

JOB DESCRIPTION

JOB TITLE	COMMUNITIES MANAGER FCAS	GRADE	4
PILLAR	Strategy & Advocacy		
ABOUT THE ORGANISATION	<p>FSD Africa</p> <p>We work to reduce poverty by strengthening Africa’s financial markets.</p> <p>Established in 2012 and supported by UK aid, FSD Africa is a specialist development agency working to build and strengthen financial markets across sub-Saharan Africa. We work to reduce poverty through a ‘market systems development’ approach, which means we aim to address the structural, underlying causes of poverty by improving how financial market systems function.</p> <p>We believe that investing in building a financial system that is transparent, stable and accessible creates the conditions for a fair and sustainable future, where inequality is reduced, corruption is tackled, and where individuals, businesses and governments alike are able to prepare for future challenges, from climate change to political instability.</p> <p>From our headquarters in Nairobi, our team of financial sector experts work alongside governments, business leaders, regulators and policy makers to design and build ambitious programmes that make financial markets work better for everyone. Depending on the project, we can provide a combination of grants, investment capital, market insights or technical assistance to ensure we achieve our objectives.</p> <p>We focus our work where the need is greatest, and where we believe the potential for impact is the most significant. We have a specific mandate to invest in breakthrough, innovative ideas that we believe can have a transformative impact. By sharing risk with our partners, we’re able to address more difficult, persistent, or higher-risk challenges, in more unstable or fragile geographies, than traditional development finance organisations.</p>		

<p>ABOUT FSD AFRICA'S FRAGILE COMMUNITIES AND STATES</p>	<p>FSD Africa's FCAS approach recognises that inclusive financial sector development in Africa faces new challenges and opportunities.</p> <ul style="list-style-type: none"> • Developmental - As Africa grows and develops, the benefits have not been evenly spread. Many fragile states and communities are being left behind. According to United Nations analysis, Africa is home to 10 of the 17 most unequal countries in the world.¹ • Financial - Levels of financial sector development between and within countries in Africa remain deeply uneven. In particular, fragile states consistently lag behind sub-Saharan African (SSA) counterparts in relation to key financial sector development indicators. In the Democratic Republic of Congo (DRC) in 2017, adult access to formal financial services stood at 26% compared to an SSA average of 43%. For mobile money penetration, the figures stood at 26% and 21% respectively.² In 2019, the domestic credit to the private sector as a percentage of GDP measured 7% in DRC compared to an SSA average of 45%.³ • Political - According to a 2018 CGAP survey of 17 financial inclusion funders in SSA, the highly fragile states of Chad Central Africa Republic and Somalia had a total of 2 active donors and 2 active projects of a total of 17 active donors and 557 active projects across SSA.⁴ The 2015 UK Aid Strategy commits the UK Government's development partners to allocating 50% of its spending to fragile states. <p>To address these inequalities, FSD Africa created a new unit - its Fragile States team in 2017. And to operationalise its vision of 'leaving no-one behind', this team focussed its initial work on three fragile states: DRC, Sierra Leone and Zimbabwe. And recognising that not all fragility is state-based, it also foregrounded one community - forcibly displaced people. The FCAS team also relies on targeted advocacy work, with the particular objective of encouraging other donors and implementation agencies to pursue a similar approach. The FCAS portfolio continues to grow with support from in-country co-ordinators and leadership from FSD Africa's headquarters in Nairobi, Kenya. We also rely on technical experts and partnerships to deliver effectively.</p> <p><u>Fragile Communities</u> Fragile communities are often defined as highly vulnerable and disadvantaged groups often marginalised due to conflict, geography/environmental, age, sex, language, disability, social status, wealth, level of income or traditional livelihoods etc. Examples of these communities could include urban slum dwellers, extreme poor, climate change refugees and IDPs (and regular ones), rural farmers, persons living with disabilities, nomadic groups, older persons, women and girls (in issues like access to land etc.), and youth (access to employment).</p> <p>The overarching objective of our work in Fragile Communities is to provide opportunities for the extreme poor and highly marginalised to better leverage financial services to help graduate them from extreme poverty. This will help FSD Africa's objective to promote interventions that support the principles of 'leaving no one behind'.</p>	
<p>REPORTING RELATIONSHIPS</p>	<p>REPORTS DIRECTLY TO</p>	<p>Assistant Director Fragile Communities and States (FCAS)</p>
	<p>REPORTS INDIRECTLY TO</p>	<p>Director, Strategy and Advocacy</p>
	<p>DIRECT REPORTS</p>	<p>Supporting Consultant(s), Others TBD</p>
	<p>INDIRECT REPORTS</p>	

