



GATSBY  
AFRICA

# GATSBY AFRICA

## KENYA COMMERCIAL FORESTRY PROGRAMME

BUSINESS ANALYST

CANDIDATE PACK - SEPTEMBER 2016

GATSBY AFRICA IS BEING SUPPORTED BY OXFORD HR IN THE  
GLOBAL SEARCH FOR A BUSINESS ANALYST 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](http://www.gatsby.org.uk). Gatsby Africa is an English charitable company limited by guarantee, established to implement the Gatsby Charitable Foundation's Africa programmes. Gatsby Africa has a registered branch office in Kenya to enable its operations there.

### 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 East Africa Limited. 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 Africa 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 Business Analyst will play a number of crucial roles in support of the Forestry Analytics Unit of KCFP. These will centre on supporting delivery of high quality financial and broader economic analysis across the lifecycle of the stakeholder/partner engagement process. This analysis will help:

- i) Strategically frame sector issues and engagement opportunities with sector stakeholders.
- ii) Inform the programme's planning of partnership activities.
- iii) Support implementation of partnership activities.
- iv) Guide the longer-term vision for the sector's development and the programme's role in enabling this.

The role reports to the Forest Economist. They will work in the Forestry Analytics Unit. The Unit will consist of the Business Analyst, a Financial Analyst and a Research and Policy Analyst. The Financial Analyst will work closely with the other analysts within the team as well as the Forest Economist, who will provide overall coordination and strategic framing of assignments. The role will be based in Nairobi, but with regular travel around Kenya and occasional travel to the East Africa region.

Gatsby Africa has 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. Salary will be competitive and negotiable based on experience.

Candidates must be Kenyan nationals.

## BUSINESS ANALYST

**Reports to:** Forest Economist

**Location:** Nairobi, Kenya

### RESPONSIBILITIES:

The following are some specific responsibilities of the Business Analyst role across the lifecycle of the stakeholder/partner engagement process. However, as the needs of the programme develop over time, it should be expected that additional responsibilities will be added. The role requires flexibility in taking on other tasks as reasonably required from time to time.

#### **Strategic framing of sector issues and partnership opportunities with sector stakeholders**

##### *Develop stakeholder engagement plans and materials (i.e. pitch packs)*

The Business Analyst will consider how analysis could be generated to understand constraints and opportunities related to stakeholders - both private and public sector - that KCFP is interested in engaging with. This will involve participating in stakeholder meetings and site visits to understand business/operational models (initially at a high-level) plus stakeholders' challenges and opportunities and how they ladder up to the sector's development. The Business Analyst will lead delivery of initial strategic analysis that will consider the 'business case' for partnering with particular stakeholders or engaging on particular sector issues. They will also develop presentations and summary notes of initial analysis. These will be used to position the programme as a credible and valued advisor and gain buy-in to KCFP's vision, ways of working and partnership.

#### **Informing the programme's planning of partnership activities**

##### *Consulting to programme partners and sector stakeholders*

The Business Analyst will lead targeted areas of consultation to inform the programme's planning of partnership activities. They will engage with a range of different business units and teams. For example, the Business Analyst could engage with a company's nursery management team to understand their nursery operations in detail, or a partner's marketing team to understand their current sales strategy. They will be expected to quickly understand the business fundamentals of the operations, appraising existing systems and constraints and understanding decision-making processes. They will co-develop credible plans with partners to arrive at business solutions and, in doing so, set the strategic approach for analysis. They will lead targeted consulting engagements with partners, initially alongside the Forest Economist, but moving towards handling engagements independently.

#### **Supporting implementation of partnership activities**

##### *Undertaking strategic business analysis*

The Business Analyst will lead on strategic business assignments. For example, this could include appraising a range of different forestry resource management models to consider key operational challenges across the current business and new models under consideration, from staffing models through to logistics optimisation. They will lead targeted assignments

with partners – working collaboratively with partner counterparts. They will develop reports and presentation materials of findings and present these to partners. Many assignments are likely to have a financial or economic modelling component, which would be delivered by the Financial Analyst; or a policy or research element, which would involve the Research and Policy Analyst.

