



CHIEF PROGRAMMES OFFICER

As a member of the Executive Team, the Chief programmes Officer is accountable to AFR's Board of Directors for developing and implementing strategies that will have a lasting, beneficial impact on the development and inclusiveness of Rwanda's financial markets and provide measurable support to targeted areas of the real economy. S/he is responsible for development and implementation of annual business plans for the Programmes Department; ensuring that a comprehensive portfolio of impactful projects is developed and implemented to high standards.

The Chief programmes Officer will work collaboratively with colleagues to ensure comprehensive analysis of the ecosystems within which AFR operates, understanding how supply, demand, and enabling environment, interact to support or hamper the growth and inclusiveness of Rwanda's financial markets. S/he then leads the programmes team in developing and implementing a comprehensive portfolio of potentially impactful interventions. The Chief programmes Officer will be expected to lead the team in nurturing key business relationships (e.g. with regulators and policy makers, trade associations, private sector entities, stock exchanges, technical or funding partners); providing thought leadership and utilising influencing strategies to support the achievement of AFR's strategic goals.

REPORTS TO: Chief Executive Officer

SUPERVISES: Head of Finance for Growth & Jobs; Head of Financial Inclusion & Resilience; Head of Digital Finance & Infrastructure; Head for Research & Information; Senior Project Portfolio Manager

SCOPE OF RESPONSIBILITIES

Area of Responsibility	Action Steps	Success Criteria/Measures
<p>Thought Leadership & Strategy</p> <p>Lead the team in developing deep and ever-growing understanding of how to drive financial market development and inclusiveness; play a leading role in the development of the whole country strategy and guide the programs team to develop pillar strategies and annual business plans that will support targeted areas of the real economy:</p>	<p>Lead the team in keeping abreast of developments in the fields of financial sector development and market systems approach (M4P); liaise with the Chief Executive Officer and Director of Research, Results, and Information to develop a structured research and learning agenda</p> <p>Ensure comprehensive analysis is carried out (e.g. sectors, value chains, stakeholders, impact); develop profound understanding of the ecosystems that AFR is seeking to develop (including supply, demand & enabling environment)</p> <p>Deploy Technical Specialists, expert consultants, and other AFR colleagues to conduct deep investigation of any opportunities identified above; lead each pillar team to develop theories of change, logical results chains, and learning frameworks</p> <p>Liaise with the MRMLC team to develop a culture of learning and innovation, operationalised through effective systems, tools and platforms; ensure that learning is fed into the design and continuous improvement of strategies and interventions</p> <p>Support the Chief Executive Officer in managing the processes by which strategic plans, annual business plans and investment pipelines are developed; proactively support the Board Investment Committee</p>	<ul style="list-style-type: none"> •

Area of Responsibility	Action Steps	Success Criteria/Measures
<p>Pipeline Development & Portfolio Management</p> <p>Lead the review and continuous development of the project pipeline to ensure utilization of funds and achievement of output, outcome, and impact targets; ensure a potentially high impact portfolio of interventions are submitted and approved across all pillars</p>	<p>Constitute technical teams and lead them to build on the insights gained from research and learning to develop investment concepts; encourage the teams to develop innovative yet evidence-based interventions with new tools & approaches being trialled on a regular basis</p> <p>Work together with the Management and Board Investment Committees to approve a balanced portfolio of projects that will deliver against AFR's strategy; support the team in submitting proposals that meet BIC quality standards</p> <p>Work with Pillar Heads to develop partner selection criteria and procedures; including strategies for attracting and selecting partners with the greatest potential for adding value to the sector and driving achievement of AFR's goals</p> <p>Lead initiatives to assure program quality; for instance, oversee the documentation and dissemination of Standard Operating Procedures (SOPs), tools, trainings, and other 'knowledge resources' that will guide needs analysis and capacity building for both staff and partners</p> <p>Oversee the development of detailed implementation plans, budgets and cash-flow forecasts that will, achieve fund utilisation targets, ensure project success, and address capacity gaps of partners</p>	<ul style="list-style-type: none"> •
<p>Ensuring Impactful Implementation</p> <p>Oversee the implementation of business plans 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>Ensure that Pillar Heads are effectively coordinating the roll-out of projects; ensuring that milestones are achieved on time</p> <p>Provide expert advice, mentoring and guidance to both staff and external stakeholders; contribute towards positioning AFR as a centre of knowledge and learning</p> <p>Collaborate closely with the MRMLC team to ensure collection of data, analysis of results and identification of opportunities for improvement in a blame-free spirit of academic enquiry:</p> <ul style="list-style-type: none"> • If desired results have been achieved, initiate strategies for widespread awareness-raising • If desired results have not been achieved, either manage performance of the implementation team, or take corrective measures such as adjusting the strategy/approach • Periodically review theories of change, revising as appropriate <p>Promote organisation-wide innovation; lead the incubation of new interventions, ensuring effective project management until new initiatives can be handed over to colleagues for ongoing management</p>	<ul style="list-style-type: none"> •

