



GATSBY  
AFRICA

# GATSBY AFRICA

## KENYA COMMERCIAL FORESTRY PROGRAMME

INVENTORY PLANNER

CANDIDATE PACK - SEPTEMBER 2016

GATSBY AFRICA IS BEING SUPPORTED BY OXFORD HR IN THE  
GLOBAL SEARCH FOR AN INVENTORY PLANNER 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 we have 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 East Africa Limited 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 Inventory Planner (IP) will play a number of crucial roles in support of KCFP including: advising and facilitating partners on all aspects of forest management planning; advising on Management Information Systems and supporting their adoption; and delivering training. While part of the technical forestry team, the IP will also play an important bridging function in terms of generating and aggregating information and data required by KCFP's forestry analytics unit.

The role reports into the Forest Manager, providing a technical lead across planning functions to KCFP's team of field foresters as well as the teams (field and management) of respective partner organisations. S/he will also be required to coordinate closely with the KCFP Forest Economist and Monitoring, Evaluation and Learning Manager. At times the IP will be required to engage and work closely with senior technical advisors and consultants supporting the programme through temporary assignments. The role will be based in Nairobi, but with an expectation that approx. 50-75% of time will be field-based at partner sites across Kenya.

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.

## **INVENTORY PLANNER**

**Reports to:** Forest Manager

**Location:** Nairobi, Kenya

### **RESPONSIBILITIES:**

The Inventory Planner will take a lead role and have responsibilities across four broad areas. Over time it should be expected that additional roles and responsibilities will be added.

### **Advising, facilitating and building capacity of partners in all aspects of Forest Management Planning**

Providing support within the planning departments of partner organisations to develop data sets, internal planning guidelines, procedures and activity standards required to enable effective Forest Management Planning. This will include technical backstopping across a number of activities:

- Coordinate the measurement and mapping functions associated with permanent sample plots, planting compartments, fire management protocols, conservation systems, and harvesting schedules.
- Conduct baseline reviews of forest data across partnerships including current average stocking, mean annual increment and yield per hectare. Includes assessing data accuracy and integrity, timeliness, storage and management systems. Also includes supervising field crews during inventory planning, data collection, data entry and quality checks.
- Enhance the production of planning guidelines and work plans to develop standard operational procedures and activity standards as well as forest management plans, yield regulation plans and in forest valuation.
- Liaise with partner institutions to help develop national standards for planning.
- Deliver systematic Training of Trainer functions involving spatial analysis, including Scenario Development and Analysis, Spatial Decision Support Systems and multi-criteria evaluation techniques and analysis. Generate spatial data relating to site suitability, site species matching, site machine matching, and site productivity.

### **Deliver training on forest inventory and planning**

- Work closely with planning teams of partner organisations to build the capacity required to enable effective forestry inventory and planning systems monitored through appropriate reporting disciplines.
- Develop technical and planning skills including inventory, data collection and management, mapping techniques, forestry information management system, forestry costing, and evaluation.
- Identify partners' planning training needs and develop a training curricular and suitable materials relating to planning courses and planning tools.
- Promote knowledge sharing and best practices at field days by sharing information on new technologies in forestry planning and tools for capturing and processing data.

## **Advising and facilitating partners in adoption of 'fit for purpose' Forestry Management Information Systems (FMIS)**

- Provide leadership within the forestry and planning departments of partner organisations to assess internal requirements of 'fit for purpose' FMIS. Develop the necessary technical procedures, guidelines and skill-sets required to ensure effective adoption of such systems. In-turn this will support timely, objective, consistent and professional decision-making by management.
- Provide technical guidance on homogenising data interpretation and definitions of variables.
- Provide partners with support and guidance in selecting, setting up, and maintaining an appropriate forest information management and database system to enter, validate, clean and store inventory field data.

## **Coordinating generation and collation of field data required by KCFP's Forestry Analytics Unit and MEL teams**

- Develop a simple internal FIMS for data storage and further processing.
- Enhance the production of a variety of technical reports - such as monthly progress reports on planning activities - for further analysis by the Forestry Analytics Unit and the Monitoring, Evaluation and Learning Manager.
- Provide key forestry data as required for specific analysis and monitoring including: spatial data relating to site suitability, species matching, site machine, site productivity and effective planting areas, survival count, mortality assessments, harvesting operations, pest and disease occurrences and fire assessments.

## **EXPERTISE REQUIRED:**

### **Experience**

- Experience in Geographic Information System (GIS) database creation, updating and monitoring, and GIS modelling and analysis.
- Ability to independently design, organise, conduct, process, interpret and store inventory information.
- Experience in training, commercial forest planning, forest yield regulation and valuation.
- Experience in selecting and operating a plantation forest MIS.
- Experience on site suitability, site species matching, site productivity and site machine matching.
- Experience in Forest Stewardship Council protocol for sustainable forest management.
- Familiarity with CAMCORE Cooperative International Tree Conservation and Domestication research initiatives.

### **Qualifications and competencies**

- A minimum of a BSc in forest management or planning, GIS, Geo-information or a related field.
- At least three years of relevant experience in forest resources assessment and management and application of spatial and non-spatial analysis.
- Experience in using the following software: Word, Excel, PowerPoint, statistical package, and packages such as the MicroForest and Iptim MIS.
- Experience in using at least one of the following GIS programmes: ArcGIS, QGIS, or GeoServer.
- A Kenyan Driver's License.

### **Personal qualities**

- Strong written and verbal communication skills, able to communicate complex issues with clarity and structure.
- Results-focused, consistent and accurate.
- Strives for continuous improvement.
- Able to plan and deliver work according to time-scales and required milestones.
- Able to engage and work with a range of expert consultants and senior and middle management staff.
- Able to work with people of different professional, national and cultural backgrounds.
- Able to gain the trust and confidence of KCFP partners at all levels.
- Strong commitment to quality and paying attention to detail.
- Able to work independently, analyse and solve problems and priorities issues.
- Able to be flexible, versatile and learn quickly in new or changing environments.
- Values driven, demonstrating integrity and firm ethical standards.

## 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/inventory-planner> 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/inventory-planner>. 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 **October 10 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.

The Peak, 5 Wilton Road, London SW1V 1AP

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