



PROGRAMME DIRECTOR
APPOINTMENT BRIEF

OCTOBER 2017



**THE DONKEY
SANCTUARY**



OXFORD HR
WORLD LEADERS

INTRODUCTION

Oxford HR has been retained as an executive search consultancy to assist The Donkey Sanctuary in finding suitable candidates for the Programme Director role.

The Programme Director will give direction in line with The Donkey Sanctuary's international strategy as it becomes the focus for its expansion in the coming years. S/he will identify themes and priorities to reach the donkeys most in need around the world. S/he will develop collaborative partnerships with internal and external partners worldwide to deliver high quality programmes. The Programme Director will pilot new ways of working internationally, delivering to scale through those effective partnerships.

The successful candidate will possess substantial senior leadership experience, with the proven ability to manage a global operations team. S/he will possess a proven track record of strategic decision making, operational planning, strategy implementation, delivery and leadership of high performance teams. S/he will possess excellent communication skills with a wide range of audiences, the ability to take a considered and clear view on the big issues, and an adaptable leadership style. S/he will possess demonstrable experience of leading cultural change, excellent people management skills and highly developed negotiation, influencing and presentation skills. S/he will be able to build strong working relationships with internal and external stakeholders and partners and possess extensive experience of working with donors.



ABOUT THE DONKEY SANCTUARY

The Donkey Sanctuary's vision is a world where donkeys and mules live free from suffering, and their contribution to humanity is fully valued. Their mission is to transform the quality of life for donkeys, mules and people through greater understanding, collaboration and support, and by promoting lasting, mutually life-enhancing relationships

The Donkey Sanctuary's work is intrinsically linked to sustainable development goals, strengthening livelihoods through empowering women.

Across the world, people rely on more than 50 million working donkeys and mules to build better livelihoods, to feed their families, to access clean water, and to remain resilient in the face of climate change and disasters. Working donkeys are often the most important productive asset for some of the poorest people in society: they improve agricultural productivity and access to market - evidence across several

continents shows a consistent pattern of economic benefits gained from working animals. They help promote gender equality, enabling women to be economically active, and enable education through the resources they provide.

To improve the lives of people, it is essential to improve the lives of working animals. Donkeys boost the income and resilience of many of the most vulnerable communities. Yet the impact of their working animals is often compromised by poor health and nutrition and overwork.

Simple interventions can educate and empower owners to keep their working animals healthy and ensure their continued productive benefit. Attention to donkey welfare in development policy, improved education in animal care and handling, access to basic veterinary care, sufficient feed and nutrition can significantly increase productivity and longevity.

THE ROLE

The overall purpose of the Programme Director post is to:

- Give direction in line with The Donkey Sanctuary's strategy for their international work as it becomes the focus for the charity's expansion over coming years.
- Identify themes and priorities to reach the donkeys most in need around the world.
- Develop collaborative partnerships with internal and external partners worldwide to deliver high quality programmes.
- Pilot new ways of working internationally, delivering to scale through those effective partnerships.

PROGRAMME DIRECTOR

SALARY:	£75,000 per annum.
LOCATION:	Sidmouth, Devon, United Kingdom. Flexible based on the needs of the role. This role will require significant international travel.
CONTRACT:	37.5 hours per week; however, due to the seniority and nature of this position, flexibility is required to be able to fulfil the duties of the role and TDS.
REPORTING:	Reporting to the Executive Director of Operations. Directly responsible for: Assistant Programmes Director, Head of Programmes, Head of Finance and Administration, three Regional Directors and Head of Continental Operations.

RESPONSIBILITIES

Main Duties and Responsibilities

- Work with Executive Director of Operations and colleagues across the charity to develop programmes and resources globally to produce sustainable solutions for donkeys in need, extending our reach through the deployment of a growing network of partners.
- Expand and engage The Donkey Sanctuary network internationally, ensuring we are constantly innovating in the way we partner with development actors, governments and other key stakeholders.
- Act as a source of expertise to programmes and across The Donkey Sanctuary to promote learning across the programme teams and the organisation in conjunction with Departmental leads.
- Act as an advocate for The Donkey Sanctuary engaging new and influential audiences to our work.
- Collaborate with internal partners to identify suitable programmes based on robust data and monitor and evaluate programmes to ensure positive outcomes and best use of resources are achieved.
- Manage a multi-functional global team to ensure quality and growth metrics are met;
- Guide the transition of the regional programmes through our Regional Directors to progress agile, innovative and effective ways of working.
- Ensure that programme staff working overseas or remotely from the office are integrated into organisational systems and culture.