Area of Responsibility	Action Steps	Success Criteria/Measures
<p>Influencing & Communicating for Impact</p> <p>Actively participate in the development, implementation, and results-measurement of an innovative Communications & Influencing plan for AFR as a whole and for each pillar; ensure that the plan will result in key programme stakeholders being influenced effectively:</p>	<p>Build on the ecosystem analysis and stakeholder mapping to clarify the ways in which achievement of AFR's objectives depends upon influencing the mindset or behaviour of others (e.g. Implementing Partners, policymakers, end-users & other stakeholders); set clear goals for stakeholder mindset or behaviour change</p> <p>Work with the Executive Team and the Communications Manager to develop and implement an Influencing & 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"> ● Build relationships with key actors, and implement influencing strategies and interventions that drive change ● Provide strategic inputs and engage with policy level work involving Government of Rwanda, development partners, private sector entities and others ● Contribute to the development of annual and quarterly reports ● Ensure that the team delivers any components of the communications strategy and plan that are allocated to them 	<ul style="list-style-type: none"> ●
<p>Finance Management, Risk & Accountability</p> <p>Manage the finances associated with the Programmes department aiming to maximise the efficiency achieved with the available resources, and ensuring compliance with AFR and donor policies</p>	<p>Support Board and Chief Executive Officer initiatives to develop AFR's funding base; personally contribute by building relationships with potential and current investors</p> <p>Develop and oversee the budget for AFR's programmes department, ensuring that plans and resources are matched and priorities for expenditure identified; support development of strategic resourcing plans (HR, Finance, Procurement)</p> <p>Manage the finances of the department, reviewing expenditure/disbursement against budget and taking any necessary corrective actions; ensure value-for-money utilisation of resources and compliance with AFR's financial procedures</p> <p>Oversee the management of risk across all of AFR's programme activities; ensuring that a comprehensive understanding of risks has been developed and that strategies are in place and implemented for effective risk management</p> <p>Participate in the development and implementation of both internal and external audit plans; lead the implementation of corrective actions arising, and create a culture of continuous improvement</p>	<ul style="list-style-type: none"> ●

Area of Responsibility	Action Steps	Success Criteria/Measures
<p>Team Leadership</p> <p>Lead the AFR Programmes 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 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>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:

- Minimum of bachelor's degree in a relevant field
- Post Graduate Degree in Development Economics, Business Administration, or other related field
- Additional professional qualification and relevant accreditations are an advantage (e.g. CFA, SME Finance)
- Certification in Project Management (e.g. PMP/ PRINCE2) is an added advantage

Job related experience and knowledge:

- 10+ years' post-graduation experience in Portfolio Management &/or Pipeline Development & Management; ideally culminating in a strategic leadership role
- Deep experience of working in financial inclusion and in financial markets development; demonstrating thought leadership at the cutting edge; driving change, and creating opportunities for growth
- Proven experience of managing and engaging teams for delivery of results
- Strong technical understanding in strategy development, business planning and program development
- Deep understanding of and commitment to the M4P approach; with a proven capacity for systems-thinking, analysis, and management of complexity
- Extensive Knowledge and understanding of Agribusiness or SME Management and/or Micro Finance Management
- 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:

- Familiarity with major players in financial sector development in Rwanda
- Languages: French, Kinyarwanda

SIGNATURES

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

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			

Name of Supervisor:	Signature(s):	Date: