



GATSBY
AFRICA

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KENYA COMMERCIAL FORESTRY PROGRAMME

PUBLIC-PRIVATE PARTNERSHIP MANAGER

CANDIDATE PACK - SEPTEMBER 2016

GATSBY AFRICA IS BEING SUPPORTED BY OXFORD HR IN THE
GLOBAL SEARCH FOR A PUBLIC-PRIVATE PARTNERSHIP
MANAGER FOR THE KENYA COMMERCIAL FORESTRY
PROGRAMME

GATSBY, THE KENYA COMMERCIAL FORESTRY PROGRAMME & THIS ROLE

In 1967 David Sainsbury set up the Gatsby Charitable Foundation. David (now Lord Sainsbury of Turville) has since given Gatsby more than £1 billion to distribute to charitable causes in a variety of fields, including neuroscience, plant science and public policy. These reflect David Sainsbury's areas of interest and also draw from his professional experience. More information on the breadth of activities funded by Gatsby can be found on our website: www.gatsby.org.uk. Gatsby Africa is a charitable company limited by guarantee, established to implement the Gatsby Charitable Foundation's Africa programmes.

Gatsby's work in Africa

Gatsby has funded and implemented programmes in Africa since 1985. Our mission is to accelerate inclusive and resilient economic growth in East Africa by demonstrating how key sectors can be transformed.

Until 2007 most of Gatsby's work in Africa focused on agricultural R&D and SME development, much of which was delivered through local institutions we established. Over the past nine years Gatsby has evolved significantly, with our focus, level of ambition and operating model all changing. We now work on fewer programmes, but with greater ambition in each – seeking to transform the growth and competitiveness of entire sectors. To achieve this, our role has evolved from being mostly a funding organisation into one that is initiating, designing and implementing sector programmes, often co-funded with others. We aspire to be a thinking organisation, learning from others and then innovating and demonstrating approaches for transforming sectors.

Our programmes include:

- **Tanzanian Cotton:** Establishing the necessary institutional arrangements and supportive markets to ensure more than 350,000 farmers can access the quality inputs and training they need to improve agronomy, increase yields and raise quality.
- **Tanzanian Textiles:** Facilitating the development of the required infrastructure, business environment and skills to encourage increased domestic and foreign investment in the sector so as to dramatically increase value addition while creating thousands of jobs.
- **Tanzanian Forestry:** Increasing the supply of higher-value wood products and energy from sustainable sources by supporting applied research and service delivery, while promoting smallholders' profitable participation in the sector.
- **Kenyan Forestry:** Establishing a programme to partner with stakeholders to help close the wood supply gap by catalysing increases in productivity, innovation and quality, while securing the sustainable supply of commercial services and collaborative research.
- **Tanzanian Tea:** Partnering with The Wood Foundation to increase productivity, quality and farmer returns by engaging factories and regulators, and facilitating major foreign investment by setting-up a farmer service company to ensure reliable green-leaf supplies.
- **Rwandan Tea:** Partnering with The Wood Foundation to trial new ownership structures and methods of service delivery - including via the purchase of two factories on behalf of smallholders - with the aim of increasing productivity, quality and farmer returns.

We have also developed and continue to support two independent institutions dedicated to sector transformation and governed, managed and staffed by local people: Kenya Markets Trust and Msingi. Kenya Markets Trust is currently delivering programmes in the Kenyan water, seed, inputs, dairy and livestock sectors. Msingi is a new institution that will operate regionally across East Africa with a stronger focus on technology transfer.

We target sectors with the potential to be competitive, where growth will benefit large numbers of people, and where there is a strong opportunity for Gatsby to facilitate change by engaging political leaders and key sector players. We take an analytical and business-like approach, drawing on industry experts and seeking to effect change in market systems. As a private foundation and funder-implementer we have the freedom to innovate, take calculated risks, and use grants, technical support, loans or equity as appropriate. We adopt a patient and pragmatic approach, understanding that change can take time.

