



## HEAD OF RESEARCH AND INFORMATION

The Head of Research and Information (R&I) has two key themes of responsibility:

- 1) *Acting as Pillar Head for AFR's Research & Information interventions. This involves leading program development and implementation for this Pillar; includes analysis of the ecosystem within which the Pillar operates, and understanding how supply, demand, and enabling environment interact to support or hamper the growth and inclusiveness of Rwanda's financial markets. The Head of R&I will continuously monitor the desirability and feasibility of the different routes by which beneficial change can be stimulated, e.g. new investments, instruments, partnerships and communications.*
  
- 2) *Directing the cross-cutting research and information service that supports the whole organisation and informs the development of all interventions. This involves providing expert advice on the design, measurement, and adaptive management of impactful interventions. It also involves leading the functions that contribute to AFR's position as a thought leader and knowledge hub; including research, knowledge management and communication, and ensuring that knowledge is curated and communicated in a way that is accessible and relevant to all stakeholders*
  
- 3) *The Head of R&I will be expected to initiate and take responsibility for nurturing key business relationships (e.g. with regulators and policy makers, trade associations, private sector entities, technical or funding partners); providing thought leadership and utilising influencing strategies to support the achievement of AFR's strategic goals.*

**REPORTS TO:** Chief Programs Officer (CPO)

**SUPERVISES:** Research Manager and any Data Analytics Specialist

### SCOPE OF RESPONSIBILITIES

Area of Responsibility	Action Steps	Success Criteria/Measures
<b>Research &amp; Thought Leadership</b> Lead the development of an innovative research agenda and strategy; ensure the provision of insights on how to optimize AFR's impact on the sustainable development of Rwanda's financial sector, and develop our	Identify potential opportunities for research and innovation by AFR, as well as examples of good research practice by proactively scanning for relevant research and knowledge in the field and identifying gaps in what research may be needed to address particular problems (scanning to include existing data collection mandates on the economy and finance sector, including data from the National Institute of Statistics Rwanda, regulators and other bodies)	<ul style="list-style-type: none"> <li>• Ecosystem analysis for the pillar developed and approved by Chief Programs Officer (CPO) and Chief Executive Officer (CEO)</li> <li>• Ecosystem analyses for other pillars supported by research as needed and acknowledged by relevant pillar heads</li> <li>• No duplication and minimal overlap of research funded by development partners</li> </ul>
	Use research findings and opportunities for new research to influence private and public sector players to at least co-fund research with AFR and, ultimately take over responsibility for funding almost all future research	

Area of Responsibility	Action Steps	Success Criteria/Measures
<p>understanding of how to make markets work for the poor.</p>	<p>Support other pillar heads in identifying organisation-wide research requirements and information gaps (including for ecosystem analysis for all four pillars), market research, technical research, sector studies, feasibility studies, evaluations and, over time, impact assessments on specific projects or programmes</p>	<p>and other stakeholders during any one AFR fiscal year</p>
	<p>Ensure that market analysis is carried out to identify potential opportunities for disruptive change to which AFR could contribute and key market players who could act as agents of change</p>	
	<p>Harmonise research efforts among development partners and other stakeholders to optimize resources and enhance the impact of research supported by AFR</p>	
	<p>Regularly review the results of AFR’s research and learning activities to identify key insights, develop theories of change (both new and improved) and act as a valued advisor on how to design impactful interventions</p>	
	<p>Ensure a comprehensive understanding of the information/data required by AFR’s diverse stakeholders for effective decision-making and successful achievement of AFR’s mission, in particular:</p> <ul style="list-style-type: none"> <li>● Analyse the bottlenecks around data availability so that strategies may be developed for catalysing data production, management, sharing and use by market actors<sup>1</sup></li> <li>● Ensure that AFR managers and staff are provided with evidence and insights to support their work</li> <li>● Ensure that funders and the Board are provided with quality insights and related reports</li> <li>●</li> </ul>	

<sup>1</sup> Also relates to the action step on harmonising research efforts by development partners and other stakeholders (see above)

