



SENIOR PROGRAMME MANAGER - SKILLS

GATSBY AFRICA

CANDIDATE PACK

MAY 2018

Opportunity to design, manage and help deliver a programme of skills development within an organisation aiming to contribute to change that could benefit millions of people. Use your skills, experience and creativity in an environment with huge scope for innovation to ensure colleagues and external organisations have the broad range of skills needed to deliver ambitious and complex development programmes looking to transform whole economic sectors. Lead efforts to make sure colleagues have the right training, learning experiences and mentoring opportunities to personally develop and progress in their careers.

CONTEXT

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 draw from his professional experience. More information can be found on our website: www.gatsby.org.uk

Gatsby Africa is a charitable company limited by guarantee, established to implement the foundation's programmes in Africa.

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 - such as cotton in Tanzania - 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 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 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.

THE ROLE

OUTLINE

Over the past four years we have evolved substantially into an implementer of development programmes. We employ approximately 200 staff either directly or in partner organisations that we fund and support technically. We recognise that having staff with the right broad range of skills to deliver our programmes is the single most important factor in our success. This means recruiting and retaining the right people, but also ensuring our staff have opportunities to build their skills. While we have built some capacity with specific training courses for certain technical staff, we recognise this has been limited and we want to expand opportunities for all staff to personally develop and progress in their careers.

As a result, we urgently need to develop and implement a more systematic skills development strategy, including staff progression routes, generic training opportunities, technical training mechanisms, and coaching and mentoring systems. The SPM Skills will be tasked with helping us to think through these elements, producing a staff development strategy and starting the implementation process by identifying potential providers both internally and externally in East Africa. This is initially planned to be an 18-month contract, but there could be scope for this to become a permanent role if funds permit and there is substantial ongoing value.

This is a technical role, requiring substantial professional knowledge and expertise in private sector development, as well as strong core management, communications and relationship-building skills. The SPM Skills will need to understand all aspects of the successful delivery of development programmes, from initial analysis and design of activities; through implementation and management of political economy challenges; to monitoring, evaluating and adapting; to learning and reporting.

The SPM Skills will need to rapidly assimilate in-depth understanding of Gatsby's approach to sector transformation, covering both our ambition in each sector and our ways of working. They will need to be able to reflect strategically on the skills needed to implement this approach, analyse where we may be falling short, and determine the best ways to ensure staff can obtain these skills and we can fulfil our ambitions.

This role requires excellent inter-personal and communication skills - written and oral - in both formal and informal settings. The SPM Skills will need to establish excellent relationships across private sector training providers in East Africa. They should bring a wide range of skills development experience to bear in tackling our skills development needs thoroughly and in a prioritised manner. They should ideally have sector programme implementation experience, including exposure to people and operational management.

TERMS AND REMUNERATION

Gatsby will pay competitively based on salary history and experience.

JOB DESCRIPTION

Job title:	Senior Programme Manager, Skills
Reports to:	Chief Programmes Director
Direct Reports:	None
Location:	Nairobi
Contract:	18-month term

KEY ROLE RESPONSIBILITIES

- Review the skills needs for the effective delivery of Gatsby's programmes.
- Refine the competency framework to reflect these skills needs, including cross-cutting and operational skills.
- Develop staff progression routes, reflecting on the reality of progression opportunities and mechanisms to encourage cross-portfolio progression.
- Undertake an assessment of priority skills needs across the portfolio and develop priority training courses, learning experiences or coaching opportunities for staff to obtain these skills.
- Develop a longer-term fuller staff development strategy, with linkages to our reward, objective-setting and appraisal processes.
- Improve cross-portfolio communication of staff development and progression opportunities.
- Review potential training providers across East Africa and build relationships with these providers to identify good trainers and assess how training can be provided in the future.
- Develop and implement plans for upskilling the training providers to understand our approach and the value of this approach for East Africa.
- Roll-out a programme of trainings, learning experiences and coaching or mentoring opportunities to provide staff with effective development opportunities.
- Potential to also engage over time in the implementation of programmes e.g. through direct engagement in programme reviews, strategy setting, research pieces, etc.

PERSON SPECIFICATION

QUALIFICATIONS

- Bachelor's degree required. MBA or advanced degree, particularly in the areas of Business Administration, Economics, International Development, Agribusiness, Finance, or a business-related field preferred.

SKILLS

- Ability to quickly attain an in-depth understanding of Gatsby's approach to sector development, as well as the operating environment in East Africa.

- Ability to review skills needs of specific roles and to investigate current skills gaps with professionalism and integrity to ensure that people feel they are receiving support.
- Excellent networking skills and the ability to bring people together.
- Sophisticated oral and written communication skills coupled with excellent interpersonal skills. Able to build a strong rapport, establish relationships quickly, and work effectively with other individuals and organisations.
- Ability to design and to deliver generic and targeted training courses.
- Ability to facilitate, coach and support training providers to enhance their delivery of training courses.
- A genuine team-player with strong skills in listening, negotiating and influencing.
- Strong time-management and work planning skills – an ability to meet deadlines under pressure, including managing/ prioritising multiple areas of work for different team members in a fast paced, and often fast changing, environment.

KNOWLEDGE

- In-depth understanding of private sector development/market systems facilitation processes, typical activities and methods of engagement.
- In-depth understanding of the operating environment in East Africa and to nuances in skills required to navigate political economy issues and relationships.
- Up-to-date with the latest thinking and best practice in private sector development and particularly in skills needed and training mechanisms.
- A network of contacts across the development and investment sectors in East Africa.

EXPERIENCE

- Proven experience of working within large-scale and complex private sector development programmes, including market facilitation programmes.
- Proven experience of and responsibility for supporting the development of staff skills.
- Considerable experience producing training materials; quality controlling training materials; delivering training; and quality controlling/evaluating training delivery.
- Experience of working with training partners to improve their service offering, develop targeted courses and enhance their delivery mechanisms.
- Experience of working in cross-cultural teams, demonstrating sensitivity to cultural differences and managing workshops for groups with highly mixed cultural and skills backgrounds.

DESIRABLE

- In-depth experience of working in East Africa.
- Kiswahili language skills.

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 the culture that we aspire to use in our operations. 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

Please go to <http://oxfordhr.co.uk/jobs/senior-programme-manager-skills> where you can complete a short application form and submit your documents.

On the application page, you will be prompted to answer the following screening questions:

- Are you East African / do you have extensive experience in East Africa?
- Are you an experienced market systems development practitioner with strong coaching, mentoring and training skills?

Please look at the screening questions before you prepare a statement; if you cannot answer yes to these questions, you will not be able to apply.

You will need to submit an up-to-date curriculum vitae/resume (of no more than 2-3 pages) in MS Word, and a statement outlining your interest and motivation, and how your skills and experience fit the role requirements and person specification. For advice on preparing your statement, please see <http://oxfordhr.co.uk/2017/07/20/how-to-craft-a-winning-statement-by-karen-twining>.

The closing date for completed applications is **1st June 2018**.

All applications will be acknowledged, and candidates will be informed of the outcome of their application. Shortlisted candidates will be contacted by 13th June and invited to an initial Skype interview on 27 & 28 June, and to complete a timed written test. Final interviews will take place in Nairobi on 3 & 4 July 2018. If for some reason you would be unable to participate on those dates, please mention this in your statement. If you have any questions, please contact Jamie Phillips and Lisanne Schut at: gatsby@oxfordhr.co.uk.

This post is open to all candidates; however, preference will be given to East African candidates. Gatsby Africa will provide support with work permit applications if required. Gatsby Africa cannot be held responsible if a work permit application fails.



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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