¹ UNDP (2017): Income Inequality Trends in sub-Saharan Africa

² World Bank (2018): The Little Data Book on Financial Inclusion

³ World Bank (2020): World Bank Indicators

⁴ CGAP (2019): International Funding for Financial Inclusion in 2018: Global Data

JOB PURPOSE	<p>Targeted, tactical and influential advocacy is a key tool for FSD Africa. It helps to drive the impact of our programmes, enabling policy and practice changes that help to fundamentally change the shape of Africa’s financial markets for the benefit of all. It also positions FSD Africa as a trusted counterpart, giving it the license to operate in the spaces where change happens as a thought-leader but also a world-class delivery partner.</p> <p>The Communities Manager will have the overall responsibility for (i) the Fragile Communities Thematic work that includes (but is not limited to) the Urban Poor/Slum Dwellers, Nomadic Populations and the Vulnerable (expected 75% of the work) and (ii) providing key input and support to the Assistant Director FCAS across both programmatic and operational priorities (25% of the work).</p>
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KEY RESPONSIBILITIES AND ROLE REQUIREMENTS

1. Fragile Communities Programming

Lead the development and delivery of FSD Africa's new approach to Fragile Communities, ensuring that the programme results in meaningful poverty-reducing outcomes:

- In collaboration with the Results pillar, review lessons learned from previous, relevant, projects (FSD Africa & Network); use the results to inform the development of strategies, instruments and approaches
- Scope out existing research and commission additional research, as required to gain a deep and comprehensive understanding of the ecosystem as well as needs and requirements of stakeholders and how to leverage beneficial change
- Develop and test theories of change for the Fragile Communities programme, aligned to the overall FSD Africa strategy
- Develop and document strategy for FSDA's interventions in fragile communities
- Work collaboratively with the Results Pillar to devise and manage results measurement and learning frameworks that will yield important insights into the development of effective long-term interventions
- Manage the process of developing a fragile communities strategy, with external consultants that aims to a) clearly define the term 'fragile communities' in the African context, b) determine a clear strategic framework for FSD Africa to focus and describe its fragile communities approach, c) prioritise a set of 3-4 fragile communities for FSD Africa intervention, potentially including forcibly displaced people (FDPs) using impact and feasibility analysis, d) determine clear impact narratives that show how financial sector development activities by FSD Africa can lead to social development outcomes in priority communities, and e) define a set of project and partnership entry points to operationalise the strategic framework from April 2021.

2. Project Planning

Conceptualise and develop a coherent portfolio of projects and implementing partners which will collectively be effective in driving impact and systemic change for the benefit of members of Fragile Communities:

- Identify a variety of instruments that might stimulate financial inclusion for beneficiaries currently living well beyond the access frontier. Such instruments will be context-specific but might include poverty graduation programmes, cash transfer or enterprise grants programmes, development impact bonds etc.
- Identify / select potentially impactful implementing partners, support them through the due diligence process; develop & sign MOUs
- Collaborate with implementing partners and relevant technical experts to develop project proposals that comply with Investment Committee standards
- Ensure that all staff, consultants and implementing partners involved in a project are fully briefed concerning expectations; especially on project milestone targets, quality standards, data collection/reporting and compliance with accountability requirements
- Develop detailed implementation plan, budgets and cash-flow forecasts that will ensure project success and address capacity gaps of partners

3. Project Implementation

Co-ordinate the roll-out of Fragile Communities projects so that results are achieved, risks are managed, and quality projects are delivered; ensuring that ongoing learning from projects is fully utilised to maximise impact and innovation:

- Work with implementing partners to assist them in implementing their projects according to the project plan:
 - Organise a regular schedule of visits to the IP for both self and members of other pillars as appropriate (Finance, Results)
 - Address delivery shortfalls with a coaching style in the first instance
 - Negotiate assertively, with the administration of consequences in case of persistent failure to deliver
- In case of the Implementing Partner having challenges, provide technical assistance, or organise the provision of support (includes supporting IPs with the provision of data for MRM and Learning and Grant accountability data)
- Review the Monthly and Quarterly M&E Report and take appropriate action on the basis of results and analysis:
 - If desired results have been achieved, initiate strategies for widespread awareness-raising and ‘crowding in’
 - If desired results have not been achieved, either manage performance of the implementation team or adjust the strategy/approach
- Identify and mitigate project risks in a timely manner (project delivery and partnership management)