Area of Responsibility	Action Steps	Success Criteria/Measures
<p><b>Strategy &amp; Programming</b></p> <p>Take an active role in the development of the whole country strategy, encouraging the team to incorporate insights gained from research, knowledge management and learning into the design of strategies and interventions; lead the development of strategy and annual business plans for the Research &amp; Information Pillar</p>	<p>Develop AFR's strategy for interventions in the Research &amp; Information space; ensuring that a logical theory of change is developed and kept updated</p> <ul style="list-style-type: none"> <li>• Develop and document strategy for AFR's interventions around research and information (e.g. working closely with institutions and market actors to improve capacities, tools and technologies and norms around data sharing, standards, and coordination)</li> <li>• Develop strategies for addressing gaps where AFR will not develop interventions (e.g. by catalysing others to develop interventions or earmarking interventions for future projects)</li> <li>• Devise and manage an effective results measurement framework for the R&amp;I pillar and thus insights into how to drive beneficial systemic change</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy for AFR's interventions around R&amp;I and incorporating cross-cutting themes, approved by CPO and CEO</li> <li>• DoP confirms leadership and contributions to Technical Teams support organisation-wide achievement of success criteria below:</li> <li>• Fund utilization targets for the pillar are achieved</li> <li>• DoP confirms a balanced portfolio of projects that is achieving Logframe Output targets and is likely to achieve Outcome targets</li> <li>• % PARs submitted to the Chief Executive Officer and Board Investment Committee approved first time</li> </ul>
	<p>As coordinated by the Chief Programs Officer and the Projects Portfolio Manager lead and participate in Technical Teams to design interventions:</p> <ul style="list-style-type: none"> <li>• Confirm or develop the strategy for attracting potentially impactful implementing partners in this Pillar</li> <li>• Identify a variety of instruments that might stimulate inclusive financial markets development, principally where these are likely to promote targeted real sector benefits</li> <li>• Present Project Appraisal Reports and concept notes to the Board &amp;/or Management Investment Committees (depending on level of funding being sought)</li> </ul>	
	<p>Liaise with the Grants &amp; Contracts Manager to ensure that any due diligence and contracting processes are carried out efficiently<sup>2</sup>, and that any partners are provided with a quality briefing concerning AFR's procedures for project / grant management</p>	
	<p>For specific research projects implemented by AFR develop detailed implementation plans, budgets and cash-flow forecasts that will help ensure project success</p>	
<p><b>Ensuring Impactful Implementation</b></p>	<p>Once each intervention is approved, oversee implementation by the R&amp;I team; providing resources and support as necessary to adaptively manage the performance of projects and achieve targeted outcomes and impact, as well as the development of project proposals that comply with BIC standards</p>	<ul style="list-style-type: none"> <li>• Outcome indicators in Logframe relevant to this pillar are achieved</li> </ul>

<sup>2</sup> Coordinate with Manager Grants & Contracts to ensure any necessary sub-grants are signed within a maximum period of three weeks from BIC approval

Area of Responsibility	Action Steps	Success Criteria/Measures
<p>Coordinate the roll-out of projects so that results are achieved, risks are managed and that quality projects are delivered; ensuring that learning from projects is fully utilised to maximise impact and innovation</p>	<p>Manage and coordinate the entire program of reviews, visits, and research as necessary to adaptively manage the performance of projects and achieve targeted outcomes and impact</p>	<ul style="list-style-type: none"> <li>• If Logframe targets are not achieved, appropriate corrective action is taken and learning documented</li> </ul>
	<p>Provide technical advice and support to IPs so that they are equipped to contribute effectively to undertaking their own research activities</p>	
	<p>Collaborate closely with the MEL team to ensure collection of data, analysis of results and identification of opportunities for learning and improvement in a blame-free spirit of academic enquiry:</p> <ul style="list-style-type: none"> <li>• If desired results have been achieved, initiate strategies for widespread awareness-raising</li> <li>• If desired results have not been achieved, either manage performance of the implementation teams (both AFR's and the IP's), or take corrective measures such as adjusting the strategy/approach</li> <li>• Periodically review theories of change, revising as appropriate</li> </ul>	
<p><b>System Development for Research and Information</b></p> <p>Support the development, and implementation of organisation-wide systems that embed a learning culture, drive innovation, provide accountability for results, and effectively manage AFR's institutional knowledge derived from research and analysis</p>	<p>Ensure that research policies and protocols are developed and implemented so that all of AFR's research activities are carried out according to recognised good practice</p>	<ul style="list-style-type: none"> <li>• DoP and other pillar heads confirm that they understand and are applying research policies and protocols</li> <li>• Head of MEL confirms that that team is well supported by research expertise in measuring results and assessing VfM</li> </ul>
	<p>Ensure that research into MEL good practice is conducted and work with members of the R&amp;I and MEL teams to build consensus around optimal ways to measure results and assessing value for money (VfM), including research into:</p> <ul style="list-style-type: none"> <li>• Measuring attributable change</li> <li>• Capturing wider change in the system or market</li> <li>• Assessing impact</li> <li>• </li> </ul>	
	<p>Liaise with the ICT Manager to continuously develop and improve information and communication systems and tools that will support (time &amp; cost) effective data collection and analysis, and learning and knowledge management; ensure that R&amp;I team members are appropriately deployed to support system development projects</p>	
<p><b>Management of Innovation</b></p> <p>Support organisation-wide innovation, including the incubation of new interventions based on research and analyses</p>	<p>Support the innovation process by working collaboratively with the executive leadership team to feed the findings of research and analyses into new opportunities and ideas</p>	<ul style="list-style-type: none"> <li>• COP and CEO confirm value of R&amp;I inputs into innovation processes within AFR</li> </ul>
	<p>Organise and resource top-level learning reviews based on research and analyses; facilitate executive management to review research findings and related analyses to identify opportunities to help achieve AFR goals</p>	