- Provide strategic support to leads across the Programme Team to develop, articulate and deliver effective programme management strategies for their respective areas of work.
- Oversee and support programme teams in setting and achieving realistic fundraising strategies and, in working closely with them and the Fundraising Team, in the development of fundraising proposals.
- Inspire, motivate and lead teams to deliver a broad range of activities which are aligned to the business plan and strategy of the charity; cultivating a high-performing, healthy team ethic, with strong communication and an environment that encourages continual learning.
- Motivate, inspire and develop direct reports, setting objectives, providing constructive feedback via appraisal and performance management processes, identifying training opportunities and in turn make sure that Regional Directors cascade the same requirements to their reports.
- Give direction and lead programme teams to build internal and external partnerships and grow positive relationships which encourage sharing of information and resources in an outcome focused approach that is aligned to the delivery of TDS strategy and business plan.
- Oversee the effective financial management of each regional programme with support from Finance Director.
- Take responsibility for the global programmes budget.
- Develop agile ways of working which are responsive to needs, ensuring that robust planning and budgets are developed to support this.
- Carry out any other reasonable duty as may be required.

Responsibilities of all Donkey Sanctuary Employees

- To work within the Charity's guidelines with regard to conduct, recognising its policies with regard to equality, and showing respect and co-operation towards fellow colleagues.
- Under Health & Safety legislation, all staff must work in the safest possible way in order to ensure their Health & Safety and that of all others who may be affected by their actions.
- Demonstrate a commitment to continuing personal development.
- To co-operate with management and colleagues to promote good communications through sharing appropriate information and building positive working relationships.
- Act as an Ambassador for the charity at all times.

PERSON SPECIFICATION

Essential Knowledge and Skills:

- Educated to degree level or above (or qualified through relevant experience) with substantial experience at senior leadership level, with evidence of ability to manage a global operations team.
- Able to demonstrate successful working in a leadership role within international programme.
- A track record of leadership and management, delivering high-performance services in a relevant field.
- Ability to analyse and utilise detailed management information to support organisational decision making.
- A track record of strategic decision making, operational planning and strategy implementation.
- Demonstrable track-record of delivery and leadership of high performance teams;
- Excellent communication skills the ability to take a considered and clear view on the big issues, flexible and adaptable leadership style to achieve the best results, collaborate, communicate and model behaviours consistently.
- Well-developed written and verbal communication skills, with a wide range of audiences.
- Proven experience of leading cultural change to balance the priorities of ensuring the charity has the expertise, skills and experience to deliver their objectives, with the

development of a flexible and agile approach to their work as they anticipate and respond to future activity and financial pressures.

- Excellent people management skills including well-developed coaching and facilitation skills.
- Highly developed negotiation, influencing and presentation skills with strong management and team building abilities.
- Ability to build strong working relationships with internal and external stakeholders and partners in particular international organisations, government agencies, academics and NGOs.
- Extensive experience of working and managing grants from donors such as USAID, DFID, EU and UN agencies.

Desirable:

- An understanding of working equines in a development context would be an advantage.

Personal Attributes:

- Demonstrates a high level of personal integrity and a strong focus on personal accountability to deliver effective outcomes.
- Empathy for the work of the Donkey Sanctuary in the UK and internationally.
- Able to present a positive image of the charity at all times.

HOW TO APPLY

All correspondence, at this stage, should be via Oxford HR. To apply for this post, please complete our online application form and submit the following information – **preferably in MS Word**:

- An up-to-date curriculum vitae (of no more than 3-4 sides of A4)
- A detailed statement (of no more than 2-sides of A4) explaining why you are interested in this post and how your skills and experience make you suitable. (Please look at “Advice for Candidates” on the Oxford HR website for hints on how to write a successful statement).
- The Oxford HR Online Form, which provides us with the key information we will need to take your application through to interview. Please note: also enclosed with this form is Oxford HR’s Equal Opportunities Form. You are under no obligation to complete this. Any information you do provide will only be used in accordance with the Data Protection Act 1998, and will remain confidential. It will not be used as part of the selection process.

N.B. The documents should be saved in MS Word in the following format: Your First Name-Your Last Name-Document Name-Date (yyymm) e.g:

- Pat-Jones-CV-1502
- Pat-Jones-Statement-1502

Closing date: 20 November 2017

Preliminary interviews: commencing 29 November 2017

Final Panel Interviews: w/c 11 December 2017

These dates may be subject to change, and applicants will be advised in advance should this happen.

SELECTION PROCESS

All candidates will receive feedback within four working days of the closing date. Shortlisted candidates may be required to undertake an additional assessment prior to the final interview.

EQUALITY STATEMENT

Equality and diversity is at the core of The Donkey Sanctuary 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.

QUERIES

If you have any queries on any aspect of the appointment process, need additional information, or would like to have an informal discussion, please contact **Thibaut Mills** or **Jamie Phillips** at thedonkeysanctuary@oxfordhr.co.uk.

ABOUT OXFORD HR

Oxford HR operates globally - mainly within the international development and UK charity sectors. We carry out retained executive search mandates at board and senior management levels. We also 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. We carry out comprehensive and often international searches designed to meet the specific needs of our clients.

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.



OXFORD HR
WORLD LEADERS

Oxford HR Consultants Ltd
The Old Music Hall, 106-108 Cowley Road, Oxford OX4 1JE, UK
1st Floor, Three Tuns House, 109 Borough High Street, London SE1 1NL, UK
Tel: +44 (0) 1865 403 298 | www.oxfordhr.co.uk | Reg. Company No. 6456325