



APPOINTMENT OF DIRECTOR OF PROGRAMMES

2017

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 **FARM AFRICA**

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FOREWORD BY OUR CHIEF EXECUTIVE

I am delighted that you are interested in the work of Farm Africa and specifically the role of Director of Programmes. This role is crucial to Farm Africa's future success and ambitious aim to have more impact by reaching more farmers.

Farming doesn't just provide food, but income and prosperity. Good agriculture can change lives. Farm Africa focuses on transforming agriculture. We help farmers to increase their harvests, protect the environment and sell their produce in thriving markets.

We work in Ethiopia, Kenya, Tanzania and Uganda and we are funded by many of the world's leading development institutions. The organisational budget is around £13m and we employ around 180 people (the vast majority in eastern Africa). During 2016 we updated our strategy with the aim to become the leading European NGO specialising in agriculture, the environment and market engagement in Africa.



To achieve this during the past year we have defined our approach to agriculture, natural resource management and the environment, which is enabling us to strengthen and grow our existing technical expertise and deepen our already unique methods of community engagement.

I feel that Farm Africa is in an exciting place – we're making a real impact on rural communities. We're working innovatively at the cutting edge of one of the key issues of our time and we have great people to help deliver real change on the ground.

We are looking for a Director of Programmes with outstanding technical expertise, a proven leader; who is able to inspire and motivate a team of specialists and a passion for sustainable rural development in Africa.

If you are excited by this challenge I look forward to hearing from you.

A handwritten signature in dark ink, appearing to read 'Nicolas Mounard'. The signature is stylized and fluid.

Nicolas Mounard

TRANSFORMING RURAL AFRICA

STRATEGIC PLAN 2016-2020

Effective agriculture has the power to change lives. It underpins prosperity, food security and stability the world over. Farm Africa focuses on transforming agriculture and managing natural resources sustainably. We champion a holistic approach that boosts yields, protects the environment and connects smallholder farmers to thriving markets.

We work with different types of farmers in a range of regions. Their local situations vary, but the problems they face are all too familiar: lack of training and technology, inadequate inputs, no finance, vulnerability to climate change and poor links to markets.

We have an ambitious strategy to expand our work over the next five years. We'll increase our impact. Lift more communities out of poverty. Work with more corporate partners who share our vision. Open up more agricultural markets. Provide more expertise.

We'll make change happen.

A woman with dark hair tied back, wearing a vibrant, multi-colored floral patterned dress, is shown from the side, leaning over and harvesting tall green grass in a field. The background shows a hazy landscape with rolling hills under a bright sky.

 **FARM AFRICA**

OUR APPROACH

FARM AFRICA SPECIALISES IN AGRICULTURE, THE ENVIRONMENT AND BUSINESS DEVELOPMENT.

OUR PROGRAMMES ARE MANAGED IN PARTNERSHIP WITH LOCAL COMMUNITIES, WHO ACTIVELY PARTICIPATE IN ALL DECISIONS ABOUT THE WORK.

SMART ABOUT AGRICULTURE

SMART ABOUT THE ENVIRONMENT

SMART ABOUT BUSINESS

Engaging communities

We tap into local communities' real-life experiences and work with them to innovate and adapt appropriate approaches that they feel a sense of ownership over.

Empowering women

We're committed to empowering women as decision-makers in communities. When women are involved in farming, their incomes rise radically and family farm production increases.



- **Technology**
- **Land and water resource management**
- **Climate-smart agriculture**

Effective farming techniques are key to driving up agricultural production in Africa. Farm Africa will ensure farmers make the most of their land, whether they grow crops, keep livestock or manage fisheries. We'll share our expertise in growing the most appropriate and profitable crops. We'll help prevent pests. We'll ensure farmers get the high-quality inputs they need: seed and fertilisers, warehouses to store crops and vaccines to protect animals.

One year of good harvest is not enough. But with better access to new technologies and expertise, farmers can achieve good harvests year after year. We'll work with farmers to improve soil quality, conserve water and prepare for 'climate shocks', like flooding or drought.



- **Forest management**
- **Grazing land management**
- **Ecosystem management**
- **Developing viable enterprises for ecosystem goods**

Widespread deforestation and destruction of grazing lands are threatening the livelihoods of forest communities, pastoralists and farmers across eastern Africa. We'll use our expertise in forest and grazing land management to work with farmers to conserve their resources for the long term.

We'll help unlock the potential to make conservation profitable. We'll help farmers grow incomes from lands and forests: farming honey and coffee, growing trees for timber, or protecting forests in exchange for carbon credit payments.

Ecosystems provide many essential services, such as water supplies and pollination, that are usually not considered in economic development plans. We'll help farmers and communities develop plans for the holistic management of the landscapes they live in, so that gains from rural development in one region are not cancelled out by losses in another.



- **Trade facilitation and marketing**
- **Access to finance**
- **Business development**

Farm Africa will work to strengthen every aspect of farming supply chains, from soil to supermarket. We'll ensure farmers adapt to what buyers want. We'll help them build co-operatives, so they can sell in bulk. We'll bolster 'first mile' businesses that supply inputs to small farms, and support those who collate smaller farms' produce to sell to wider markets.

We'll help farmers and agribusinesses gain access to finance, establish local savings associations, and get markets moving. Funders are often reluctant to lend to high-risk, inexperienced farming businesses with no paperwork or proof they can become viable. We'll provide those small businesses with training on how to professionalise and develop into respected enterprises that can build their own relationships with lenders, social investors and buyers for the long-term.

SMART ABOUT GROWTH

HAVING MORE IMPACT MEANS FARM AFRICA NEEDS TO GROW. BUT WE NEED TO BE SMART ABOUT HOW WE GROW, ENSURING WE STREAMLINE OUR APPROACHES AND BUILD ON OUR SUCCESSES.

Formalising our approach

We will invest time in documenting and sharing our tried and tested approaches in subjects ranging from forest management to aquaculture to international trade so they can be effectively and consistently replicated, not just by us, but by others who share our vision.

Scaling up

Small changes are not enough. That means scaling up. By 2020, we will increase our footprint from four to six countries, and double the number of farmers we work with, reaching 3.6 million people a year. We will create more programmes that are effective across regions.

Private sector engagement

Farmers' abilities to build thriving businesses depends on well-functioning markets. We will scale up work with a wide range of private sector players from those providing agricultural inputs or access to finance to companies acting as gateways to international export markets.

Innovation

We will build on our strong track record of innovative thinking. We'll focus on how we can effect systemic change, and strive to build links between our work in different locations, so that our programmes work in synergy, increasing our regional impact.

Monitoring and evaluation

We will further develop our monitoring and evaluation systems to allow us to assess our impact at project, regional, country and global levels. We'll be able to compare and contrast, and learn what works best where to increase our impact wherever we work.

Fundraising and communications

We will harness the power of digital communications to engage with new audiences, share the lessons we learn and shine a spotlight on the stories of farmers whose lives we've changed. We'll scale up our partnerships with corporate and institutional partners alike.

DIRECTOR OF PROGRAMMES

PURPOSE OF THE ROLE

The Director of Programmes role has primary responsibility for the delivery of Farm Africa's work. You will:

- Lead, inspire and manage Farm Africa's country teams, ensuring there is a portfolio of high-quality programmes that deliver the maximum impact for the communities we work with
- Drive technical expertise and excellence throughout the organisation, as part of a team of directors and by supporting a culture of learning and growth
- Influence investment and funding in Farm Africa by being an envoy for our work and by promoting our position as a specialist organisation in a market of generalist NGOs

KEY TASKS AND RESPONSIBILITIES

DELIVER HIGH-QUALITY PROGRAMMES IN AFRICA

- Overall responsibility for high-quality project delivery, through effective line management of Country Directors, Country Representative, Head of Programme Support & Design and Head of Programme Quality & Impact
- Increase the proportion of programmes designed for long-term change and scalability; working with governments, the private sector and others
- Delivery of programmes that demonstrate exemplary value for money, in terms of economy, efficiency and effectiveness
- Ensure Farm Africa's portfolio of programmes align with our business model; generating comprehensive cost recovery for reinvestment in delivering larger programmes, reaching more farmers, refining our approach and driving organisational excellence
- As part of the director team, responsible for identifying and managing organisation risk effectively and appropriately

