

---

# Position Specification

KickStart International

Managing Director & Chief Operating Officer

---

**June 2010**

Private and Confidential

## **INTRODUCTION**

This document should be read in conjunction with the information on KickStart's website: <http://www.kickstart.org>

KickStart International is an award-winning, 501c3, nonprofit, social enterprise with a unique solution to fighting poverty in Africa. KickStart designs, markets and sells simple, moneymaking tools that poor entrepreneurs buy and use to create highly profitable businesses. KickStart's best selling devices are their human-powered irrigation pumps. These low-cost pumps are sold in local retail shops. They enable farmers to irrigate up to 2 acres of land, move from subsistence to commercial irrigated farming, grow high value fruits and vegetables throughout the year, and increase their annual incomes by 2 to 4 times. Over 100,000 farmers are already using the pumps to irrigate their land, and over 400 more farmers are buying pumps every week.

KickStart is planning to greatly expand its programs and reach in Africa, and is looking to hire an experienced and dynamic Managing Director and Chief Operating Officer to lead this growth.

### **Mission and Approach**

KickStart is an innovative, social enterprise with a mission to help millions of people in Africa to escape poverty by promoting sustainable employment and economic growth. KickStart believes that impoverished people in the developing world need precisely what any other poor person needs: a way to earn more money.

At the heart of KickStart is a business sensibility, a deep knowledge of on-the-ground realities in Africa, and a fundamental respect for the entrepreneurial drive, hard work and dignity of impoverished peoples. 80% of the poor in Africa are rural farmers who live on small plots of land and survive by growing and selling basic staple crops. So ending poverty in Africa requires a solution that improves the incomes of rural farmers.

KickStart works by designing very low cost tools and equipment, and mass marketing them to very poor, but entrepreneurial African men and women, who buy them and use them to establish highly profitable small-scale family businesses. KickStart then develops and maintains a private-sector supply chain to distribute and sell the equipment. Market demand is created through high-intensity, innovative marketing and sales activities, and the management of a large commissioned sales force spread across rural Africa. An extensive supply chain beginning with manufacturing in China and stretching into multiple countries and hundreds of retail shops is managed to support equipment distribution. KickStart then carefully measures its impacts to determine if the families who buy the equipment really do make enough money to get out of poverty. KickStart's impact monitoring efforts are considered among the very best in the sector.

KickStart's best-selling products are its manually operated irrigation pumps which are marketed under the brand name "MoneyMaker". These inexpensive (\$35 and \$100) pumps enable farmers to pull water from shallow wells, ponds and rivers and irrigate as much as 2 acres of land. This, in turn, enables them to move from subsistence farming—where they wait for the rain once or twice a year—to growing and selling high value fruits and vegetables all year long. They increase their family incomes by a factor of 2 to 4 in the first year, and consequently can afford to properly feed and clothe their children, live in decent shelter, send their children to school, pay for healthcare, and have enough money left over to invest in their futures.

KickStart is essentially a non-profit business that self-funds the manufacture and distribution of pumps, and uses donor funds to introduce and promote the pumps in the local marketplace, develop local distribution channels, provide the operating infrastructure for the organization, and measure its impacts on reducing poverty.

KickStart is selling brand new, “big ticket” items to the world’s poorest, most risk averse and hardest to reach customers—poor rural African farmers—in places with very limited transport, communications and marketing infrastructures. This is a very challenging task, which requires the development and implementation of highly innovative and efficient marketing and sales methods.

The impacts of KickStart’s efforts to date have been extraordinary. Since the organization was started in 1991, KickStart has helped over 100,000 families in Africa to establish highly profitable small businesses and lift themselves out of poverty. Today, KickStart technologies are generating over \$96 million annually in new profits and wages and have created 68,000 new waged jobs. It presently costs KickStart only \$350 of donor funds to take a family out of poverty forever.

In summary, KickStart has developed and proven a cost-effective, replicable and sustainable model with the potential to take many millions of families around the world out of poverty.

With this grounding, KickStart now aims at a dramatic increase in the scale of its activities.

## **Background**

KickStart was founded in 1991 in Kenya by Nick Moon and Martin Fisher, and it currently has offices in Kenya, Tanzania, Mali, Burkina Faso and San Francisco. Fisher currently serves as the CEO based in San Francisco. Moon, who is based in KickStart’s Africa Headquarters in Nairobi, Kenya, has recently moved into a new fundraising and public face role as Founding Director.

KickStart was recognized by *Fast Company Magazine* and the Monitor Group with a Social Capitalist Award in each of the years 2004-2008. *Nuwire* named KickStart “One of Top 15 Charities for Investors” in 2007, and in 2005 the founders were profiled on a PBS series “The New Heroes”. *Newsweek* called the MoneyMaker pump one of the “Ten Inventions that Will Change the World.” *TIME* has named founders Martin Fisher and Nick Moon “European Heroes”.

KickStart is in the midst of a major expansion with a goal of increasing its annual impacts by approximately four times over the next five years.

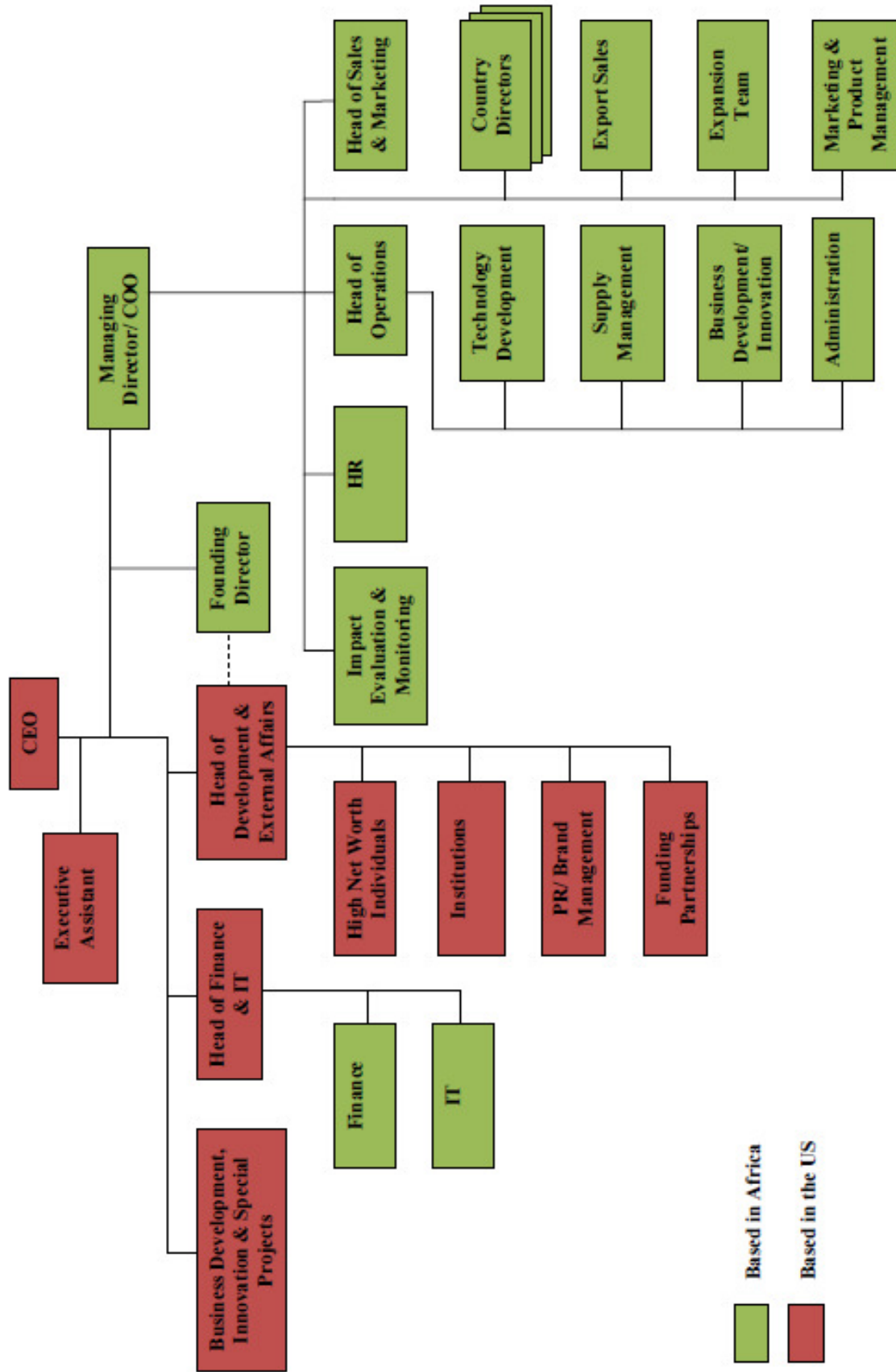
## **Finances**

KickStart had revenue of some \$7 million in 2009; it intends to reach the \$20 million mark over the next five/ six years.

## **Structure**

KickStart’s operational headquarters are in Nairobi and its head office is in San Francisco. The organisation also has country offices in Bamako, Mali and Dar es Salaam, Tanzania. The operational leadership is based predominantly in Nairobi. At present, KickStart employs some 235 staff in Africa, based at the Kenyan Operational Headquarters and in the Country Program Offices. Its small team of finance and fundraising staff are based in San Francisco.

As part of its continuing organizational evolution, and based on its commitment to the expansion plans, the structure of KickStart is changing. In particular, a new role of MD/COO is being created to lead its global operations. The diagram below sets out the new senior management team structure.



The Board of Directors of KickStart is composed of the following individuals:

**Patrick Grace, (Chairman)**, Managing Partner, Apollo Philanthropy Partners LLC; Director, Chemed Corporation and Krele Pharmaceuticals Inc.;

**Jeffrey Brewer**, Founder, Citysearch and GoTo Networks;

**Guy Cogan**, Director, Monitor Company Group, L.P.;

**Martin Fisher**, Co-founder and CEO, KickStart;

**Kathleen Loehr**, Collaborating Consultant, International Planning Associates;

**Nick Moon**, Co-Founder and Founding Director, KickStart;

**Doreen Spadorcia**, EVP Claim Services & CEO Personal Insurance, The Travelers Companies;

**Laurie Thomsen** New Profit, Inc., Director of The Travelers Companies and MFS Mutual Funds

Board Officers, (non-voting members)

**William Mayer**, Secretary, Goodwin Proctor

**Sam Hartwell**, CFO, KickStart

## THE ROLE

The MD/COO will be based in Nairobi at KickStart's operational headquarters. The candidate will report to the CEO, and will be in charge of managing and growing all of KickStart's programs and activities in Africa.

This will include:

- Further building out and optimising KickStart's supply chain; Presently there are some 450 retail shops in Kenya, Tanzania, Mali, and Burkina Faso that sell KickStart's products. KickStart also sells through wholesale shops in another 6 countries in Africa and sells into many more countries around the world on a B2B basis.
- Further developing and managing KickStart's marketing and sales programs; KickStart has major on-the-ground programs in Kenya, Tanzania, Mali and Burkina Faso, with over 150 commissioned sales staff.
- Further developing, motivating and managing KickStart's human resources;
- Further developing and managing KickStart's manufacturing base; The manufacturing is outsourced to factories in Africa and China.
- Helping to build and maintain fundraising and operational partnerships in Africa; These partnerships will include ongoing work on innovative financing solutions for the farmers who buy KickStart pumps.
- Further building and managing KickStart's state-of-the-art Impact Monitoring and Evaluation and Market Research programs;
- Furthering the research, development and design of new irrigation (and potentially other money-making) technologies and services for small-scale farmers – including the development of cell phone-based financial, information and other services. Developing KickStart's new product and service pipeline.

Direct reports to the new MD/COO will be the Head of Operations, Head of Marketing and Sales, Head of HR, Director of Impact Evaluation and Monitoring, and Head of Technology Development.

## **CANDIDATE PROFILE**

The MD/COO will be charged with delivering the dramatic growth that KickStart is now seeking to achieve. This will be a highly challenging role and require someone who understands complex distribution and supply networks; sales and marketing disciplines and routes to market in an African context. These skills must be complemented by a commitment to KickStart's vision, mission, and corporate culture. This will be a highly motivated dynamic leader with excellent communications skills and capacity for upward and downward management. He or she will also be committed to living and working in Nairobi for a sustained period.

## **KNOWLEDGE AND EXPERIENCE**

The ideal candidate will have a background in Manufacturing, Supply Chain or Sales and Marketing. This may have been acquired in either the not-for-profit or commercial world.

This will be a senior executive with proven accomplishments at the head of a substantial, and physically dispersed, organization.

He or she will have experience managing and motivating teams in multiple countries in Africa and/or other parts of the developing world. A real understanding of the needs and aspirations of the end user in a rural African setting will be vital. Experience with a social enterprise and new philanthropy/ social investment would be an advantage, as would an appreciation of why traditional development approaches have not worked.

## **COMPETENCIES**

### **Business Acumen**

The MD/COO will rapidly grasp the KickStart business model for success; he or she will demonstrate knowledge of the market conditions in sub-Saharan Africa and be effective operating in a resource-constrained environment. The dynamics of a not-for-profit organization are complex, and a grasp of the financial underpinnings of KickStart will be critical.

This person will translate hidden opportunity into results for KickStart. He or she will, with the CEO and Board, develop a vision for the kind of organization KickStart will be in 10 to 15 years.

### **Setting Strategy**

In conjunction with the CEO and the Board, the MD/COO will develop innovative strategies to drive KickStart's growth. Thinking in an integrated way that includes the whole organization will be important. This person will anticipate new market and donor trends and help determine KickStart's approach to them in an insightful way.

### **Executing for Results**

A 'doer', the successful candidate will translate KickStart's mission into actionable, quantifiable, plans. He or she will set and achieve ambitious targets for all aspects of the organization and, building on a track record of success, lead the growth in operations, both in Country Programs and the B2B/Export sides of the organization.

Decisive, energetic and persistent, the MD/COO will maintain high standards of performance for him or herself and for those in the team at KickStart. Key for this success will be someone who has strong skills in putting in place, managing, and executing organization-wide systems.

**Leading Teams**

The MD/COO will develop loyalty and a clear sense of shared direction in his or her immediate team and the broader KickStart workforce. S/he will build and motivate a team of diverse talents across the whole organization including some critical early recruitment. This person will ensure the processes are in place to set concrete targets, retain and motivate talent, and address underperformance where it occurs.

This person will be a deft and effective leader of multi-cultural teams. S/he will also understand the challenge of managing people who are dispersed and in remote locations.

**Building Relationships and Using Influence**

The successful candidate will understand the partnerships required to make KickStart's manufacturing supply-chain and product distribution networks function optimally. He or she will be able to deliver outcomes through people who are not directly line managed by them, both in other parts of KickStart and with external organizations.

Strong communications skills will be vital in creating open and trusting relationships with colleagues in San Francisco and in the Country Program offices. This ability to build rapport will be based on a cultural understanding and sensitivity that allows the MD/COO to work effectively in a range of national contexts in Africa.

External representational skills will also be important. The MD/COO will be a prominent and visible part of the fundraising and partnership development work of KickStart. This person will be an accomplished advocate for the organization.

**REMUNERATION**

The salary and accompanying benefits package will be competitive.

## HOW TO APPLY

To apply, please send a full CV together with a supporting statement, briefly highlighting your experience and skills against the requirements of the role, to Simon Kingston at [responses@russellreynolds.com](mailto:responses@russellreynolds.com). All applications will be acknowledged. For an informal discussion about the position, please contact Simon Kingston.

## CONTACT

Simon Kingston  
Russell Reynolds Associates Limited  
24 St. James's Square  
London  
SW1Y 4HZ  
United Kingdom  
Tel: +44 (20) 7830 8089  
Fax: +44 (20) 7873 0069  
[simon.kingston@russellreynolds.com](mailto:simon.kingston@russellreynolds.com)

Charlotte Wharfe  
Russell Reynolds Associates Limited  
24 St. James's Square  
London  
SW1Y 4HZ  
United Kingdom  
Tel: +44 (20) 7198 1876  
Fax: +44 (20) 7873 0069  
[charlotte.wharfe@russellreynolds.com](mailto:charlotte.wharfe@russellreynolds.com)

Company Website: [www.russellreynolds.com](http://www.russellreynolds.com)

#487684