



FORESTRY DEVELOPMENT TRUST  
UENDELEZAJI MISITU TANZANIA

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# HEAD OF PROGRAMME

## APPOINTMENT BRIEF

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*Rewarding opportunity to join an independent Tanzanian institution with a long-term outlook for development of the commercial forestry sector. Become part of the network of Gatsby programmes supporting sector transformation in East Africa, making a real impact. Join a dynamic, innovative team committed to enhancing long-term competitiveness of the sector and improving incomes of small-scale tree growers and wood-based enterprises.*



## BACKGROUND

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 on our website: [www.gatsby.org.uk](http://www.gatsby.org.uk)

Gatsby Africa, an English charitable company, oversees Gatsby's programmes in Africa and has a Tanzanian branch. The Forestry Development Trust is part of the network of Gatsby programmes supporting sector transformation in East Africa.

## 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 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.

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:** 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 four key Kenyan sectors, and the regional industry development organisation Msingi. Msingi's first programme is in the aquaculture sector.

## HOW WE WORK

We target sectors with the potential to be competitive, where growth will benefit large numbers of people, and where there is a strong opportunity for Gatsby to facilitate change by engaging political leaders and key sector players. We take an analytical and business-like approach, drawing on industry experts and seeking to effect change in market systems.

As a private foundation and funder-implementer we have the freedom to innovate and use a range of different approaches, partnerships, financial tools and other instruments. We adopt a patient and pragmatic approach, understanding that change can take time. Staff time is focussed on strategic thinking and managing programmes, rather than constantly searching for funds and operating within the constraints of funding cycles.

The degree of our involvement with government varies in each sector, but we believe governments often have a key role ensuring sectors have the required regulatory frameworks to incentivise private sector investment whilst also ensuring ongoing innovation.

Transformational change often challenges vested interests, requiring further political engagement. We use our extensive local networks and our settlor David Sainsbury's political experience and access to navigate such issues. We look to work with and through relevant sector institutions to ensure we build the necessary institutional capacity to manage the sector and maintain competitiveness beyond our involvement. We recognise the impact we can achieve alone is restricted, and often look to partner with others.

Our programmes benefit from the direct involvement of David Sainsbury. Lord Sainsbury brings vast experience from both the private and public sector. He understands commercial pressures and challenges after working for more than 30 years - including six as Chairman - at the FTSE 100 retailer J Sainsbury plc. Furthermore, his time as the UK's Minister of Science and Innovation has given him a strong understanding of the role of government in catalysing growth.

## THE FORESTRY DEVELOPMENT TRUST

The Forestry Development Trust was established by the Gatsby Charitable Foundation in 2013 as an independent Tanzanian institution with a long-term vision for development of the commercial forestry sector. The Trust aims to support the sector to improve the supply of higher-value wood products and energy from sustainable sources, while securing the long-term competitiveness of smallholder tree production and medium-to-large scale processing.

The Trust works with public and private sectors and is organised into four components:

- 1) **Tree Improvement and Research** is supporting the development of a multi-partner, long-term tree improvement programme that benefits all scales of tree grower, leading ultimately to sustained domestic production of improved planting material, informed by a responsive and dynamic research base.
- 2) **Tree Grower Services** focuses on service provision to small-scale tree growers - specifically tree nurseries, seed suppliers, contractors and advisory services - with the aim of driving woodlot productivity and quality gains.
- 3) **Markets** focuses on increasing the value that growers receive at harvest, facilitating upstream improvements in value chains and also catalysing the development of new/evolving value chains.

- 4) **Policy** is driving towards a conducive enabling environment through engagement with public and private actors and provision of sector insight.

FDT has national scope but has initially focused activities in the Southern Highlands, where 60,000 people are already growing trees. More information can be found at <http://forestry-trust.org/about-us/>

The Trust's strategic focus emphasises the sustainability principles of market systems development (or M4P) and embodies the 'Gatsby sector transformation approach' that entails building the inter-related building blocks of competitiveness, inclusiveness and resilience.

FDT has a Memorandum of Understanding with the Ministry of Natural Resources and Tourism. As part of this, an Advisory Panel convenes periodically to assess sector priorities, refine FDT activities and ensure effective collaboration between stakeholders. Members of the Advisory Panel include representatives from the public and private sectors, including representatives of some of the main industry stakeholder groupings that serve as an entry point for policy engagement.

## THIS ROLE

The Head of Programme will be a key role in the Trust, strengthening the team at a political, technical, commercial, and management level. The role will provide strategic leadership and operational management across all programmatic areas of the Trust, ensuring successful delivery of FDT's interventions while fostering strong collaborative relationships across the sector.

Internally, the position will line manage several component leads responsible for the design and implementation of the programme's interventions. The position will also link strongly with the Strategy, Measurement and Learning department. Externally, the position will forge and strengthen relationships with a wide range of public and private sector players, including industry associations, researchers and consultants.

The successful candidate will have substantial experience in programme management, and should be a strategic thinker with sound judgement, private sector DNA, and skills in designing robust interventions. The candidate must be self-aware and professional in all engagements, and contribute towards the overall learning environment at the Trust. Most importantly, the candidate must have: a track record in defining strategy and executing effectively; commercial acumen; experience of sector development; and an adaptive learning attitude. Experience and understanding of the commercial forestry sector would be an added advantage for this role.

The role reports to the Trust Director and is based in Iringa, Tanzania, with regular travel around Tanzania and occasional travel to other countries within East Africa.

FDT 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

Salary will be competitive and negotiable based on experience. A three-year contract will be offered, renewable depending on performance and funding.