### **Guiding the longer term vision for the sector's development and the programme's role in enabling this**

#### *Keeping abreast of developments and innovations on cross-cutting sector issues*

The Business Analyst will keep abreast of developments and innovations on cross-cutting issues relevant to the forestry sector. This might involve keeping abreast of developments and innovations in the agriculture sector that could be transferable to forestry, or monitoring sectors such as tea or cement to keep up to date on companies' energy sourcing strategies and considerations of forestry supply chains. They will proactively share learning, including through internal briefings, with a view to positioning the Forestry Analytics Unit as an industry thought leader.

### **EXPERTISE REQUIRED:**

You will be a high performing individual, able to bring good technical understanding of financial and economic analysis techniques. More importantly, you will have a strong ability to think strategically to solve complex problems, rather than bringing standard or one-size-fits-all approaches. You will have experience of consulting with the private and public sector, and ideally some experience of working in market development programmes.

#### **Skills**

- Excellent strategic and lateral thinking skills and good judgement – ability to assimilate information and new ideas quickly to determine strategic opportunities and risks, including understanding firm-level challenges and opportunities and how these ladder up to the higher level of the sector.
- Excellent client engagement and consulting skills with the ability to lead others to solutions to ensure buy-in.
- Strong analytical abilities: able to identify and appraise strategic business challenges and opportunities, and undertake reporting and analysis with minimal supervision.
- 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.
- Strong understanding of economics, awareness of the driving factors behind business decision-making, and a passion for issues and dynamics affecting East African economic development.
- Structured and organised approach: to pulling together findings and presenting analytical information.

- Strong interpersonal skills: ability to work as a team member, to support in coordinating analytical inputs across the team and potentially with external consultants and the ability to gain the trust and confidence of external and internal stakeholders at all levels.
- Strong written and verbal communication skills, able to communicate complex issues with clarity and structure, and to deliver documents to the highest levels of professionalism.

## **Experience**

- A minimum of 3 years' business consulting experience, ideally with a professional services and/or consultancy firm.
- Working in or with the private sector, and understanding business fundamentals and commercial analysis.
- Working with or in East African markets, ideally with some forestry or agriculture sector exposure.
- Engaging and working with range of expert consultants and senior stakeholders.
- Working in a highly dynamic organisational environment.
- Some experience of working within a private sector development context (ideally within market facilitation) and an understanding of market systems principles and engagement approaches.
- Experience with project resource planning.
- Experience in reviewing work, and making sure that work is delivered according to time scales and required milestones.
- Experience developing high quality presentation materials.

## **Qualifications and competencies**

- A university degree (ideally a Masters) in economics, development, or similar in a relevant discipline.
- In-depth working knowledge of Excel, Word and PowerPoint software.

## **Personal qualities**

- Able to think strategically and critically, and to bring imagination to solving problems with substantial complexity and ambiguity.
- Strong commitment to quality and attention to detail.
- Able to work independently, prioritising effectively across a portfolio of activities.
- A keenness and ability to be flexible, versatile and learn quickly in new or changing environments.

- Values driven, demonstrating integrity and firm ethical standards.

### Desirable

- Strong quantitative analytical skills, ideally including business model development and economic/financial modelling.
- Some understanding of commercial forestry.
- Fluent Kiswahili.

## VALUES AND BEHAVIOURS

Gatsby Africa 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 we aspire to use in our 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.



## HOW TO APPLY

All correspondence, at this stage, should be via Oxford HR. To apply, please complete **Oxford HR's online form** at <http://oxfordhr.co.uk/job/financial-analyst-business-analyst> 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 Africa 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 at <http://oxfordhr.co.uk/job/financial-analyst-business-analyst>. If you have specific questions about the post, please contact the Oxford HR team by email on [gatsby@oxfordhr.co.uk](mailto:gatsby@oxfordhr.co.uk).

Applications are welcome until the deadline of **Monday 10th 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 Africa. 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.



# GATSBY AFRICA

Gatsby Africa is an English charitable company limited by guarantee, established to implement the Gatsby Charitable Foundation's Africa Programmes.

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