



GATSBY
AFRICA

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KENYA COMMERCIAL FORESTRY PROGRAMME

FINANCIAL ANALYST

CANDIDATE PACK - SEPTEMBER 2016

GATSBY AFRICA IS BEING SUPPORTED BY OXFORD HR IN THE
GLOBAL SEARCH FOR A FINANCIAL 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. 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 Financial Analyst will play a number of crucial roles in support of the Forestry Analytics Unit of KCFP. These will centre on leading 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 Financial Analyst, a Business 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.

FINANCIAL ANALYST

Reports to: Forest Economist

Location: Nairobi, Kenya

RESPONSIBILITIES:

The following are some specific responsibilities of the Financial 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

Support stakeholder engagement analysis and materials

The Financial Analyst will support engagement with a range of forestry stakeholders - both private and public sector - by undertaking financial and economic analysis. They will be expected to contribute to engagement summary reports and the development of presentations. Initial assignments will consider the 'business case' for partnering with particular stakeholders or engaging on particular sector issues. This will also 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

Support planning of partnership activities

The Financial Analyst will provide financial and economic input to support planning of partnership activities. This will mainly involve internal planning sessions within the Forestry Analytics Unit, but could involve supporting external engagement with partners on specific finance and economic modelling activities.

Supporting implementation of partnership activities

Develop and review financial and economic models

The Financial Analyst will lead on the development of detailed financial and economic models. They will lead individual assignments which are financial in nature, and support broader assignments which have a financial/investment component. They will co-develop high quality models with partners for a range of different investment scenarios – including investing in best practice forestry and new processing technologies. These models will be of a standard that enables partner organisations to make business investment decisions. They will also review partner organisations' financial models, identifying critical factors and drawing conclusions on their credibility. They will develop summary reports and slide decks of such models, and deliver key findings to the KCFP team through internal briefings. They will also present findings directly to partners.

Piloting of grower financing models

The Financial Analyst will support the piloting of financing models, such as the trial of results-based payments to tree farmers to influence their woodlot management practices. The Forest Economist would lead the overall design of such a pilot with support from the Financial Analyst. The Financial Analyst will lead on specific components, such as developing a farmer household finance assessment tool to understand household financial cash flows so this can inform design of any new financing tools.

Capacity building and skills transfer

The Financial Analyst will provide capacity building on financial and economic modelling to counterparts within programme partners. This will largely be done through the co-development of financial and economic models, but will also involve developing financial management tools and templates to help partners monitor the implementation of new operating models and/or apply these to other opportune areas of their business.

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

Keep abreast of forest finance developments and innovations in the sector

The Financial Analyst will keep abreast of financial and investment innovations in the forestry sector (e.g. innovative forestry finance products, climate finance opportunities) and proactively share learning, including through internal briefings, with a view to positioning the Forestry Analytics Unit as an industry thought leader.

Standardising models and developing tools for replication

The Financial Analyst will develop standardised models and analytical tools for internal use within KCFP as well as Gatsby Africa's other forestry programmes. These models and tools will also be offered to stakeholders more broadly. For example, the Financial Analyst could develop a standardised financial model template/tool to help tea factories in East Africa understand the opportunities and challenges of developing more sustainable wood-fuel supply chains.

EXPERTISE REQUIRED:

You will be a high performing individual, able to bring excellent technical understanding of financial and economic analysis techniques. 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 be adept at developing detailed financial and economic models for new business opportunities. You will have experience of working with the private and public sector, and ideally some experience of working in market development programmes.

Skills

- Excellent quantitative analytical skills including economic/financial modelling and business model development.
- Advanced Excel skills. Ability to produce high quality PowerPoint slides based on complex economic/financial analysis.

- Strong analytical abilities: able to perform desktop research, reporting and analysis with minimal supervision.
- 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.
- 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 to gain the trust and confidence of external and internal stakeholders at all levels.
- Structured and organised approach to pulling together findings and presenting analytical information.
- Strong written and verbal communication skills – able to communicate complex issues with clarity and structure, and to deliver documents to the highest level of professionalism.

Experience

- A minimum of 3 years' relevant experience, ideally with a professional services and/or consultancy firm undertaking financial/economic analysis.
- 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 related to finance and investment.
- Engaging and working with a 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 timescales and required milestones.
- Experience developing high quality presentation materials that clearly summarise detailed underpinning economic models.

Qualifications and competencies

- A university degree (ideally a Masters) with strong numerical emphasis, e.g. mathematics, economics, engineering, natural sciences or similar in a relevant discipline.

- In-depth working knowledge of Word and PowerPoint software and advanced Excel skills.

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

- 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.

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.



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

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Registered company number: 09360833

Registered charity number: 1168223