



GATSBY
AFRICA

COUNTRY DIRECTOR FOR KENYA

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CANDIDATE PACK

OCTOBER 2018

Opportunity to lead Gatsby Africa's portfolio in Kenya. Use your skills and experience to strengthen our work to transform multiple Kenyan sectors and build long-term independent organisations dedicated to sector transformation in East Africa. Empower programme teams and coordinate cross-cutting support, while building high-level relationships to support programmes and institutions, share learning and increase our impact. Play a crucial role on our Senior Management Team, helping to inspire and motivate our teams and shape our culture. Contribute to change that will benefit millions of East Africans.

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 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

The Country Director for Kenya will lead Gatsby Africa's portfolio in the country and be accountable for its delivery. This new role - reporting to the Executive Director in London - will strengthen our credibility, legitimacy, capability and relationships in Kenya. They will empower our team in-country, improve communication, and increase the speed and localisation of decision-making. They will build strong connections, engagement and learning between our team and the institutions we support dedicated to tackling similar challenges.

In Kenya we fund and implement a large-scale, complex sector development programme in the commercial forestry sector. We also fund and support two independent institutions - Kenya Markets Trust and Msingi - delivering their own sector transformation programmes.

The Country Director will empower the teams delivering these programmes by making sure they have the support they need and the right resources in place to succeed. They will coordinate support to the programmes and institutional partners by working closely with four cross-cutting teams:

- Strategy & Learning
- Operations
- Finance
- Communications and Partnerships

The Country Director will support, coach and manage the Programme Director of Gatsby's Kenya Commercial Forestry Programme (KCFP), working closely with them on country-team development and staff engagement. They will also manage the Gatsby staff directly responsible for our engagement with KMT and Msingi. The role will facilitate stronger connections and engagement between our programmes and partner institutions, enabling more effective cross-programme learning and development.

They will play a crucial role as part of GA's Senior Management Team (SMT), helping to inspire and motivate our teams across East Africa, shape our culture and role model our values. They will work to increase the channels of communication between staff in Kenya and the SMT, bringing people together to deliver common goals and achieve our ambitious mission.

In addition, the Country Director will use their strong interpersonal and influencing skills to build and sustain excellent senior-level relationships across the private sector, governments and donors in Kenya and beyond. By developing these networks, the Country Director will not only support our programmes and partner institutions in Kenya, but help us learn from others and increase our impact beyond our own implementation by sharing our lessons.

TERMS AND REMUNERATION

Gatsby will pay a competitive salary based on skills and experience.

JOB DESCRIPTION

Job title:	Country Director for Kenya
Reports to:	Executive Director
Direct Reports:	KCFP Programme Director. Deputy Director for Support to KMT. GA Senior Advisor for Msingi. Head of Branch Operations.
Location:	Nairobi, Kenya with national, regional and international travel (estimated to be approx. 25% of time)

KEY ROLE RESPONSIBILITIES

LEADERSHIP OF GATSBY'S PORTFOLIO IN KENYA:

- I) Support and ensure the delivery and oversight of GA programmes and institutional partners funded by GA
 - Ensure that the KCFP has effective governance and oversight mechanisms in place with clear roles and responsibilities.
 - Ensure that KMT and Msingi are effectively governed, and that GA has effective Board-level relationships and representation and oversight through these structures to manage our funding and engagement. This may include sitting on the Board of Msingi and/or KMT as a representative of GA, ensuring sufficient oversight and engagement of these organisations.
 - Line manage the KCFP Programme Director plus the key staff managing GA's engagement with institutional partners (KMT & Msingi), enabling them to fulfil their role requirements and providing mentoring and coaching to support their professional development.
 - Support programme staff and institutions to develop appropriate annual plans, budgets and objectives aligned to GA strategic objectives.
 - Through chairing the Quarterly Programme Review Committee and through ongoing line-management of PDs, ensure the programme teams are effectively performance managed to ensure delivery.
 - Facilitate and support in-country teams to ensure there is a robust process to design and manage programmes' strategies and interventions.
 - Ensure effective working relationships and support is in place from the Strategy & Learning Team and internal and external strategic advisors to ensure the quality of programme strategies, interventions, monitoring and evaluation.
 - Ensure that there are clear roles and accountabilities between cross-cutting teams and programme & institutional teams.
 - Ensure accurate and timely programme performance reporting into GA's governing bodies.

- Support the Strategy & Learning team to identify and facilitate opportunities for cross-portfolio learning with KCFP, Msingi and KMT, and our teams in Tanzania.

2) Operational delivery

- Review and monitor GA operating risks in Kenya, contributing to GA's overall risk register and the implementation of mitigating strategies and actions.
- Implement effective operational systems in Kenya, in line with agreed GA frameworks, systems and policies.
- Ensure effective HR and people management in Kenya, monitoring HR risks and ensuring effective talent development and reward frameworks are in place.
- Lead and coordinate the annual, mid-year and end of year operational planning and budgeting cycles, presenting country, programme and institution budgets to the SMT.
- Ensure effective financial management in Kenya through forecasting, financial management and reporting, including timely annual external audits (tax and financial).
- Work closely with the Operations Director and Head of Finance in the development of fit for purpose operational and financial systems for GA's portfolio in Kenya which both facilitate delivery of our work and ensure compliance with relevant legislation.
- Ensure contracting and partnering agreements are in place in line with GA's contracting procedures.
- Manage GA's branch office and associated facilities in Kenya.
- Chair the GA Kenya Health & Safety Committee
- Act as Senior Staff Person for the country in relation to security matters.

3) Communications, staff engagement and leadership

- Ensure effective communications within GA programmes, Msingi and KMT in Kenya, and across GA as a whole.
- Support the flow of information between programme teams, the institutions we support and cross-cutting teams.
- Role model and support the embedding of GA values throughout our work.
- Lead on country-level team development and engagement.
- Champion GA-wide staff engagement and change management initiatives, and ensure their effective implementation in country.
- Actively contribute as a member of GA's Leadership Group.

4) Representation and networks

- Ensure effective and credible relationships are in place with senior government and non-governmental stakeholders.
- Represent GA on country-level fora and in cross-cutting national level discussions.
- Maintain close assessment of political economy developments & broader trends in Kenya and maintain a network of contacts to inform this.
- In collaboration with other cross-cutting teams, build GA's brand presence in country, developing an informal network of senior friends/advisors.
- Support the Communications and Partnerships Director with fundraising and partnerships by developing and managing effective relationships with existing and potential funding partners in Kenya.
- Support the KCFP, KMT and Msingi teams in their broader policy engagement where useful.

MEMBER OF THE SENIOR MANAGEMENT TEAM (SMT)

As a member of GA's SMT, the Country Director will contribute to:

- Setting the strategic direction for GA's overall work in East Africa, developing and refining the strategy in collaboration with the Executive Board, the Trustees and David Sainsbury.
- Developing and reporting performance against strategy, annual plans and budgets in accordance with the SMT's reporting framework.
- Ensuring cohesion across the portfolio and managing risk:
 - Identifying and taking a view on strategic and operational decisions with a cross-portfolio impact.
 - Ensuring a common sense of purpose, objectives and long-term goals.
 - Ensuring effective cross-portfolio learning.
- Providing cohesive leadership, in a collegiate style, in a culture of sharing and learning.
- Managing communications, internally and externally.
- Being an effective role model for GA internally and externally, championing our leadership principles:
 - Caring about the people we work with and what we do.
 - Being open, and willing to listen, learn and change.
 - Embodying a culture of integrity, honesty and fairness.
 - Creating a platform for staff growth, innovation and empowerment.
 - Inspiring others through our leadership and behaviours.
 - Acting with courage and conviction to achieve our goals.

PERSON SPECIFICATION

EXPERIENCE

- Substantial leadership and management experience at senior levels in low/middle income countries in Africa, and with experience across public, private and NGO sectors.
- Exposure to the Gatsby Approach and its core principles, which guides implementation of all our programmes.
- Understanding of change management and experience of delivering change.
- Exposure to market systems approaches, ideally sector development programmes.
- Proven experience of successfully designing, leading and managing business/programme operations with multiple stakeholders.
- Board-level experience, bringing an understanding of good governance and an ability to develop and manage senior relationships sensitively.
- Understanding of the Kenyan context and political economy, with an existing network of contacts.
- Proven experience of building relationships and the ability to engage at very senior levels of business and government.
- Successfully managing, coaching and professionally developing team members working within a complex, fast-paced professional environment.
- A commitment to African development and an understanding of the development landscape.

SKILLS

- Well-honed leadership and management skills, able to inspire and motivate teams, work in a calm and confident manner, and translate ideas into actions.
- Excellent judgement, with the 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 effective governance and processes are in place that enable input from experts and advisors.
- Excellent interpersonal, diplomatic and persuasive skills – able to build a strong rapport with senior level public and private sector stakeholders and be comfortable negotiating political relationships.
- A genuine team-player with strong listening, negotiating and persuasive skills.
- Able to quickly establish credibility and respect as a leader, 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.

- Excellent verbal and written communication skills in English essential; fluency in Kiswahili is a significant advantage.

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.
- A self-starter with a pro-active 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).

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 East African / do you have extensive experience in East Africa?
- Do you have understanding of the Kenyan context and political economy, with an existing network of contacts?
- Do you have substantial leadership and management experience at senior levels in low/middle income countries in Africa, and with experience across public, private and NGO sectors?
- Do you have board-level experience, bringing an understanding of good governance and an ability to develop and manage senior relationships sensitively?

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 both recruitment@gatsbyafrica.org.uk and GatsbyCD@oxfordhr.co.uk Please clearly state in the subject line of your email that you are applying for the Country Director for Kenya role.

The closing date for applications is **Saturday 27th October 2018** at 7pm East Africa Time (4pm UTC; 5pm British Summer Time).

Shortlisted candidates will be contacted by Tuesday 30th October. Initial Skype interviews will be held on 1st November 2018, with final interviews being held in London on 12th and 19th November 2018. Candidates must be available on these dates.

This post is open to all candidates; however, given the nature of our organisation and the role, strong preference will be given to East African candidates and those fluent in Kiswahili.



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

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