ENSURE FARM AFRICA'S TECHNICAL VISION IS REFLECTED IN THE PORTFOLIO OF WORK

- Ensure the portfolio is shaped to reflect our core technical areas: agriculture, natural resource management and market engagement; supported by a strong gender approach and positive, empowering relationships with communities
- Contribute to making Farm Africa a great place to work, with a great organisational culture to help attract and retain world-class technical expertise
- Ensure that technical approach documents are informed by lessons and innovations from our projects and programmes, through a culture of learning and growth

ENSURE MAXIMUM IMPACT FOR THE COMMUNITIES FARM AFRICA WORKS WITH THROUGH EFFECTIVE IMPACT MEASUREMENT AND LEARNING

- Oversight of high-quality, organisation-wide monitoring and evaluation function that enables a culture of learning and growth and ensures key project level lessons inform our technical approach and project design
- Responsible for regular impact reporting (currently via the annual impact report) on organisational indicators

- As part of the director team review organisational indicators regularly to ensure Farm Africa is able to adapt to a dynamic, changing operating environment
- Champion a results culture among delivery team, encouraging an open of continuous improvement
- Ensure that feedback from the communities we work with is sought, valued and reflected in project design and impact statements

REPRESENT FARM AFRICA, ENABLING US TO BUILD EFFECTIVE NEW RELATIONSHIPS WITH CORPORATE, POLICY AND ADVOCACY PARTNERS

- Work closely with the Director of External Relations to ensure effective relationship management with high-level institutional donors
- Provide technical leadership to advise on the design and delivery of programmes with corporate partners
- Support the Communications and Advocacy team to form key messages and play a leading role in external communications and advocacy events
- As part of the director team, steward Farm Africa's brand ensuring its proper application and integrity across all programmatic documentation
- Publicly represent Farm Africa as a specialist NGO to a range of technical and non-technical audiences

AS PART OF THE DIRECTOR TEAM, SUPPORT THE CHIEF EXECUTIVE TO LEAD FARM AFRICA AND ITS PEOPLE TO EXCELLENCE

- Provide broad leadership across the organisation as part of the director team, contributing to the strategic development of Farm Africa
- Support Farm Africa's aim to retain valuable skills and expertise through providing learning and development and career progression opportunities for staff
- Build a culture that celebrates of successes and learns from challenges so staff are have pride in Farm Africa's work and their own role within it
- Report to the Programmes Advisory Committee (a sub-committee of Farm Africa's board), engaging with trustees and external advisors on the technical delivery of our work
- Capitalise on opportunities to deepen the technical understanding of Farm Africa's work with all staff through the effective and appropriate communication of impact, innovation and approach



PERSON SPECIFICATION

EDUCATION

- Masters degree or higher in relevant subject
- Leading technical expertise in either social and/or economic development areas: agriculture or natural resource management
- Technical expertise in gender-focused social and economic development is desirable
- A profound understanding of the socio-political and economic climate of eastern Africa as well as key institutions

EXPERIENCE

- Experience of making a clear and compelling contribution to the strategic direction of a complex organisation
- Experience of working for an international NGO, delivering large-scale programmes
- Experience of living and working at a high performing level in a challenging African context
- Experience of working in innovative programming with the private sector, for example: markets for the poor approach, SME development or access to finance

SKILLS AND ABILITIES

- Strong networks with peer technical organisations
- Strong leadership and management skills, gained as a senior manager in a complex organisation
- Compelling communicator in writing and in person
- Strong conceptual and analytical skills
- Ability to lead and manage across a range of nationalities and cultures
- Strong interpersonal skills
- Ability to work under pressure, strong personal resilience
- A talent for getting the best out of people, helping them grow and challenging poor performance
- Inspirational and inclusive leadership
- Commitment to continued professional development and ongoing learning
- Ability to directly or indirectly influence external stakeholders
- Strong emotional intelligence and self-awareness

HOW TO APPLY

Reporting directly to the Chief Executive, this is a permanent, full-time role with a flexible location with the possibility for the role to be based in one of the countries we operate in (Ethiopia, Kenya or Tanzania) or in our London headquarters. The role will require significant international travel.

Applicants should submit a full CV and a covering letter that describes how your career achievements and wider leadership or managerial responsibilities are relevant to the role.

Applications should be submitted to recruitment@farmafrika.org, no later than 9:00 am on Monday 27 March 2017.

The final appointment will be made subject to satisfactory references.

