



GATSBY
AFRICA

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KENYA COMMERCIAL FORESTRY PROGRAMME

PROGRAMME DIRECTOR
CANDIDATE PACK - MARCH 2017

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 industry development organisation 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

Kenya faces a serious and worsening shortage of wood supply which is hampering economic growth and leading to higher rates of inflation for key wood-based products. The deficit is set to widen in the coming years, with high rates of urbanisation and growth driving increased demand, while supply is projected to stagnate or fall.

Gatsby Africa has established the Kenya Commercial Forestry Programme (KCFP) to tackle this high-level supply challenge, while accelerating economic growth and improving the livelihoods of rural poor people.

KCFP will partner with private and public sector players to enhance the commercial opportunity of tree growing at all scales. A central objective is to build the commercial sustainability of, and coordination between, key private and public institutions that can provide services that support the growth of the sector – such as access to higher quality genetic material and improved tree nursery services.

This will require a range of work, including:

- collaboratively developing improved planting material for commercial species;

- facilitating the development of distribution channels for planting material;
- transferring technology and commercial forestry best practices through technical assistance and market linkages;
- developing inclusive producer-processor supply chain and value addition models;
- conducting sector research and disseminating insight.

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.

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 resilient, inclusive and competitive forestry sector in Kenya, capable of thriving in the long-term without external support.

KCFP is national in focus. It aims to cater to the needs of growers of all sizes, but will be particularly responsive to the needs of smaller growers.

This role

The Programme Director (PD) will lead the newly established Kenyan Commercial Forestry Programme, ensuring successful delivery of the programme and its outputs. She/he will set the tone and image of the programme, shape the culture of the organisation, build the senior management team, define and articulate the strategic direction of the organisation, and provide operational leadership.

The role reports to the Gatsby Africa Programmes Director responsible for the forestry portfolio and will be guided by feedback from the Kenya Commercial Forestry Programme Technical Advisory Panel (which will be established). The role is based in Nairobi, 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

Salary will be competitive and negotiable based on experience.

PROGRAMME DIRECTOR, KCFP

Reports to: Gatsby Africa Programmes Director – Forestry & Tea Portfolio
Location: Nairobi, Kenya

RESPONSIBILITIES:

Strategy development and execution

- Lead strategy development for the Programme, defining and articulating the strategic vision in collaboration with the Gatsby Africa Programmes Director responsible for the forestry portfolio.
- Lead design and execution of interventions and activities in response to the Programme strategy, and adapt these as needed to the evolving needs of the sector.
- Develop operational and resource plans for implementation of the Programme.

Develop a team culture of performance measurement and learning

- Ensure that effective management systems - especially monitoring, evaluation and learning systems - are in place to promote and encourage the Programme to continuously adapt, improve and report effectively to funders.
- Ensure that lessons are captured from the Programme and shared across the Gatsby Africa forestry portfolio, whilst integrating lessons from other Gatsby Africa sector development programmes into the Programme.
- Develop and update the Programme budget, maintaining responsibility for budget oversight, reporting and spend control.

Staff development

- Develop the HR strategy for the Programme, including staff development and succession planning, and refine as necessary in consultation with Gatsby Africa.
- Provide structures and systems to support development of Programme staff.
- Line manage direct reports and ensure their respective teams are effectively managed.

Stakeholder engagement

- Develop and manage critical relationships with senior leaders in the Kenyan government and the private sector.
- Lead the negotiation, design and implementation of partnerships as appropriate.
- Lead the development of new funding partnerships in collaboration with the Gatsby Africa Programmes Director responsible for the forestry portfolio.
- Manage reporting to, and relationships with, donors and co-funders.

Build and maintain operating systems to support Programme execution

- Supervise the financial and logistical operations of the Programme, including HR and back office, working closely with Gatsby Africa to ensure value for money and proper use of all donor funds.
- Establish effective operational systems and oversee all operations.
- Oversee the performance of third party consultants or implementing organisations.

EXPERTISE REQUIRED:

Experience

- While understanding of the commercial forestry sector would be useful, it is not essential for this role: a track record in defining strategy and executing effectively, commercial acumen, experience of sector development, and an adaptive learning attitude are more important.
- Experience in implementing market-based solutions within large-scale sector development programmes; and/or excellent strategic leadership skills and experience of managing interventions to enhance competitiveness of agricultural sectors.
- Comprehensive understanding of the constraints faced by farmers in accessing inputs and information, and experience of designing mechanisms for reaching farmers with relevant services.
- Experience and understanding of business investment decisions and in deal-structuring of investments.
- Strong leadership and people management experience demonstrating the ability to: translate ideas into action; monitor multiple work streams; co-ordinate staff, contracting partners and stakeholders in a consultative and collegiate decision-making style.
- Proven experience of influencing senior level public and private sector decision makers and communicating to a variety of audiences and media.
- Strong track record of successfully leading and managing projects with multiple stakeholders and multi-layered teams, handling annual budgets of at least \$2m.

Qualifications

- A minimum of ten years' relevant work experience having achieved and maintained a senior level within either a private sector consultancy, development consultancy or development project management organisation.
- A minimum of five years' work experience in Africa at managerial level, with demonstrable experience and understanding of smallholders.
- Higher education qualification in Economics, Business, Agriculture and/or Forestry.

Skills and Competencies

- Strong strategic thinking skills and good judgment – ability to reflect on the variety of likely impacts or outcomes from an activity and to determine pragmatic approaches to getting results.
- Excellent interpersonal, diplomatic and persuasive skills – able to build a strong rapport with senior level public and private sector stakeholders and be comfortable negotiating political relationships.

- Good analytical skills with the ability to interpret complex and conflicting information.
- Creativity and the ability to generate innovative solutions to evolving situations during the delivery process.
- A self-starter with plenty of energy, able to meet deadlines under pressure and balance conflicting and changing priorities.
- Excellent written and verbal communication skills in English is essential; working knowledge of Kiswahili is an advantage but not essential.
- Shows integrity, professionalism and empathy with the mission and values of the Gatsby Africa.

VALUES

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.

Gatsby Africa is an equal opportunity employer.

HOW TO APPLY

All correspondence, at this stage, should be via Oxford HR. To apply, please complete **Oxford HR's online form** 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-1705
- Pat-Jones-Statement-1705

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 **Sunday 14th May 2017** (by midnight UTC).

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