



**OXFORD HR**

SEARCH FOR A BETTER WORLD

HEAD OF  
MONITORING  
AND RESULTS  
MEASUREMENT

AUGUST 2020



GATSBY  
AFRICA





## CONTENTS

### CONTEXT

- GATSBY'S WORK IN AFRICA
- THE STRATEGY AND LEARNING TEAM

### THE ROLE

- TERMS AND REMUNERATION
- JOB DESCRIPTION

|    |                             |    |
|----|-----------------------------|----|
| 03 | - KEY ROLE RESPONSIBILITIES | 08 |
| 04 | - PERSON SPECIFICATION      | 09 |
| 05 | - OUR VALUES                | 10 |
| 06 | HOW TO APPLY                | 11 |
| 06 | ABOUT OXFORD HR             | 12 |
| 07 |                             |    |



## CONTEXT

In 1967 David Sainsbury wrote out a cheque for five pounds to establish 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](http://www.gatsby.org.uk).

Gatsby Africa is the charitable company set-up to implement the foundation's programmes in Africa. Our 120+ staff work from offices in Dar es Salaam, Mwanza, Iringa, Nairobi and London.



## GATSBY'S WORK IN AFRICA

Gatsby has worked to create jobs, raise incomes, and build opportunities for people in Africa since 1985.

We are currently focused on East Africa, where economies have enjoyed high growth for more than a decade, but where the benefits of that growth have not been shared widely. With millions of young people joining the labour market each year and climate change adding further pressures, East Africa urgently needs economic transformation – growth with depth that will radically change economies, rapidly create jobs and offer large numbers of people pathways out of poverty.

We aim to support this by demonstrating how high-potential sectors - such as commercial forestry in Tanzania - can be transformed to benefit more people for the long-term. 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 share what we are learning with others - such as governments and donors - who share our goals.

Our programmes include:

- **Tanzanian Cotton & Textiles:** Rapidly creating tens of thousands of decent textiles jobs while ensuring more than 500,000 cotton farmers can access the quality inputs and training they need to improve agronomy, increase yields and raise quality.

- **Tanzanian Forestry:** Building a vibrant commercial forestry sector that underpins downstream wood and energy industries and delivers widespread economic, social, and environmental benefits to Tanzanian citizens.
- **Kenyan Forestry:** Introducing innovative technologies and models to transform Kenya's commercial forestry sector; protect the environment and benefit millions of Kenyan citizens.
- **Tanzanian Tea:** Triggering domestic and foreign investment by building partnerships and demonstrating innovative models that boost the profits of farmers and factories and see benefits shared more equitably.
- **Rwandan Tea:** Trialling new ownership structures and methods of supporting farmers to allow the sector to fulfil its world-class potential, while ensuring smallholders benefit from its growth.

We have also developed and continue to support two independent organisations dedicated to sector transformation in the region: Kenya Markets Trust (which runs programmes in three key Kenyan sectors), and the regional industry development organisation Msingi, which works in aquaculture and textiles & apparel.



## THE STRATEGY AND LEARNING TEAM

The Strategy & Learning Team (SLT) is a small team that works across GA's portfolio of programmes and institutions focusing on providing internal advisory, supporting skills development and sharing knowledge. Specifically, the SLT seeks to:

- i. Develop and evidence GA's approach to sector transformation – setting guidance and expectations for how we want to work
- ii. Provide technical support for programme design, monitoring and oversight
- iii. Establish and implement mechanisms for cross-portfolio collaboration, learning and skills development
- iv. Undertake research and capture lessons from our work for external audiences



## THE ROLE

The Head of Monitoring and Results Measurement (MRM) will provide a central cross-portfolio function to improve the application of monitoring and evaluation practices and to strengthen the culture of adaptive management across Gatsby Africa's portfolio. This role would take substantial responsibility for the quality of monitoring and results measurement efforts across the portfolio. An important part of the role is mentoring and coaching the specialist MRM staff within the programmes.

## TERMS AND REMUNERATION

This is a Gatsby Africa Grade 2 Deputy Director level role, with an indicative salary range of KES 8,431,413 - 9,418,134 or TSh 180,000,000 - 200,000,000 .



## JOB DESCRIPTION

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**Job Title:** Head of Monitoring and Results Measurement

**Department:** Strategy and Learning Team

**Reports To:** Strategy and Learning Director

**Location:** East Africa – Nairobi or Dar es Salaam

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## KEY ROLE RESPONSIBILITIES

### 1) PROVIDE TECHNICAL SUPPORT TO PROGRAMME TEAMS IN DESIGNING AND IMPLEMENTING ENHANCED PRACTICES FOR MONITORING AND EVALUATION

- Support programme Monitoring and Results Measurement (MRM) leads in the process of formulating clear theories of change and coherent and logical result chains for selected interventions.
- Ensure that programme teams have set out clear assumptions and a learning agenda for their work at programme strategy and intervention levels which they are actively seeking to test.
- Support programme teams in projecting realistic intermediate and longer-term targets, as well as in setting indicators for tracking progress to capture the breadth of programme objectives.
- Support programme teams to design technical solutions for measurement challenges.
- Bring in technical advice where relevant to support sector programme teams in developing their results frameworks and in gathering data and evaluating progress.
- Support programme teams with quantitative and qualitative data analysis and reporting.
- Support programme MRM staff in managing the MRM systems – including data quality assurance, aggregation and storage.

### 2) PROVIDE SUPPORT FOR PROGRAMME TEAMS TO USE THE LEARNING GENERATED FROM THEIR MRM SYSTEMS TO ADAPT THEIR PROGRAMME ACTIVITIES AND RESULTS CHAINS

- Ensure that MRM aspects of programme and intervention management templates are well-used by intervention leads and programme senior teams, and are integrated into programme activities from strategy-setting through implementation to exit.
- Ensure that our evaluation mechanisms facilitate and encourage adaptation and learning.

### 3) SECURE THE ALIGNMENT OF GA'S MONITORING AND EVALUATION FRAMEWORK WITH GA'S WIDER STRATEGY AND MANAGE THE AGGREGATION OF RESULTS AT A PORTFOLIO LEVEL

- Continue to adapt and evolve GA's programme MRM framework, ensuring consistency of application across GA's sector programmes and supporting partner institutions to also adopt similar principles and, potentially, the same framework.

- Develop aggregated indicators of success together with projected targets for GA's portfolio of programmes.
- Ensure effective reporting against this framework at a summary portfolio level, with useful reports provided for the Senior Management Team, Executive Board, Trustees and Lord Sainsbury, as well as externally.
- Support the development of a framework for monitoring the effectiveness and impact of GA's external engagement work.

### 4) LEAD THE GA MRM COMMUNITY OF PRACTICE AND PROVIDE COACHING SUPPORT TO RAISE THE CAPACITY OF MRM STAFF ACROSS GA'S PORTFOLIO OF PROGRAMMES

- Identify specific skills gaps among MRM staff and develop mechanisms for skills building to address these gaps – through coaching, learning from other programmes, internal training/ workshops, etc.
- Establish an effective peer support mechanism for colleagues to share ideas and advice, helping to build their own capacity and that of their peers.

### 5) ENSURE RESULTS PRESENTED AT BOTH PROGRAMME AND PORTFOLIO LEVEL ARE CREDIBLE, WITH CLOSE SCRUTINY OF ATTRIBUTION AND RIGOUR OF ANALYSIS

- Provide advice to Programme Directors and MRM staff on how to ensure minimum quality of data, reviewing the quality of reported results on a regular basis.
- Support programme teams to design mechanisms for attribution and to assess the contribution of their interventions.
- Produce technical notes and external papers to share Gatsby's learning from its programme interventions and its approach to MRM.



## PERSON SPECIFICATION

### COMPETENCIES

- In-depth knowledge of market systems programme monitoring and evaluation (preferably including understanding of the DCED standard for results measurement).
- Considerable experience at senior technical level, either leading on or advising large-scale market systems development programmes on their monitoring and evaluation.
- Strategic and pragmatic mindset – ability to focus on the most critical issues and work with teams to put these in place, before building up to more advanced mechanisms.
- Ability to convince internal stakeholders of the value of MRM systems for adaptive management, effective reporting and building a dynamic programme culture; hence the ability to drive adoption of enhanced processes.
- Clarity of communications and attention to detail – ensuring that all staff/programmes use the same understanding and application of technical terms in their MRM frameworks.
- High-level technical skills in quantitative and qualitative methods, as well as in mechanisms for assessing attribution and contribution, with the ability to guide teams on when and where they are appropriate.
- Strong analytical skills and understanding of all aspects of quality programming.
- Ability to translate M&E concepts into practical methods and tools for teams in the field.

### PERSONAL ATTRIBUTES

- Embodies GA's mission and values in their approach to their own work and their relations internally.
- A self-starter with a proactive approach.
- An implementer who is pragmatic and efficient, but also detail-oriented; turning ideas into actions and organising work that needs to be done, while patiently working through the details to ensure consistency.
- Ability to adapt to changing circumstances and external factors.
- 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.

### KNOWLEDGE, EXPERIENCE & QUALIFICATIONS

- At least 10 years' relevant experience in related roles.
- A university degree – and ideally a master's degree in a relevant discipline.
- Extensive experience in monitoring and evaluation activities for market systems development and other private sector development programmes.
- Demonstrated experience of developing and managing different project cycle M&E steps and processes (M&E plans, logical frameworks, base and end-line surveys, mid-term and final evaluations, etc).
- Demonstrated experience in applying quantitative and qualitative methodologies.
- Fluent Kiswahili would be an advantage.



## OUR VALUES

Gatsby Africa has developed a set of core values that will be used to assess a candidate's fit with the organisation and provide the basis for the culture that we aspire to use in our operations. Our staff are:

- **Ambitious** – We are motivated by impact and by fulfilling our potential
- **Collaborative** – We are stronger together and achieve most when we empower others to succeed
- **Thoughtful** – We thrive on new ideas, innovation and evidence
- **Dynamic** – We rapidly adapt to new challenges, opportunities and learning
- **Honest** – We are honest with ourselves and others, and this helps us to learn and improve
- **Caring** – We put people first and we look out for each other

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 and complete our online application form.

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

- Are you an East African national?
- Have you worked as the MRM/M&E lead for a large market systems development programme(s) for over 5 years?
- Have you got in-depth experience of coaching programme staff to set up the detailed aspects of intervention design and implementation?

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/candidates/all-roles/> to apply.

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 cover letter which should be prepared before applying as they will be requested in the application process.

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.

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:      | 4th October 2020 at midnight EAT |
| 1st round Skype interviews:         | 29th & 30th October 2020         |
| Final client interviews in Nairobi: | 16th November 2020               |

## SELECTION PROCESS

All candidates will receive an update regarding their application after the closing date. We advise candidates to add the role email to their safe senders list and regularly check their spam folder. Shortlisted candidates may be required to undertake additional assessments and tasks prior to the final interview.

This post is open to East African nationals. Female candidates are particularly encouraged to apply.

## DIVERSITY 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.

## SAFEGUARDING

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

## COVID-19

Gatsby Africa is working to help people, governments, and companies to tackle the huge challenges caused by the COVID-19 crisis in the sectors they support. The environment is uncertain and fast-moving – requiring a dynamic and flexible approach informed by solid evidence and up-to-date intelligence. Gatsby Africa is continually gathering information and talking to partners to help stakeholders coordinate and ensure sectors are in the best possible position to mitigate the impact, survive the crisis and thrive in the future.

## 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 and Gloria Kamau at [GatsbyTanzania@oxfordhr.co.uk](mailto:GatsbyTanzania@oxfordhr.co.uk) in the first instance.



## 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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