4. Communicating for Impact

Actively participate in the development and implementation of and Advocacy and Communications plan for the wider FCAS programme; ensuring that the plan will result in widespread uptake of financial inclusion instruments and mind-set change of the stakeholders who control the enabling environment for the FCAS space:

- When developing Strategic, Annual and Project Plans, consult and collaborate with the Advocacy and Communications team to identify how stakeholders need to be influenced to support the success of the intervention; this may include a need to advocate for policy reform or to stimulate market demand amongst potential beneficiaries or some other requirement for mind-set change
- Work collaboratively with Advocacy and Communications team to develop and implement work plans and budgets; ensuring that efforts are monitored and evaluated to ensure impact
- Contribute to the implementation of the Communication strategy (e.g. by developing content for written materials/website; participating in campaigns etc); participate in and contribute to the development of annual and quarterly reports
- Represent FSD Africa in public forums and networking opportunities; at all times behaving in a manner consistent with FSD Africa’s brand and values

5. FCAS Assistant Director Support

Provide programme and operational management support to the FCAS Assistant Director across the FCAS portfolio in collaboration with the FCAS Programme Assistant:

- Support procurement of goods and services required by the FCAS and ensure conformance with the laid down procedures
- Provide logistical and administrative support to the delivery of assigned FCAS Programmes

- Ensure that all required monitoring data/reporting is collected, verified, and forwarded to the MRM Team in a timely fashion
 - Review the Quarterly M&E Report and take appropriate action on the basis of results and analysis:
 - If desired results have been achieved, initiate strategies for widespread awareness-raising
 - If desired results have not been achieved, either manage performance of the implementation team or adjust the strategy/approach
 - Identify and mitigate project risks in a timely manner (project delivery and partnership management)
 - Participate in and contribute to the development of annual and quarterly reports
- Carry out any other duties or special assignments as assigned by the Management.**

PERSON SPECIFICATIONS

Qualifications and Education

- Good quality bachelor's degree from a recognised university
- Professional qualification and relevant accreditations (Masters level from a globally respected academic institution) in a relevant field (Finance, Economics, Development Studies, or other relevant fields).
- Excellent written and verbal skills in English

Essential Experience, Knowledge and Skills

- Minimum of 7 years' professional experience some at a senior level, working in a relevant environment across multiple countries and institutions, including in Africa
- Significant knowledge and experience in inclusive finance and economic empowerment for members of vulnerable communities, and a willingness to play a leading role in realising these objectives for FSD Africa
- Strong knowledge and understanding of financial instruments (e.g. poverty graduation programmes, cash transfer or enterprise grants programmes, development impact bonds etc.) and their impact on financial inclusion and poverty reduction
- Experience in establishing and maintaining collaborative and trusted relationships with implementing partners, donors, private sector players and government counterparts
- Demonstrated track record of rigorous project management skills and achievement of results
- Demonstrated skills in managing large budgets, managing risk and ensuring value for money; ability to manage large project portfolios across multiple countries.
- Experience with managing and reporting on complex donor-funded projects
- Demonstrated ability to coordinate the work of colleagues across the organisation and manage external suppliers and providers

Desirable

- Experience of working with multi-national teams
- Experience of working with the donor community
- Languages: French, Swahili and/or other African languages

COMPETENCIES	Level 1 Foundation	Level 2 Specialist	Level 3 Leadership
Commitment & Drive for Results		✓	
Proactivity & Innovation		✓	
Effective Resource Management		✓	
Relationship Building		✓	
Communication & Influencing		✓	
Thinking & Problem Analysis		✓	
Learning & Resourcefulness		✓	

KEY RELATIONSHIPS	
Internal Relationships <ul style="list-style-type: none"> • Director, Strategy & Advocacy • Management team • Other Staff • Project committees (management level) • Portfolio and project managers 	External Relationships <ul style="list-style-type: none"> • Partners from across East Africa and beyond, • Financial institutions • International development organisations, especially DFID • FSD Network • Supporting Consultants
FINANCIAL RESPONSIBILITIES	
Direct Control <ul style="list-style-type: none"> • Fragile Communities Budget • Project consultants costs management 	Indirect Influence <ul style="list-style-type: none"> • FCAS Advocacy Budget •

APPROVAL PROCESS	SIGNATURE	DATE
Job Holder		
Chief Operating Officer		