



GATSBY
AFRICA

KENYA COMMERCIAL FORESTRY PROGRAMME

SENIOR PROGRAMME MANAGER

CANDIDATE PACK

JANUARY 2019

Opportunity to play a senior management role within one of Gatsby Africa's sector development programmes. Manage a portfolio of the programme's intervention areas, developing strategies and innovations that can be tested and scaled with market actors. Use your skills and experience to strengthen our work and realise our ambition to enhance the competitiveness of the Kenyan commercial forestry sector and dependent industries. Help create improved livelihood and employment opportunities that will benefit millions of people.

CONTEXT

In 1967 David Sainsbury set up the Gatsby Charitable Foundation. Lord Sainsbury 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 his areas of interest and draw from his professional experience in business and government. More information can be found at www.gatsby.org.uk

Gatsby Africa is an English charitable company limited by guarantee, established to implement the foundation's programmes in Africa, with branch offices in Nairobi and Dar es Salaam.

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 economic sectors - such as commercial forestry in Kenya - can be transformed.

We fund and implement programmes that look to catalyse and influence large-scale and lasting change in priority sectors. We build and support local organisations dedicated to sector transformation. We also aim to share what we have learned with others - such as governments and donors - who are trying to transform 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 propel increased domestic and foreign investment in the sector – dramatically increasing value addition and exports and creating tens of thousands of jobs.
- **Tanzanian Forestry:** Building a vibrant commercial forestry sector by supporting applied research, improved service delivery and increased innovation to raise wood production and industrial processing, boost returns for growers of all sizes, and create jobs.
- **Kenyan Forestry:** Partnering 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 organisations dedicated to sector transformation in the region, and governed, managed and staffed by East Africans: Kenya Markets Trust (which runs programmes in three key Kenyan sectors), and the regional industry development organisation Msingi. Msingi's first programme is in the aquaculture sector.

KENYA COMMERCIAL FORESTRY PROGRAMME

THE NEED AND THE OPPORTUNITY

Kenya's forestry sector is central to its economy and its future. Five key forests regulate 75% of the country's renewable water supplies, while more than 80% of the energy generated in Kenya comes from wood.

As Kenya's population and economy grows, the demand for fuelwood and construction materials, such as sawn timber, is accelerating. However, Kenya is only able to meet about 70% of this demand through sustainable domestic supply. The current annual deficit of 12 million m³ is met by formal and informal imports plus unsustainable extraction from natural forests. This will only get worse: population growth, industrialisation and urbanisation are predicted to increase demand to 66 million m³ by 2030, while sustainable supply is projected to stay almost static. This would see the annual deficit nearly treble to 34.4 million m³. The consequences for Kenya's environment and economy would be severe.

At their current scale, commercial forestry resources will not be able to meet the growing deficit for wood supply in the country. Given public commercial forestry assets are limited by the geographic area of gazetted land, expanding the private commercial forestry resource base in Kenya presents an important opportunity.

However, for private growers of all scales to invest in commercial forestry over alternative land uses, commercial forestry must be attractive economically. Sustainable growth of private commercial forestry activity requires competitive timber product value chains to emerge, underpinned by effective support services. Furthermore, key constraints along the production cycle, timber processing and marketing value chain need to be overcome. These include (but are not limited to):

- Poor access to improved germplasm and quality planting material
- Limited skills and knowledge within silviculture, plantation management and harvesting
- Relatively weak business skills, market knowledge and coordination of tree growers

Helping stakeholders tackle these challenges and catalysing the growth of the Kenyan commercial forestry sector could have significant impact. Not only would it address the growing deficit for wood supply, it would create jobs, raise incomes, increase tax revenue and support national carbon mitigation, while also opening up opportunities for industrialisation.

THE PROGRAMME AIMS AND AREAS OF INTERVENTION

Gatsby Africa established the Kenya Commercial Forestry Programme (KCFP) in 2016 to support this growth. Through a range of interventions, the programme aims to:

- Improve returns for commercial growers of all sizes, and enhance forest-based economic, social and developmental benefits.
- Enhance profitability and employment in wood processing.
- Increase investments in forest development.
- Secure the sustainable supply of collaborative research and critical commercial support services, such as access to higher quality genetic material and forest finance, and improved tree nursery and grower advice services.
- Increase forest and tree cover and reverse forest degradation.

To achieve the above will require a range of work, across the following intervention areas:

- **Facilitating collaborative tree improvement research and development** – bringing private and public players together, including on targeted R&D in germplasm testing.
- **Improving the quality and diversity of planting material available to growers of all scales** – including by working with nursery service providers on demand-driven standards.
- **Improving plantation establishment and management across growers of all sizes** – including by working with lead firms to provide proof of concept for standard operating procedures, robust management systems, and linkages with third-party growers of all scales.
- **Increasing value addition and improve margins for all actors in key value chains** – including by working with firms to test and roll-out new technologies and win-win pricing mechanisms.
- **Generating intelligence and insight** – to support policy development and sector planning.

PROGRESS TO DATE

KCFP has recently completed its inception phase. In this phase, KCFP aimed to build a team and supporting operational systems and complete necessary studies to inform how Kenya can develop a comparative advantage in commercial forestry, while also gaining applied experience working with a sample of sector actors to inform the design of a longer-term strategy.

Notable achievements include but are not limited to:

- **Forming a partnership with the Kenya Tea Development Agency (KTDA** – a \$800m system of 67 tea factories supporting more than 600,000 tea growers) to help KTDA think through its current and future wood-fuel needs and its forestry operations.
- **Forming a partnership with One Acre Fund Kenya** to help develop a suite of enhanced commercial forestry service offerings to their network of 400,000+ farmers in Western Kenya.
- **Building relationships with the relevant ministries in Kenya** – including by taking the Ministry of Environment and Forestry officials and other public and private forestry organisations on learning visits to Swaziland and South Africa. The Ministry has further asked for KCFP's support to develop a distinct sub-sector plan for commercial forestry within its broader national forestry programme.
- **Starting an international benchmarking exercise** covering countries including Vietnam, South Africa, China and the UK to guide the Ministry on what sector planning functions and policies are required to support sector growth.
- **Creating the first ever African tool for site-species matching** – this uses GPS and GIS mapping with topographical and ecological data to tell people which species of tree they should grow in different areas of Kenya. The next step is considering opportunities for strategic deployment of the tool into sustainable service delivery models.

THE ROLE

OUTLINE

The Senior Programme Manager (SPM) will be responsible for a portfolio of programme activities spanning three of the programme's six intervention areas:

- 1) Facilitating nursery service providers to improve the quality and diversity of planting material available to growers of all scales
- 2) Facilitating development of commercially sustainable service offerings to support effective plantation establishment and management
- 3) Fostering collaborative arrangements between public and private partners for targeted Research & Development

The position requires experience in market system facilitation. Technical forestry know-how would be advantageous but is not a pre-requisite, as technical support functions will be available to the role internally.

Areas of responsibility will cover:

- **Strategy:** developing and adapting strategy at the intervention level. This will require developing a vision as to how services and functions pertaining to each intervention area will operate and evolve as the sector develops, and defining the programme's strategy to deliver systemic change towards this vision.
- **Innovation:** developing concepts as to how services and functions could be sustainably delivered within the market system, plus approaches to test those concepts' viability ahead of effective pilot and scale-up of activities.
- **Work and resource planning, budgeting and oversight:** developing and adapting comprehensive workplans and budgets covering all activities required for effective implementation of the intervention area strategies. This will include identifying and contracting technical advisors and managing effective implementation of multiple workstreams and activities by the intervention teams.
- **Monitoring and learning:** developing, implementing and adapting monitoring systems and plans to track the effectiveness of intervention strategies, and to capture relevant learning for transfer within the programme, between GA programmes, and across sector actors.
- **Relationship management:** developing and nurturing relationships with decision makers from the private and public sector, ensuring effective working relationships and influence over organisational and system change.
- **Coaching, management and mentorship:** ensuring each member of the intervention team working under the SPM has effective objectives and personal development plans in place, coupled with the opportunities and support to grow and develop in line with their personal ambition and the needs of the programme.

The SPM will report into the KCFP Deputy Director. They will receive cross programme functional support from the MEL Manager and Technical Director. They will hold direct line management responsibility for two Intervention Managers working in the Production Systems team, and indirect line management of a team of Facilitators.

The SPM will be a senior member of the team and play key roles in preparing for and delivering governance meetings (i.e. quarterly steering committee meetings; periodic technical advisory panel meetings; annual programme reviews).

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 AND REMUNERATION

This role is for a fixed-term contract of 2 years. Gatsby will pay a competitive salary based on skills and experience. We offer a generous benefits package.

JOB DESCRIPTION

Job title:	Senior Programme Manager
Reports to:	Deputy Director
Direct Reports:	2 * Intervention Managers - Production Services
Location:	Nairobi, Kenya with regular national and occasional regional and international travel (estimated to be approx. 33% of time total)

KEY ROLE RESPONSIBILITIES

MANAGING KCFP'S PORTFOLIO OF INTERVENTIONS RELATED TO COMMERCIAL FORESTRY PRODUCTION SERVICES¹:

- 1) **Developing and adapting strategy at intervention level in line with the overarching programme strategy and vision for the sector's development**
 - Ensure that intervention level strategy documents are in place and periodically updated to reflect ongoing learning and developments in the sector, and that these are underpinned with necessary analysis (e.g. market, policy, stakeholder etc.)
 - With support from the MEL Manager, ensure these are supported with the necessary results chains and monitoring, evaluation and learning plans.
 - Contribute to definition of the aspirational market systems the programme is looking to facilitate in order to deliver critical production services for the commercial forestry sector in Kenya. Outline the phases through which such systems could be incrementally enhanced as the sector develops and how the programme's approach will adapt accordingly (e.g. moving from pilot to scale up).
 - Through engagement with external stakeholders from both public and private sector, seek to influence alignment and buy-in to the intervention strategy and vision.

- 2) **Developing, analysing and testing innovations for sustainable service delivery by market actors**
 - Lead development of new concepts as to how production system services and functions could be designed, tested, and scaled with targeted market actors.
 - Produce clear concept notes for the above, underpinned by analysis, with clarity in proposed approach and resource implications for consideration in programme

¹ Production Services cover aspects of the commercial forestry value chain involved in the production of commercial forestry assets up until - but not including - harvest and marketing functions. This includes: targeted research around germplasm suited for commercial forestry; germplasm production and supply systems pre-tree nursery; tree nursery systems; advisory services pre-establishment; and advisory and management services for establishment and management of commercial plantations.

decision making forums (i.e. SMT meetings, Steering Committees; Annual Programme Reviews)

3) Manage all aspects of work and resource planning, budgeting and implementation under the intervention areas related to Production Services

- Lead Production Services teams in developing detailed workplans, resource plans (including any use of external advisors), and budgets to input into the overall programme Annual Operating Plan (AOP).
- Lead and manage the full process of engaging any external advisory services, from identification through contracting through delivery.
- Manage all aspects of work implemented by their team, providing a quality assurance function and troubleshooting of any issues that arise.
- In consultation with MEL Manager, provide contributions to programme-level workplan tracking systems and quarterly/annual progress reports.

4) Develop, adapt and implement aspects of Monitoring, Evaluation and Learning to track effectiveness of intervention strategies and capture and transfer relevant learning

- With support from the MEL Manager, ensure both intervention-area strategies and innovation-testing strategies are supported with the necessary results chains and monitoring, evaluation and learning plans.
- Ensure these are supported by impact projection forecasts and in-time tracking of the same through the design, testing and scale-up cycle.
- Manage their team to develop competencies in MEL and ensure proactive assumption of roles and responsibilities related to MEL.
- Define, adapt and report on a targeted learning agenda to be addressed through implementation of the intervention area strategies.
- Capture key lessons and with support from the MEL Manager prepare these in the appropriate formats for transfer both between GA programmes and across sector actors.

5) Develop and nurture relationships with decision makers from private and public sector ensuring effective working relationships and influence

- Develop and nurture relationships with senior level decision makers from the public and private sector.
- Use these relationships to form and implement partnership activities related to the intervention areas under their management. From partnership proposal development, due diligence and formalisation processes, and day-to-day

management of implementation of activities, including necessary troubleshooting and adaptive management of plans.

- Identify and deliver on opportunities to present issues and programme activities to influence sector stakeholders around a shared vision for the sector, and how services and functions related to their area of the programme could be effectively delivered on a sustainable basis.

6) Managing, coaching and mentoring of team

- Effective management of the programme team under the SPM's direct and indirect line management. Ensuring each team member has targeted objectives that are in line with overarching programme aims.
- Developing personal development plans for each team member under their direct and indirect line management. Ensuring each team member's development trajectory in the programme aligns with their personal ambition and the needs of the programme and Gatsby Africa at large.
- Ensuring effective succession plans are in place to enable each team member to rise within the organisation, and effective support plans are in place to enable them to develop the required competencies to make the step up in time.
- Engaging with the Technical Director, to ensure technical backstopping support is in place as required.

SENIOR TEAM MEMBER:

- As a senior member in the programme team, the individual will be expected to play a key role in preparation for and delivery of management and governance meetings (i.e. quarterly steering committee meetings; periodic technical advisory panel meetings; annual programme reviews).
- This might include, but is not limited to: planning of annual programme review schedules for external review teams; preparation of key input documents and materials; and in the case of external advisory panel meetings, preparation and presentation of specific programme activities to external audiences.

PERSON SPECIFICATION

EXPERIENCE

- Exposure and practice in implementation of market systems approaches, ideally sector development programmes (minimum of 10 years).
- Substantial management experience at mid-senior levels in low/middle income countries in Africa, and with experience across public, private and NGO sectors.
- Understanding of change management and experience of delivering change.
- Proven experience of successfully designing, leading and managing market system interventions with multiple stakeholders.

- Proven experience of building relationships and the ability to engage at senior levels of business and government.
- Experience of successfully managing, coaching and professionally developing team members working within a complex, fast-paced professional environment.

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 the issues and dynamics affecting East African economic development.
- Structured and organised approach, particularly 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.
- Well-honed leadership and management skills – able to inspire and motivate teams, work in a calm and confident manner, and translate ideas into actions.
- Ability to think through different courses of action and make pragmatic, practical decisions.
- Strong organisation, planning and time-management skills, with a proven ability to plan and prioritise own work and that of others and meet deadlines under pressure, often balancing what appear to be conflicting and sometimes changing priorities.
- Strong facilitation skills – able to ensure partners and sector stakeholders coalesce around shared plans and ideas, and able to translate and manage practical action from these plans, including by clearly defining the role of experts and advisors as required.
- Strong analytical skills, with an ability to define a systematic analytical approach to testing new concepts and innovation, from desk-based to pilot. Ability to implement such approaches to deliver targeted analysis that can inform internal and external audiences.

- Attention to detail, with an ability to provide quality assurance and review roles across all aspects of delivery of their team, including identifying where and when the review of others may be necessary.
- Good interpersonal, diplomatic and persuasive skills – able to build a strong rapport with senior-level public and private sector stakeholders and be comfortable developing partnership opportunities.
- A genuine team-player with strong listening, negotiating and persuasive skills.
- Able to quickly establish credibility and respect as leader of the Production Services team, demonstrating maturity and presence and building strong working relationships and rapport with colleagues.
- Works with others in a collaborative and solutions-focused manner to achieve win-win outcomes.

PERSONAL ATTRIBUTES

- Empathises with GA's mission and values and brings both a commitment to African development and an understanding of the development landscape.
- A commitment to work within the principles and practices of the Gatsby Approach to ensure that programmes learn from implementation and sector changes, adapt and use lessons to guide sector stakeholders.
- Maintains high performance and demonstrates resilience when operating in a fast-paced professional service environment.
- Shows an understanding and appreciation of what it takes to deliver across different cultures.
- Integrity and professionalism, setting and demonstrating the highest ethical and moral standards and a strong sense of personal accountability.
- Able to travel nationally, regionally and internationally (up to 33% of time).

QUALIFICATIONS

- A university degree (ideally a Masters) in economics, development, or a similar relevant discipline.
- Short courses related to market systems design and implementation (desirable).

DESIRABLE

- Strong quantitative analytical skills, ideally including business model development and economic/financial modelling.
- Experience of working in the management consulting sector.
- Understanding of the Kenyan context and political economy, with an existing network of contacts.
- Some understanding of commercial forestry.
- Fluent Kiswahili.

OUR VALUES

We have developed a set of core values that will be used to assess a candidate's fit with the organisation and provide the basis for our culture. Our staff are:

- **Ambitious** – Showing determination to deliver long-term and large-scale impact 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

Before applying, please check that you can answer yes to all the following questions:

- Are you a Kenyan national?
- Do you have direct experience of working in market systems programmes (10 years minimum)?
- Do you have management experience at mid- senior levels in low/middle income countries in Africa, and with experience across public, private and NGO sectors?
- Do you have a proven track record of operating at a strategic level?

If you cannot answer yes to these questions, please do not apply, as we will be unable to progress your application.

If you can answer yes to all the above questions, then you will need to submit an up-to-date curriculum vitae/resume (of no more than 2-3 pages) in MS Word, and a supporting statement. The statement should be no more than 2 pages long – bullet points are acceptable. It should explain:

- why you are interested in this role
- why you are interested in Gatsby Africa
- how your skills and experience make you a good fit. Please relate your skills and experience to the person specification in this candidate pack, using bullet points if appropriate.

Please send your completed application by email to recruitment@cedarconsulting.co.ke. Please clearly state in the subject line of your email that you are applying for the KCFP Senior Programme Manager role.

The closing date for applications is **Sunday 10th February 2019** at 7pm East Africa Time.

Candidates must be Kenyan nationals.



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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