

INTERNATIONAL PROGRAMMES DIRECTOR

OXFAM GREAT BRITAIN



AT OXFAM WE WON'T LIVE WITH POVERTY.
Together we can end extreme poverty for good. Will you join us?



OXFAM

Dear Prospective Colleague

We are pleased that you are exploring the Oxfam GB (OGB) Programmes Director (PD) role. It is a challenging, exciting and, for Oxfam, ground-breaking post. For the right person it is an opportunity to make a real difference to the lives of people living in poverty and to make a reality of OGB's new identity within the Oxfam confederation's changed ways of working and organising and to the thought leadership on aid and development in our sector.

The last two years has involved huge effort in designing and transitioning to a new Oxfam programme approach. This involves OGB no longer managing and executing its own programmes, but supporting the delivery of a single programme managed by Oxfam International on behalf of the twenty confederation members. As OGB spends over £300 million a year on programmes and provides substantial advisory and technical support, ensuring our contribution is well targeted, managed and reported on remains a substantial and challenging role for the Programmes Team you will lead. This requires new skills, especially around strategic thinking, team working and influencing and grant management. Having worked in poor communities, you will know what it takes to deliver high quality programmes across a network, you will be a relationship builder - strong on building trusting influential, relationships with diverse stakeholders/across Oxfam - a real team worker, excited by and committed to the new more networked ways of working.

The new design of our International Programmes Team will have been completed, and the implementation of new Oxfam and OGB structures underway by the time the PD starts. There is a vital role for the PD in developing and leading new ways of thinking and working within OGB programmes team. This includes continuing to develop our OGB offer to the confederation in terms of how we spend our discretionary funds, promoting innovation, thought leadership and external influence, and, most immediately, supporting staff who will be emerging from a transition that is particularly difficult for an OGB that has traditionally directly managed most of Oxfam's programmes.

While OGB no longer has executive authority over country programmes, a key role and success criteria for the PD will be influencing and supporting the development of the wider Oxfam's programme plans and their implementation. Another element we want to prioritise is developing closer working with OGB and Oxfam's Campaigns and Policy teams; you will also play a leading role in shaping the future of OGB in terms of both our place in British society and international development.

You can see that the PD job is now a more subtle leadership role than in the past, involving less direct power and control, while applying and shaping substantial resources and influence. It is a role that is very much consistent with Oxfam's vision of creating a more globally balanced networked organisation, truly relevant and impactful for the future.

If what you read in this document excites you and you have the skills and experience to help us on our journey, we look forward to hearing from you.

Kind regards,



Mark Goldring
Chief Executive.

Reporting to

Chief Executive Oxfam GB.

Staff reporting to this post

Senior Management Team made up of 4/5 Team leaders

Total size of team

Approximate 300 staff directly managed by OGB

Annual Budget

c. £250million p/a

BACKGROUND AND CONTEXT

Oxfam is a confederation of 20 independent affiliates who share vision, values and have increasingly built shared strategy, campaigns, programmes and working practices. Oxfam International (OI) is the secretariat and coordinator of joint working and is now taking on line management of all country and regional programmes.

Oxfam Great Britain (OGB), the original and largest Oxfam, led and managed humanitarian, development and influencing programmes across many parts of the developing world. We also campaign at a global and national level to change the policies and practices that keep people poor. Under the current Oxfam Strategic Plan, (see Oxfam International website), Oxfam seeks to build on these strengths and to build greater linkages between our programme work and our global and national advocacy.

The Programmes Director (PD) will be coming to the role at a critical time of the implementation of a new model of managing programmes. This is a networked stakeholder model that will enable us to be fit for the future. Within 2017 we will have transitioned all our country and regional programmes to the Oxfam International line changing our management and employment model substantially. The new PD will enable us to realise our ambitions to change roles from that of manager to that of a more equal Partner Affiliate (PA), working closely with OI Regional and Country teams and other affiliate PDs to ensure we continue to work collectively to overcome the injustice that is poverty across the world.

