



GATSBY  
AFRICA

**GATSBY AFRICA**  
COTTON SECTOR  
DEVELOPMENT  
PROGRAMME

SENIOR MANAGER, FARMER SUPPORT SERVICES  
CANDIDATE PACK - JUNE 2017



## GATSBY AFRICA, THE COTTON SECTOR DEVELOPMENT PROGRAMME & THIS ROLE

In 1967 David Sainsbury set up the Gatsby Charitable Foundation. David (now Lord Sainsbury of Turville) has since given Gatsby more than £1 billion to distribute to charitable causes in a variety of fields, including neuroscience, plant science and public policy. These reflect David Sainsbury's areas of interest and draw from his professional experience. More information can be found on our website: [www.gatsby.org.uk](http://www.gatsby.org.uk)

Gatsby Africa is an English charitable company limited by guarantee, established to implement the Gatsby Charitable Foundation's Africa programmes. Gatsby Africa has registered branch offices in Kenya and Tanzania.

### Gatsby's work in Africa

Gatsby has funded and implemented programmes in Africa since 1985. Our mission is to accelerate inclusive and resilient economic growth in East Africa by demonstrating how key sectors - such as cotton in Tanzania - can be transformed.

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 aim to share what we have learned with others - such as governments and donors - who are trying to transform sectors.

Our programmes include:

- **Tanzanian Cotton:** Establishing the necessary institutional arrangements and supportive markets to ensure more than 350,000 farmers can access the quality inputs and training they need to improve agronomy, increase yields and raise quality.
- **Tanzanian Textiles:** Facilitating the development of the required infrastructure, business environment and skills to encourage increased domestic and foreign investment in the sector so as to dramatically increase value addition while creating thousands of jobs.
- **Tanzanian Forestry:** Increasing the supply of higher-value wood products and energy from sustainable sources by supporting applied research and service delivery, while promoting smallholders' profitable participation in the sector.
- **Kenyan Forestry:** Establishing a programme to partner with stakeholders to help close the wood supply gap by catalysing increases in productivity, innovation and quality, while securing the sustainable supply of commercial services and collaborative research.
- **Tanzanian Tea:** Partnering with The Wood Foundation to increase productivity, quality and farmer returns by engaging factories and regulators, and facilitating major foreign investment by setting-up a farmer service company to ensure reliable green-leaf supplies.
- **Rwandan Tea:** Partnering with The Wood Foundation to trial new ownership structures and methods of service delivery - including via the purchase of two factories on behalf of smallholders - with the aim of increasing productivity, quality and farmer returns.

We have also developed and continue to support two independent, East African organisations governed, managed and staffed by local people: Kenya Markets Trust, which runs programmes in five key Kenyan sectors, and the regional industry development organisation Msingi.

## Cotton Sector Development Programme

The Cotton Sector Development Programme (CSDP) works with the Tanzania Cotton Board and other public and private stakeholders to improve the incomes and livelihoods of 360,000 small-scale farmers in Tanzania's Lake Zone by transforming the country's entire cotton sector.

The CSDP uses a market systems approach to sector development. It is working with government agencies and ginners to develop a competitive, resilient and inclusive cotton sector, based on smallholder production. A core component is developing and strengthening systems whereby smallholder farmers can access, through the private retail sector, the necessary inputs, services and knowledge they require to farm cotton and other crops successfully, sustainably and profitably.

CSDP is a Gatsby Africa programme with co-funding from the UK's Department of International Development and support from Tanzania Gatsby Trust.

### This role

The Senior Manager, Farmer Support Services will play a key role in leading the implementation of CSDP's existing farmer-facing support, including farmer access to inputs, output markets, service markets, finance and knowledge.

She/he will provide strategic leadership on the development and implementation of strategies aimed at creating changes in market systems surrounding smallholder farmers' access to vital goods and services. This will involve working to develop a sustainable network of village-based agro-dealers and service providers (tillage and spray service providers) supported by private sector input supply chains, and with the necessary supporting functions.

The role reports to the Cotton Sector Development Programme Director. The role is based in Mwanza, with regular travel to Dar Es Salaam and around the Lake Zone.

Gatsby Africa has a long-term outlook and flexible approach. This gives our staff huge scope for innovation, creativity and the use of a range of different partnerships, financial tools and intervention strategies. For a high-calibre person this should be an exciting and rewarding position, with the opportunity to develop new thinking and make a real impact.

### Terms & remuneration

Salary will be competitive and negotiable based on experience.

## JOB DESCRIPTION

### SENIOR MANAGER, FARMER SUPPORT SERVICES, CSDP

**Reports to:** Programme Director – Cotton Sector Development Programme

**Location:** Mwanza, Tanzania

#### RESPONSIBILITIES:

##### As Senior Manager, Farmer Support Services:

- To lead on the implementation of CSDP's existing farmer-facing support, including access to inputs and knowledge.
- To lead and coordinate the learning agenda around the development of sustainable solutions to farmer access to inputs, output markets, service markets, finance and knowledge.
- To lead on the development and implementation of strategies aimed at creating changes in markets systems surrounding smallholder farmers' access to the goods and services that they require to farm profitably. This will include inter alia:
  - Supporting the continued development of a commercially sustainable network of Village-Based Agro-dealers (VBAs) as village-based providers of inputs, offtake markets and knowledge for smallholder clients.
  - Supporting the continued development of a network of service providers to the smallholder farming sector, including tillage and spray service providers.
  - Helping develop the above as a sustainable network of knowledge brokers who are both motivated and capable of providing smallholder farmers with the necessary information and motivation to improve their farming practices in general, and cotton farming practices in particular.
  - Supporting development of a commercial network support entity which will in due course provide, on a sustainable, commercial basis, the functions of VBA establishment and support currently undertaken by the CSDP.
- To provide line management oversight, direction and supervision to managers in the Farmer Support Services section, including:
  - Management of their performance and that of their subordinates.
  - Collation and scrutiny of work plans and associated budgets.
  - Collation, scrutiny and quality assurance of all reports.
  - Coordination of the collection of relevant evidence and data to ensure effective performance management.

##### As a member of the CSDP senior management team:

- To support the Programme Director in management and strategic oversight of CSDP.
- To contribute to the overall leadership of the CSDP, including strategic vision and direction, programme implementation and risk management.

- To build and maintain key relationships with programme stakeholders, including: the Tanzania Cotton Board; other government and parastatal institutions; industry representative bodies; ginners; and private sector input and service provision firms. On occasions this will be as primary holder of the relationship and on other occasions in a supporting role to CSDP colleagues.
- To represent CSDP and its overall agenda in meetings and fora, on occasions.
- To provide a level of management and administrative oversight of CSDP operations in the Lake Zone through the Mwanza office, as a senior staff member based there.

## CORE COMPETENCES:

### Technical Competence

The ideal candidate will need to have:

- A strong commitment to, and demonstrated understanding of, market development solutions (M4P and similar) to address rural poverty.
- The ability to build trusted business relationships in a multi-cultural environment.
- The ability to provide the necessary reasoned analysis and development of strategy.
- Strong analytical skills and the ability to design and pilot market interventions.
- An understanding of smallholder agriculture and, ideally, the private sector input supply industry.
- Excellent work planning and communication skills.

### Personal Skills

The ideal candidate will have:

- A passion for improving the livelihoods of the rural poor and be extremely results-oriented towards that goal.
- Commitment to a high standard of professional performance and integrity.
- Initiative and the ability to work independently, taking a high degree of personal responsibility for results.
- A private sector outlook on development, and be enthusiastic about promoting private sector investment to drive change.
- Strong intellectual curiosity.

### Qualifications, Experience and Expectations

- 10 years' relevant post-graduate experience – ideally at least some of which will have been in the private sector.
- Some experience of working in international development, ideally in Africa.
- Extensive experience of developing analytical solutions to strategic problems, in either a public or private sector context.
- Experience of working with senior management and engaging with the private sector.

- Experience in establishing or developing commercial entities serving smallholder farmer customers would be a significant bonus.
- Experience in managing the performance of individuals and teams, including coaching and mentoring subordinates.
- Higher education qualification at Bachelor's Degree level or above.

### Other

- Fluency in English (written and spoken) is essential, with knowledge of Swahili an advantage.
- At least intermediate skills in Microsoft Word and Excel.

### 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** - Showing determination to deliver long-term and large-scale outcomes for others, and to achieve our own potential.
- **Collaborative** - Working together to develop strong relationships with diverse stakeholders, while understanding others' needs and enhancing their capabilities to drive change.
- **Thoughtful** - Reflecting on evidence and learning from our activities and those of others to design, adapt and improve our work.
- **Pragmatic** - Recognising the motivations of others and the realities of facilitation, seeking opportunities to build momentum for change, and communicating carefully.
- **Honest** - Playing a trusted role as an honest broker for change, being open to learn from others, and admitting our challenges.

*Gatsby Africa is an equal opportunity employer.*

## HOW TO APPLY

All correspondence, at this stage, should be via Oxford HR. If you are interested and meet the requirements, please complete our online application form and submit the following information – preferably in MS Word:

- An up-to-date curriculum vitae/resume (of no more than 2-3 pages)
- A detailed statement (of no more than 2 pages) explaining why you are interested in this post with Gatsby Africa and how your skills and experience make you a good fit for the role.

The closing date for applications is **20 November 2017**.

Equality and diversity are core to Gatsby Africa. Staff are expected to work collectively and individually to promote a constructive and sensitive approach to others from a variety of backgrounds, where the work of others is valued and respected.



# GATSBY AFRICA

Gatsby Africa is an English charitable company limited by guarantee, established to implement the Gatsby Charitable Foundation's Africa programmes.

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