

MSINGI EAST AFRICA LIMITED

Building East Africa's industries of the future

CHIEF EXECUTIVE OFFICER

POSITION AND CANDIDATE SPECIFICATION

POSITION SPECIFICATION

East Africa's economies are growing and many regard them as part of the next generation of emerging markets. But this is not enough. Expansion in some service and extractive sectors disguises the fact there has been limited structural transformation or increase in value addition across the region's economies, which remain dominated by raw materials. Formal job creation and increases in living standards have remained very limited.

With Msingi, our mission is to change that. Msingi seeks to build East Africa's industries of the future – dynamic industries that can drive growth and the structural transformation of the region.

At the heart of Msingi's approach is identifying industries with comparative advantage and the strongest commercial prospects. This may include the rise of new industries, responding to market opportunities, or potentially the reform of existing industries that are underperforming against their potential.

Ali A. Mufuruki – First Chairman of Msingi's Board of Directors

Msingi East Africa

Msingi is a highly ambitious and innovative new industry development organization for East Africa.

Msingi will identify new and existing high potential industries around the region. It will catalyse innovation, growth and increased competitiveness in these industries by supporting pioneering and pioneering businesses through technology transfer, capability building and investment. It will also work to address reduce systemic bottlenecks to competitiveness in both industries and innovation systems.

Ultimately, Msingi will contribute significantly to the structural transformation of East Africa's economies, driving job creation and prosperity.

Delivering this mission and vision will require an exceptional management team headed by a Chief Executive Officer (CEO) who has a demonstrable level of achievement and success operating in such a role for a major organisation in the region.

This is an opportunity for the CEO to make a step-change in what he / she has achieved to date and to have a fundamental impact on delivering a model – new to the region – for driving economic development through a commercially-focused, industry development organisation.

Position Summary

The CEO will be responsible for leading the development and execution of Msingi's long-term strategy, with ultimate responsibility for all day-to-day management decisions.

As the first CEO Msingi, the incumbent will get an opportunity to shape the future of an organisation that blends long-term thinking on economic development with actively supporting pioneering companies.

The Gatsby Africa (Gatsby) and the UK Department for International Development (DFID) are establishing Msingi to catalyse the development and increased competitiveness of new and existing sectors across East Africa. Msingi is an East African organisation, working towards the structural transformation of the region's economies over the long-term.

Working in the public interest but with a private sector-focused approach and commercial tools, Msingi will support growth, increase competitiveness and create jobs in high-potential industries across East Africa.

Msingi's primary strategic objective is to identify industries in the region that have comparative advantage and catalyse their development by supporting both:

- **Pioneering firms** – selecting pioneering firms that can have a catalytic effect on the growth of the wider industry, have proven and highly capable management teams, and have strong commercial prospects and supporting them to innovate through technology transfer, capability-building and access to finance, and
- **Wider industry upgrading** – complementing firm-level support by addressing key industry-level bottlenecks to competitiveness, by e.g. diffusing technology, supporting improvements to industry R&D, standards, policy & regulation, coordination and skills & training facilitating.

Over the long-term, Msingi will fulfil its second strategic objective, that is to use its lessons and networks to improving the overall environment for technology transfer, innovation and sector development in East Africa beyond Msingi's specific focus industries.

Msingi's third strategic objective is to build a strongly resourced organisation with the highest calibre staff with excellent commercial skills and experience (and over time deepening its relationships with governments). In doing so Msingi will significantly improve East Africa's capabilities for industry sector development in the long-term.

Msingi is forecast to have a minimum of \$100 million over 10 years as seed capital. An initial budget of £30m for the first five years has been confirmed by Gatsby and DFID.

Funders will be highly engaged in governance. Gatsby will, for example, provide highly engaged Board representation, working closely with the CEO, Chair and Board as the new institution is developed. DFID will also have representation on the Board.