The role of the OGB Programmes Director has now shifted from a more traditional strategic and operational lead with direct line management of 5000 global staff developing and delivering programmes across 60 countries to the become the key strategic lead of Oxfam GB's contribution to one shared programme. This requires the PD to lead and manage the strategic development, shaping and day to day management of OGB's Programme Portfolio and support OI and other affiliate PDs of all Oxfam's programme strategy and delivery. Only candidates who embrace the vision of a shared Oxfam programme and multiple accountability and will enjoy leading OGB's contribution to it, without the lever of direct programme management, should consider applying for this role.



PURPOSE OF THE JOB – SHAPING A STRONGER OXFAM FOR PEOPLE LIVING IN POVERTY.

As OGB's Programme Portfolio lead, you will lead the development of our strategic focus and direction (currently thematically focussed on women, water, work and inequality and foundational aspect of quality programming such as programme design, Monitoring, Evaluation, Accountability and Learning) in concert with other stakeholders across the Oxfam network and within Oxfam GB. Our focus has to enable Oxfam to deliver high quality influential programmes in partnership with many other collaborators, but also develop coherent identity and thought leadership for our audiences in the UK. You will oversee and manage technical support, shared learning and development of and support to innovative new programmes, raise c. £250million p/a of institutional funds for our programmes, ensure contractual obligations are met, 360degree accountability and active risk management of jointly owned programmes. The Programmes Director leads for OGB on our role as a Partner Affiliate (PA) and works collaboratively with colleagues in OGB to deliver the services as Executing Affiliate (EA) to ensure coherence and effectiveness (please see the appendix for more information on the PA and EA roles) As PD you will be accountable for the programme risks associated with both the transitional period as the new model beds in but also long term the programme risks associated with the PA and EA role which OGB delivers, in close collaboration with the Finance Director.

As an Oxfam Programmes Director you will also share leadership responsibility for Oxfam's wider strategic direction, and decision making. Representing OGB in a number of Oxfam International Development and Knowledge groups you will play an influential role at Oxfam International level on collectively developing our future strategic and programme direction and development as well as ensuring that the partner affiliates operationalise their PA roles in an aligned manner. Oxfam's ambition is to increase our influence through our programming, transforming the way we work in Middle Income countries and in poorer countries with better prospects. The Programmes Director will share responsibility for the strategic direction, effective management and operational delivery (including problem solving and trouble shooting) of the global programme portfolio with peers (line management sits with the Oxfam International Programmes Director (OI PD)) to ensure continued improvement in quality and impact of programmes, and effective financial, human resource and risk management.

All OGB programme staff are undergoing change at all levels and although the key structural changes will be complete by the time the appointee starts, there is much to do in energising staff, developing new ways of working, shifting mindsets, setting behaviour expectations on behaviours and developing/revising key business processes, ensuring operational are efficient.

The focus of the Programmes Director role will continue to evolve, but will retain a substantial operational focus while the new model beds in, reducing over time as the Oxfam International line develops and as affiliates align and better coordinate their support to countries and programmes. This will be matched with an increasing strategic oversight and governance, enabling and providing leadership as we move towards the Oxfam 2020 Vision which aims to create a stronger Oxfam that is globally coordinated and relevant.





ROLE RESPONSIBILITIES & ACCOUNTABILITIES

ACCOUNTABILITIES

- Accountable to the Oxfam GB Chief Executive for the leadership, operational delivery, effective management, monitoring, evaluation and learning of a portfolio of country and regional programmes against Oxfam's Strategic Plan (OSP), and OGB's vision and in line with Oxfam Policy.
- Accountable to Chairs of the Oxfam wide global and regional governance committees as they develop, and to the Oxfam International Programmes Director on shared strategic and operational issues and on effective collaboration.
- Accountable to the CEO on the programme risks associated with the transition to the new model and longer term those programme risks associated with the Partner and Executing Affiliate roles.

PEOPLE MANAGEMENT AND LEADERSHIP

- Management of the heads of the core teams in International Programmes Team, currently Programme Strategy & Impact Team, Programme Funding and Partnership Team, Programme Relationships & Oversight; Humanitarian Coordinator and a dotted line to HR and Finance Business partners. (The formal consultation on the details of future structures and direct reports is currently underway and will be finalised in August.)
- Work closely with the Oxfam International Programmes Director and Oxfam affiliates to ensure that productive working relationships are maintained across Programmes in countries and regions and globally to develop and deliver effective high quality Country and Regional Programmes.
- Role model leadership behaviours through change – see Oxfam's Leadership Model below.

