustainable fashion, and most importantly deliver long term impact far beyond the programmes' lifespan.

The overall objective for this position is to ensure that small and medium scale tree planters in the Southern Highlands have access to high quality planting material and knowledge on best tree planting practices that will result in increased yield and revenues from better quality wood products. The ambition for the FDT is to develop systems such that this objective can be met in a sustainable manner with funding and capacity derived and developed within the industry. A further objective is to develop these systems in a way that they can roll-out to other growing areas in Tanzania. This is effectively one of the primary foci areas for the FDT and it is critical that these programmes are designed carefully, remaining flexible to learn and adapt as different aspects are seen to work better than others.



SPECIFIC RESPONSIBILITIES

- I. Develop and lead a team to implement a programme of work under the Tree Grower Services component, including talent management and succession planning where necessary.
- 2. Collaborate with market actors to develop market based solutions aimed at expanding on the distribution, availability and use of improved planting material (IPM) among small-medium tree growers segment in Tanzania.
- 3. Develop market driven business models and collaborations to diversify seed marketing, adoption of enhanced nursery business models and improved access to advisory to tree growers through private and public extension delivery channels.
- 4. Lead and oversee market led interventions aimed at increasing of medium-scale tree growers productivity and awareness on commercial forestry investment opportunities and risks.
- 5. Lead design of market led business models aimed at scaling demand and supply of quality range of commercial forestry services relating to plantation planning, establishment, management and marketing to medium-scale tree growers
- 6. Ensure continuous learning in the programme such that the Trust Director can refine the overall strategy being developed by the FDT team.
- 7. Facilitate the development of standards for tree seeds and forestry service providers like nursery operator and plantation establishment contractors
- 8. Facilitate the development of Integrated Fire Management guidelines for various stakeholder in the forestry sector
- 9. Maintain positive and collaborative relationships with key actors within the forestry sector and initiate joint programmes with other organizations involved in training of tree growers.

- 10. Facilitate the development of viable business models for sustainable commercial nursery operations.
- 11. Lead on development of strategies and activities to attract new Domestic Investors on increasing investment in commercial forestry.
- 12. Oversee the expansion of service markets for contracting, woodlot establishment and management services for Domestic Investors.
- 13. Institute a regular monitoring system to measure actual performance against the set targets and to evaluate different interventions, seeking to continuously refine the services being delivered to farmers, to ensure mechanisms for the sustainability of these systems, and the breadth and depth of impact.
- 14. Responsible for line management of C2 team members with bi-annual performance reviews with smart objectives and personal development plans.
- 15. Ensure that management and subsequently the Board of Trustees have all the information necessary to properly exercise their responsibilities. He or she will report to the management on a timely basis, on all relevant information regarding the operations of the component.
- 16. Undertake any other task that arise from time to time that would reasonably be expected to ensure effective leadership of the component.





PERSON SPECIFICATION

QUALIFICATIONS

• Bachelor's degree required. MBA or advanced degrees, particularly in the areas of Economics, International Development, Agribusiness, Forestry related field preferred.

SKILLS AND COMPETENCIES

- Strong strategic thinking skills and good judgment. Ability to reflect on the variety of likely impacts or outcomes from an activity and to determine pragmatic approaches to getting results. Not afraid to adapt solutions as new findings emerge.
- Strong teamwork, management and leadership skills, with the ability to create a highperforming culture that align to the organisation strategic direction while continuously develop internal staff through coaching and mentoring.
- Excellent interpersonal, diplomatic and persuasive skills able to build a strong rapport
 with senior level public and private sector stakeholders and be comfortable negotiating
 relationships.
- Planning and executing skills with the ability to design, implement, manage and monitor activity plans linked to strategic objectives.
- Powerful analytical skills with the ability to interpret complex and conflicting information, with skills in business model development and/or economic/financial modelling.
- Good coaching skills to improve the functioning of market actors while keeping ownership of the improvement process in the hands of those actors.
- Strong understanding of the political dynamics that exists within the forestry sector and their role in industry and policy.
- Shows integrity and professionalism in all stakeholder and internal engagements, plus empathy with the mission and values of the Gatsby Africa and the Forestry Development Trust.
- A self-starter with plenty of energy, able to meet deadlines under pressure and balance conflicting and changing priorities.
- · Integrity and commitment to high standards of professional performance.
- A private sector outlook on development, with enthusiasm for promoting private sector investment to drive results and commercial sensibility.
- Excellent written and verbal communication skills in Kiswahili and English.
- In-depth working knowledge of Excel, Word and PowerPoint software.

KNOWLEDGE

- While not a necessity, substantial prior professional knowledge and expertise in private sector business development and/or 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.
- 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

- A minimum of 8 years of relevant work experience e.g. in market systems development approaches for private sector, private consultancy, business management, and / or working at senior level in the private sector.
- Strong leadership and people management experience, with a focus on nurturing and mentoring of the current and future result driven leaders.
- Demonstrable ability to translate ideas into actions, and monitor multiple workstreams, with a strong track record of successfully managing a multi-disciplinary team and consultants.
- Comprehensive understanding and experience of designing mechanisms to address underlying sector constraints faced by private and public-sector actors of all scales (e.g. small to mediumscale tree growers, industrial public and private forestry operations, tree grower and industry associations).
- Experience and understanding of business investment decisions and the business models for different stakeholders with in any business driven value chains.
- Experience in managing and implementing market-based solutions within large-scale sector development programmes; and/or experience of managing interventions to enhance sector competitiveness.

LANGUAGES

• Fluent English and Kiswahili language skills.







VALUES

Gatsby and 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

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 Tanzanian national willing to work in Iringa and the Southern Highlands?
- Do you have at least eight years' exposure and practice in implementation of market systems approaches, ideally sector development programmes, or in private sector development, private consultancy, business management, or working at senior level in the private sector?
- Do you have demonstrable abilities to translate ideas into actions, and monitor multiple workstreams, with a strong track record of successfully managing a multi-disciplinary team and consultants?
- Do you have experience of designing mechanisms to address underlying sector constraints faced by private and public-sector actors of all scales (e.g. small to medium-scale tree growers, industrial public and private forestry operations, tree grower and industry associations)?

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:

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 (yymm) 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 the Forestry Development Trust
- · 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-craftwinning-statement-karen-twining-fooks/.

TIMFLINE

Closing date for applications: Ist round Skype interviews: Final client interviews in Dar Es Salaam: Monday, 1st July 2019 1200 Midnight BST Monday, 15th – Tuesday, 16th July 2019 Monday, 4th – Tuesday, 5th August 2019

SELECTION PROCESS

All candidates will receive feedback by Friday, 19th July 2019. Shortlisted candidates may be required to undertake additional assessments and tasks prior to the final interview.

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 at gatsbytanzania@oxfordhr.co.uk in the first instance.

DIVERSITY, EQUALITY AND INCLUSION

Diversity and Inclusion are the core of Gatsby Africa's values. Staff are expected to work collectively and individually to promote a constructive and sensitive approach to others from a variety of backgrounds, where the work of others is valued and respected.



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 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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