Key Relationships

Reports to:	Msingi Board
Direct reports:	Various Industry and Functional Executives
Other key relationships:	Funders, Governments, Local Communities Additional Relationships TBC

Major Responsibilities

- Lead the development and refinement of Msingi's strategy, including prioritising and identifying focus industries as well as developing annual budgets and long-range plans to deliver on Msingi's mission, vision and values.
- Be accountable to ensure all appropriate operational processes and procedures are developed and implemented – including appropriate risk management.
- Determine staffing requirements and lead the recruitment and selection of staff.
- Lead the development of relationships with potential additional co-funders in conjunction with the Board.
- Establish excellent working relationships and collaborative arrangements with all stakeholders, including Msingi's funders, governments, key industry players and other organisations.

CANDIDATE SPECIFICATION: KEY SELECTION CRITERIA

Ideal Experience

- a) Ten years' professional experience contributing to or driving business growth – five of which will have been in East Africa – as a CEO or in senior leadership positions with exposure to senior roles leading operational teams, nurturing and building organisational capabilities, with board reporting experience preferred;
- b) Five years' experience across East Africa with well-developed networks among industry leaders, in government and / or relevant regulatory authorities, with a preference for broader emerging market exposure and East African nationals;
- c) Experience of driving growth across a range of sectors (such as agribusiness, manufacturing and services) is preferred. Also, experience in strategy consulting, and commercial investment, and/or broader socially oriented businesses.

Critical Competencies for Success

a) Galvanising Leadership

The CEO will build, unify and motivate a top-tier team and keep them motivated and aligned towards achieving organisational goals, within the context of a complex stakeholder landscape. She / he will achieve this by:

- Gaining trust and respect quickly, both internally and externally and developing strong relationships based on a foundation of integrity and authenticity;
- Setting an example of resilience and positivity;
- Deploying an inclusively authoritative style that welcomes collaboration and innovation whilst maintaining ultimate authority;
- Demonstrating a highly developed ability to deliver critical messages simply, clearly, consistently and with conviction (both verbally and in writing);
- Being a relentless coach and mentor to encourage, retain and align the energies of the best individuals;
- Adapting communication style as appropriate for the wide variety of settings, cultures and geographies that Msingi's addresses; and
- Embodying passion for Msingi's social mission, which is a core value of the business and essential for its success.

b) Strategy & Innovation

The successful incumbent must demonstrate strong commercial flair, able to constantly reassess existing businesses whilst tracking and foreseeing trends and changes in Msingi's chosen industries, while managing shifts in industry dynamics and trends. This will be achieved by:

- Understanding industry issues and dynamics at a broader level, with thinking skills beyond a specific company's context;

- Taking time to clearly understand the complex and often competing needs of the diverse markets served by Msingi, and applying best judgment in determining the way forward;
- Using insight to formulate and execute influencing strategies deployed across a broad network of people, markets and businesses;
- Combining Msingi's entrepreneurial culture with far-reaching strategic foresight, resulting in a long-term but flexible vision; and
- Constantly re-examining Msingi's overall market position and not hesitating to make immediate changes where necessary.

c) Relationship Management

In a context of ambiguous, complex and at times divergent stakeholder inputs and expectations, she / he will simultaneously manage multiple stakeholders, gain buy-in and ensure support within the organisation and externally by:

- Taking time to clearly understand the complex and often competing needs of the constituent groups, and applying best judgment in determining the way forward;
- Showing empathy with the entrepreneurial aspirations of those served by and contributing to Msingi;
- As a credible advocate of Msingi's interests, inspiring confidence and commanding attention at the highest levels through provision of high-quality insights and interventions, deploying experience against a social and commercial agenda; and using insights to formulate well-executed influencing strategies;
- Managing complex negotiations which involve responding to constituent requirements and balancing these with Msingi's position to reach "win-win" solutions; and
- Communicating a realistic assessment of development opportunities for funders / investors and delivering on promises.

Other Personal Characteristic/s

- Passionate, committed and highly motivated;
- Strongly ethical; integrity beyond question; aligned with Msingi's mission;
- Flair for innovation and taking calculated risks;
- A demonstrable ability to manage highly complex working dynamics and challenges;
- Able to adapt rapidly to new technical areas and management challenges; and
- Dynamic, agile and nimble.