



GATSBY

GATSBY AFRICA

KENYA COMMERCIAL FORESTRY PROGRAMME

DIRECTOR

CANDIDATE PACK

JULY 2016

GATSBY AFRICA IS BEING SUPPORTED BY OXFORD HR
IN THE GLOBAL SEARCH FOR A DIRECTOR FOR THE
KENYA COMMERCIAL FORESTRY PROGRAMME



OXFORDHR
WORLD LEADERS

PROGRAMME DIRECTOR JOB DESCRIPTION

ABOUT GATSBY AND GATSBY AFRICA

In 1967 David Sainsbury (now Lord Sainsbury of Turville) set up the Gatsby Charitable Foundation. He has since given Gatsby more than £1 billion to invest in charitable causes. Gatsby is currently active in six areas: Plant science research; Neuroscience research; Science and engineering education; Economic development in Africa; Public policy research and advice; and The Arts. These reflect David Sainsbury's interests 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/About-Gatsby

Gatsby Africa is a company limited by guarantee, established to implement the Gatsby Charitable Foundation's Africa programmes.

GATSBY'S WORK IN AFRICA

Gatsby has funded programmes in Africa since 1985. The underlying objective has been to help drive sustainable economic growth to create jobs and raise incomes for poor people. Work has focused predominantly on agriculture, mainly within East Africa.

Over the past six years the work funded by Gatsby has evolved significantly, with the focus, level of ambition and operating model all changing. While the work has scaled up, this has entailed working on fewer programmes, but with greater ambition in each – seeking to transform the growth and competitiveness of entire sectors. Gatsby's role has evolved from being mostly a funding organisation into one that is initiating, designing and implementing sector development programmes through the Gatsby Africa structure, often with co-funding from others.

The programme portfolio includes:

- **Tanzanian Cotton:** Establishing the necessary institutional arrangements and supportive markets to ensure more than 400,000 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 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 using grants, loans or equity as appropriate. As a private foundation combined with Gatsby Africa as an implementation arm, in effect a funder-implementer, we have the freedom to innovate and take risks and can adopt a patient and pragmatic approach, understanding that change can take time.

We recognise the impact we can achieve alone is restricted, and often 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 after our involvement.

The degree of our involvement with government varies in each sector, but we believe governments can play an essential role in ensuring sectors have the required regulatory frameworks to incentivise private sector investment and create the right environment for growth. In addition, transformational change often challenges vested interests, requiring further political engagement. We use our extensive local networks and our settlor David Sainsbury's political experience and access to navigate such issues.

ABOUT THE KENYAN 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 energy products, especially for the urban poor. This wood supply deficit is set to widen dramatically in the coming years, with high rates of urbanisation and growth driving increased demand, while supply is projected to stagnate or fall.

Gatsby Africa is developing a commercial forestry sector development programme in part to tackle this high-level supply challenge, but also to build on these market dynamics to deliver opportunities for economic growth and livelihood impacts.

The Programme aims to be known within Kenya (and to some extent more widely in East Africa) for intelligent facilitation of a sustainable and competitive forestry sector. This will be achieved mainly through activities that target tree growing for timber products and bio-energy, including for example: collaborative development of tree improvement of the main commercial species; transfer of technology through training; development of inclusive producer-processor value addition models; and development of sector research and insight. The Programme will be driven by the demands of the sector and responsive to the needs of the growers. Whilst concerned with the health of the whole planted forest sector, the Programme will pay particular attention to supporting the technical and commercial development of smaller growers.

The Programme is national in focus and will be managed from a head office in Nairobi. It will aim to work closely with the private sector and commercially-orientated smallholder service providers to design, develop and implement commercially viable producer-processor arrangements that ensure adequate benefit sharing with growers. The Programme will also work closely with national and local governments, as well as government agencies. A central objective will be to build the capacity and commercial sustainability of key institutions that can provide important services to the sector.

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 and will be guided by feedback from the Kenya Commercial Forestry Programme Advisory Panel (which will be established). It is based in Nairobi, with regular travel around Kenya and occasional travel to the East Africa region.

KEY RESPONSIBILITIES

The PD will:

- Lead strategy development for the Programme, defining and articulating the strategic vision and developing operational, strategic and resource plans in collaboration with the Gatsby Africa Programmes Director
- Implement these plans – hiring and managing the management team, establishing effective operational systems and overseeing all operations
- Ensure that effective management systems - especially monitoring, evaluation and learning systems - are in place to promote and encourage the programme to continuously adapt and improve and report effectively to funders
- Manage the Programme team to deliver effectively on the agreed strategy and objectives, including budget development and team resourcing
- Oversee the performance of third party consultants or implementing organisations
- Supervise the financial and logistical operations of the Programme, including HR and back office, working closely with Gatsby to ensure value for money and proper use of all donor funds
- Develop and manage critical relationships with senior leaders in the Kenyan government and the private sector, leading the development of new funding and implementation partnerships as appropriate
- Manage reporting to, and relationships with, all donors and co-funders

PERSON SPECIFICATION

Experience

- 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 in the forestry sector
- Comprehensive understanding of the constraints faced by farmers in accessing inputs and information (ideally on planting trees for commercial purposes), 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 actions; monitor multiple work streams; co-ordinate staff, contracting partners and stakeholders – all while deploying 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 large, multi-layered teams, handling annual budgets of at least \$2m
- While some understanding of the commercial forestry would be an advantage, it is not essential: the ability to both define strategy and execute effectively, commercial acumen, track record and an open adaptive learning attitude are more important.

Skills

- 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 & private sector stakeholders and be comfortable negotiating political relationships
- Powerful 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 essential; working knowledge of Kiswahili a significant advantage
- Shows integrity, professionalism and empathy with the mission and values of the Gatsby Africa

Qualifications

- A minimum of ten years' relevant work experience, e.g. in private sector consultancy, development consultancy or development project management at a senior level
- 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 or Forestry

SALARY AND BENEFITS

Gatsby Africa will pay a competitive salary based on skills and experience. For international candidates Gatsby Africa offers a taxable benefits and relocation package.

EQUALITY STATEMENT

Equality and diversity are at the core of Gatsby Africa's values. 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.

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/director_kcfp_gatsby_africa 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-1607
- Pat-Jones-Statement-1607

The above information should be addressed to Karen Twining and Jamie Philips of Oxford HR Consultants and attached to the online application form at http://oxfordhr.co.uk/job/director_kcfp_gatsby_africa. 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 **14th August 2016** (by midnight GMT). Suitably qualified East African candidates are particularly encouraged to apply.

Oxford HR will inform candidates of their status once Gatsby Africa has agreed a shortlist of candidates. These candidates will be invited to participate in a preliminary interview by Skype, which will take place on **8-9th September 2016**. Final interviews will take place in Nairobi in the week commencing **26th September 2016**. Candidates may be asked to complete a timed written test at home before the interviews, and to supply a recent example of their written work.

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.