

JOB DESCRIPTION

**Head of Project Strategy, Hanoi
Reporting to the Executive Director**

Make a difference to development and poverty in a dynamic region by leading the effort for a new organisation to identify and promote a portfolio of market sector projects with the potential to reduce large-scale poverty.

OVERVIEW

Prosperity Initiative's (PI) objective is to identify and develop a range of market sectors with demonstrated potential to provide income and jobs for large numbers of poor people. PI sees national and regional markets as an ideal mechanism to reach large numbers of poor. We work to find market based mechanisms for unlocking and creating new economic value to change the lives of the poor for good.

PI takes a business case approach to developing project opportunities. When in project development phases, we determine income and job potential for the poor for different market sub-sectors and compare this to the estimated future cost of full scale project implementation. When we progress to full implementation mode, we track impact against project costs to verify return on donor investment. Our screening and identification modes include field and desk research with our own teams and associate consultants. We develop partnerships with businesses, service providers, and government agencies where we seek to address gaps and constraints by working with innovators and change agents in the system. We aim to be pragmatic, are not afraid of innovation and seek only to complement rather than compete with the work of others in the development and business sectors.

Our flagship project in the industrial bamboo sector in NW Viet Nam and Lao PDR is now in the implementation stage and demonstrating that tens of thousands have moved over the poverty line since we first assessed the sector in 2006. The early project stages demonstrated that a potential minimum of around 150,000 poor people could be lifted over the poverty line at a rate of around \$100/person over the duration of the estimated 5-8 year \$15M project. We are looking for ways to leverage our experience of this market development project to other parts of the near region and elsewhere where strong potential exists. Building on the experience of Bamboo, PI is currently in the development stages of work on Tea, Coconuts and Tourism with screening carried out on 10 other sectors. PI is looking to develop its practice across a portfolio of sector projects, each with the potential to reach and create income and jobs for 100,000 or more poor people in this region.

PI is a new UK-based organisation registered in 2007 as a spinoff from Oxfam. We are working to demonstrate the strengths of what we believe is a novel but important approach to development. To date we have received core and project funding from Oxfam, the Swiss Agency for Development Cooperation, The World Bank, The International Finance Corporation, AusAID and Irish Aid. We are developing relationships with donors prepared to invest in new approaches. We are also setting up an investment arm as a vehicle to support our own catalytic investment partnerships in key businesses to address specific finance constraints for lead firms looking to innovate in the bamboo sector.

With our experience to date, we believe in our potential to reach our current corporate impact and performance targets and to contribute to the eradication of poverty in this region. We also

expect that, if successful, we will be in a position in the future to take our experience to other parts of the world.

KEY RESPONSIBILITIES

Principle technical responsibilities:

The Head of Project Strategy will be expected to lead technical work in two principle areas:

1. Lead and build a team to take sectors through the project development stages of PI's business case process. Accordingly, the Head of Project Strategy would lead teams to complete sector profile reports and associated technical outputs and develop PI business cases for sectors. Sector projects with demonstrated poverty impact business cases then would be passed to other managers as stand alone strategic centres of activity for PI. Work areas would include:
 - Market dynamics and opportunity, e.g.: global, regional and national demand and supply; future market drivers and trends, competitiveness of the sector, e.g.: cost of production, quality comparison of respective products or services, cost of accessing international markets as well as productivity analysis, including supply chain structure and performance.
 - Poverty Impact Opportunity of the sector, e.g. the distribution of benefits, in particular the links between sectors and their economic, social and environmental impact on PI's target groups of poor people, what new value creation is possible, what is the impact logic for change and how this could distribute to target populations.
 - Opportunities for Change. Identification and development of mechanisms and agents of change – partner firms, government departments and other agents. Working with sector experts and with local and international partners to build collaborative networks in order to achieve the objectives of PI's programmes and constituent projects
 - Design of demonstration stage and implementation stage projects
 - Building of business and government partnerships
 - Documenting and managing data, sources and results of stages of analytical work
2. Lead the team to provide technical support and performance oversight of projects in implementation phase (currently bamboo):
 - Technical support includes updates of market strategy and analysis research, investment and business advisory services, poverty impact assessment etc.
 - Assist the Executive Director in corporate review of the business case performance of projects within implementation phase

General duties of the post include:

3. Manage the preparation of various technical outputs and communications including technical notes and reports, PI sector business case reports, contract related reports targeting donors, impact reports etc to support PI's overall communication, contract delivery and marketing.
4. Build and lead a team (currently 4, but expected to grow) and manage a group of associate local and international consultants to develop PI's portfolio of projects moving into demonstration and implementation stages, ensuring contract performance and productivity within the team and to maximise PI's impact on poverty per unit of project resource applied.
5. Plan and implement the training and supervision of capacity-building for PI's analysts and partner staff.
6. Integrate workflows with PI's impact team and its Head to ensure that poverty impact work takes analytical priority alongside market opportunity analysis.
7. Contribute with other leading members of the organisation to strategy development, management and implementation of PI's work in Viet Nam, Lao PDR and Cambodia
8. Contribute to plans for PI's work in new modalities (e.g. PI Investment vehicle) and in other regions (e.g. replicating bamboo to other countries).
9. Closely assist the Executive Director and other leads in the organisation to
 - advance and formalise PI's innovative methods,

- refine PI's internal business processes;
- build the team and the organisation,
- manage strategic marketing and relations.

KEY CHARACTERISTICS and PROFILE

The ideal person for this position is likely to have had strong analytical experience in the commercial, consulting and development sectors and be able to synthesise these to provide innovative and practical solutions that are commercially viable, reach the target beneficiaries of the poor, and are capable of implementation within the development context. Whilst you would preferably have had substantial experience in all the relevant sectors, we are also interested in those who are technically strong and insightful in key areas. We are particularly interested if your experience also includes agriculture, forestry and general agribusiness. We outline below a potential profile of the skills and experience that would be required for this position. Please ensure that your application illustrates how you meet these requirements by giving precise examples.

	Essential	Desirable
Experience/ Education	<ul style="list-style-type: none"> • A university degree in a relevant discipline from a leading university • At least 10 years' experience in a professional consulting-style or project-based environment • Experience in managing projects involved in the analysis of strategic, market and systemic challenges • Strong client oriented/representational skills and the ability to act as Deputy for the Executive Director to represent PI in a range of forums 	<ul style="list-style-type: none"> • An MBA, Master's degree or similar international qualification • Experience in developing strategy-related and other analytical skills, with an interest in training and development of staff from PI and its partners
Skills/ Knowledge	<ul style="list-style-type: none"> • Strong strategic and analytical skills developed in dynamic situations and project assignments • Ability to work in diverse teams • A strong practical sense of how markets function • A sensitivity to the local cultural environment • Proven ability in managing and developing local staff in technical strategic and project skills • Excellent written and oral English language skills 	<ul style="list-style-type: none"> • Knowledge of a relevant regional language
Personal qualities	<ul style="list-style-type: none"> • Professional commitment to the challenge of eradicating global poverty • Belief in the importance of markets as a leading solution to poverty • Strong commitment to an output and performance-based working style • Strong desire to participate in and contribute to an evolving and entrepreneurial organisation, including accepting and welcoming the personal opportunities and risks that this presents • Commitment to the development of staff and to leading a team • Willingness to travel and work in the region, occasionally in remote areas 	<ul style="list-style-type: none"> • Strong alignment with the goals, purpose and methods of PI, and the desire to be a key part of an organisation such as PI • Capacity to engage with poor people and to understand the human experience of poverty



TERMS AND CONDITIONS:

Contract period and terms may be flexible and are subject to mutual agreement

CLOSING DATE: Applications will be accepted immediately.
Target start date: on or before **1 September 2009**

HOW TO APPLY

Please email a CV and cover letter to: recruitment@pi-email.org

The subject line of your email must be: **“Head of Project Strategy Application”**

ANNEX: PI'S BUSINESS CASE APPROACH TO PROJECTS

PI understands the challenge of poverty reduction. The root causes are complex, and many issues must be addressed concurrently to tackle it. PI's sees its work as complimentary to other development efforts, focussing its resources and skills on the creation of jobs and incomes for poor people through market mechanisms.

National and regional sub-sectors are large, complex systems and operate in a real world of interconnected markets and political realities. Inducing and supporting pro-poor change for hundreds of thousands of poor through the main market change agents first requires an uncovering of market opportunities and constraints, the nature of the future poverty impact mechanism and, importantly, the scale of potential impact. Project interventions are structured around what PI see as the main levers for change in that system.

An overall strategy and logic for change emerges through the staged approach we take. This strategy informs tactical interventions by PI's team of market and poverty practitioners. PI invests much time in building quality relationships with agents of change from both the public and private sector at multiple points in the system and anticipates that many years of work are required to reach our ambitious targets of hundreds of thousands in each subsector.

PI moves through carefully structured steps of (i) screening (weeks), (ii) identification (months), (iii) demonstration (1-3 years) and (iv) implementation and exit (several years+), building a base of evidence in each step to justify progression and the order of magnitude of increased donor investment that goes with each step. This approach across a portfolio of sectors helps manage risk and ensure overall corporate efficiency. We have found sectors that do not provide the justification for further investment (e.g. coffee in Viet Nam), but overall the approach aims to ensure a portfolio which will deliver PI's corporate target of \$200 per person over the poverty line, and a target of 750,000 by 2020 in Vietnam, Lao PDR and Cambodia.

The steps of screening and identification involve work in demand, supply, local and global market dynamics, value chain analysis, competitiveness, and poverty analysis to evaluate the potential for promising sectors to impact poverty. Projects that advance to the demonstration stage move to trials with key change agents as partners - public and private - to address market system constraints (e.g. technology innovation, enabling environment, frontier/risk financing, training and so on). The demonstration stage also marks the start of very detailed and statistically robust impact assessment for target populations to ensure we capture the evidence of success or failure of the project trials we undertake in the demonstration stage. The demonstration stage also provides important information to clarify the impact logic and to develop the design for the main project implementation stage.

PI also provides a learning platform for analysts and staff from PI's local partners, who work within PI's office and teams. This is PI's model of capacity development, and we see this mode of work as important in replicating our approach to market development, to expand the scope of our impact on the poor and to ensure our practices become sustained within the countries where work.

For more information on PI and its programmes, please visit our website at www.prosperityinitiative.org.