

MILLAR CAMERON



Principal – Inclusive Commercial Value Chains *SNV*

About *SNV Proximate*

SNV is a mission-driven global development partner with sixty years of embedded, country-level presence. It is home to 57 cultures working in 22 countries, with around 95% of its team members holding the nationality of the countries in which they work. Its work spans agriculture, energy access and water, and rests on long-term relationships with governments, companies and communities rather than short-term project cycles. For more information about SNV, visit <https://www.snv.org>

SNV Proximate (working name) is a newly established impact capital accelerator. It brings together SNV's expertise in impact-driven finance and inclusive commercial value chains to develop commercially viable solutions that generate both business value and development impact, operating with the pace, ambition and commercial mindset of a boutique advisory firm, while drawing on the reach, credibility and market presence of a global development organisation.

SNV Proximate works with companies, investors, development finance institutions, foundations and governments to design, test and grow new approaches to mobilising investment, strengthening markets, and building more inclusive and resilient value chains across emerging economies.

What the practice does

- Nurture investment-ready businesses. Pre-investment technical assistance for growth-constrained agribusinesses, energy enterprises and service companies across frontier markets, strengthening financial models, strategy, and the independent risk analysis investors need. Where an investor is already identified, SNV Proximate works with both sides on deal structuring and due diligence.
- Support more inclusive, resilient supply chains. Inclusive sourcing models, farmer training, quality assurance and pricing mechanisms for agribusinesses, energy distributors, processors and exporters, alongside support for companies entering export markets for the first time.
- Partner with corporates, DFIs and foundations on inclusive growth programmes. Technical assistance facilities, working capital programmes, and shared-value initiatives that connect corporate strategy to smallholder outcomes, with monitoring frameworks designed to attract further investment.

Main responsibilities

The Principal – Inclusive Commercial Value Chains is one of two founding commercial roles in SNV Proximate, responsible for developing the commercial value chains product offering and delivering the assignments that follow from it. That means originating and converting commercial mandates with agribusinesses, corporates, governments and investors, and delivering work that creates economic opportunity at scale, including for the smallholders, workers and communities at the base of the supply chain.

The work is closest in character to a corporate-facing strategic initiatives practice: industry strategic plans, value chain diagnostics, market systems analysis, supplier development programmes and inclusive sourcing strategies, with a substantial quantitative modelling component. A typical question is how a change in farm-level practice moves farm-level costs, off-take costs and consumer pricing, and whether the resulting model is commercially feasible. SNV's competitive advantage here is specific. National players operate strongly in individual countries but cannot apply lessons across them or serve one corporate client in several geographies at once. Strategy consultancies win early-stage diagnostic work but do not deliver implementation. SNV can do both. This role is accountable for identifying where that advantage applies and activating it deliberately.

Senior client relationship management is central rather than incidental. The successful candidate will be credible with corporate procurement and sustainability leadership, government ministries, investors and field implementation teams, and able to synthesise their competing priorities into a coherent programme design. Field time is part of that credibility, and part of the job – programme design is grounded in what is actually happening on the ground, not managed from a distance

Success is defined and tracked two ways: contracts signed, and revenue actually collected. The unit operates with genuine stage gates, and further growth is contingent on demonstrated revenue progression. This is a founding role with no playbook to inherit, and the right person will find that commercial pressure energising rather than unsettling.

Dimensions of the role

Business development

- Build and manage a pipeline of ICVC engagements across target geographies – Sub-saharan Africa (East, West, South) and Asia (South and Southeast).
- Originate and convert opportunities with agribusiness companies, government ministries, development finance institutions, and donors funding market systems work.
- Lead proposal development for ICVC mandates – from initial scoping through negotiation and contract signature.
- Identify where SNV's country presence, government relationships, and field implementation track record create a competitive advantage – particularly with multinational corporations seeking credible on-the-ground partners for sourcing, sustainability, or supply chain transformation programmes – and activate them deliberately.
- Maintain a live, qualified pipeline. Own the numbers for the ICVC stream.

Delivery

- Serve as delivery lead on engagements – accountable for quality, client relationship, and outcomes through to final sign-off.
- Design and oversee industry strategic plans – value chain diagnostics, market systems analyses, supplier development programmes, and inclusive sourcing strategies. In practice this includes work such as: validating investment opportunities in underserved agricultural origins for corporate or investor clients; designing pricing and incentive structures to help farmers

transition to more sustainable or regenerative practices; developing scale-up strategies for agribusinesses serving smallholder supply bases; and building shared value programmes for food and beverage companies entering or deepening sourcing commitments in emerging markets.