Area of Responsibility	Action Steps	Success Criteria/Measures
<p><b>Influencing, Communication &amp; Relationship Management</b></p> <p>Oversee the development and implementation of AFR's Communication and Influencing Strategy, aiming to enhance AFR's impact through effective (wide-reaching and impactful) communication</p>	<p>Build on the ecosystem analysis and stakeholder mapping to clarify the ways in which achievement of AFR's objectives depends upon the role of research in influencing mindset or behaviour of others (e.g. Implementing Partners, policymakers, end-users &amp; other stakeholders); set clear goals for stakeholder mindset and, ultimately, behaviour change in respect of research activities they could and should be undertaking</p> <p>Work with the Communications Manager to develop and implement an Influencing &amp; Communications Plan that will support the achievement of AFR's outcome and impact targets and raise AFR's profile as a thought leader</p> <p>Personally contribute to the implementation of the communications and Influencing plan at both AFR-wide and Pillar levels:</p> <ul style="list-style-type: none"> <li>● Build relationships with key actors, and implement influencing strategies and interventions that drive change</li> <li>● Provide strategic inputs and engage with policy level work involving Government of Rwanda, development partners, private sector entities and others</li> <li>● Lead the research team in publishing academic papers, thought leadership articles and other knowledge materials that are tailored to be relevant to targeted stakeholders</li> <li>● Contribute to the development of annual and quarterly reports</li> </ul> <p>Develop close working relationships with the other FSDs and with technical working groups within Rwanda and regionally to share research insights and learning</p>	<ul style="list-style-type: none"> <li>● Credible evidence of supply-side market actors taking up ideas and learning from AFR and other FSDs relating to designing and undertaking their own research activities</li> <li>● Credible evidence of AFR supported research being applied to influence stakeholder decisions and behaviour in ways that support AFR's logframe targets</li> </ul>
<p><b>Finance Management, Risk &amp; Accountability</b></p>	<p>Manage the finances associated with the R&amp;I pillar; aiming to maximise the efficiency achieved with the available resources, and ensuring compliance with AFR and donor policies</p>	<ul style="list-style-type: none"> <li>● Annual work plans &amp; budgets and pillar strategies prepared and approved by the DoP, CEO and ultimately the Board <sup>3</sup></li> </ul>

<sup>3</sup> Board approval as part of overall AFR strategies, work plans & budgets

Area of Responsibility	Action Steps	Success Criteria/Measures
<p>Manage the finances associated with the R&amp;I pillar, aiming to maximise the efficiency achieved with the available resources, manage risks arising from the work in the pillar and ensuring compliance with AFR and donor policies</p>	<p>Ensure that a comprehensive risk analysis is carried out for all activities being managed in this pillar; ensure that adequate controls are in place and lead the implementation of risk-managing policies, procedures and ways-of-working; ensure pillar staff are well-versed and as necessary trained in risk management procedures</p>	<ul style="list-style-type: none"> <li>● Budgets for this pillar implemented within agreed variances</li> <li>● All staff in the pillar understand AFR's risk management strategies and how they should be implemented; lessons learned are disseminated, understood and applied by all staff in this pillar<sup>4</sup></li> </ul>
	<p>Participate in the development and implementation of the internal audit plan; lead the implementation of corrective actions arising, and create a culture of continuous improvement</p>	
	<p>Prepare programme/project budgets that are as accurate as possible and sufficiently detailed to support financial analysis; follow AFR's procedures to manage pillar finances effectively and achieve value-for-money targets</p>	
	<p>Liaise with the Grants Manager (&amp;/or Project Accountant) to support the processes associated with sub-granting; liaise with Implementing Partners to ensure their compliance with AFR's financial procedures and AFR's funders' accountability requirements</p>	
<p><b>Team Leadership</b> Lead the R&amp;I team of staff and consultants in a manner that empowers them to add value to AFR and deliver high standards of performance</p>	<p>Ensure that the pillar is resourced with the expertise necessary to deliver on strategy and project implementation; through a combination of recruitment and management of staff and procurement of consultants</p>	<ul style="list-style-type: none"> <li>● The pillar is resourced with appropriate numbers of competent and well-motivated staff and consultants as appropriate</li> <li>● Periodic performance reviews show staff performance ratings improving year-on-year</li> <li>● Feedback from staff indicates that the Head of R&amp;I is applying an empowering leadership style</li> </ul>
	<p>Lead and manage the research team towards high standards of performance through clear roles and responsibilities and provision of appropriate support; proactively address performance issues through timely constructive feedback, coaching and appropriate corrective action</p>	
	<p>Develop and encourage talent through on-going staff development, succession planning, career management and utilisation of a leadership style that will drive employee engagement</p>	
	<p>Ensure development of an inclusive environment; lead the development and implementation of policies and ways-of-working that provide for diversity and equal opportunities</p>	
	<p>Ensure that staff are managed in accordance with good HR management practice and provided with a safe and conducive working environment; includes ensuring that all legal and statutory obligations are fulfilled</p>	

<sup>4</sup> Risk based thinking should be embedded in quarterly performance reviews of staff members conducted by pillar head

And other duties as requested by the Chief Executive Officer

**REQUIREMENTS OF THE ROLE**

**COMPETENCIES**

### Educational Qualifications:

- Minimum of bachelor's degree in a relevant field
- Post Graduate Degree in Monitoring & Evaluation, Development Economics, Research, or other related field
- Professional qualification in monitoring and statistical techniques preferred
- Certification in Project Management (e.g. PMP/ PRINCE2) is an added advantage

### Job related experience and knowledge:

- 10+ years' post-graduation experience in development economics; ideally involving strategic leadership of research and market information management
- Strong technical understanding in research, strategy development, business planning and program development; knowledge of data science and cutting-edge technologies in the field
- Proven experience in strategic oversight of knowledge management systems and the effective provision of necessary management information
- Proven experience in managing and engaging teams for delivery of results
- Strategic thinker with the ability to facilitate program design at both strategic and operational levels
- Excellent knowledge of data and information quality management techniques
- Proven track record of working with a range of different actors to nudge and incentivize institutional change; cross culturally if coming from outside Rwanda
- Excellent written and spoken English
- **Desirable:** Languages: French, Kinyarwanda

Competency	Level 1 <i>Foundation</i>	Level 2 <i>Specialist</i>	Level 3 <i>Leader</i>
<b>Initiative &amp; Decisiveness</b>			√
Having a strong sense of engagement that leads to self-starting, taking initiative and acting decisively			
<b>Innovation &amp; Value Addition</b>			√
Generates value-adding innovation through continuous improvement, idea generation and creativity			
<b>Thought Leadership</b>			√
Thinks clearly and intentionally; analysing information objectively, understanding issues, solving problems, and forming expert opinion			
<b>Drive for Results</b>			√
Is strongly motivated to achieve goals and act with accountability to deliver quality results			
<b>Relationship Building</b>			√
Initiates and maintains positive relationships with others; discerning and appreciating the values, concerns, or feelings of others			
<b>Communication &amp; Influencing</b>			√
Deliberately adjusts behaviour in order to address the feelings, needs or concerns of others; communicates clearly, confidently, and appropriately to influence others			
<b>Learning &amp; Resourcefulness</b>			√
Possesses the personal resourcefulness to deal with difficult situations, adapt to change, and facilitate the development of self and others			

### SIGNATURES

Name of Job Holder:	Signature(s):	Date:

Name of Supervisor:	Signature(s):	Date: