



FORESTRY DEVELOPMENT TRUST  
UENDELEZAJI MISITU TANZANIA

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# MARKETS INTERVENTION MANAGER

APPOINTMENT BRIEF

FEBRUARY 2018

*Rewarding opportunity to join an independent Tanzanian institution with a long-term outlook for development of the commercial forestry sector. Become part of 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 also draw from his professional experience. More information on the breadth of activities funded by Gatsby 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 Markets Intervention Manager position is a member of the Management Team, leading the Trust's Markets component that targets the portion of the value chain focused on the sale and processing of standing trees into high-value wood products. The successful candidate will help define and shape strategic direction; oversee implementation delivery; provide leadership, mentoring and coaching to the team; and manage the resources of the component.

Reporting to the Trust Director, the successful candidate will line manage the other members of the Markets component and build strong working relationships with the Strategy, Monitoring and Learning team, as well as the other Trust components. Externally, the candidate will forge and strengthen relationships with a wide range of public and private sector players, including through engagement with FDT's Advisory Panel.

The role is based in Iringa, Tanzania, with potential travel around Tanzania and occasional travel within the East Africa region.

## TERMS AND REMUNERATION

FDT will pay a competitive salary based on skills and experience. Although this is a long-term position, a two-year contract will be offered initially, renewable depending on performance.

## JOB DESCRIPTION – MARKETS INTERVENTION MANAGER, FDT

**Reports to:** Trust Director, FDT

**Location:** Iringa, Tanzania

### RESPONSIBILITIES

**The Markets Intervention Manager will:**

- Shape the strategic direction of the Trust's work on markets;
- Design, implement and measure interventions that help address small growers' market constraints, and support the upgrading of the processing section of the value chain that converts raw material into high-value wood products.
- Effectively manage the component including: line managing, mentoring and coaching team members; planning, resourcing and reporting of activities; seeking value for money in the use of resources; implementing organisational policies; and fostering a culture of integrity and professionalism.
- Develop and manage senior-level relationships with Tanzanian government and private sector stakeholders, focused on those who are FDT's key partners for interventions.
- Identify areas where external support is required and manage third party consultants to deliver suitable activities.

**The current intervention areas the successful candidate will be responsible for overseeing and/or directly implementing are:**

- **Small grower marketing:** Improving the negotiation position of small growers at harvest by supporting a third party service provider who can deliver marketing services to growers.
- **Improved sawn timber processing technology:** Increasing the use of improved process technology for sawn timber in the Southern Highlands by removing constraints that will facilitate investment.
- **Veneer/ plywood investment:** Facilitating additional investment in veneer / plywood facilities by demonstrating the business case and engaging investors.

### EXPERTISE REQUIRED

- A minimum of 8 years of relevant work experience e.g. in market systems approaches and private sector development, private consultancy, business management, or working at senior level in the private sector.
- Strong leadership and people management experience, with a focus on mentoring and development of staff.
- 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 market 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, SME processors, tree grower and industry associations).

- Experience and understanding of business investment decisions and the business models of SMEs in processing sections of 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.
- Proven experience of influencing senior level public and private sector decision-makers and communicating to a variety of audiences and media.

### **Qualifications**

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

### **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 high-performing team and 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 market 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 Charitable Foundation and the Forestry Development Trust.
- 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 Kiswahili and English.
- In-depth working knowledge of Excel, Word and PowerPoint software.

## 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 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/markets-intervention-manager>

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 **March 19<sup>th</sup> 2018**. Candidates are advised to submit CVs as early as possible.

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)