



CHIEF OPERATIONS OFFICER

The Chief operations Officer is responsible for ensuring that all of AFR's resources are managed and utilised in a cost-effective and efficient manner with a secure system of controls and safeguards. The COO advises the Board and Senior Management in three main areas 1) Financial Management - ensuring the financial sustainability of AFR as an institution (managing liquidity and cash flow) 2) Audit - the effective management of risk (operational and financial) and 3) Investment - managing both incoming and outgoing investments to optimise development impact. In addition, s/he is responsible for developing and updating the operational manuals and policies and implementing new systems and technologies across all support sections, aiming to manage the efficient and effective use of funding and to support the other sections of AFR in achieving their operational targets.

REPORTS TO: Chief Executive Officer

SUPERVISES: Finance Manager, Grants & Contracting Manager, Procurement Manager, ICT Manager, HR & Administration Manager

SCOPE OF RESPONSIBILITIES

Area of Responsibility	Action Steps	Success Criteria/Measures
<p>Governance & Strategy</p> <p>As a member of the Senior Management Team, support the organisation in strategic & operational planning and budgeting; facilitate decision making to optimise value-for-money in the deployment of resources.</p>	<p>Analyse internal and external financial information and trends in external funding in order to identify issues that might impact on the financial wellbeing or viability of AFR, including monitoring the foreign exchange exposure of the organisation</p> <p>Contribute to the development and implementation of Strategic and Annual Business plans and Project Plans; advise board and management on the resource implications of strategy and policy issues, drawing attention to any matters that warrant concern</p> <p>Oversee the development of both long term and annual resourcing projections in consultation with pillar heads and the CEO, presenting and agreeing with AFR Board</p> <p>Support the CEO in ensuring effective governance of AFR, playing a leading role in facilitating the Risk & Audit Committee, Finance Committee, Governance Committee and HR Committee and ensuring that company registration and other compliance matters are attended to</p> <p>Spearhead the development and ongoing update of new systems, policies, procedures and operational manuals; provide expert advice on the multiple factors that must be considered (e.g. compliance & ethical considerations, risk appetite & management, value for money, effective and efficient resourcing of strategic & operational plans)</p>	<ul style="list-style-type: none"> •

Area of Responsibility	Action Steps	Success Criteria/Measures
<p>Strategic Financial Accountability</p> <p>Ensure the sound use and management of organisational finances, following generally accepted accounting principles (GAAP), International Financial Reporting Standards (IFRS) and the laws of Rwanda; provide expert financial advice to AFR's board, management, staff, and stakeholders</p>	<p>Support AFR's Management in securing, disbursing and accounting for Investor funds, acting as the main point of contact for donor relationships and aiming to optimise AFR's beneficial impact on the growth and inclusiveness of Rwanda's financial sector through quality (incoming and outgoing) investment decisions</p>	<ul style="list-style-type: none"> •
	<p>Provide strategic oversight of critical financial decision making, including taxation (planning and transactions) and financial asset management (e.g. hedging against exchange loss or fixing redundant cash for interest income) etc.</p>	
	<p>Lead the development and ongoing implementation of AFR's financial management system, ensuring that funds are managed in accordance with good practice and in a manner that meets the resourcing and information needs of key stakeholders (management, investors, government of Rwanda)</p>	
	<p>Establish, in conjunction with the Finance and Grants Managers, rigorous financial performance analysis to inform strategy and provide management with useful management information to aid decision making (including VfM analysis)</p>	
	<p>Provide top-level-supervision and support to the Finance Manager, ensuring that expenditure is in line with the budget, administering financial controls, and ensuring that all financial transactions and processes are conducted in line with AFR & Donor requirements</p>	
	<p>Provide top-level-supervision and support to the Grants Manager, reviewing grants agreements and ensuring that grants are disbursed according to plans and that staff and stakeholders are complying with good practice</p>	
<p>Systems Development</p> <p>Liaise closely with the ICT and other departmental Managers to develop, and ensure the implementation of, a forward-looking technology strategy for the organisation; identifying opportunities for ICT to enhance effectiveness and impact</p>	<p>Ensure that research is conducted into current and new industry trends, technologies, and software development; ensure that a thorough evaluation of AFR's current ICT provision is carried out and opportunities for improvement identified</p>	<ul style="list-style-type: none"> •
	<p>Oversee the development, implementation and continual improvement of ICT systems that will support the cost-effective achievement of AFR's strategies and plans (e.g. financial management, project planning, human resource management, procurement, and asset management)</p>	<ul style="list-style-type: none"> •
	<p>Ensure that AFR's Grants management system is developed and operationalised to safeguard Donor funds, achieve the desired impact, and add value to the implementing partner</p>	