## JOB DESCRIPTION - HEAD OF PROGRAMME, FDT

**Reports to:** Trust Director, FDT

**Location:** Iringa, Tanzania

### RESPONSIBILITIES

#### **Programme strategy development and execution**

- Contribute towards strategy development for FDT's Programme, defining and articulating the strategic vision in collaboration with the Trust Director. This requires:
  - Ensuring the programme's knowledge-base and strategy is appropriate for the sector environment and is benchmarked against international best practice. This relates to both market systems development in general, as well as specific technical forestry disciplines.
- Lead design and execution of the interventions and activities in response to the Programme strategy, and adapt these as needed to the evolving needs of the sector. This requires:
  - Ensuring that design and implementation of technical interventions is aligned with Gatsby's approach – building the ability of market actors to deliver services to the sector, rather than the programme providing these services directly.
  - Developing operational and resource plans for implementation of the interventions, ensuring feasibility, cost-effectiveness, clear objectives and measurable outputs.
- Develop, supervise and contribute to the organisation's learning culture, in collaboration with the Strategy, Measurement and Learning Manager. This requires:
  - Playing a leading role in the development, roll-out and oversight of key strategy and intervention-level planning and delivery processes and tools, e.g. strategy templates, annual work planning and intervention management guides.
- Support the Trust in identifying new potential intervention areas, and determining, prioritising and, in some instances, terminating organisation activities.

#### **Programme management and staff development**

- Line manage direct reports and ensure their respective teams are effectively managed.
- Provide structures and systems to support organisational recruitment, performance management, staff development and succession planning, including the provision of mentoring, coaching and analytical support to direct supports.
- Ensure technical support to the Programme is of a consistent high quality, reliable and timely, and oversee the performance of third party consultants or implementing partners.

#### **Stakeholder engagement**

- Maintain positive relationships with key actors and, through appropriate partnerships, develop collaborative arrangements for the Trust's work.
- Represent the Trust in engagement with external stakeholders (e.g. Government officials, politicians, development partners, private sector actors).

- Contribute towards the development of new funding partnerships in collaboration with the Trust Director.
- Manage reporting to, and relationships with, donors and co-funders.

## EXPERTISE REQUIRED

### Experience

- While understanding of the commercial forestry sector (including the constraints faced by farmers) would be useful, it is not essential for this role: commercial acumen, a track record in defining and executing strategy effectively, experience of sector development, and an adaptive learning attitude are more important.
- Experience in implementing market-based solutions within large-scale sector development programmes; and/or excellent strategic leadership skills and experience of managing interventions to enhance competitiveness of agricultural sectors.
- Experience of working with SMEs, large businesses and investors/government, including an understanding of business investment decisions and deal-structuring of investments.
- Strong leadership and people management experience, demonstrating the ability to translate ideas into action, monitor multiple work streams, provide coaching and mentoring, and co-ordinate staff and contract partners in a consultative and collegiate decision-making style.
- Proven experience of influencing senior-level public and private sector decision-makers and communicating to a variety of audiences and media.
- Strong track record of successfully leading and managing projects with multiple stakeholders and multi-layered teams, handling annual budgets of at least \$1m.
- A minimum of ten years' relevant work experience having achieved and maintained a senior level within either a private sector consultancy, development consultancy or development project management organisation.
- A minimum of five years' work experience in Africa at managerial level, with demonstrable experience and understanding of smallholders.

### Qualifications

- Higher education qualification in Economics, Business, Agriculture and/or Forestry.

### 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.
- Strong team management skills, including planning, execution, reflection and coaching.
- Excellent interpersonal, diplomatic and persuasive skills. Able to build a strong rapport with senior level public and private sector stakeholders and be comfortable negotiating political relationships.
- Good analytical skills with the ability to interpret complex and conflicting information.
- Strong intellectual curiosity, adaptability, creativity and the ability to generate innovative solutions to evolving situations during the delivery process.

- A self-starter with plenty of energy, able to meet deadlines under pressure and balance conflicting and changing priorities.
- Excellent written and verbal communication skills in English is essential; Kiswahili language skills would be a significant advantage, and fluency is desirable.
- Shows integrity, professionalism and empathy with the mission and values of Gatsby and FDT.
- FDT would particularly welcome applications from suitably qualified Tanzanian/female candidates.

## VALUES

Gatsby and FDT 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** - 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

All correspondence, at this stage, should be via Oxford HR. If you are interested and meet the requirements, please complete our online application form: <http://oxfordhr.co.uk/jobs/head-of-programme-gatsby-africa-forestry-development-trust>

You will need to submit an up-to-date curriculum vitae/resume (of no more than 2-3 pages) in **MS Word**.

You do not need to complete a statement at this stage.

Oxford HR will be in touch shortly to confirm receipt. If your application progresses to the next stage, we will contact you to request a detailed statement (of no more than 2 pages) explaining why you are interested in this post and how your skills and experience make you a good fit for the role.

The closing date for applications is **4th March 2018**. Candidates are advised to submit CVs as early as possible as some candidates may be interviewed before the closing date.

If you have any questions, please contact Karen Twining and Jamie Phillips at [gatsby@oxfordhr.co.uk](mailto:gatsby@oxfordhr.co.uk).

Equality and diversity are core to Gatsby Africa. Staff are expected to work collectively and individually to promote a constructive and sensitive approach to others from a variety of backgrounds, and an atmosphere where the work of others is valued and respected.

For more information about FDT and Gatsby Africa, please go to <http://forestry-trust.org> and [www.gatsby.org.uk/africa](http://www.gatsby.org.uk/africa)