



FINCA®

Chief Development Officer
Washington, D.C.



*Mobilizing Capital and New Partnerships to Make
Markets Work for the Poor*



Search conducted by
Development Resources, inc.
www.driconsulting.com

A New Insight to Eradicate Poverty

FINCA International is one of the largest global owner-operators of microfinance banking institutions dedicated to low-income entrepreneurs. Beginning from the simple premise that access to finance can unlock latent productive capacity, FINCA today operates in 21 countries around the world, continuously innovating to develop modern, responsible, and affordable financial products that connect enterprising but often overlooked people with the resources they need to increase their own and others' livelihoods. FINCA's endeavors to create affordable access to finance have helped millions of poor families make positive change in their lives and demonstrated that basic financial services and support can empower people, create hope and opportunity, and ultimately play a significant role in economic development worldwide.

FINCA's success depends in large part on its belief that market-based solutions are critical to creating long-lasting change. A market-based solution, first and foremost, requires that FINCA listen to the customer. It requires a change in orientation that trusts that individuals know best what they need. The success of the microfinance model has catalyzed an entire generation of entrepreneurs to seek market-based solutions to address other causes of poverty. Today, there is an incredibly rich ecosystem of social entrepreneurs that seek to listen to the customer and use market-based innovations to create high-quality healthcare, energy, sanitation, and clean water for people who live with less than \$5 a day.

FINCA has built social businesses in some of the most difficult markets in the world and has helped speed the pace of progress to eradicate poverty. New solutions are needed, however, to drive even better outcomes and quality of life for those in need. We seek to address not only access to finance but also how to make energy, healthcare, clean water, and education more accessible and affordable on a sustainable basis. And while the specific solutions may not lie within FINCA's expertise, how to serve people in the markets that need help is know-how that FINCA has honed over thirty years. We are social entrepreneurs at heart. We have sophisticated client feedback and impact measurement expertise. Our infrastructure across many countries has the potential to provide financing and/or distribution channel linkages for new products, services, and knowledge to serve the poor. And we are experts at mobilizing and deploying different kinds of capital for social purpose.

The Blueprint

In addition to continuing to expand access to responsible and affordable finance through its microfinance operations, FINCA now seeks to leverage its experience and expertise alongside investment capital to support and scale the most compelling social enterprises that can create lasting solutions to provide access to energy, education, and other essential goods and services. Eighty percent of firms serving the poor report that they face multiple "scaling barriers," or barriers to growth and expansion—including lack of market information, industry know-how, and customer insight. FINCA has launched the Social Enterprise Collider to provide capital and technical strategic support to help social entrepreneurs overcome these barriers and magnify their impact.



BioLite's cookstove delivers clean cooking and electricity access using nothing but wood for fuel. The HomeStove is an advanced, ultraclean stove that cuts toxic emissions by 90% and reduces wood use by 50% compared to a 3-stone fire.

The HomeStove addresses the health, environmental, and economic costs of open-fire cooking, and is the only stove to offer on-demand energy to households without electricity.

FINCA made an investment in BioLite and supports its distribution network in East Africa. FINCA also provides financing for low-income people to purchase this asset and pay off it off over time – leading to significant personal savings in time and money. By making investments such as these, FINCA seeks to use its existing assets and competencies to drive more inclusive and expansive social impact.



Search conducted by
Development Resources, inc.
www.driconsulting.com

FINCA International's Approach

FINCA's market-based orientation to solving international development's most intractable problems has always required a partnership approach. Historically, FINCA's growth was funded through long-term public and private sector partnerships—ranging from the United Nations Capital Development Fund and the United States Agency for International Development to MasterCard Foundation and Ford Foundation. Even sustainable approaches to development require philanthropy and government donors as catalysts. When an initiative reaches sustainability, commercial capital can play a greater role. Blended capital approaches (using philanthropy, government, commercial capital) can maximize the impact of philanthropic and government funding and can attract commercial funding to scale successful solutions. Following this model, FINCA's new endeavors will require funding from foundations, governments, and development finance institutions, where there is growing interest in collaborative partnership-based global development. Under its current leadership, FINCA seeks to leverage its experience in using this model to participate with greater leadership within the development community and to attract capital for new initiatives as well as for innovation and further scaling of the microfinance network.

FINCA International Leadership



Rupert Scofield co-founded FINCA in 1984. Today he is President of the FINCA family of social enterprises. During his leadership, FINCA grew to over 1.6 million clients, with an \$800M loan portfolio. A frequent speaker on social entrepreneurship, Rupert is the author of *The Social Entrepreneur's Handbook: How to Start, Build, and Run a Business That Improves the World*. He holds Master's degrees in agricultural economics and public administration.



Allison Scuriatti joined FINCA in 2014 and became Executive Director of FINCA International (the "FINCA Foundation") in 2016. Allison's background includes international non-profits, intergovernmental organizations, the telecom sector, and independent consulting on women's entrepreneurship and access to finance. She holds a Master's in international studies from the Graduate Institute of International and Development Studies, in Geneva.



Ami Dalal is FINCA's Vice President, Social Enterprise Innovation. Ami leads FINCA's strategy to support the growth of social enterprises that increase access to goods and services beyond finance. Ami is a seasoned investor with more than 15 years of experience. Most recently, she served as strategic advisor to Ashoka's Social Finances Services initiative and oversaw global post-investment management at the Acumen Fund. She holds an MBA from the Wharton School.

Creating Collaboration for Greatest Social Impact

FINCA's fundraising program is extraordinarily diverse. It includes a robust direct marketing program; an international relationship-driven major donor program; and strategic foundation and government partnerships. The fundraising team is responsible for a wide variety of small donor programs driven by both traditional and new media, as well as a comprehensive array of major gifts, grants, and investments from both the private and public sectors. FINCA's public-private partnerships engage a wide variety of stakeholders who contribute deeply to FINCA's ability to achieve outsized social impact in addressing the world's thorniest challenges.



The Chief Development Officer Opportunity

FINCA International is seeking a Chief Development Officer with significant experience cultivating a broad range of donors and, ideally, with the ability to bridge the donor and impact investment world. The CDO will lead the pursuit of a new generation of comprehensive donor partnerships to advance FINCA's existing and new programs. Reporting to the Executive Director, the CDO will be responsible for developing and implementing a results-oriented strategy that: (1) positions "FINCA 2.0" with new and existing donor communities, including family offices and social impact partners; (2) significantly grows major donor revenue and technical grant partnerships to support social enterprise innovation and our microfinance network; and (3) delivers a healthy ROI and balance of revenue sources that aligns with FINCA's strategy and needs. The CDO will play a critical role in helping FINCA International become a leading force in creating partnerships that make markets work more effectively for the poor. The CDO's major responsibilities include:

Revenue Generation Strategy

- ❖ With the VP Social Enterprise Innovation, develop a 5-year fund development plan that leverages FINCA's unique expertise in blended public and private investment to expand philanthropic partnerships and revenue streams.
- ❖ With FINCA's strong development team, design and implement strategy to grow unrestricted and restricted revenue to support existing programs and new program needs beyond microfinance.
- ❖ Utilize FINCA's rich donor file to diversify beyond traditional supporters of financial inclusion, focusing on supporters of social enterprise innovation including clean energy initiatives, women's empowerment, and other global priorities.
- ❖ Lead the team to create new and strong partnerships for technical grants and innovation funding for the microfinance programs, together with the management of FINCA Microfinance Holding Company, particularly for Africa.
- ❖ Maintain a personal donor portfolio, providing cultivation, solicitation, and stewardship for high-level donors and meeting an annual fundraising target.

Communications and Marketing

- ❖ With the VP Social Enterprise Innovation, develop a clear articulation of the role of philanthropic capital in social enterprise and impact investment and of the role that FINCA plays in steering donor philanthropy toward appropriate high-risk, high-impact opportunities.
- ❖ Collaborate with the Director of Communications to develop messaging that steers donors and staff through FINCA's expansion of its mission and vision and maintains donor engagement in the newly configured organization.

Leadership and Management

- ❖ Work closely with the Executive Director, VP Social Enterprise Innovation, Board of Directors, and other senior management to effectively integrate fundraising into FINCA's expanding strategic direction.
- ❖ Oversee professional teams, activities, and reports for governmental, corporate, and foundation grants; major donor cultivation, stewardship, and solicitation; and direct mail/online fundraising.
- ❖ Track, monitor, and report on all donor and donor-related revenue information; provide and present statistical analysis to the Board and senior leaders.
- ❖ Develop and monitor team targets and non-financial performance indicators.
- ❖ Foster team-building within the fundraising department and matrixed leadership to engage staff in fundraising organization-wide.



Search conducted by
Development Resources, Inc.
www.driconsulting.com

The Candidate

The ideal Chief Development Officer will combine extensive experience in the design and execution of large-scale, multi-faceted revenue generation programs with knowledge of the specific landscape of international development. The CDO's experience will include the establishment of growth targets for multiple donor segments, from small sum donors to venture philanthropists; donor relationship management in a wide variety of outreach and communications channels; and the continual and creative expansion of a major donor pipeline in all constituencies. The CDO will be comfortable marshaling all of these skills to promote economic interventions encompassing microfinance, public-private partnerships, and social impact investing. The CDO should have some experience in social enterprise, blended capital, and impact investing. The successful candidate will also have experience working closely with senior management and a Board of Directors to build visibility, impact, and financial resources toward organizational goals.

Specific requirements include:

- ❖ Minimum of 15 years of experience in complex revenue-generating programs that include small donor programs; individual major gifts; corporate giving; private and public grants; and venture philanthropy.
- ❖ Record of setting ambitious and achievable goals within a strategic planning process designed to expand an organization's supporters and revenue.
- ❖ Demonstrated ability to develop and execute creative approaches to fundraising (e.g., Heifer International's Christmas catalogue).
- ❖ Expertise and comfort with the technical grant management process for both government agencies and private foundations.
- ❖ Strong connections to corporate, foundation, and government donors interested in entrepreneurship, job creation, social impact investment, and/or international development.
- ❖ Sophisticated knowledge of the dynamics of a comprehensive individual giving program.
- ❖ Familiarity with the principles and practices of venture philanthropy and comfort directly soliciting investments in social enterprise funds.
- ❖ Demonstrated ability to marshal resourceful and creative techniques of major donor identification, cultivation, solicitation, and stewardship.
- ❖ Record of engaging and guiding high-level volunteers and successfully deepening their involvement in the fundraising process.
- ❖ Keen understanding of how to use traditional and digital content, including social media and crowdfunding, to support marketing and development.
- ❖ Strong experience in proposal writing, editing, and/or marketing initiatives.
- ❖ Highly collaborative, team-oriented approach to program design and management.
- ❖ Broad familiarity with poverty reduction and/or international development, with direct experience in microfinance or social impact investing or related area of international development preferred.
- ❖ Experience living and working in a developing country, with grassroots experience in developing countries working to alleviate poverty, is preferred.
- ❖ General financial literacy and a specific understanding of the impact investment space.
- ❖ Knowledge of French, Spanish, or Russian (and other languages) is desirable.
- ❖ Bachelor's Degree required; Master's or other advanced degree in a relevant field is desirable.
- ❖ Personal commitment and passion to the vision and goals of FINCA.



Search conducted by
Development Resources, inc.
www.driconsulting.com

To Apply



FINCA®

Chief Development Officer
Washington, D.C.

Questions, résumés, and CVs should be sent
to search@driconsulting.com

All first round interviews for this position will take place at Development Resources, *inc.* at 1820 N. Fort Myer Drive, Suite 700, Arlington, VA 22209, (703) 294-6684, or via telephone/video conference.

DRi is an executive search and strategic consulting firm that places non-profit leaders and works side-by-side with them to develop bold strategic plans, design powerful fundraising programs, and build talented staffs.

FINCA International is an Equal Opportunity Employer and is seeking a diverse slate of qualified candidates for formal consideration.



Search conducted by
Development Resources, *inc.*
www.driconsulting.com