



GATSBY  
AFRICA

# GATSBY AFRICA

## KENYA COMMERCIAL FORESTRY PROGRAMME

TECHNICAL 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](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 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 competitive, inclusive and resilient 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 Technical Director will be a key role, strengthening the team at a political, technical, commercial, and management level.

The TD will provide strategic leadership and operational management across all technical forestry functions of the programme, while fostering strong collaborative relationships across the sector.

The role reports to the KCFP Programme Director. It is based in Nairobi, with regular travel around Kenya and occasional travel within 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.

## TECHNICAL DIRECTOR, KCFP

**Reports to:** Programme Director, KCFP

**Location:** Nairobi, Kenya

### RESPONSIBILITIES:

#### **Coordinate and control the core technical forestry and technical research components of the programme**

- Ensure that the programme's knowledge-base and strategy is appropriate for the sector environment and is benchmarked against international best practice. This includes forestry science, applied research, nursery, silvicultural and harvesting practice, post-harvest processing and forest planning.
- Establish and maintain effective linkages with local, regional, and international institutions to ensure awareness of trends in forestry technology and research and develop mechanisms to apply these in the Kenyan context.
- Provide management oversight in developing and strengthening a regional technical approach across the Gatsby Africa forestry programmes and facilitate appropriate exchange visits to foster a collaborative learning agenda.

#### **Maintain effective relationships between the programme and key institutions and stakeholders in terms of technical collaboration and sharing of information**

- Foster open, collaborative relationships with sector institutions and stakeholders.
- Coordinate the activities of the programme's Technical Advisory Panel, including selection of, and liaison with, key representatives of public-sector agencies, private-sector partnerships, and development partners.
- Facilitate consensus and broad support for the programme's technical approach.
- Foster collaborative activities to address key issues affecting sector-wide challenges in areas such as climate change, adaptation to marginal land, access to improved genetic material, and new technologies for timber processing.

#### **Design, coordinate, and monitor the general activities and outputs of the technical team**

The technical team comprises of a Silviculture Manager and his team of foresters, plus Specialists and/or Consultants responsible for Planting Material, Forest Engineering/Wood Utilisation and Forest Planning.

Across these functions, the TD will:

- Ensure that technical support to partnerships is of a consistent high quality, is reliable and timely, and delivers a high-level of impact against targets within the individual work plans.
- Ensure that the associated work plan activities are appropriate, cost-effective, and have clear objectives and measurable outputs and timeframes.
- Ensure that design and implementation of technical interventions is in a manner consistent with Gatsby's approach – building the ability of market actors to deliver services to the sector, rather than the programme providing these services directly.

The TD also has particular responsibilities against specific functions:

- ***Plantation Establishment and Management***
  - Ensure that the design and implementation of demonstration plots and training materials is cohesive, pragmatic, and delivers effective mechanisms for skills development and enhanced competitiveness of the partnerships and the sector as a whole.
  - Enhance the production of planning guidelines and inventory systems to develop comprehensive standard operational procedures and activity standards as well as forest management plans, yield regulation plans and forest valuation information.
  - Line manage the Silviculture Manager and his team. This entails reviewing, approving, and monitoring interventions covering all aspects of nursery management, silviculture practices, inventory and planning systems, and an effective market-led focus on harvesting and processing operations.
- ***Planting Material***
  - Ensure the programme delivers a high-level of competency in terms of overall strategies and technologies for silvicultural production, pest and disease management, and that research activities are appropriate, effective and have a market-led focus on harvesting and processing operations.
  - Line manage a Specialist or Consultants. Review, approve, and monitor interventions covering all aspects of site-species selection, and identification and sourcing of appropriate new improved germplasm.
- ***Forest Engineering and Wood Utilisation***
  - Ensure the programme delivers a high-level of competency in terms of overall skills development at a partnership and sector level related to all aspects of forestry engineering and timber processing.
  - Line manage a Specialist or Consultants. Review, approve, and monitor training programmes covering all aspects of timber processing and value-addition technologies, biomass engineering, operation and maintenance of forestry machinery and equipment.
- ***Forest Planning and Inventory***
  - Ensure the programme delivers a high-level of competency in terms of overall skills development at a partnership and sector level related to all aspects of forestry planning and inventory development.
  - Line manage a Specialist or Consultants. Review, approve, and monitor interventions covering all aspects of forest inventory, planning, wood supply modelling, spatial information and supporting technology.

## EXPERTISE REQUIRED:

### Experience

- Strong commercial forestry experience including a combination of technical and operational responsibilities within enterprises in the forestry value chain.
- 10 years of management responsibility, strong operational and strategic leadership, stakeholder liaison.
- Comprehensive understanding of the forestry value chain from genetic resources to wood processing. Management of multiple forestry functions would be an advantage.
- Proven leadership of collaborative, multi-partner initiatives.
- Demonstrated experience influencing senior public and private sector decision makers.
- Experience of technical business investment decision-making would be an advantage.

### Qualifications

- First degree in Forestry
- Master's Degree desirable

### Skills and Competencies

- **Relationship Building**
  - Excellent interpersonal, diplomatic and persuasive skills. Able to build strong rapport with senior level public and private sector stakeholders and comfortable negotiating political relationships.
  - Able to gain the trust and confidence of partners at all levels.
- **Teamwork**
  - Able to work effectively in a cross-functional work environment, line managing a team of forestry specialists/consultants and collaborating effectively across the organisation.
  - Able to work with people of different professional, national and cultural backgrounds.
- **Combination of Technical and Operational Management Expertise**
  - Proven knowledge of the forestry value chain from genetic resources to wood processing.
  - Robust analytical skills with the ability to interpret complex and conflicting information.
  - Able to lead and contribute to technical business investment decisions.
  - Strong operational management skills demonstrating an ability to run an organisation efficiently, develop processes, spot and deal with problems, and create a high-performing team.

- **Innovating and thinking strategically**
  - Strong strategic thinking skills and good judgement. Able to reflect on the variety of likely impacts from an activity and determine pragmatic approaches to getting results.
  - Creativity and the ability to generate innovative solutions to evolving situations during execution.
  
- **Planning and executing**
  - A self-starter with plenty of energy, able to meet deadlines under pressure and balance conflicting and changing priorities.
  - Able to plan and deliver work according to time-scales and required milestones.
  - Results-focused, consistent and accurate and strives for continuous improvement.
  - Able to work independently, analyse and solve problems and prioritise issues.
  
- **Professionalism and self-awareness**
  - Strong commitment to quality and paying attention to detail.
  - Able to be flexible, versatile and learn quickly in new or changing environments.
  - Excellent written and verbal communication skills in English essential; working knowledge of Kiswahili a significant advantage.
  - Able to communicate complex issues with clarity and structure.

## 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](mailto:gatsby@oxfordhr.co.uk).

Applications are welcome until the deadline of **Sunday 14th May 2017** (by midnight UTC). **Candidates must be Kenyan nationals.**

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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