Area of Responsibility	Action Steps	Success Criteria/Measures
	Ensure that systems are effective in providing high quality, useful, management information to the Director, other AFR colleagues, implementing partners, and Donors in accordance with their needs	
	Ensure that system users are provided with training, user manuals and other briefings to support their effective utilisation of AFR's systems	
<p>Resource Management</p> <p>Lead the organisation in effective and efficient management of resources, seeking to maximise the impact of AFR's deployment of resources</p>	<p>Liaise with Executive Management to understand the ways in which the Finance & Administration team can support the achievement of strategic and operational goals; develop an effective and efficient portfolio of support services to respond to needs</p> <p>Lead the development and implementation of strategy and annual business plans for the Finance and Administration team, including developing and managing the budget for the department</p> <p>Oversee the development and implementation of effective policies, procedures and ways-of-working that will ensure good practice is delivered in:</p> <ul style="list-style-type: none"> ● Procurement - aiming to achieve timely provision of resources and value for money ● Talent management - so that the organisation will be resourced with appropriate numbers of competent and well-motivated staff ● ICT - aiming to leverage information and communication technology to enhance effectiveness and efficiency organisation-wide ● Asset management – ensuring that AFR's assets are well maintained, secure and replaced / updated as required ● Administrative, logistical and office-management - providing a responsive service that will enhance the AFR team's ability to work effectively in a conducive environment 	<ul style="list-style-type: none"> ●
<p>Risk Management</p> <p>Working in collaboration with the Board Audit and Risk Committee, oversee the management of risk across all of AFR's activities, ensuring that a comprehensive</p>	<p>Lead the team in determining the key risks that must be managed across all of AFR's activities, ensuring that the team are equipped to carry out a comprehensive analysis; consolidate the results into a central risk registry and Enterprise Risk Management system</p> <p>Ensure the development and implementation of the Business Continuity Plan, including monitoring on an ongoing basis, reporting to the Board, and advising on appropriate actions as required</p>	<ul style="list-style-type: none"> ●

Area of Responsibility	Action Steps	Success Criteria/Measures
<p>understanding of AFR's risks has been developed and that strategies are in place and implemented for effective risk management</p>	<p>Lead the design of controls and the implementation of risk-management policies, procedures and ways-of-working, in particular:</p> <ul style="list-style-type: none"> • Ensure that AFR's finance processes and reporting meet statutory requirements minimising risk to the organisation • Develop sound financial grant policies and procedures; ensure that all compliance/due diligence checks are conducted in accordance with the Finance and Risk Management Manuals • Support colleagues on all contracting related matters, ensuring adherence to AFR's operating principles • Safeguard AFR's financial resources by giving due consideration before signing approvals, whilst contributing towards efficiency with a quick turnaround time 	
	<p>Develop and oversee implementation of external and internal audit plans; lead the implementation of corrective actions arising, and create a culture of continuous improvement</p>	
<p>Team Leadership Lead the Finance & Administration team in a manner that empowers them to deliver excellent support services and maximises value for money on investment from AFR's resources</p>	<p>Ensure that the department is resourced with the expertise necessary to deliver on strategy & project implementation through a combination of recruitment and management of staff and procurement of consultants</p>	<ul style="list-style-type: none"> •
	<p>Lead and manage the team towards high standards of performance through clear roles & 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>Coordinate with the HR & Administration Manager to 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>	

And other duties as requested by the Chief Executive Officer

REQUIREMENTS OF THE ROLE

Educational Qualifications:

- Degree and Master's in business administration or relevant field
- ACCA/CPA fully qualified
- Qualification in HR Management (added advantage)

Job related experience and knowledge:

- At least 10 years progressive experience in financial management in medium to large size organisations of similar complexity to AFR
- Proven expertise in developing and implementing financial controls and processes
- Demonstrable experience in managing grants and knowledge of donor funding rules and regulations
- Extensive knowledge of international financial reporting standards and other accounting best practice.
- Comprehensive knowledge and experience in budgeting and forecasting for business operations
- Experience in Managing Human Resources function in medium/ large organisation
- Demonstrated experience in project management

COMPETENCIES

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