



OUR CLIENT

Our client is a social enterprise established over a decade ago with the mission of providing financing, training and market opportunities for small scale and rural farmers in Africa via a market based model. The organization fulfills its mission by providing asset financing through loans, market facilitation, distribution of farm inputs and training to its clientele base. Its operating model enhances the organization's ability to remain financially sustainable and expand its reach annually.

BACKGROUND

Our client is growing at a fast pace and are proud to soon represent Africa's largest network of small scale farmers. By 2020, they will serve at least 1 million farm families - with more than 5 million people living in those families. And the farmers our client serves will produce enough surplus food to feed another 5 million of their neighbors.

ROLE PROFILE

The organization is growing quickly, and they plan to at least quadruple their farmer impact in the next five years. Program Associates play a major role in driving that growth and ensuring that this growth is stable and systematic – while also adding major innovations and improvements to the program quality. This offers Program Associates a strong career opportunity: the ability to learn from a successful field operation, contribute to aggressive growth, and make improvements to our clients' program.

Job Title	Program Associate - Kenya
Location	Kenya
Required	Minimum 2-year commitment, Full-time position

Our Client is currently seeking Program Associates for a variety of teams within the organization, including:

Operations

The Client's Country Operation teams face a classic leadership and management challenge: how to keep a large country operation growing at 40-75% per year while also making significant improvements to our operating model. Program Associates first learn from the organization's deep knowledge on scaling rural field programs; then, they are challenged to find new ways to stretch, grow faster, and increase our quality of service.

- **Field operations** staff focus on farmer-facing services. They start as generalists, with overall responsibility for executing our program in a region. Over time, they can continue to rise as a general leader, possibly growing to manage an entire country's field operation. Or they may specialize, for example, in the creation and roll-out of staff development training for hundreds or even 1,000+ team members.
- **Support operations** staff build the infrastructure required for growth. These teams proactively eliminate barriers to scale in a diverse range of areas – processing millions of farmer payments, communicating to farmers via tens of millions of SMS, hiring hundreds of new staff per year, and physically moving 20,000+ tons of farm inputs to thousands of drop



sites. Program Associates also make steady improvements to accelerate growth – for example, setting up mobile money integration for a country.

Innovation

The Client's Country Innovation teams discover new ideas for their programs and conduct dozens of trials to test these ideas. As an organization, they constantly seek to learn and improve, and the Innovations teams lead the way.

- **Product Innovations** staff improve the core agricultural products or run new experiments in energy and health products. The ideas they discover may eventually scale to hundreds of thousands of households. Product Innovations staff design trials, execute trials together with thousands of farmers, synthesize trial data, and make constant revisions to the product offering. For example, the Product Innovations team is currently testing delivery of live chickens and preparing the product for full-scale rollout. Our client is also increasingly delving into energy and health, and are currently one of the largest sellers of solar lights in Sub-Saharan Africa.
- **Scale Innovations** staff seek to improve the core operating model. By running trials with tens of thousands of farmers, they analyse targeted questions such as: does moving from a group liability loan to an individual liability loan improve repayment and customer satisfaction? Or they might investigate more radical ideas, such as setting up physical shops to see if there are more efficient ways to deliver high-quality service to farmers. They try variations on the program with the goal of improving our clients' scalability, impact, and financial sustainability.

RESPONSIBILITIES

On a day-to-day basis, nearly all roles involve a mix of activities:

- Understanding and solving problems: observing field operations, meeting with leaders of our clients' field staff, running surveys, conducting desk research, analyzing KPIs, etc. Then creating simple and lasting solutions to complex problems.
- Planning and executing large projects: identifying clear goals, creating project calendars, designing workflows, creating field tools and talking points, designing incentive systems and understanding stakeholders, following up and monitoring project execution in the field, etc.
- Building teams: hiring staff using the organization's unique "experiential hiring" system, mentoring key deputies, and steadily handing off responsibility to your team as you build it.
- Communicating with other teams: working in coordination with our clients' other teams on the ground to execute a smooth customer experience in the simplest way possible.

The organization has deep operational experience running rural field programs at a scale of 1,000+ full-time staff per country. Program Associates benefit from this experience, quickly building their skill-set through immersion in the operating environment. At the same time, the main role of Program Associates is to accelerate growth and to constantly stretch and improve our clients' operations. This presents an excellent career opportunity to both learn from our



clients' accumulated experience and constantly improve and enable 40%+ program growth per year.

CAREER PROSPECTS

The organization invests in building management and leadership skills. Your manager will invest significant time in your career development. They will provide you with constant, actionable feedback delivered through mentorship and regular management consulting-style career reviews. They also have regular one-on-one meetings, where they listen to and discuss career goals, and work collaboratively to craft roles that each person can be passionate about. Because of its rapid growth, the organization constantly have new high-level positions and opportunities opening up in many functions and locations. This results in fast career growth for its staff.

QUALIFICATION / EXPERIENCE REQUIREMENTS

- Strong work experience. Examples include a demanding professional work experience, or successful entrepreneurial experience, e.g. starting a field program in a developing country, leading a conference, starting a business, solid Volunteer Service Organization accomplishments (e.g. VSO, Peace Corps, JICA, etc);
- Leadership experience at work, or outside of work;
- Top-performing undergraduate background (include final grade/marks/GPA);
- Humility: passionate professionals who combine strong leadership skills with good humour, patience, and a humble approach to service to join our growing family of leaders;
- A willingness to commit to living in rural areas of East Africa for at least two years – this is a long-term, career-track role.
- The ideal candidate will have at least one year demonstrated experience working in the developing world, although this is not a strict requirement.
- Language: English proficiency is required. Working knowledge of Swahili or other local language is preferred.

EXPECTED START DATE

Flexible

COMPENSATION

Starting compensation is modest. This is a career-track role with fast raises for performance, paying a meaningful salary for long-term placement in developing countries.

BENEFITS

Health insurance, immunization, flights and housing

VISA SPONSORSHIP

No, visa sponsorship is not available for non-citizens of country(ies) where the position is based except as otherwise stated.

If you feel that you possess the relevant skills for the above role and wish to take advantage of this exciting opportunity, please e-mail your updated resume to hello@talentstoneafrica.com

For questions or enquiry on this opportunity, please call +234 1 453 9939