



# Senior Manager/Deputy Director

Candidate Pack

Location: Nairobi, Kenya

**Gatsby Africa is hiring for several senior positions across its portfolio. If you are a dynamic, commercially minded, problem solver who wants to drive the kind of economic growth that improves the lives of millions of East Africans - then this could be the role you've been looking for.**

## **About Gatsby Africa**

Gatsby Africa is a private foundation set up by Lord David Sainsbury, with a long history of engaging in East Africa across government, business and society. We are committed to building stronger, inclusive economies in East Africa, supporting the region to respond to the key trends that are shaping the future. We do this through identifying and building industries and sectors of the future - sectors that if successful will uplift many people out of poverty. This is our purpose; the reason we exist.

We currently operate across a diverse range of sectors across Kenya, Rwanda, Tanzania and Uganda - Commercial Forestry, Aquaculture, Textiles & Apparel, Livestock, Global Business Services, Bio-Based Construction and Soya - and we continue to assess new opportunities across manufacturing and services, in addition to agriculture. Our portfolio puts us in a strong position to deliver meaningful levels of impact in the region and strengthens our ability to generate and share our learning with others.

As an organisation we are rooted in East Africa. Over 90% of our staff are based in and from East Africa, and our value as an organisation is largely derived from our understanding, knowledge and expertise in the region. We combine deep sector expertise with an ability to understand and navigate the political and business context in East Africa.

## **Gatsby Africa's Approach**

We adopt an ambitious, commercial and pragmatic approach to catalysing sectors. We understand that the business must make sense, and the success of sectors is driven ultimately by capable firms driving growth. We also understand that sectors operate in a local context which is complex, sometimes political, and where innovating and pioneering new transformative growth means taking risks - and that moving from pioneering firms to building broader sectors takes time and deliberate focus, building sector capabilities and supporting the government to play their role effectively.

We recognise the important role governments play in enabling, and in some instances unlocking, growth. We believe it is only by working in partnership with entrepreneurs, established firms, investors and governments that lasting and meaningful change can be secured.

We are committed to learning from our own work and that of others, and to sharing these insights both internally and externally with governments, partners and investors to influence decisions and drive change. We are also externally focused, engaging in global and local debates on economic transformation and supporting governments and partners to adapt and apply lessons and best practices.

We are pragmatists and doers, and we like to work nimbly to try different ideas to drive innovation, investment and growth. We can use any tools that are appropriate, from investing into businesses ourselves, to bringing in technical expertise, conducting research, or sometimes simply bringing people together. With this flexibility, we empower our teams to be entrepreneurial and to themselves identify and drive opportunities in the sector.

We currently have a portfolio of seven sectors across Kenya, Tanzania, Uganda and Rwanda:

- Aquaculture
- Bio-based Construction
- Commercial Forestry
- Global Business Services
- Livestock
- Soya
- Textiles & Apparel

This portfolio will continually evolve as we assess new opportunities. We are currently scoping sectors in technology, manufacturing and services, alongside other agricultural sectors.

## The Gatsby Africa team

Our team structures are flat and dynamic. This gives us the ability to be flexible and adaptive. The Gatsby Africa team consists of 120+ employees of 8+ nationalities. 89% of Gatsby Africa employees are based in East Africa. Our team has a core of private sector expertise and experience working with governments. The majority of our portfolio staff are drawn from top tier consultancies, start-ups and strategy roles in industry.

## Available roles

There are several Senior Manager vacancies across the portfolio, in particular in Gatsby's sector programmes and the central team which oversees and supports these programmes. Exceptional candidates with substantive leadership experience would be considered in the hiring process at Deputy Director grade. We will discuss areas of particular interest with candidates to make the best match. All roles will have significant opportunity for involvement in different parts of Gatsby's work, likely spending a minimum of 12 to 18 months in their initial role, with potential opportunities then to move across the portfolio as it evolves.

## Summary of the roles

Each programme team is charged with developing and implementing a strategy to drive transformative growth in their sector. The Senior Manager plays a key role in this. They will support diagnosis of what will catalyse innovation, investment and growth, and identify entrepreneurs and firms that take on the challenge. They will build trusted relationships with those firms and negotiate deals to unlock investment. They will reflect on whether the teams' different interventions are driving the desired changes and encourage team reflection on what adaptations to strategy or tactics might be needed. They will support a culture of collaboration and learning and contribute to the development of individuals across the team.

What does this look like in practice? For aquaculture, where our work is in its 7th year and where we have already played a key role in helping the sector grow 600%, it's about securing the next wave of investors. For livestock, it is about testing different business models for strengthening cattle production systems to meet Kenya's beef deficit and benefit pastoralists. For roles in the central portfolio team it's about helping programmes think through what is working and what isn't, and ensuring we have a strong evidence base to support these ongoing reflections. It will involve stepping back to draw out implications for how we work asking questions like, how can we use investments to drive broader sector changes, and what is the most effective way of realising inclusive economic development? It will use this growing evidence base on insights, progress and impact to help build momentum with Gatsby's external partnerships.

## Typical responsibilities

Examples of the types of responsibilities successful candidates could have, depending on the specifics of the role, include:

- Co-developing, critiquing and continuously refining the overall strategy for achieving change in the sector, utilising strong commercial acumen alongside strategic thinking, all in collaboration with their Programme Director, the wider team and sector stakeholders
- Diagnosing key constraints and opportunities within the sector, and designing approaches to take advantage of them
- Identifying potential partners in the private or public sector who have the ambition and vision and potential capabilities to drive change
- Designing and brokering deals to support leading companies and institutions, which may include making or facilitating investments, or providing grants or technical assistance
- Catalysing seed capital and helping to coalesce new investments
- Developing and managing a network of world-leading experts and technical advisors
- Influencing and managing key relationships with senior sector stakeholders - including leading business-people and prominent government leaders
- Supporting teams to think through fit for purpose monitoring, evaluation and learning frameworks - keeping them simple so they can be adapted as the programme strategy evolves, while offering meaningful evidence to support on-going reflection

- Supporting honest reflection within programme teams as to what is working and what isn't, drawing on available evidence and different perspectives across the team
- Supporting reporting to the Senior Management Team, Executive Board and Lord Sainsbury on a meaningful reflection of progress, impact and challenges
- Capturing the lessons of our work in a programme, or across the portfolio, and facilitating debate on what it means for Gatsby's work
- Support the leadership of the programme and management of the team in creating a dynamic culture of delivery, while supporting individuals' professional development and growth

## Preferred Qualifications and Experience

- An undergraduate degree from a reputable institution; a master's qualification is preferable but not required.
- Relevant experience includes work in or with the private sector such as in a leading professional service or consultancy firm, a business (established or start-up), or experience in investment, in a private sector development organization, or in a social enterprise.
- Interest in and commitment to transformation of the East African economy.

### The ideal candidate will bring experience in several of the following technical areas, though not all are required:

- Commercial strategy development and implementation
- Analytical experience, including financial analysis, business modelling, analysis of sector growth potential, impact assessment, cost-benefit analysis, economic and policy appraisal
- Brokering and negotiating deals and partnerships with businesses
- Familiarity with different impact evaluation tools - and a critical eye as to what fit for purpose application looks like in different contexts
- Operational experience including development and management of complex projects
- Relationship and stakeholder management at a senior level
- Political astuteness
- Coaching and mentoring others
- Working in matrixed teams

### Additionally, the successful candidate will demonstrate the following competencies and attributes:

- Extremely strong analytical and critical thinking skills

- Entrepreneurial drive and mindset
- Adaptability and comfort with ambiguity and change
- An ability to think systemically - understanding relations between actors and what drives the existing system, and identifying leverage points for change
- Strong written and verbal communication skills
- Strong curiosity and keenness to learn and improve
- Rigorous attention to detail
- Humility, a listen-first approach
- Ability to build trusted and respectful relationships
- Values driven and commitment to Gatsby Africa's mission

## Location & Travel Requirements

The successful candidate(s) will be based in Nairobi, Kenya. They must be willing to travel nationally and internationally from time to time.

## Recruitment process

Please send a CV (of no more than 2 pages) and a cover letter (of no more than 1 page) outlining your motivation and why you think you would be a good fit to:  
[shaun@inukapartners.com](mailto:shaun@inukapartners.com)

Applicants will be assessed on a rolling basis until the positions are filled.

## Diversity, equity and inclusion

Diversity, equity 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.

## Safeguarding

We are committed to protecting vulnerable persons in our communities from any harm when engaging with Gatsby Africa or its partners, and we expect all our staff to abide by our safeguarding policy.

## Queries

If you encounter any problems or have questions on the application process, please contact [recruitment@gatsbyafrica.org.uk](mailto:recruitment@gatsbyafrica.org.uk)

# Our Values

We have a set of core values that serve as the foundation for the culture we strive to foster.

## Dream

**Ambitious** - We are deliberately *ambitious* - seeking transformational change and creating sectors of the future.

**Innovative** - We are *innovative*- prepared to take calculated risks and pioneer innovations with our partners to achieve our aims

## Discover

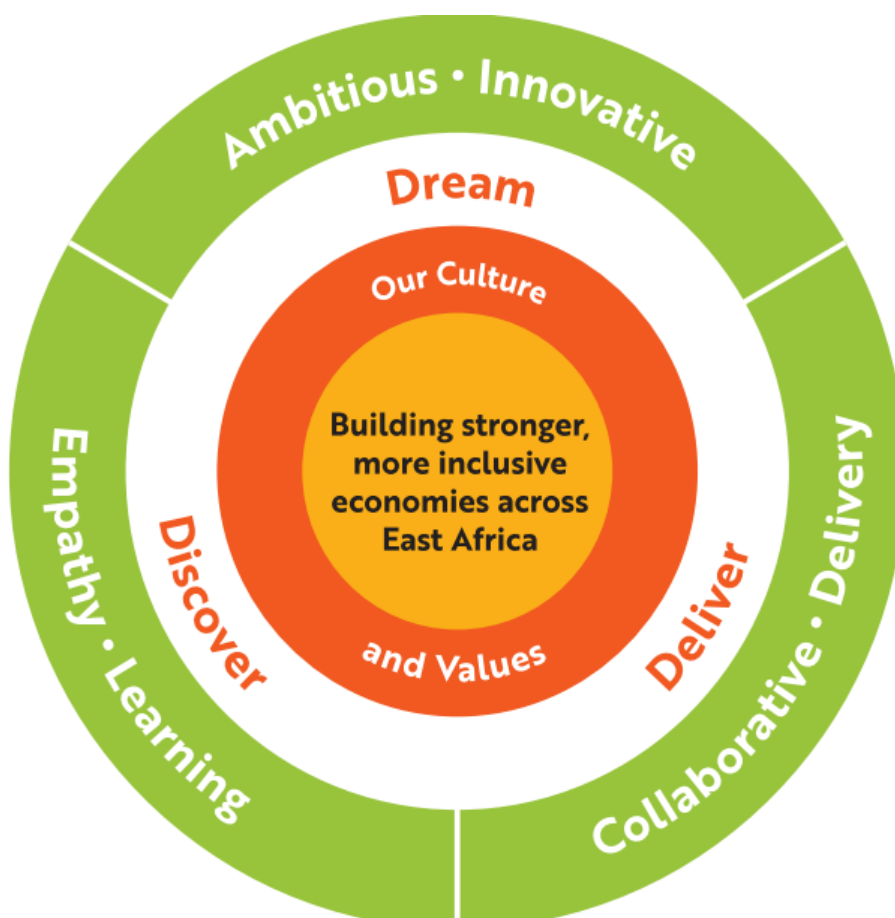
**Empathy** - We work with *empathy* and humility, knowing that we can only be successful if others own the solutions

**Learning** - We always seek to *learn* - always curious to understand why things do or do not work

## Deliver

**Collaborative**- We are a *collaborative* organisation - knowing we can only achieve our aims when we work with others, and we build local ownership.

**Delivery** - We maintain a *delivery* focus - holding ourselves to the highest standards and knowing that everything we do must be focused on bringing meaningful change that lasts and doing so in the most efficient and cost-effective way possible.





[www.gatsbyafrica.org.uk](http://www.gatsbyafrica.org.uk)