

Job Description

Entrepreneurship Incubator Program Director

Entrepreneurship Incubator · TFFT Community Learning Centre,

Usa River, Arumeru District, Arusha Region, Tanzania

August 2026

Role at a Glance

Job title	Entrepreneurship Incubator Program Director
Program	Entrepreneurship Incubator, a program of the TFFT Community Learning Centre
Location	TFFT Community Learning Centre, Usa River, Arumeru District, Arusha Region — full-time, on-site
Reports to	Managing Director
Direct reports	None at appointment.
Salary	4,000,000 - 4,500,000 TZS as a basic salary
Other benefits	Health insurance, staff professional development fund & communication allowance
Contract	Two years, renewable subject to funding and performance, with a six-month probationary period
Cohorts	One cohort in year one; two per year thereafter subject to review. 15–20 participants, in relationship with the incubator for 18 months
Languages	Fluent Swahili and English, written and spoken
Start date	Soon!

Organizational Overview

The Foundation For Tomorrow (TFFT) is an International Non-Governmental Organization (Reg. No. I-NGO/R1/0071) committed to providing quality, inclusive education and psychosocial support to orphaned and vulnerable children in Tanzania. TFFT envisions a world where all children contribute to society as active and empowered citizens free from exclusion, disadvantage, and vulnerability.

For twenty years, TFFT has worked on the principle that education changes a life only when the whole person is supported: skills alongside confidence, agency, and community. The TFFT Community Learning Centre in Usa River is where that work now extends beyond the classroom, housing the Lenore Madden Library, the Computer Lab, Literacy lab, Teacher Training program and now an incubator for the people building Tanzania's organizations and businesses.

The Opportunity

TFFT is opening an entrepreneurship incubator at the Community Learning Centre, and we are hiring the person who will build it and lead it.

African entrepreneurship is central to the continent's prosperity, and the barriers in the way of it are well understood: funding, support services, skills, infrastructure, and administrative friction. Tanzanian innovators are the people best placed to tackle the root causes of poverty in their own communities. What they lack is not insight but access. The incubator exists to remove those barriers for a specific group of people, one cohort at a time, and to create fair and sustainable employment in the process.

It is for founders and builders across the Arusha region: people starting nonprofits and community organizations, people building purpose-driven companies, and people starting businesses that will employ others. They sit in one cohort together, because the cross-pollination between those three groups is one of the most valuable things the program has to offer, and they follow tailored tracks where the work genuinely diverges, on legal structure, financial model, and fundraising against revenue.

A cohort of fifteen to twenty is admitted and stays in relationship with the incubator for eighteen months. The first six are intensive: idea validation and cohort formation, organizational design and market research, then building and validating a real pilot or first product, pitch and funding preparation, and a public Launch Day at the Community Learning Centre in front of TFFT's community, local partners, and the Arusha business world. The year that follows is accompanied by growth, with continued access to workspace and resources at the Centre, coaching, mentors, and the introductions that turn a launched venture into a surviving one. After that, alumni remain in the network permanently and come back to mentor the cohorts that follow.

It is free to participants, and selection is on merit and commitment rather than ability to pay. Most incubators in Tanzania are concentrated in Dar es Salaam and focused on tech startups. This one is in the north, it treats nonprofits and social enterprises as equals alongside businesses, it offers depth and individual coaching rather than co-working space and events, and it is built on twenty years of TFFT's relationships in this community. Those are advantages to press, not gaps to apologize for.

The ambition is not modest. TFFT intends this to become a leading champion of entrepreneurship in Tanzania, and to put Tanzanian innovators in front of the global networks, markets, and investors that rarely find their way to Arusha. What exists today is the framework, the building, the donor network, and a board that wants this to work. The curriculum, the mentor pool, the partnerships, the financing routes, and the relationships that make any of it real are what this job is for. The Program Director will also be the person best placed to see what the design gets wrong, and is expected to say so and change it.

What TFFT Is Committed To

The Director has real latitude over how the program works and how it evolves. A small number of things are settled, because they are why TFFT is doing this at all:

- **Open to all three.** We welcome nonprofits, social enterprises, and job-creating businesses alike. Every model holds equal value in our eyes, as our core focus is championing locally led development.
- **Access is on merit.** The program is free to participants.
- **Women are served at parity.** Gender equity is designed into selection, outreach, mentorship, and scheduling from the first cohort, not added later. TFFT's target is a minimum of half of each cohort being women, and the Program Director is expected to build a program that actually reaches it.
- **The whole person, not just the venture.** TFFT's approach has always been that confidence, identity, and community matter as much as technical skill. That belief should be visible in how this program works.

- **A cohort, not a course.** Participants build alongside each other and stay connected afterwards. The alumni network is the long-term point of the whole thing.
- **Grassroots solutions to real problems.** The ventures we back should address something their founders understand from the inside, and the jobs they create should be fair and sustainable ones.
- **No participant leaves worse off.** The program should not leave anyone in a worse situation than when they joined. For example, participants should not end up with unnecessary debt or struggle because too many people were supported to start the same type of business in the same market. These risks can be reduced through good planning and thoughtful program design from the beginning.
- **Real outcomes, honestly measured.** Ventures launched, jobs created, funding raised, organizations still standing after two years. Not attendance. To understand the true impact of the program, compare participants with applicants who met the requirements but were not selected due to limited spaces. This provides a fair way to measure the difference the program made. It is important to establish this tracking system before the first group begins, as it is very difficult to recreate the information later.

Everything else, including curriculum, session format, the pacing and intensity of the eighteen months, selection criteria, sector emphasis, and partnerships, is the Program Director's to determine and to revise as evidence comes in.

Key Responsibilities

Design and Build the Program

Take the eighteen-month cohort framework from outline to working program: the curriculum for each phase, the tracks where nonprofits and businesses diverge, the session content, the coaching rhythm, Launch Day, and the accompanying year that follows it. Decide what that accompanied year actually consists of and how intensive it should be, and how live cohorts are timed against each other so the load is workable. Decide how the Community Learning Centre's workspace, equipment, and digital resources are put at participants' disposal, and what a resident of this program is entitled to. Run it, watch what works, and revise between cohorts rather than defending the original design.

Recruit and Select Participants

Build an application process that reaches people who would not apply to a conventional incubator, including those with limited formal education, women running informal businesses, and first-time nonprofit founders. Select for potential and commitment rather than credentials.

Teach, Facilitate, and Coach

Lead the group sessions and coach participants individually. Know when someone is struggling, and intervene before they disappear. Tell people honestly and kindly when an idea is not working, early enough for that to be useful.

Build the Network

Recruit mentors, guest experts, and partners across Tanzania's business, nonprofit, legal, financial, and government sectors. Connect participants to the people, capital, and customers they need, and build a mentor pool deep enough that every participant is matched to someone who has done what they are attempting.

Open Real Routes to Capital

Access to finance is the binding constraint on Tanzanian ventures, and teaching people about it is not the same as solving it. The Program Director is expected to build actual pathways: relationships with banks and microfinance institutions, SACCOs and VSLAs, credit guarantee mechanisms, angel networks, and grant funders. Just as importantly, the program should leave every participant with the bookkeeping, financial records, and transaction

history that make them lendable in the first place, since the absence of those records excludes far more people than the absence of a good idea.

Alongside this: Promote responsible financing by providing honest guidance to participants about financing options and discourage them from taking loans they are unlikely to repay. It is better for someone to delay getting a loan than to take on debt that could harm their business or financial wellbeing.

Work with the cohort's nonprofit leaders in designing and executing sustainable fundraising strategies.

Get Ventures Legally Standing

Regulatory friction is what keeps most Tanzanian ventures informal, and informality blocks the bank account, the contract, the tender, and the loan. This should be hands-on work rather than a lecture: walking participants through BRELA, TRA, local licensing, and the NGO Board, and treating a registered entity as a program outcome. For nonprofit founders in particular, the requirements that founder members be assembled, a constitution be adopted, and annual activity and audited financial reports be filed to keep registration alive are where new organizations quietly fail. Build the governance and compliance capacity that keeps them standing in year three.

Connect Ventures to Customers and Markets

A venture that cannot find its first paying customers or its first funded partnership does not survive, however good the plan. Build the market linkages, buyer introductions, supplier relationships, and procurement pathways that turn a pilot into revenue, and make route-to-first-revenue a condition of finishing the program rather than a hope. Institutional buyers — schools, hotels, hospitals, processors, government, and TFFT's own procurement where it is appropriate and declared — are the most reliable source of repeat demand in this region, and the relationships with them belong to the program rather than to any one cohort.

Put Tanzanian Innovators on a Bigger Stage

Being a good local program is not the whole ambition. Build the connections that give participants exposure and access beyond the region: ecosystem players across Tanzania and East Africa, networks such as AfriLabs, international funders, buyers, and investors, and the platforms where African innovators are seen. Tell these stories publicly and well, so that the people building things in Arusha are visible to the world that decides where capital and attention go.

Sustain the Alumni Community

Keep graduates connected to each other and to TFFT long after they finish, and bring them back as mentors and examples for those who follow.

Hold (manage) the Budget

Take responsibility for planning and managing the program budget in line with TFFT's financial and procurement policies. Monitor spending carefully, prepare accurate budget forecasts, and explain any differences between the planned and actual budget in a timely manner. Keep track of important costs, such as the average cost of supporting each participant and each business that remains active. This information helps TFFT assess the program's value and plan for future growth.

Protect Participants and Manage Conflicts of Interest

Ensure that all participants are treated with respect and that their safety, wellbeing, and privacy are protected throughout the program. All mentors, trainers, and guest speakers should understand and follow TFFT's safeguarding policy and code of conduct before working with participants. Participants should also have a safe and confidential way to report any concerns without having to report directly to the Program Director.

Be open and transparent about any conflicts of interest. For example, if a mentor wishes to invest in, employ, lend money to, or do business with a participant, this should be declared and managed appropriately. Similarly, anyone

involved in selecting participants should not take part in decisions involving family members, close friends, neighbours, or colleagues. Personal information collected from participants should be kept confidential and managed in line with Tanzania's data protection requirements. It should only be shared with donors or partners when the participant has given permission.

Speaker & Mentor Program Design:

Curate and coordinate a panel of African entrepreneurs to visit TFFT, share insights, and provide direct mentorship to cohort members.

Fund, Measure, and Report

Work with TFFT's development team on donor materials, grant applications, and reporting. Track and report real outcomes, disaggregated by gender. Contribute to TFFT's annual report and donor communications.

Set the measurement system up before the first cohort, not after it: a baseline on every participant at intake, two contact numbers and a described location so people can still be found, scored records for the applicants who narrowly missed selection, and follow-up at six, twelve, and twenty-four months as a budgeted activity rather than a good intention.

How Performance Will Be Assessed

During the first year, the Program Director's performance will be assessed based on how well the program is established and managed. This includes recruiting participants according to the selection criteria, maintaining participant engagement throughout the program, supporting participants to register their businesses, helping them establish basic financial records, connecting them to funding opportunities, assisting them in generating their first sales or income, and recruiting and matching suitable mentors.

Long-term results, such as businesses that remain active, jobs created, and funding secured, are the ultimate goals of the program. However, these outcomes take time to achieve and will be assessed from the second year onwards, once participants have had enough time to grow their businesses. This approach ensures that the Program Director is evaluated fairly based on what can realistically be achieved at each stage of the program.

Who We Are Looking For

We are looking for a builder, not an administrator. The single most important qualification is that this person has started something themselves and can speak honestly about what it took, including the parts that did not work.

Beyond that:

- **Startup and entrepreneurship experience that is real, not theoretical.** They have founded, co-founded, or been early inside a company, nonprofit, or social enterprise, and they understand what founders actually need at each stage.
- **The judgment to design a program from scratch.** They can take an open brief, make decisions with incomplete information, test them, and change course without losing the thread.
- **A teacher and a coach.** Equally at ease running a room of twenty and sitting with one person who has lost their nerve.
- **A connector.** Building a network is instinct rather than task.
- **Fluent in Swahili and English,** and credible in both a village meeting and a donor conversation.
- **Grounded in Tanzania.** They know how registration, regulation, credit, and hiring actually work here, not how they are supposed to work on paper.

- **Fluent in money.** They can read a cash flow, price a product, build a budget a funder will accept, and explain to a first-time founder why the bank said no and what would change that answer.
- **Sound judgment about people.** The role involves young adults, money, mentors, and confidence. It needs someone who recognizes a conflict of interest before it becomes one and raises it rather than managing it privately.
- **Willing to be judged on outcomes.** Ventures still trading, organizations still registered, people still employed two years on. Not workshops delivered.
- **Committed to equity.** Particularly to women, young people, and those without access to conventional support.

Qualifications

Required

- Minimum five years in entrepreneurship, startups, business development, social enterprise, or nonprofit leadership, of which at least two are hands-on operational experience carrying responsibility for money, people, or delivery — not advisory or research years
- Direct experience founding, building, or leading an organization or venture
- Experience facilitating training, workshops, or programs for adults
- Demonstrated ability to mentor or coach individuals over time
- Practical command of financial management: budgeting, cash flow, pricing, and preparing accounts that a lender, funder, or auditor will accept
- Direct experience registering or running a legally compliant entity in Tanzania, whether a company or a nonprofit
- Strong written and verbal communication in Swahili and English
- Based in, or willing to relocate to, the Arusha region
- Willing to undergo TFFT's safeguarding checks, including a criminal record check and reference verification, as a condition of appointment

Strongly Preferred

- Prior involvement in an incubator, accelerator, or entrepreneurship support program, in any capacity
- Prior involvement as an entrepreneur in East Africa Region
- Practical experience of Tanzania's regulatory environment, including BRELA, TRA, and the NGO Board
- An established network within Tanzania's business or civil society community
- Existing relationships with banks, microfinance institutions, SACCOs, angel investors, or grant funders active in Tanzania
- Experience helping ventures reach customers, buyers, or institutional funders, rather than only helping them plan
- Experience designing a program or organization from the ground up
- Familiarity with vulnerable youth programming or with TFFT's work

What TFFT Offers

- One of TFFT's most exciting new roles, with direct visibility to the Executive Director, the board, and international donor partners

- Genuine authority over the design of the program, and the trust to change it when the evidence says to
- TFFT's full network of donor relationships, community trust, and partner connections as a foundation to build on
- Professional development budget for conferences, courses, and peer learning
- A base in the Community Learning Centre, one of the Arusha region's premier education and community spaces
- A clear pathway to broader organizational leadership as the incubator grows
- The rare chance to build something from nothing inside an organization that has already earned the community's and stakeholders' trust

How to Apply

Interested candidates should submit their CV and a cover letter of no more than two pages addressed to the Managing Director, through jobs@thefoundationfortomorrow.org by **30th September 2026**. In your letter, tell us about something you have built, what you learned from it, and one thing you would want this entrepreneurship incubator to do differently from any other program you have seen.

Please indicate the position in the subject line of your email as follows:

Application: **Entrepreneurship Incubator Program Director – [Your Name]**

Deadline of application: **30th September 2026**.

NOTE: Applications will be reviewed on a rolling basis. Only shortlisted candidates will be notified.

TFFT is an equal opportunity employer. We welcome applications from women, and from candidates whose route into this work has been unconventional. TFFT is committed to safeguarding, and all appointments are subject to safeguarding checks.