HEAD OF MONITORING, RESULTS MEASUREMENT, LEARNING & COMMUNICATION

The Head of Monitoring, Results Measurement, Learning & Communication (MRMLC) is responsible for supporting the effective design, measurement, and adaptive management of impactful interventions. The role holder shall play an integral support role to programme teams in identifying interventions which have the potential for a beneficial impact on Rwanda's financial systems and on the beneficiaries who we serve. This involves leading the functions that contribute to AFR's position as a thought leader and knowledge hub; including learning, knowledge management and communication, ensuring that knowledge is curated and communicated in a way that is accessible and relevant to all stakeholders. She/he is responsible for managing the systematic monitoring, evaluation, and review of learning from AFR's programmes and accountability reporting in accordance with DCED standards. The Head of MRMLC also oversees AFR's Communication and Market Development activities; seeking to ensure that impactful approaches are publicised widely, in an influential manner, so as to stimulate the critical mass of utilisation necessary for systemic change ('crowding in').

REPORTS TO: Chief Executive Officer

SUPERVISES: MRM Manager, Communications Manager and Knowledge Management Specialist

SCOPE OF RESPONSIBILITIES

Area of Responsibility	Action Steps	Success Criteria/Measures
Strategy, Programming & Thought Leadership Lead the MRMLC Team (MRM, Knowledge Management, Learning, and Communications) to contribute to the development of innovative strategies for enhancing the growth and inclusiveness of Rwanda's financial sector and, through that, support to targeted areas of the real economy	As a member of the Senior Management Team participate in the development and critique of new strategies; proactively involve the MRMLC team in contributing personal expertise and functional knowledge towards the design of interventions	•
	Ensure that effective strategies, systems and tools for MRM, Knowledge Management, Learning and Communications/Influencing are incorporated into the design of all strategies and plans; and fully integrated into all of our activities	
	Lead the organisation in the development of a learning framework and Learning culture; motivating both external and internal stakeholders to investigate and continuously improve AFR's ability to make financial markets work for the poor	
	Facilitate the development of MRM frameworks and measurement plans for AFR's overall strategy and for every project within the AFR Portfolio according to DCED standards	
	Conduct learning reviews for the different Key Result Areas of AFR; ensuring that the knowledge gained contributes to ongoing development of theories of change and the design of impactful interventions	

Area of Responsibility	Action Steps	Success Criteria/Measures
	Support the Programmes team in writing MRM sections and frameworks in project proposals to ensure that they are adequately articulated and up to standard	
	Lead the participative development of the Annual Work Plan for the MRMLC unit, ensuring coverage of all departments, organisation-wide; work with Chief Executive Officer to budget costs and appropriate resourcing (financial & HR)	
MRMLC Leadership & Systems Development Lead the development and implementation of AFR's Monitoring, Evaluation & Learning Systems and Resources; ensuring that they support the efficient collection, analysis and dissemination of data and information	Ensure that research into MRML good practice is conducted and work with members of the team to build consensus around optimal ways to measure Results and Value for Money (VfM), including: - Measuring attributable change - Capturing wider change in the system or market - Tracking costs and impact - Reporting costs and results - Managing the system for results measurement and adaptive management	•
	Oversee the development and implementation of a knowledge management system to deliver a high and continuing level of efficiency benefit to AFR; including appropriate Knowledge Management tools and guidelines to enhance a learning culture in AFR	
	Ensure full understanding of the information and reporting requirements of the Board/Development Committee, AFR management and investors; design and implement analytical approaches that will provide quality data, in a user-friendly format, and in a timely manner	
	Ensure that MRM systems and procedures are set up according to DCED standards; including manuals, tools, Standard Operating Procedures (SOPs), templates, data aggregation sheets, guidelines etc.	
	Work together with the ICT Manager and the procurement team to source and continuously develop appropriate technologies that will make data collection, analysis and reporting as time and cost effective as possible (for both AFR staff and Implementing Partners)	
	Manage the department's physical assets and financial resources in line with good accounting practice and AFR's policies and procedures	

