

SENIOR PROGRAMME MANAGER: PRIVATE SECTOR INVESTMENTS KENYA COMMERCIAL FORESTRY PROGRAMME

AUGUST 2019

Opportunity to play a senior management role within one of Gatsby Africa's sector development programmes. Manage several interventions under the programme's Private Sector Investments component, developing strategies that can be tested and scaled with market actors.

Use your skills alongside world-leading industry experts to identify and test global innovations in forestry and wood processing that could enhance the competitiveness of the Kenyan commercial forestry sector. Help create improved livelihood and employment opportunities that will benefit millions.



GATSBY
AFRICA



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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 fields he is passionate about, including neuroscience, plant science and public policy. More information can be found at www.gatsby.org.uk

Gatsby Africa is an English charitable company 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 worked to create jobs, raise incomes and build opportunities for people in Africa since 1985. Our mission is to accelerate inclusive and resilient economic growth in East Africa. We aim to achieve this 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.

GA's 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:** Propelling increased domestic and foreign investment in the sector by facilitating the development of the required infrastructure, business environment and skills – 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 programmes are in the aquaculture and textiles & apparel sectors.



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, sector planning, and commercial investments



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. KCFP also looked to gain applied experience working with a sample of sector actors to inform the design of a longer-term strategy.

Notable achievements include:

- **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 them 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 a first of its kind 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 to strategically deploy this tool in sustainable service delivery models.

THE ROLE

OUTLINE

The Senior Programme Manager – Private Sector Investments (SPM) will be responsible for overseeing several interventions under the programme's Private Sector Investments Component, covering the following constraint areas:

1. Plantation establishment and management services
2. Value addition, markets and win-win pricing mechanisms between processors and growers

This exciting role will facilitate new, competitive and inclusive investments into the commercial forestry sector. The position requires management/ development consulting experience combined with excellent analytical and management skills. The SPM will have the opportunity to build and manage their own high-quality analytical team within the component as well as working alongside world-leading industry experts. Technical forestry know-how would be advantageous but is not a pre-requisite as technical staff will support the role internally.

The role is not making direct investments on behalf of the programme; rather, it's influencing businesses on new, scalable investment opportunities. Therefore, it is not expected that investment-level due diligence would be undertaken.

Areas of responsibility will include:

- **Intervention strategy:** developing and adapting strategy for interventions related to Private Sector Investments. This will require developing a vision as to how services and functions pertaining to each intervention area will evolve and function as the sector develops and defining the programme's strategy to deliver systemic change towards this.
- **Special projects:** implementing multi-faceted analytical special projects to demonstrate business cases or test critical assumptions. This will often require working with external stakeholders, consultants, industry experts and facilitators from the programme team.

- **Innovation:** developing concepts as to how services and functions could be sustainably delivered within the market system, plus approaches to test their 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. Including identification and contracting of technical advisors and managing effective implementation of multiple workstreams and activities by the intervention teams.
- **Thought leadership:** developing thought leadership underpinned by sound analysis to influence sector actors on scalable solutions to sector issues and pathways to sector transformation.
- **Relationship management:** developing and nurturing relationships with decision-makers from private and public sector; ensuring effective working relationships and influence over organisational and system change.
- **Coaching, management and mentorship:** ensuring each member of staff 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 Component Lead – Private Sector Investments. In time, they will recruit and line manage a new Intervention Manager and potential additional staff/ new hires as the role and component develops. They will receive cross-programme functional support from the Head of Technical Services.

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

Gatsby will pay a competitive salary based on skills and experience. This is a permanent role.



JOB DESCRIPTION

Job Title:	Senior Programme Manager – Private Sector Investments
Reports to:	Component Lead – Private Sector Investments
Direct Reports:	1* Intervention Manager
Location:	Nairobi, Kenya with regular national and occasional regional and international travel (estimated to be approx. 25% of time total)

KEY ROLE RESPONSIBILITIES

MANAGING KCFP'S PORTFOLIO OF INTERVENTIONS RELATED TO POLICY & SECTOR INSIGHT

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 change 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 into 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 private sector investments 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 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 Private Sector Investments

- Lead Private Sector Investments teams in developing detailed workplans, resource plans (inc. 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 issues that arise.
- In consultation with MEL Manager; provide contributions programme level workplan tracking systems and quarterly/annual progress reports.

4) Lead delivery of special assignments with private and public sector partners

- In consultation with MEL Manager; provide contributions to programme level workplan tracking systems and quarterly/annual progress reports.
- Lead special assignments requiring multifaceted analysis across the forestry value chain with private and public sector partners.
- Using a combination of internal resources from the component teams, as well as using industry experts where necessary, the role holder will engage senior level decision makers to influence behaviour change.
- Such assignments are expected to combine a number of forestry and business aspects, such as site-species-matching, forest planning, wood processing, market assessments – used to determine strategic implications for partners.

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

- 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 the same.
- Define, adapt and report on a targeted learning agenda to be addressed through implementation of the intervention area strategies.
- Capture key learnings and with support from the MEL Manager prepare these in the appropriate formats for transfer both between GA programmes and across sector actors.



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

- Develop and nurture relationships with senior level decision makers from 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 trouble shooting and adaptive management of plans.
- Support the Policy & Sector Insights and Communications team to consider how research and economic analyses can be generated and positioned to influence implementation of policy at both national and county level and help position the programme as a credible and influential advisor.
- Design and commission high-level analysis and consultancy input as needed to guide and inform selected elements of the National Forest Program to ensure long-term sustainability of private sector investment in forestry.

7) Managing, coaching and mentoring of team

- Effective management of the programme team under their direct and indirect line management. Ensuring each team member has targeted objectives that are in line with overarching programme aims.
- Engaging with the Head of Technical Services to ensure technical backstopping support is in place as required.
- 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.

PERSON SPECIFICATION

EXPERIENCE

- At least seven years' experience in management/ development consulting, ideally including working on development projects and gaining exposure and practice in implementation of market systems approaches.
- Proven experience in the design and implementation of complex analytical workstreams with an eye for detail and the ability to identify strategic implications of results.
- Proven experience of successfully designing, leading and managing market system interventions with multiple stakeholders.
- Substantial management experience at mid-levels in Sub-Saharan Africa.
- Proven experience of building relationships and the ability to engage at senior levels of business.
- Experience of successfully managing, coaching and professionally developing team members.

SKILLS

- Excellent analytical abilities including quantitative skills: able to identify and appraise strategic business challenges and opportunities, plus undertake reporting and analysis with minimal supervision including economic and financial modelling.
- 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.
- Excellent 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 issues and dynamics affecting East African economic development.
- Strong interpersonal skills – able to work as a team member to coordinate analytical inputs across the team and with external consultants, and able to gain the trust and confidence of external stakeholders at all levels.
- 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 from this is able to translate and manage practical action including clearly defining the role of experts and advisors as required.

- 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.
- Able to quickly establish credibility and respect internally as Senior Programme Manager – Private Sector Investments, demonstrating maturity and presence and building strong working relationships and rapport with colleagues.

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 the information to guide sector stakeholders.
- Excellent people skills and demonstrates humility.
- A self-starter with a proactive approach.
- 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 25% of time).

QUALIFICATIONS

- A university degree (ideally a Masters) in economics, development, or similar in a relevant discipline.

DESIRABLE

- Short course qualifications related to market systems design and implementation
- Understanding of the Kenyan context and political economy.
- 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

All correspondence, at this stage, should be via Oxford HR. To apply for this post, click on the “Apply” button in the job page <https://oxfordhr.co.uk/jobs/KCFP-SPM-Investments> and complete our short online application form.

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

- Are you a Kenyan national or do you have the right to work in Kenya?
- Do you have at least eight to ten years' work experience, in management consulting or private public partnerships or market systems/sector development?
- Do you have experience in the design & implementation of complex analytical projects & translating analytics to strategy?
- Do you have management experience (of teams, projects, budgets, people, partnerships, and relationships)?

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 please go to <https://oxfordhr.co.uk/jobs/KCFP-SPM-Investments>

There you will need to complete a short application form and submit an up-to-date curriculum vitae/resume (of no more than 2-3 pages) in MS Word, and a supporting statement. Please provide a CV and statement in ONE single document, which should be prepared before applying as they will be requested in the application process. The document should be saved in MS Word in the following format: Your First Name-Your Last Name-Documents Name-Date (yy/mm) e.g: Sara-Jones CV and Statement -1908

DIVERSITY, EQUALITY AND INCLUSION

Diversity, equality and inclusion are central to Gatsby Africa. We are committed to treating all employees and job applicants fairly, equally and no less favourably than anyone else. We recognise, respect and value diversity and the benefits that difference can bring to our organisation.

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.

For guidance on preparing a statement, please see <https://www.linkedin.com/pulse/how-craft-winning-statement-karen-twining-fooks/>.

TIMELINE

Closing date for applications:

Sunday 15th September 2019 at midnight EAT

1st round Skype interviews:

2nd & 3rd October 2019

Final client interviews in Nairobi:

16th & 17th October 2019

SELECTION PROCESS

All candidates will receive feedback on the status of their application by 27th September 2019. Shortlisted candidates may be required to undertake additional tasks prior to the final interview and provide examples of communications materials.

QUERIES

If you have any queries on any aspect of the appointment process, need additional information, or would like to have an informal discussion, please email Karen Twining & Razane Cherk at GatsbyKenya@oxfordhr.co.uk in the first instance.

This post is open to Kenyan nationals and candidates with the right to work in Kenya. We would particularly welcome applications from women.



ABOUT OXFORD HR

Oxford HR is a boutique global search firm working with social impact organisations, to find and develop their leaders. Based in Oxford, London and Amsterdam we work with Associates in Europe, MENA, Asia and Africa providing bespoke executive search for complex organisations working in often challenging environments.

We carry out retained executive search mandates at board and senior management levels, and also offer human resource and organisational development consultancy. Oxford HR has many

years of experience in search as well as an extensive network of international development, social sector, corporate, public sector and academic contacts from across the world.

Oxford HR's team members have significant personal experience of working in international development and the social sector as well as the corporate and governmental sectors. We are in a unique position to find and assess talented individuals from a variety of backgrounds. Please contact us if you need help in filling any senior, specialist or hard-to fill posts.

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