We recognise the impact we can achieve alone is restricted, and look to partner with others. We look to work with and through relevant sector institutions to ensure we build the necessary institutional capacity to manage the sector and maintain competitiveness long after our involvement. The degree of our involvement with government varies in each sector, but we believe governments often have a key role ensuring sectors have the required regulatory frameworks to incentivise private sector investment and ensure ongoing innovation.

Transformational change requires a politically sensitive and pragmatic approach. We use our extensive local networks and our settlor David Sainsbury's political experience and access to help navigate these issues. Lord Sainsbury's direct involvement benefits our programmes hugely thanks to his vast experience in both the private and public sector. He understands commercial pressures and challenges after working for more than 30 years - including five as Chairman and CEO - at the FTSE 100 retailer J Sainsbury plc. Furthermore, his time as the UK's Minister of Science and Innovation has given him a strong understanding of the role of government in catalysing growth.

The Kenya Commercial Forestry Programme

There is currently a wood supply shortage in Kenya, which is likely to worsen in the coming years. Based on current silviculture and land allocation practices, supply is projected to stagnate or fall. Meanwhile, demand is expected to increase through a mix of factors including economic growth, urbanisation and population growth. To achieve sustainable forest cover, Kenya needs to plant a total of about 3 million ha. This will require improving existing commercial plantations and establishing new ones, as the commercial sub-sector offers fast-growing and renewable alternatives to the felling of natural forests.

Gatsby Africa is establishing the Kenya Commercial Forestry Programme (KCFP) to not only tackle this high-level supply challenge, but also to help accelerate economic growth and improve the livelihoods of rural poor people. KCFP will support government departments and large, medium and small-scale private commercial tree growers technically and commercially to establish and manage fast-growing and high-yielding plantations that target timber and bio-energy markets.

From its head office in Nairobi, the Programme will work closely with national and local governments, as well as government forestry agencies. It will also partner with service

providers, suppliers and stakeholders to design, develop and implement commercially viable producer-processor arrangements.

Example activities include:

- Helping tree growers access improved planting material and markets.
- Transferring improved silviculture and harvesting technology.
- Partnering with commercial players to pilot inclusive producer-processor value addition models.
- Conducting relevant research and disseminating insights across the sector.

Crucially, KCFP will look to build the capacity and commercial sustainability of key institutions that can provide important services to the sector. This will ensure the Programme is facilitating the development of a truly sustainable and competitive forestry sector in Kenya, capable of thriving in the long-term without external support. As such, KCFP will be driven by the demands of the sector and responsive to the needs of growers.

This role

The Public-Private Partnership Manager (PPP) will be crucial to KCFP's success. The overarching objective will be to forge and strengthen relationships with a wide range of public and private sector players. This will include engagement with an Advisory Panel of stakeholders that KCFP will establish to ensure it is responding to the needs of growers and has access to the best possible sector information. The PPP will work directly and supportively with partner staff from the private sector and also with key institutions across the public sector. From time to time, s/he will be required to engage and work closely with senior technical advisors and consultants supporting the programme through temporary assignments. Ultimately, the PPP will help to define and shape strategic direction through effective coordination of institutional and stakeholder linkages, helping deliver national-level transformative change and sustainable economic growth across the sector.

The role reports to the Programme Director. Within the team, the PPP will be required to also work closely with colleagues including the Senior Business Manager, the Forest Manager and the Forest Economist. The PPP role will be based in Nairobi, Kenya, but is likely to require occasional travel across East Africa and internationally.

Gatsby is a private foundation and funder-implementer with a long-term outlook and flexible approach. This gives our staff huge scope for innovation, creativity and the use of a range of different partnerships, financial tools and intervention strategies. For a high-calibre person this should be an exciting and rewarding position, with the opportunity to develop new thinking and make a real impact.

Terms & remuneration

The contract for this work will initially be for 2 years, with potential for continuation based on performance and availability of programme funding.

Salary will be competitive and negotiable based on experience. Candidates must be Kenyan nationals.

PUBLIC-PRIVATE PARTNERSHIPS MANAGER

Reports to: KCFP Director

Location: Nairobi, Kenya

RESPONSIBILITIES:

Forging, maintaining and strengthening partnerships at all levels

- Develop and manage senior-level relationships with the Kenyan Government across both National and County policy frameworks with a particular focus on key public-sector institutions directly impacting the forestry industry.
- Engage with government and private sector to: facilitate an improved enabling environment, including strengthened sector knowledge on the long-term supply-demand outlook; and support the potential for public-private partnerships in large-scale plantation investment.
- Promote industry coordination, enhancing programme interventions and strengthening business and technical capacity amongst forestry players to assess risk and constraints within the system and evaluate potential solutions.
- Facilitate the establishment of out-grower schemes around industrial processing facilities in support of greater integration of small growers in value chains and increased security of supply for processors.
- Provide systematic analysis to identify and ultimately secure high-potential co-funding links with targeted international, regional, local institutions and bi-lateral funding sources. Lead on the development of detailed funding proposals and support the negotiation of final agreements and terms with new funders.

Supporting strategy development and planning

- Provide thought leadership and innovation to further shape the strategic direction of the programme and long range implementation plans.
- Engage leading industry experts, entrepreneurs, and other senior stakeholders to help review and develop buy-in towards the KCFP strategy.
- Take a strong action-orientated approach to strategy evolution – developing and testing interventions, learning from these, and adapting tactics.
- Work with the senior management team to refine, update, and deliver its annual work plans in a timely and professional manner to achieve maximum impact.
- Prepare and provide input to internal and external presentations and reporting documents regarding the overall strategy, progress and impact.
- Work to build coherence in target setting, monitoring and reporting across KCFP's strategic and long term planning, its operational implementation and review process, and in its co-funding reporting.

Capturing and sharing learning

- Capture learning from across KCFP's activities and partnerships and work with the programme teams to analyse and understand it – for instance, on the support required by plantation investors or key intervention tactics.
- Share this learning internally and, where needed, support its dissemination externally, such as with KCFP funders, peer initiatives or the private sector.
- Develop any reporting systems and deliverables needed for current and potential funders of KCFP on key performance information and impact.
- Provide technical notes and external papers to share KCFP's learning from its programme interventions and its approach to policy research.

EXPERTISE REQUIRED:

You will have significant private sector and management experience, ideally coupled with an understanding of flexible industry-led development initiatives. Core competencies will include expertise in implementing market-based solutions within large-scale development programmes; and/or experience of managing interventions to enhance sector competitiveness.

Skills

The ideal candidate will have:

- Excellent interpersonal, diplomatic and persuasive skills – able to build a strong rapport with senior level public and private sector stakeholders and be comfortable negotiating relationships.
- Understanding of business fundamentals at a macro-economic level and the ability to support innovative commercial analysis for investment opportunities.
- Strong strategic thinking skills and good judgement – ability to reflect on the variety of likely impacts or outcomes from an activity and to determine pragmatic approaches to getting results.
- Exemplary written and verbal communication skills – able to communicate complex issues with clarity and structure, and to deliver documents to the highest level of professionalism.
- The ability to work independently, prioritising effectively across a portfolio of activities whilst demonstrating integrity and firm ethical standards.

Experience

The ideal candidate will have:

- A minimum of ten years' relevant experience, with a focus on strategy, corporate planning and fundraising roles.

- Proven experience of influencing senior level public and private sector decision makers and communicating to a variety of audiences and media.
- Experience of engaging and managing a complex range of senior stakeholders across different cultures and geographies whilst working within a highly dynamic organisational environment.
- Comprehensive understanding and experience of designing inclusive mechanisms to address market and policy constraints faced by private and public sector actors of all scales.
- Strong leadership and people management experience, demonstrating the ability to translate ideas into actions and monitor multiple work streams, as well as a strong track record of successfully managing a multi-disciplinary team and consultants.

Qualifications and competencies

The ideal candidate will have:

- A university degree (ideally a Masters) in business management, agribusiness, economics or statistics, an MBA or similar in a relevant discipline.
- In-depth working knowledge of Excel, Word and PowerPoint software.

Personal qualities

The ideal candidate will have:

- The ability to think strategically and critically, and to bring imagination to solving problems with substantial complexity and ambiguity.
- Excellent interpersonal skills and emotional intelligence: a genuine team player with strong listening, negotiating and persuasive skills.
- The ability to gain the trust and confidence of external and internal stakeholders at all levels.
- A strong focus on results and be consistent and accurate with a strong commitment to data integrity.
- The ability to plan and deliver work according to timescales and required milestones.

Desirable

- Fluent Kiswahili.
- In-depth experience of working in Kenya/East Africa, and relevant networks in Kenya.
- Some understanding of commercial forestry.

VALUES AND BEHAVIOURS

Gatsby has developed a set of core values that will be used to assess a candidate's fit with the organisation and provide the basis for the culture that Gatsby aspires to use in its operations. Our staff are:

- **Ambitious** - Showing determination to deliver long-term and large-scale outcomes for others, and to achieve our own potential.
- **Collaborative** - Working together to develop strong relationships with diverse stakeholders, while understanding others' needs and enhancing their capabilities to drive change.
- **Thoughtful** - Reflecting on evidence and learning from our activities and those of others to design, adapt and improve our work.
- **Pragmatic** - Recognising the motivations of others and the realities of facilitation, seeking opportunities to build momentum for change, and communicating carefully.
- **Honest** - Playing a trusted role as an honest broker for change, being open to learn from others, and admitting our challenges.

GATSBY AFRICA - OUR VALUES		
OUR PROGRAMMES		OUR PEOPLE
Committing to long-term engagement in sectors to achieve transformational change at a national level	AMBITIOUS	Showing determination to deliver long-term and large-scale outcomes for others, and to achieve our own potential
Facilitating sustainable change by empowering local actors to play the key long-term roles in a resilient sector	COLLABORATIVE	Working together to develop strong relationships with diverse stakeholders by understanding others' needs and enhancing their capabilities to drive change
Basing interventions on evidence and analysis, while focusing on strategically guiding a sector toward a shared vision	THOUGHTFUL	Reflecting on evidence and learning from our activities and those of others to design, adapt and improve our work
Adapting approaches to sector realities, recognising that the many potential routes to change demand flexibility and strategic influence	PRAGMATIC	Recognising the motivations of others and the realities of facilitation, seeking opportunities to build momentum for change, and communicating carefully
Building stakeholder trust by displaying integrity and communicating carefully while acknowledging our challenges and failures	HONEST	Playing a trusted role as an honest broker for change, being open to learn from others, and admitting our challenges

HOW TO APPLY

All correspondence, at this stage, should be via Oxford HR. To apply, please complete **Oxford HR's online form**: <http://oxfordhr.co.uk/job/public-private-partnership-manager/> and submit the following information:

- An up-to-date curriculum vitae/resume (of no more than 2-3 pages)
- A detailed statement (of no more than 2 pages) explaining why you are interested in this post with Gatsby and how your skills and experience make you a good fit for the role. (We suggest you look at “Advice for Candidates” on the Oxford HR website for hints on how to write a successful statement.)

The documents should be saved in Word in the following format: Your First Name, Your Last Name, Document Name, and Date (yymm) e.g.:

- Pat-Jones-CV-1608
- Pat-Jones-OxHR-1608
- Pat-Jones-Statement-1608

The above information should be addressed to Karen Twining and Jamie Philips of Oxford HR Consultants and uploaded with the online form. If you have specific questions about the post, please contact the Oxford HR team by email on gatsby@oxfordhr.co.uk.

Applications are welcome until the deadline of **Monday 3rd October 2016** (by midnight UTC). **Candidates must be Kenyan nationals.** Gatsby Africa will be recruiting more posts in 2016 so eligible candidates may also be considered for other forthcoming posts.

Equality and diversity are core to Gatsby. 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.

The Oxford HR Online Form provides us with the key information we will need to take your application through to interview. This form includes Oxford HR's Equal Opportunities Monitoring 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.