

JOB DESCRIPTION AND PERSON SPECIFICATION

JOB TITLE: Business Manager

REPORTS TO: Farm Africa - Technical Manager for Markets

STAFF REPORTING TO POSTHOLDER: 2 Business Support Advisors

LOCATION: Nairobi, with travel within five countries of implementation: Kenya, Ethiopia, Tanzania, Uganda and the Democratic Republic of Congo

DURATION & HOURS: Fixed term of 3 years & full-time, renewable based on performance and availability of funds

PURPOSE OF THE ROLE

Farm Africa has received seed capital to establish a business development services (BDS) Unit called *Cultivate*. *Cultivate* will be based in Nairobi, and the team will work across all five of Farm Africa's countries of operation in Kenya, Ethiopia, Tanzania, Uganda and Democratic Republic of Congo (DRC). It will work with 40 small and growing agribusinesses (SGBs) in strategic value chains over 3 years to identify opportunities for growth through the development and execution of tailored capacity building plans. Through its Catalyst Fund, it will de-risk SGBs investment in appropriate BDS to actuate their growth plans, and stimulate improved business performance.

The sustainable growth of small and growing agribusinesses (SGBs) is central to the transformation of rural communities. With growth, they can create and increase rural incomes, create upstream and downstream jobs, and empower women and young people. Farm Africa's mission is to reduce poverty permanently by unleashing African farmers' ability to grow their incomes and manage their natural resources sustainably. Farm Africa partners with agribusinesses, service providers, and smallholder farmers, to drive agricultural development and promote economic growth. Central to our strategy is ensuring that our interventions are economically sustainable and scalable. The integration of robust market linkages into our programming is therefore crucial to our ability to scale interventions cost-effectively within existing market eco-systems.

The Business Manager will be tasked with the establishment and subsequent management of the Unit. She/he will develop and maintain a network of BDS providers, oversee the identification, assessment, and ongoing mentorship of SGBs, manage the Catalyst Fund to ensure SGBs are able to access suitable BDS services, and maintain excellent relationships with our donor, and the broader agribusiness landscape in East Africa.

KEY TASKS AND RESPONSIBILITIES

- **Establishment & ongoing management of *Cultivate***

Phase 1:

- ▼ With support from the Technical Manager for Markets (TMM), conduct sector scoping studies to map the SGB & BDS landscape and build relationships with SGBs, BDS service providers, and other stakeholders.
- ▼ Identify incentives and constraints in the sector to strengthen Farm Africa's understanding of the SGB and BDS landscape in East Africa, to broadly

categorise the types of BDS support that SGBs require and to determine the quality of BDS available across these thematic areas.

- Lead on the recruitment of two Business Services Advisors to complete the *Cultivate* team.
- Work closely with the TMM to tailor Farm Africa's SGB assessment & training tools and templates.
- Utilise existing networks and channels to disseminate information about *Cultivate* and its services to drive interest and to expand our pipeline of BDS Providers
- Identify potential SGB's in Farm Africa's existing portfolio through discussions with Farm Africa's Programme Managers

Phase 2:

- Develop a full marketing, implementation and sustainability plan based on insights from the scoping studies and initial service provision to SGBs.
 - Work with the TMM and the MEL team to ensure indicators are aligned with the sustainability plan.
 - Coordinate the development and subsequent maintenance of a web micro-site to build the profile of *Cultivate*, expand the pipeline of SGBs, BDS providers and investors, and attract future funding for the Unit.
 - Work with Farm Africa's Business Development team to ensure that relevant Farm Africa proposal submissions include engagement opportunities for *Cultivate*.
- **SGB & BDS provider network development**
 - Actively build, manage and maintain Farm Africa's relationships and networks with SGBs, relevant BDS providers and other industry stakeholders across East Africa.
 - Using the sector studies and ongoing engagement with SGBs, identify and prioritise key BDS thematic areas and ensure *Cultivate* has relevant contacts with high quality providers.
 - Network with key relevant institutions including Governments, trade associations and private sector & NGO networks
 - Actively identify and represent Farm Africa and *Cultivate* at key industry networking events and forums with a clear focus on advertising *Cultivate* and its services.
 - Identify ad-hoc consultancy opportunities for *Cultivate* and coordinate subsequent proposal requirements.
 - **SGB pipeline development & brokering BDS activities**
 - Develop and maintain a pipeline of SGBs at 'start-up' or 'early stage' in strategic value chains. Design rigorous selection criteria for use in the shortlisting and selection process to identify 40 SGBs that *Cultivate* will support.
 - Support the Business Support Advisors to identify technical, managerial, governance, financial capacity needs, and the development of growth plans for each SGB.
 - Support the Business Support Advisors to broker linkages between SGBs and BDS service providers, support the delivery of growth plans and assess situations where *Cultivate* could be the most appropriate BDS supplier.
 - Oversee periodic 'health checks' carried out by Business Support Advisors with each SGB to assess growth plan performance, monitor impact and suitability, and amend plans if required.
 - Oversee annual OCAT of the 40 supported SGBs.

- **Management of the Catalyst Fund**
 - Establish the Catalyst Fund, developing the financial systems, distribution mechanism, and reporting and accountability processes to achieve the Catalyst Fund’s aim of de-risking SGBs use of BDS for improved business performance.
 - Develop and coordinate Catalyst Fund SGB selection & due diligence policies and procedures.
 - Manage the Catalyst Fund, ensuring effective and impactful allocation of funds to stimulate sustainable growth of selected SGBs.

- **Monitoring, Evaluation and Learning**
 - Support the Head of MEL to finalise *Cultivate* indicators, ensuring they complement Farm Africa’s standardised BDS tools and templates.
 - Complete MEL relevant templates and compile quarterly reports (with illustrations and analysis such as graphs) to indicate the progress of SGBs against targets.
 - Work with the TMM and the MEL team to coordinate sharing evidence-based learning of effective market interventions.
 - Provide input into external technical and knowledge product development and identify impactful dissemination channels amongst *Cultivate* networks.

- **Line Management**
 - Provide leadership, mentorship and inspiration to line-managed staff. Build a values-based working environment and support staff skills development.
 - Set objectives for line-managed staff, hold in-person supervision sessions to discuss progress against their personal development objectives and work targets and carry out in-person annual appraisals in line with Farm Africa policies and procedures.
 - Actively recognise and encourage strong performance from team members, deal with any poor performance effectively and promptly in line with Farm Africa policies and procedures,
 - Actively seek feedback on own performance and effectiveness from both line-managed staff and country and project teams.

- **Reporting and Compliance Requirements**
 - Develop and manage annual, quarterly and monthly work plans for *Cultivate* and its associated budgets, in compliance with both donor and Farm Africa’s requirements.
 - Ensure adherence to Farm Africa’s management processes and tools, including the quarterly reviews of the Project Management Tool and the bi-annual Project Performance Reviews.
 - Review monthly Budget Monitoring Reports and provide sound explanation on variances; develop plans to address potential significant variances and report on implementation progress.
 - Develop, coordinate review of, and submit high quality donor narrative and financial reports on time.

PERSON SPECIFICATION	
Essential	Desirable
Education, qualifications & other knowledge	

Degree level in relevant subject (executive business management, finance, agricultural economics etc.)	Masters or other post-graduate qualification in relevant subject (executive business management, finance, agricultural economics, MBA etc.)
Extensive knowledge of the agribusiness sector in East Africa	Detailed knowledge of global best practice and new developments in agricultural market engagement
Excellent knowledge of East African trade and export regulations	
Experience	
A minimum of 5 years relevant experience working with agribusinesses in agricultural value chains in East Africa.	Demonstrated experience in commercial subsidy and/or fund management
Existing networks with private sector BDS providers, SGBs and other key stakeholders in East Africa (including the finance sector, incubators, accelerators etc) and clear strategies for network development and expansion.	Experience in promoting best practices in value chain development that in particular reaches women, youth and poorer farmers
Demonstrated experience of business analytics and subsequent structuring and implementation of capacity development plans for SGBs	Experience and networks with early stage investment and a clear understanding of what is required to get agricultural SGB's 'investment ready'
Demonstrated success in implementing commercial focussed programmes aimed at increasing competitiveness and inclusiveness of agricultural value chains	Expertise and experience in research to practice – identifying best practice and adapting that to programmes on the ground.
Demonstrated experience structuring and conducting agricultural market & value chain analysis in East Africa	Demonstrated experience in economic models and macro-economic trend analysis of agricultural value chains
Experience with financial, operational, and management analysis of applicant SGB's, as well as due diligence procedures	
Demonstrated experience in project planning, management and implementation, including budget and work plan management	M4P commercial programming experience
Demonstrated experience in capacity building of organisations and individuals	
Skills & abilities	
Demonstrated creativity, willingness to innovate, think systemically and design catalytic activities to drive progressive SGB engagement with BDS service providers	
Ability to organise and prioritise work-plans and performance expectations in the face of changing demands from competing clients	
Ability to build strong working relationships with key stakeholders	
Strong influencing and interpersonal skills, able to persuade others to support own goals	
Coaching skills	

Excellent presentation skills - able to design and deliver training and communications confidently and effectively	
Team player, able to maintain strong and supportive working relationships across functions and with culturally diverse teams	
Ability and willingness to travel frequently for business within East Africa	

Our Values

Investing in smallholder farming is the number one way to combat poverty in rural Africa. Farm Africa is a leading NGO specialising in growing agriculture, protecting the environment and developing businesses in rural Africa.

EXPERT. Deep expertise and insightful evidence-based solutions are at the heart of everything Farm Africa does.

GROUNDLED. Positive change starts with Africa's people, so our experts work closely with local communities, engaging them in every level of decision-making.

IMPACTFUL. We take a long-term view so we can deliver lasting changes for farmers and their families.

BOLD. We model innovative new approaches and are not afraid to challenge strategies that are failing.

How to apply:

If you are interested in this position, please send a CV and a supporting statement detailing how you meet the person specification (max. 2pages) to: kenyarecruitment@farmafrika.org before or by 5.00pm on **Monday 12th August 2019**.

Only candidates with the right to live and work in Kenya will be considered for this position. Farm Africa will not sponsor work permit applications.