STRATEGIC DIRECTION

- Lead the development and delivery of a coherent and balanced high quality and impactful OGB Programme Portfolio.
- Ensure Oxfam programmes are well supported and innovative through leading the OGB programme support provided – to increase in quality, impact and influence through leveraging change at scale, putting women’s rights at the heart of all our programming, exploring innovative financing and business models for long term development going forwards.
- Ensure that OGB and the International Programmes Team deliver the Partner Affiliate role in the spirit of partnership and actively gather and react to feedback on our performance in this role.
- Ensure that the transformational change of OGB’s role is fully embedded within the International Programmes Team.
- Contribute to the overall leadership and strategic direction of OGB as part of Oxfam GB’s Leadership team.
- Provide vision and strategic leadership of a growing and relevant international program with the Oxfam International Global Programmes Team.
- Work closely with the Global Humanitarian Director at Oxfam International to ensure humanitarian responses meet agreed principles, speed and quality standards with partner engagement and resilience in mind.
- Contribute to the overall leadership of Oxfam to ensure that the voice of poor people and affected communities, partners and programme staff is influential within Oxfam, in UK and globally.

EFFECTIVE AND EFFICIENT OPERATIONS

- In collaboration with the Finance Director, ensure that the International Programmes Team’s business processes and key decision making processes are revised in order to support the new roles and desired behaviours.
- Ensure that the International Programmes Team continues to adapt its business model to fit within a challenging financial envelope including improved cost recovery, new approaches to providing technical support and how we organise our capacity and resources.
- Ensure that the International Programmes Team has adapted its approach to corporate accountabilities and reporting as required by the internal and external context, reflecting its new role within Oxfam programmes.



PUBLIC ENGAGEMENT

- Represent Oxfam in the UK and globally. Work with external partners at the most senior level and influence and inform decision makers at the highest levels.
- Build alliances and networks within the sector, civil society and other critical constituencies.
- Represent Oxfam as a spokesperson with media and social media to expand Oxfam's reach and influence.
- Work with Communications colleagues to ensure high quality, positive and consistent content for external and internal audiences.

PROGRAMME DEVELOPMENT AND DELIVERY

- Lead with the OGB Campaigns Director, and Global Humanitarian Director to ensure that OGB supports countries and the Oxfam International line in such a way that it enables them to take a 'One Programme' approach in tackling poverty and inequality. Enable development, campaigning and humanitarian approaches to be strategically aligned and appropriately balanced to maximise impact and influence and respond effectively in crises.
- Ensure that OGB supports countries and regions in such a way that ensures they have the necessary resources, money, people and knowledge required so that programmes are of the highest quality, are innovative and scalable and meet the required standards for programme, programme management, donor contract compliance, human resources, finance, security, health and safety etc.
- Ensure that programmes are monitored, evaluated and accountable and learnt from. Play an active role in capturing knowledge, sharing learning with others and drawing on learning from across Oxfam and externally and utilising the results to inform programme decisions and enhance institutional knowledge.
- Ensure that the International Programmes Team resolves and trouble shoots programmatic and related issues in a timely manner in collaboration with the Oxfam International line.
- Responsible for anticipating and managing programme risks that could threaten the organisations reputation, operational viability and security. Take responsibility for leading crisis management and security management within programming countries as appropriate in line with Oxfam Policy.



SKILLS EXPERIENCE AND KNOWLEDGE

As Oxfam is undergoing significant change to reflect our fast changing world, we are looking for a candidate who is comfortable with network ways of working and matrix structures within an organisation - a clear decision maker and creative problem solver with strong relationship skills. She/he will be able to lead effectively from being a member of a team as well as leading a team. She/he will need to embrace the strategic and organisational vision, offer continuity balanced with adaptation in response to learning and agility to respond to opportunities for change in our volatile uncertain world. We need an enthusiastic experienced programme leader, keen to respond to exciting and challenging times externally and internally.

Experienced in programmes, grants management and operations you will enable us to manage, deliver and develop the OGB programme portfolio, support countries and regions as a Partner Affiliate and manage key areas of risk and problem solving.



MANAGEMENT AND LEADERSHIP

- Significant senior leadership experience of managing and motivating multi disciplinary, multicultural, and matrix managed teams, working with multidisciplinary peers and influencing colleagues across a network.
- A track record of understanding and experience in the development and management of multi country, large scale, impactful, high quality and innovative programming and contracts.
- Significant senior experience of building and managing trusting relationships with a diverse range of internal and external stakeholders across a variety of disciplines, cultures and geographies.
- A high degree of self awareness and an understanding of how to drive and support excellent team performance and individual development. Act as a role model and demonstrate exceptional leadership in line with Oxfam's values.

STRATEGIC ANALYSIS

- Ability to oversee the development of, and contribute to, high level analysis of factors driving poverty, inequality and vulnerability, including the ability to 'think politically' by understanding motivations, pressures and challenges faced by colleagues, partners, donors and other actors.
- Proven analytical skills, able to take and manage calculated risks based on evidence based assumptions.
- Able to think strategically, to maximise adaptability and agility, forward thinking, curious in learning what works, creative in sharing and using learning, focussed on outcomes and accountability.
- Ability to make tough strategic choices to determine the best use of resources across a range of programmatic themes and geography.

FINANCE AND FUNDING

- Competent financial and asset manager. Able to manage complex budgets, mitigating and controlling financial risks – including donor funding and relationships, across a large number of countries and programmes.
- Substantial experience of developing and delivering high value institutional funding income with efficient cost recovery and effective contract management.

RISK MANAGEMENT AND JUDGEMENT

- Able to take calculated risks based on evidence-based assumptions. Ability to continually access and analyze the external context of the organisation enabling the development of realistic strategies to maximise adaptability and agility, encourage future thinking, innovation, new ideas and learning from experience, as well as sound judgement on when to stop as well as start new initiatives.
- Proven track record of making sound judgements in uncertain and pressurised situations. Including experience of leading crisis management, while faced with multiple possibilities but inadequate resources.

REPRESENTATION AND COMMUNICATION

- Demonstrated ability to convey complex messages in an engaging manner to broad and diverse audiences via multiple channels.
- Proven track record of representation to the highest level including understanding of and experience with media and an ability to represent the organisation externally at various forums and in social media.
- Excellent written and verbal communication skills to motivate, influence, and negotiate with sensitivity to diversity, including decision makers in government, with donors, media and pivotal figures in society.
- Able to build and maintain relationships with a wide range of internal and external stakeholders at all levels.
- Keen to engage with private and public donors, including corporate, foundation and major individual as well as institutional donors.
- Fluent in written and spoken English. Ideally the ability to also work in French and/or Spanish.

OPERATIONS

- Experience of improving and adapting business processes and business models in response to changing internal and external contexts.
- Experience of resolving complex and contentious problems and challenges.
- Active management of programme risks, including compliance with donor compliance.

VALUES

- Committed to a rights based approach including an active commitment to putting women's rights at the heart of all we do as well as the rights of other marginalized people in all aspects of an organization's work.
- Committed to Oxfam's values of empowerment, accountability and inclusiveness.
- Upholds highest standards of personal accountability and conduct.

TRAVEL

- Ability to travel away from home, often to remote programmatic sites as well as other affiliate HQs, for up to 10 weeks per annum.



BEHAVIOURAL COMPETENCIES

BASED ON OXFAM'S LEADERSHIP MODEL

Competencies	Description.
Influencing	We have the capacity to have an effect on a person's character, development, or behaviour of someone or something. The power to shape policy or treatment of someone, especially through status, contacts, or information.
Decisiveness	We have the ability to make decisions quickly and effectively in any given circumstance. Decisions that settle issues and produce a definite result.
Humility	We put 'we' before 'me' and place an emphasis on the power of the collective, nurture the team and play to the strengths of each individual. We are not concerned with hierarchical power, and we engage with, trust and value the knowledge and expertise of others across all levels of the organization.
Relationship Building	We understand the importance of building relationship, within and outside the organization. We have the ability to engage with traditional and non-traditional stakeholders in ways that lead to increased impact for the organisation.
Listening	We are good listeners who can see where deeper levels of thoughts and tacit assumptions differ. Our messages to others are clear, and consider different preferences.
Mutual Accountability	We are good at making decisions and can explain our decisions and how we have taken them based on our organizational values. We are ready to be held to account for what we do and how we behave, as we are also holding others to account in a consistent manner.
Agility, Complexity, and Ambiguity	We scan the environment, anticipate changes, are comfortable with lack of clarity and deal with a large number of elements interacting in diverse and unpredictable ways.

<p>Systems Thinking</p>	<p>We view problems as parts of an overall system and in their relation to the whole system, rather than reacting to a specific part, outcome or event in isolation. We focus on cyclical rather than linear cause and effect. By consistently practicing systems thinking we are aware of and manage well unintended consequences of organisational decisions and actions.</p>
<p>Strategic Thinking and Judgment</p>	<p>We use judgment, weighing risk against the imperative to act. We make decisions consistent with organizational strategies and values.</p>
<p>Vision Setting</p>	<p>We have the ability to identify and lead visionary initiatives that are beneficial for our organization and we set high-level direction through a visioning process that engages the organization and diverse external stakeholders.</p>
<p>Self-Awareness</p>	<p>We are able to develop a high degree of self-awareness around our own strengths and weaknesses and our impact on others. Our self-awareness enables us to moderate and self-regulate our behaviours to control and channel our impulses for good purposes.</p>
<p>Enabling</p>	<p>We all work to effectively empower and enable others to deliver the organizations goals through creating conditions of success. We passionately invest in others by developing their careers, not only their skills for the job. We provide freedom; demonstrate belief and trust, provide appropriate support. We give more freedom and demonstrate belief and trust, underpinned with appropriate support.</p>



TERMS

The role will be based at Oxfam House, John Smith Drive, Oxford, OX4 2JY and will require up to 10 weeks' travel a year.

The package will include a competitive salary (£90k+) dependent on qualifications and experience plus a competitive package of benefits.

HOW TO APPLY

Applications should be sent by email to Mark Powys-Smith at mark.powys-smith@macaulaysearch.com

The closing date for applications is Friday 4th August at 12pm (BST).

Your application should comprise of:

- A full CV, including educational and professional qualifications, a full employment history showing the more significant positions, responsibilities held, relevant achievements and latest remuneration including any benefits.
- A covering letter of not more than 1.5 pages (total) summarising your motivation and interest in the role, a description of how your skills, experience and knowledge make you qualified for the role.

PROCESS

Macaulay Search has been engaged as the executive search advisor on this appointment. A selection of candidates will be invited to a telephone interview in the first instance with Penny Lawrence, Deputy Chief Executive and Tina Proudlock, People Director on Tuesday 22nd August. A second round of interviews is planned during w/c 4th September. You can expect to hear from us by Tuesday 15th August.

Due to the seniority of this role and its potential impact on Oxfam GB's reputation and visibility, please note that the successful candidate will be subject to a Basic DBS check.





OXFAM

APPENDIX

Our journey to become one Oxfam

Information for programme director candidates

Confidential

Why become one Oxfam?



More globally balanced



stronger in the way we influence global, regional and national change



simpler in how we work to reduce cost and complexity, and by sharing HR and IT services

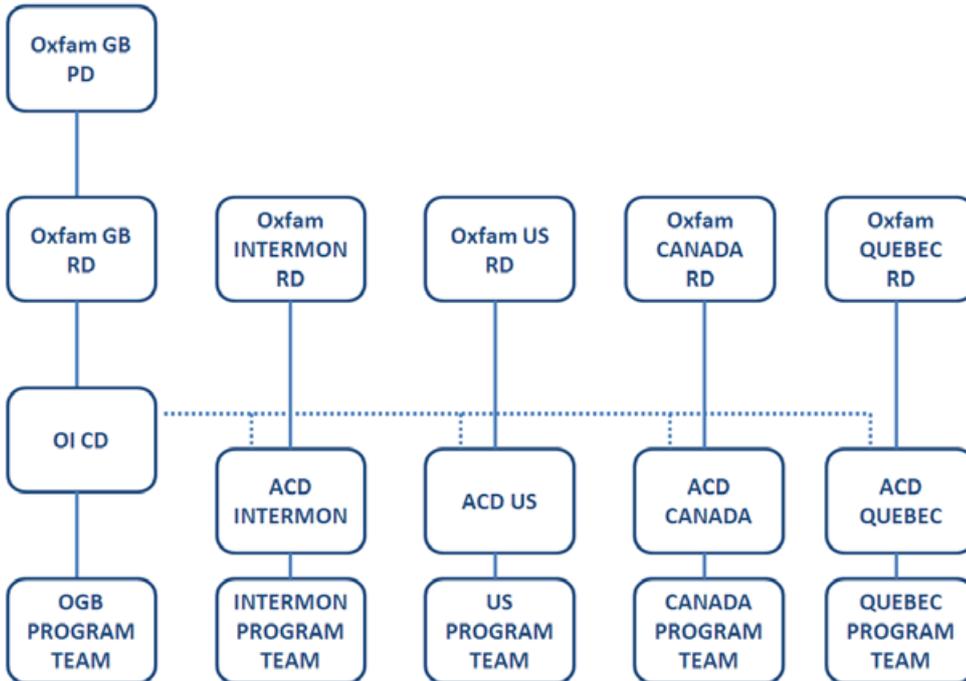


better in our ability to share knowledge, evidence and expertise to run high quality programmes

COUNTRY structures

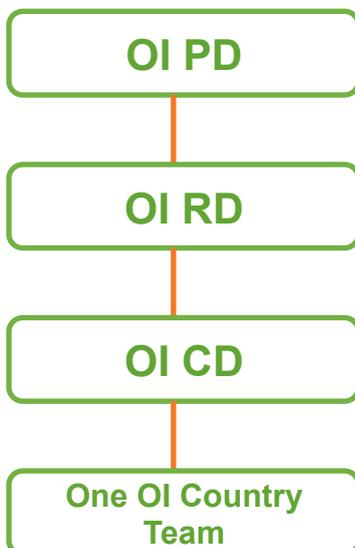
OI = Oxfam International
 PD = Programme Director
 RD = Regional Director
 CD = Country Director

Then



Country Directors used to manage programmes on behalf of several Oxfam affiliates using affiliates' **multiple** systems.

Now



Country Directors now manage all Oxfam programmes to deliver **one** strategy using **one** set of systems.

Oxfam affiliates (e.g. Oxfam GB) become partners to the country programme (no longer line management).

We are moving to a streamlined structure



New roles for Oxfam GB (& other affiliates)



Partner Affiliate (PA) describes the relationship we will have with all Oxfam countries. Our contributions through Collective Resource Allocation, and through our shared objectives, make us all partners in delivering Oxfam's global mission in each of the countries where Oxfam works.

Oxfam GB's Partner Affiliate role is managed by the Oxfam GB Programme Director.



Executing Affiliate (EA) describes how Oxfam affiliates will provide business support systems, policies & procedures (in regards to HR, IT, Finance, logistics, legal registration) to country teams on behalf of the confederation. There is only one EA per country. IPT contributes to the delivery of the EA role under the leadership of the Finance Director

Oxfam GB will act as the EA (as well as PA) in 27 countries.

Oxfam GB AS a PARTNER AFFILIATE (PA)

GLOBAL GOOD

Oxfam GB will contribute **humanitarian, campaigning, foundational programming capacity** and **flexible resources** to support work across the Oxfam confederation.

PRIORITY COUNTRIES

In addition, Oxfam GB has identified **35 priority countries** where we will contribute additional funding and access to thematic expertise, programme foundational support and influencing capacity.



WATER



work



women



INEQUALITY

Changes IN Oxfam GB's International Programmes Team

IPT's role is changing:

Management structures are shifting. Oxfam GB no longer has six Regional Centres dispersed around the globe. Instead, as IPT we support countries through our roles as Partner Affiliate and Executing Affiliate.

IPT will continue to contribute to enhancing OGB's role as a thought leader and will work with others to influence the sector.