- Manage specialist sub-contractors and technical inputs to high quality standards.
- Conduct quality reviews on every engagement. Travel to the field as a standard part of programme design – meeting farmers, visiting operations, and grounding strategy in implementation reality.

Practice and product development

- Define and sharpen the ICVC offer – what we do, how we package it, and what makes it distinct from competitors.
- Contribute to how SNV thinks about the sector, not only how it sells to it. This role requires genuine views on where sustainable sourcing is going, expressed in writing, in rooms and in front of clients. Thought leadership here is a commercial asset.
- Identify new service lines and market opportunities based on what clients are buying and what gaps exist in the market. Enhance SNV's experience rather than building from scratch – the value add is in depth of analysis, thoughtful packaging, and client management.
- Build a set of reusable methodologies and tools from delivered engagements that make the practice more efficient over time.

Skills and experience

Required

- At least 10 years of experience in value chain development, agribusiness advisory, market systems or inclusive business, with a significant portion in a commercial or revenue-generating context. Management consulting experience is highly valued.
- A track record of originating and closing paid engagements. You have built a pipeline, written proposals and won work, not only delivered donor-funded programmes.
- Substantive experience managing client relationships with private sector companies, government ministries and/or donors at senior level. Deep senior client relationship management is essential in this role.
- Deep experience in at least two priority geographies: East Africa, West Africa, Southern Africa, Southeast Asia. Field time matters, meaningful time on the ground rather than management from headquarters.
- Experience designing and leading multi-month advisory or implementation engagements, not just contributing to them.
- Familiarity with the commercial-development interface: inclusive sourcing, last-mile distribution, smallholder integration, investment facilitation. Experience working with or for multinational food, beverage or consumer goods companies on supply chain sustainability or sourcing strategy is a strong advantage.
- Demonstrated ability to work across stakeholder groups simultaneously – corporate procurement teams, impact investors, government counterparts, donors and field implementation teams and synthesize their priorities into a coherent programme design.
- Exposure across every value chain SNV touches is not required; deep experience in one – coffee, cocoa, cashews, palm oil, rice or similar – is sufficient, ideally including work with larger corporates.

Preferred

- Strong commercial instinct – you know how to position an offer, price an engagement and read a client's buying signals.
- Fluency in industry-level analysis, market systems thinking and agribusiness strategy at a working level.
- Ability to write and lead compelling proposals under time pressure.
- Strong analytical skills – comfortable with financial models, business cases and investment logic.
- Excellent communication in English. French or Portuguese a significant advantage given SNV's West and Southern Africa footprint. Able to communicate equally effectively with C-suite executives and smallholder farmer groups.
- Comfort making decisions with incomplete information and adapting as on-the-ground realities evolve – standard in field-based advisory work.

Leadership competencies

- Commercially driven. A commercial operator with deep value chain expertise who measures success through mandates won and clients satisfied.
- Dual credibility. A trusted advisor to private sector and government stakeholders alike, without losing authority in either environment.
- Rigorous. Ensures only excellent work leaves the team, with the analytical discipline to stand behind the numbers.
- Genuinely committed to inclusive outcomes. Understands that the commercial and development cases go hand in hand rather than sitting in tension.
- Grounded. Comfortable in the field and in the boardroom, and insistent that strategy is tested against implementation reality.
- Builder mentality. Energised by shaping the ICVC practice from the ground up and comfortable with the ambiguity of turning a concept into a working business.



Additional *information*

Reporting to:

Director of Strategic Initiatives

Direct Report:

None at appointment. This is a founding Phase 1/2 hire; the role is expected to lead managers and consultants as the practice grows, subject to stage gates being met.

Location:

Global, location flexible.

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How to apply

Please send your CV and contact details to Silvia Tikani who will contact you to discuss your application in more detail.



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Application Deadline

Please submit your application by 21 September 2026. Applications received after this date may not be considered.

Due to High Volume

We appreciate all applications; however, only shortlisted candidates will be contacted. Thank you for your understanding.

Commitment to Diversity

At Millar Cameron, we are committed to supporting our clients in building diverse and inclusive teams. If you're enthusiastic about this role but don't meet every requirement, we still encourage you to apply.



M I L L A R C A M E R O N

Who are Millar Cameron?

Founded in 2007, Millar Cameron is an executive and professional search consultancy that focuses on Africa and other emerging markets.

Our goal is to provide client-centric, tailored executive search, recruitment and strategic advisory. Our international reach paired with local market knowledge enables us to provide our clients outstanding leaders who deliver consistent results, irrespective of geography.

We employ a rigorous research driven search process to identify the best fit for our clients, taking into account both hard and soft skill sets.

Our extensive experience yields a robust approach to market intelligence and a longstanding network of global relationships.



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