



Director of Development

Candidate Pack

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WELCOME



Thank you for your interest in the position of Director of Development at Send a Cow.

Send a Cow is a growing and dynamic international development charity providing training, and ongoing support to smallholder farmers and rural communities in Africa. Our approach has been developed for, and with, the communities we work with. That's why it works. We don't impose solutions, we help grow them from within. With our support, families get back the skills and confidence they need to make the most of their land. They can grow enough food, earn a living and go after their dreams. And because the families we work with pass on what they know, success quickly multiplies from family to family, community to community, generation to generation.

We are currently working with just under 750,000 people a year across six African countries, and our ambition is to significantly increase both the scale and impact of our work. We have just started an exciting process to develop our new strategy to ensure that we maximise our contribution to delivering the Sustainable Development Goals by 2030. In order to achieve this, I am seeking a Director of Development who shares our vision and ambition and can move our funding on to the next level, being a strong advocate for our work and helping us to thrive and reach our untapped potential.

Our model of delivery is an effective one; African-designed solutions for African challenges. It is attracting the attention of potential funders and donors both nationally and globally. We believe this step change in income is both possible and necessary. Working in partnership we can do so much more.

Underpinning the success of our programmes is a personal connection with the people we support. One of our key strengths is a sense of 'family' and that manifests itself in the ways we work – intensely passionate about our approach and supportive of each other.

We have come a long way over the past three decades, growing and developing as an organisation and adapting our approach to best support the rural communities we work with. What has guided us through this journey is our belief in people and their ability to do great things to tackle the injustices of poverty. This belief remains as strong today as it did when we started.

But we can and must do more. That is our commitment to the people we already work with and the many more we could potentially reach.

I look forward to hearing from you.



Paul Stuart

Chief Executive



INTRODUCTION TO SEND A COW AND OUR WORK

At Send a Cow we see the bigger picture. We work with smallholder farmers in Africa to help them do the same, so they can fulfil their potential and work their way out of poverty for good.

We do this by being people focused, practical and positive. We don't ask communities what they need – we ask them what they've got. We help them identify and value the resources they already have: their land, families, communities, and own capacities.

Together, communities build a vision of a better future. Then, through training in farming, and by tackling social issues such as gender inequality, we enable them to acquire both the hope and the skills to get there.

Supported by us, families work together to unlock all sorts of benefits. They improve their income, health, and access to education, and they build thriving farming enterprises. Then they can help others do the same, building strong communities for generations to come.

We started by sending cows in 1988, but we've learned we can do so much more.

We are well known for delivering distinctive programmes that blend gender equality and social development training, alongside farming systems and business development. It's an approach which was developed for, and with, the rural communities we work with.

OUR VISION

is a confident and thriving rural Africa

OUR MISSION

is to give communities and families the hope and the means to secure their own futures from the land

OUR VALUES

inform how we behave, whether amongst ourselves, interacting with our supporters, or in delivering our work. Each team adopts the values and makes them more personal to their team and the jobs they do.

Our values are:

Integrity

Act with honesty, fairness and honour: treating all cases with impartiality and transparency, with no discrimination or compromise of truth

Stewardship

Take a long-term, sustainable view of how we use and care for our social, economic and environmental resources

Accountability

Build self-reliance in our staff and development partners to ensure clarity of roles, so all accept responsibility for their actions, decisions and policies

Where we work

We've been working on the ground with rural African communities since 1988 and are proud to have established country programmes in Burundi, Ethiopia, Kenya, Rwanda, Uganda, and Zambia.

The economies of many African countries are on the up. Many African countries are rich in natural resources and have young populations, full of innovative ideas. We want to make sure that, as Africa grows, its rural poor are not marginalised. We don't want anyone being left behind.

Where to find out more about our work

There is a wealth of information to be found on our website:

www.sendacow.org.uk

Download our latest [Annual Report](#)

Read our latest [Impact Report](#)



CONTEXT FOR THE APPOINTMENT OF THE DIRECTOR OF DEVELOPMENT

Send a Cow is a growing and dynamic international development charity providing training, and ongoing support to smallholder farmers in Africa. We give families and communities the hope and the means to secure their own futures from the land, in line with our vision of a confident and thriving rural Africa.

Send a Cow knows that rural African communities can overcome poverty, hunger and inequality for good. With our training and support, smallholder farmers, especially women, discover they can feed their families, make money, protect the environment and strengthen the community.

We carefully monitor our programmes and regularly report transformational and sustainable impact.

In 2015, we launched our Enterprising Africa strategy where we set ourselves the goals to deepen the impact of the work and scale to the point where we are working with one million people a year. We are progressing well against these goals supported by steady income growth over the last three years. Our income in the current financial year is expected to be £8m and is currently split £4.2m from Institutions, Trusts and Foundations, £2.2m from Individual Giving and legacies, £800k from Major Donors, £400k from Corporates and £400k from Community.

We recently received the results of a Strategy Review report prepared by THINK Consulting, the scope of which was to compare our performance against comparators, and also to recommend ways in which we can maximise the potential of our fundraising performance. They commended our performance over the last three years, but have also highlighted a number of key opportunities for us to build on in order to create a step change in income.

Meanwhile, we have also set our sights on creating a bold new vision for how we can play our part in helping to achieve the Sustainable Development Goals. We are expecting substantial income growth over the next five years in order to achieve our ambitious vision and scale our work so that we can work with many more people in rural Africa.



We are looking for a strong and experienced leader with a positive and innovative outlook to join our team at this hugely exciting time. This individual will be instrumental in creating this step-change in fundraising capability, helping us to develop a dynamic fundraising and marketing strategy that can increase our income.

To be successful in this role you will be an experienced development professional with a strong track record in securing major gifts (six and seven figure sums) and a confident approach to achieving ambitious income targets. You will possess diplomacy, creativity and outstanding communication skills, as well as the ability to operate comfortably in a complex institution with multiple stakeholders. You will have the credibility and confidence to influence at the highest level, and a collaborative and flexible working style is essential.

RESPONSIBILITY AND REPORTING LINES

Reporting to the CEO, the Director of Development will manage a team of circa 35 staff and have global responsibility for all income generation and communications. This includes teams who cover Programme Funding, Partnerships, Individual Giving, Community, Communications and Digital.

In addition to the current direct reports, the role will be expected to develop and grow new income streams. This will involve working closely with the Director of International Operations to grow African fundraising, primarily by helping the teams develop income generation plans through their Country Directors, Programme Funding staff, Communications staff and Boards where present.

JOB DESCRIPTION

Job title	Director of Development
Salary range	circa £65k
Contract type	Permanent, Full Time
Hours	37.5 per week
Days	5 per week
Reporting to	Chief Executive
Line management	Director of Institutional Fundraising Head of Individual Giving Head of Community Head of Partnership Fundraising Head of Digital Head of Communications
Country / area / team	Predominantly based at our offices near Bath, some travel required around UK and Africa, USA and elsewhere
Key relationships	Senior Leadership Team Fundraising Teams Communications Team Trustee Boards in UK and US

Job Purpose

A strategic senior fundraising and marketing role with overall responsibility to manage, develop and grow income and strengthen the brand position of Send a Cow. The Director of Development will provide creative, bold and focused leadership with the purpose of enabling the organisation to achieve a step change in fundraising and achieve its ambitious strategy.

As an important member of the Senior Leadership Team, you will be a strong advocate of our approach to tackling poverty and hunger and will work with the CEO and other Directors in the development and delivery of Send a Cow's strategy, direction and success.

Core Responsibilities

Responsible for overseeing the development of an ambitious marketing, communications and fundraising strategy which is integrated and co-ordinated across the whole organisation. The Director of Development will manage overall income generation, ensuring targets are met and staff are motivated and led towards challenging and sustainable goals.

Fundraising and Development Leadership

- Lead on creating and maintaining strategies for sustainable resources raising and for marketing and communication to bring about transformational performance in the Fundraising and Communications teams,
- Develop the Business development plans to enable all teams to be empowered to deliver both financial targets and supporting KPIs,
- Champion the team's collaboration with other parts of the organisation, specifically International Programmes, to increase the in-country fundraising activities and success,
- Ensure that the team deliver a diverse and balanced mix of restricted and unrestricted income to meet the resourcing needs of Send a Cow,
- Perform a key ambassadorial role, representing the organisation and its work with enthusiasm and authority. You will also be responsible for growing and building effective networks and relationships with a range of external audiences and stakeholders, including stewardship of your own portfolio of donors and supporting the CEO and others in theirs,
- Ensure all donors receive the highest level of care, stewardship and customer service, to maximise their lifetime giving to and engagement with Send a Cow,
- Ensure effective monitoring of income and expenditure with a clear set of KPIs and reporting to key stakeholders as necessary,

- Ensure strong internal systems are developed and monitored to progress and record all necessary information within the legal and regulatory frameworks

Communications and Marketing Leadership

- Lead the development and implementation of an ambitious marketing strategy, ensuring all activity is co-ordinated and integrated to maximise returns,
- Lead and develop the Send a Cow brand, ensuring a clear and distinctive brand proposition and engaging brand identity. Ensure consistent use globally, and monitor the link with our mission, vision and values,
- Lead the development of the communications strategy, including defining key audiences, messages and channels with the aim of significantly increasing awareness and understanding of the Send a Cow brand and our approach to international development,
- Ensure the Digital strategy is delivered across multiple channels to defined target audiences,
- Articulate our Christian ethos internally and externally to individuals and institutions where appropriate,
- Lead internal communications activity across the Send a Cow organisation, to ensure all staff are kept up to date with news, and that everyone understands the unique brand and messaging of Send a Cow,
- Protect Send a Cow's reputation by ensuring the effectiveness of robust crisis management plans and the definition of clear policies and positioning statements,
- Develop an advocacy strategy, with the Director of Research and Impact, which brings the voices of African farmers to our audiences and educates on international development and the Send a Cow approach.

Organisational Leadership

- As a member of the Group Senior Leadership Team, you will be expected to contribute to its role of providing strategic direction, leadership, planning and decision-making for Send a Cow,
- Work with the other Directors to inspire and motivate staff and achieve the right organisational culture to promote our values, creativity, overcome hurdles and encourage cross-organisational collaboration,
- Develop excellent relationships with the Boards in the UK and US, and develop positive and clear communications and engagements to maximise the benefits from these relationships.

PERSON SPECIFICATION

Essential skills and experience

- Demonstrable experience of setting, managing and delivering ambitious income targets,
- Experience of managing multiple income streams, preferable within an International NGO,
- Experience of developing, leading, and managing an effective team with a strong mentoring style,
- Experience in successfully developing and managing a major fundraising campaign or fundraising operation,
- Experience of working with senior volunteer boards,
- Ability to inspire confidence with trustees, colleagues and team members,
- Proven track record of building effective relationships with high net worth donors, and major gift fundraising success within a complex organisation,
- Experience of working within a complex work environment with multiple stakeholders,
- Committed to the vision, values and work of Send a Cow, and empathy with Send a Cow's Christian foundation and ethos.

Skills and personal qualities

- Ability to think strategically with proven problem-solving ability,
- Excellent interpersonal and communication skills with ability to develop strong long term relationships,
- Exceptional organisational skills, flexibility, and ability to meet tight deadlines,
- Exceptional influencing and negotiation skills,
- Champions positive change,
- Determination, resilience and tenacity,
- Proven leadership, team building and motivational skills,
- Maturity and personal authority,
- A commitment to professionalism and excellence, with drive, initiative and energy.

Other requirements

Some out of normal office working is inevitable for a senior leadership role.

All members of staff are required to comply with corporate policy and procedure covering the workplace including Send a Cow's Safeguarding Policy.

Since its founding, Send a Cow's identity and ethos have been rooted in the Christian faith. We make space for prayers and reflections, and sometimes make references to God or pray in meetings. Any individual is welcome to apply, whatever their personal beliefs, but we do expect employees to be sympathetic to this faith position.

HOW TO APPLY

For an informal discussion about the role, please contact our recruitment partners, NFP Consulting:

Simon Lloyd

Director
NFP Consulting
07961 988 523
simon.lloyd@nfpconsulting.co.uk

Shivani Smith

Principal Consultant
NFP Consulting
07985 712 387

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Application is by way of CV and a Supporting Statement, which should concentrate on the experience and knowledge requirements and be around 1,000 words max.

Closing date:

Monday 3rd June 2019, 10.00am

Selection process and timescales

Stage 1: Friday 14th June

First round of screening interviews conducted by NFP Consulting and will be held at Send a Cow's offices in Newton St. Loe, Bath. There will be no formal task preparation required for the first stage and there will be the opportunity to meet with members of the team.

Occupational Personality Questionnaire (OPQ)

Candidates taken forward from the first interview stage will be required to complete an occupational personality questionnaire, which is completed online.

Personality Questionnaires look at behavioural preferences, that is, how you like to work. They are not concerned with your abilities, but how you see yourself in terms of your personality; for example, the way you relate



to others, and how you deal with feelings and emotions. There are no rights or wrongs in behavioural style, although some behaviours may be more or less appropriate to certain situations – © SHL

Stage 2: Tuesday 25th June

The formal panel interview will also take place at Send a Cow's offices. The format will include a pre-prepared presentation task.

Accessibility

Please let us know if you have any special requirements which we might need to consider in relation to any aspect of the selection process, e.g. attending interview, completing the online exercise. Any requests will not be taken into account and do not affect your equal opportunity in the selection process.