



GOVERNANCE REPORT: GFFJ EXECUTIVE DIRECTOR CRITERIA

Report By: THATO MASHAO

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PURPOSE AND CONTEXT

GFFJ is a Trust established and registered in South Africa with IT No. IT 3158/2009

BACKGROUND

The chairman and convenor of the GBR and GFFJ is desirous of expanding the reach of these institutions globally and seeks to do the following:

1. Register the entities internationally and increase their visibility
2. Ensure that the entities take on a supranational character with global reach
3. To register the entities in a jurisdiction with a favorable tax regime
4. To have a centralized governance structure with a unitary board of directors/trustees,
5. Authority delegated to the GFFJ Global Executive Committee to make operational decisions and report to the international Board of Governors/Trustees who retain the authority to make strategic decisions.
6. To appoint headhunters to attract and appoint the Global Executive Director candidates with the necessary experience to offer strategic oversight over the entities.

RECOMMENDATION

It is recommended that Head-hunters seek to appoint the GFFJ Executive Director with the necessary international experience and gravitas to offer strategic oversight over these entities. The subject of this report is with regards to the criteria formulated for the GFFJ Executive Director to be appointed and takes into consideration the following prerequisites:

1. The candidate must comprise of an appropriate balance and mix of knowledge, skills, experience diversity and independence to discharge their executive roles.
2. An adequate number of individuals to make up the various committees that shall be formed.
3. To seek individuals that have the requisite experience in line with the mandate of the GFFJ which is a Christ centered organization with a focus on taking care of the needs of the poor, vulnerable afflicted, sick, and oppressed.

Global Fund for Jesus

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CORE COMPETENCIES & JOB FUNCTIONS FOR EXECUTIVE DIRECTOR – GLOBAL FUND FOR JESUS

INTERNAL ORGANISATIONAL LEADERSHIP

Provide vision, direction, inspiration, and motivation necessary to ensure the Fund's success.

1. **Mission Stewardship:** Work with Board, MANCO, and Staff to define the Fund's mission, communicate it effectively within the Fund so that it serves as an inspiration and guide and execute it.
2. **Values and Ethical Standards Management:** Ensure adoption of appropriate values and ethical standards in all Fund's business.
3. **Board Relations:** Ensure Board is properly constituted and trained to conduct effective governance.
4. **Identify Management:** Ensure proper care and development of the Fund's history, culture, reputation, and image.

INTERNAL ORGANISATIONAL MANAGEMENT

Make decisions that result in efficient and effective foundation functioning.

1. **Staff Management:** Ensure staff is properly selected, guided and supported and that their professional development is nurtured.
2. **Financial Management:** Work with Staff to ensure asset investment management and financial administration strategies and systems that are effective and aligned to the GFFJ's vision/mission and ensure strategy implementation.
3. **Programmatic Management:** Develop programming and grant management and grant making systems that are aligned to the vision/mission and that strategies are implemented well.
4. **Legal Issues Management:** develop legal strategies and systems that are effective and aligned with the foundation's vision/mission and ensure that such strategies and systems are implemented well.
5. **Accountability and Evaluation Management:** establish accountability standards and systems that track the foundation's effectiveness and impact.

EXTERNAL ORGANISATION MANAGEMENT

Contribute to the dialogue, vision and direction of the pertinent global, national or local communities; for the fields of the GFFJ's focus areas; and to the field of philanthropy.

1. **Visionary Leadership:** Contribute to the vision and thought leadership of the field of philanthropy and communicate this vision.
2. **Partnership Management:** Work collaboratively with other private and/or public funders and grantees for greater social impact.

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3. **Education and Public Engagement:** Help shape the agenda and decision-making of government and other external stakeholders.
4. **Issue-Area Visionary Leadership:** Contribute to the vision and thought leadership in the GFFJ's focus area(s) and communicate this vision.

KEY COMPETENCIES

Core competencies ensure that Executive Director has a solid basis from which to perform all of their executive functions.

UNDERSTAND BASICS OF	KNOW	BE ABLE TO
1. Collaboration/Partnership	<ul style="list-style-type: none"> Know organisation history of collaboration Successful personal approaches to collaboration 	<ul style="list-style-type: none"> Guide Team and cross organisational collaboration Relate well with diversity of individuals Convene and manage groups Work well as a Team Player
2. Communication	<ul style="list-style-type: none"> Know organization's vision, values, and mission (Priority Elements) Know public context in which the organisation operates 	<ul style="list-style-type: none"> Constructively challenge those with power and authority Speak effectively and compellingly Write effectively and compellingly Resolve communication problems Manage competing interests
3. Decision-making	<ul style="list-style-type: none"> Know personal decision-making style Know the public context in which the organization operates 	<ul style="list-style-type: none"> Constructively challenge those with power and authority Ask staff for the amount of information that is appropriate for leadership-level decision-making Make clear and timely decisions
4. Governance	<ul style="list-style-type: none"> Know the board's style, operations, concerns, and aspirations Know the principles of laws applicable to governance 	<ul style="list-style-type: none"> Work well with the board, regardless of its composition Contribute to board building Adhere to clear lines of responsibility and accountability
5. Management	<ul style="list-style-type: none"> Know the culture of the organization, including the degree and type of teamwork among staff, and breakdowns in teamwork. 	<ul style="list-style-type: none"> Create a positive and productive work environment Model proper staff behaviour and promote inclusive practices Create a sense of shared responsibility/credit for accomplishments and shared responsibility for challenges or failures

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		<ul style="list-style-type: none"> Lead an efficient and effective organizational operation according to best practices, ethical guidelines, and fiduciary requirements. Manage competing requirements and interests. Use external consultants and experts effectively.
6. Organizational development	<ul style="list-style-type: none"> Know under what circumstances it is productive to use consultants Know a personal approach to change management 	<ul style="list-style-type: none"> Create a work environment in which learning is continuous and staff feel comfortable taking risks to help the foundation meet its mission. Encourage staff to go outside of their professional duties and into non-profit life as volunteers, grantees, and donors. Detect changes in the organization's functioning, culture, or dynamics Create and maintain organizational culture Manage change
7. Planning	<ul style="list-style-type: none"> The organization's previous planning initiatives The organization's future needs 	<ul style="list-style-type: none"> Think strategically Lead strategic thinking and planning efforts
8. Vision Setting	<ul style="list-style-type: none"> Know what can excite the imaginations of staff, the board, and pertinent external groups. Know founding documents of the organization. 	<ul style="list-style-type: none"> Lead the creation of a shared vision for staff, the board and pertinent external groups that is aligned with the organization. Educate others on the future direction and inspire them to be supporters and advocates Incorporate the organization's vision into its programs and operations Embody the organization's vision in all work.

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KEY PERFORMANCE AREAS

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	TIMELINE
1. Cascade and implement the GFFJ vision/mandate and provide direction Globally, thus providing leadership and strategic direction.	<ul style="list-style-type: none"> Global Growth of the Fund and related functionalities in line with Vision 2020. Launch schedules at National and local levels. 	<ul style="list-style-type: none"> Continuous/Bi-monthly reporting
2. Implement the GFFJ Resource Mobilisation Strategy i.e. cash mobilisation, equity/shares mobilisation, property mobilisation. They are also responsible for the successful execution of: The Seed Bank and land acquisition programmes.	<ul style="list-style-type: none"> Global objectives in line with the strategy set by the Global Board. Global objectives in line with the strategy set by the Global Board. Board approved programmes and activities. Execution reports. 	<ul style="list-style-type: none"> Annually
3. Financial management and budgeting.	<ul style="list-style-type: none"> Budgets/ Financial Reports and Management 	<ul style="list-style-type: none"> Financial management and budgeting.
4. Fund raising and management of donations.	<ul style="list-style-type: none"> Fund raising strategies/ Pledge forms 	
5. Preside over all meetings of the Global Executive Committee(s) and be responsible for the conduct of business at such meetings.	<ul style="list-style-type: none"> Agendas/Minutes of Meeting/Action documents/Reports 	<ul style="list-style-type: none"> Continuous
6. Conceptualize and execute programmes, initiatives, projects in line with the GFFJ mandate and Vision 2020.	<ul style="list-style-type: none"> Programme impact/effectiveness/Reports 	<ul style="list-style-type: none"> Continuously
7. Mobilise resources (financial and non-financial) through approved methods to fund the organisations	<ul style="list-style-type: none"> Budget & fundraising strategy and plan/Financial reports. 	<ul style="list-style-type: none"> Continuously/Bi-monthly reports

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'programmes/initiatives and projects.		
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8. Identify, assess, develop, and deploy leaders (volunteers and non-volunteers) globally, nationally, and locally to ensure succession across the organisation	<ul style="list-style-type: none"> Succession & leadership development plan 	<ul style="list-style-type: none"> Continuously
9. Provide bi-monthly/quarterly feedback to the International Board of Directors and Global Board of Governors regarding national/local activities and programmes	<ul style="list-style-type: none"> Reports 	<ul style="list-style-type: none"> Bi-Monthly/quarterly
10. Enforce the GFFJ policy, values, code of conduct, constitution, and other guiding principles/documents to all GBR members and stakeholders globally.	<ul style="list-style-type: none"> Distribute documents to members 	<ul style="list-style-type: none"> Continuously
11. Ensure global participation in global events and programmes.	<ul style="list-style-type: none"> Travel itineraries & attendance registers/Liaison with international office 	<ul style="list-style-type: none"> Event based
12. Act as the pivotal point of communication between international office, National/Local Exec committees, HODs of departments and members.	<ul style="list-style-type: none"> Distribute communication to members and all stakeholders (internal and external) 	<ul style="list-style-type: none"> Continuously
13. Ensure GBR's compliance with local legislative regulations and registrations where necessary.	<ul style="list-style-type: none"> Registration documents 	<ul style="list-style-type: none"> When required
14. At the Annual General Meeting, submit an annual report on the workings of the organisation for the preceding accounting period, together with the	<ul style="list-style-type: none"> National Annual Report and Audited Financial Statements 	<ul style="list-style-type: none"> Annually before the AGM

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statement of accounts drawn up and signed by duly authorized Appointees to the Executive Committee and certified by the Auditors.		
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15. Lead the Global Executive Committee and set up sub-committees in line with good corporate governance principles.	<ul style="list-style-type: none"> ▪ Exec Committee Member lists/Signed TOR documents for all Members ▪ Meeting resolutions/Minutes 	<ul style="list-style-type: none"> ▪ When required
16. Manage all internal and global external stakeholders effectively, including media partners, government officials, leaders in business, etc.	<ul style="list-style-type: none"> ▪ Stakeholder database. ▪ Letters of invitation/engagements/minutes of meetings, etc. ▪ Workshops/sessions with stakeholders, etc. 	<ul style="list-style-type: none"> ▪ Continuous
17. Hire and manage volunteers to assist with the running of the office.	<ul style="list-style-type: none"> ▪ Letters of appointment/contracts/signed terms of reference/volunteer agreements, etc. 	<ul style="list-style-type: none"> ▪ Continuous

DESIRED QUALIFICATIONS

1. The following qualifications with proven track record are preferred: Economics/Finance/Accounting /Management/Business/Strategy/Legal and other related fields.
2. A post-graduate qualification in Business is an advantage. E.g. Post-graduate Diploma in Business Administration, Master of Business Administration (MBA), CFA, CA(SA), or other equivalent.
3. The incumbent will be given training in the GBR Leadership Academy.
4. This role is most suitable for retired professionals, entrepreneurs or business executives who wish to give back to society, by being part of an organisation that is Kingdom-minded.

LANGUAGES

1. GBR Operates in French, Spanish, Portuguese, and Thai. Proficiency in any of these languages will be an added advantage.

OTHER CRITICAL REQUIREMENTS

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1. GFFJ is a Christian-Faith and Kingdom mandate organisation, therefore the incumbent must be aligned with this requirement. The incumbent must have high ethics and integrity.
2. Minimum 8 years' experience in senior leadership roles. Preferably this role is suitable for retired executives and professionals who wish to give back to society.
3. Highly self-driven, entrepreneurial, where one delivers results continuously.
4. Must have the ability to balance long term vision and plan whilst achieving short to medium term objectives.
5. Strong and advanced Business Acumen.
6. Visionary and ethical leadership.
7. Advanced communication and negotiation skills.
8. Strong stakeholder relations skills.
9. Project management skills.
10. Human resources management skills.
11. Marketing/Brand Positioning, PR, and presentation skills.
12. Understanding of a multi-faceted Global business operation.
13. Lateral thinker with strong strategic capability.
14. Proven track record of implementing effective fundraising strategies.
15. Strong financial acumen.
16. Planning and forecasting skills.
17. In-depth knowledge of markets and changing business environments.
18. Complex problem solving.
19. Effective decision making.
20. Strong governance, risk management and compliance.
21. High emotional intelligence and ability to work in a high-pressure environment.

WORKING CONDITIONS

1. The role is on a fixed term contract for 2 – 5 years. Renewable based on performance. The Global Fund for Jesus Roundtable operates in 73 Countries, the incumbent must have global perspective and ability to work across cultures, languages, and borders.

ADDITIONAL NOTES

1. This role is most suitable for retired professionals, entrepreneurs or business executives who wish to give back to society, by being part of an organisation that is Kingdom-minded.

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