Area of Responsibility	Action Steps	Success Criteria/Measures
Monitoring & Performance Management Manage and coordinate the entire program of reviews and visits that will enable AFR to adaptively manage the performance of projects and achieve targeted outcomes and impact	Work with the Director of Programmes and with colleagues to prepare a schedule of Implementing Partner (IP) engagements / visits (e.g. monitoring visits, project reviews, evaluations, audit visits etc); ensure effective coordination to minimise disruption to the IPs operations	•
	Deploy MEL team members and consultants to work alongside project teams to ensure that adequate emphasis is given to MRML throughout project implementation	
	Oversee data collection, analysis of results & compilation of lessons learned; ensuring that data is accurate, valid, and analysed in a way that generates meaningful insight for stakeholders	
	Design and implement analytical approaches that will report on progress against the LogFrame targets; analyse the root causes of any shortfalls to understand how AFRs systems or standard operating procedures might need revising	
	Work collaboratively with AFR's senior leadership to develop an organisation culture of academic enquiry and blame-free analysis of lessons-learned; provide coaching if blaming/shaming behaviour is evidenced	
Capacity Building Ensure that AFR staff and stakeholders are provided with technical advice and support, enabling them to carry out Communications, MRM and Learning activities according to best practice	Support the Programmes Team in assessing the capacity of Staff, Consultants and Implementing Partners to effectively deliver programme strategies; coordinate the MEL team to contribute towards capacity building	•
	Ensure that staff and partners are educated on how to use the practical strategies and tools that have been put in place for each project and that they are provided with ongoing support as required	
	Ensure that the most appropriate learning platforms for capacity building are utilised & ensure the delivery of impactful training and development programmes; ensure that effective strategies for measuring and managing the results of learning interventions are in place	
Communicating for Influence Oversee the development and implementation of AFR's Communication and Influencing Strategy; aiming to enhance AFR's impact through effective	Ensure that stakeholder analysis is carried out; accurately identifying groups and individuals whose cooperation is necessary for the success of AFR's projects and clarifying any goals for attitude or behavioural change	•
	Participate in the generation of innovative ideas for influencing and communication and subsequent formation of strategy; support the Communication Manager in collating needs and developing an overall work plan for the Communications department	

Area of Responsibility	Action Steps	Success Criteria/Measures
(wide-reaching and impactful) communication and to ensure that DCED standards for reporting are met	Liaise with colleagues to develop strategies for 'crowding-in'; ensuring that effective interventions are widely disseminated and implemented with a view of spurring systemic change in Rwanda's financial markets	
	Support the Chief Executive Officer in overseeing the reporting cycle to the Board, Investors and other key stakeholders; ensuring that required reports are produced on time and to standard	
	Develop close working relationships with the other FSDs and with technical working groups within Rwanda and Regionally to share research insights and learning	
Team Leadership Lead the team of staff and consultants in a manner that empowers them to add value to AFR and deliver high standards of performance	Ensure that the team 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	•
	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	
	Develop and encourage talent through on-going staff development, succession planning, career management and utilisation of a leadership style that will drive employee engagement	
	Ensure development of an inclusive environment; lead the development and implementation of policies and ways-of-working that provide for diversity and equal opportunities	
	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	

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 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:
- Minimum of 7 years' post-graduation experience in monitoring and evaluation of donor funded programs
- Excellent knowledge and conceptual understanding of MRM & application to international development & financial market systems development
- Demonstrated commitment to academic integrity and a track record of analysing both successes and failures for opportunities to improve; experience of Quality Management Systems or approaches an advantage
- Track record of developing and operating an MEL system in practice; including data collection tools development
- Knowledge of research methods and techniques, with strong data analysis skills
- Proven experience in conducting and managing baselines and evaluations
- Demonstrable experience in the application of Knowledge Management techniques in both managing and disseminating information
- Very good written and spoken English; fluency in Kinyarwanda and French are also desirable
- Expert use of MS Office (Advanced Excel)

COMPETENCIES

Competency	Level 1 Foundation	Level 2 Specialist	Level 3 Leader
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:

Name of Supervisor:	Signature(s):	Date: