



## Role profile

Basic information	
Job title	Policy & Programme Manager
Department	International
Location	Freetown
Reports to ( <i>Job Title</i> )	Country Manager
Matrix manager if applicable ( <i>Job Title</i> )	
Direct reports (Number or Not applicable)	5
Overall people management responsibility (Number or Not applicable)	5
Matrix management responsibility (Number or Not applicable)	
Budgetary responsibility (Amount or Not applicable)	
Child protection clearance required (If applicable, Standard/Enhanced)	Not required
Expected travel per annum	Up to 50 days
On call/unsocial hours	No

Role definition
<p><b>Role purpose</b> Why does the role exist? What is its purpose? (around 25 words)</p> <p>To lead and manage large partner portfolio and projects within a country or region and within a policy framework agreed with the Head of Division or Region or Country Managers). This role will include managing a team with some technical input and will ensure effective management and development for the programme and appropriate support for partners. To recommend projects to partners and to engage with communications and fundraising including from institutional donors. To ensure a strong link exists between our programme and advocacy and provide representation for programme and on country issues. To engage with effective fundraising, liaison and networking as appropriate.</p>
<p><b>Role context</b> (What does the department do? Is the role part of a team? How big is the team and where does the job fit in? (An organogram is helpful here)</p> <p>The role works within the International Programme role family and is positioned in Programme Support and Development • The role is key in leading and managing partner portfolios and projects within a country or region • The role may be required to travel frequently. This role is responsible for sharing the management of the Sierra Leone programme with the Country Manager, programme staffs and facilitate partner policy and advocacy work in the area of accountable governance and economic justice. This includes strategic development, communications, programme staff management and</p>

representation and networking.

**Key outcomes**

(Between 4 and 6)

- Decisions on country and/or regional strategy informed by linkages between partner work, communications and fundraising within the UK and Ireland. Effective projects and programmes delivered with impact in line with agreed aims.
- Strong portfolio of partners able to respond and support Christian Aid's advocacy, fundraising and communications agenda and positive working relationships with partners developed through regular communication.
- The significant contribution to CA's policy, advocacy and communications work, and the establishment of innovative partnership and alliances in policy and advocacy both with Sierra Leone, regional and international.
- The increase in external funding for programme work and effective reporting on relationship development with donors.
- Funds used for designated purpose. Compliance with financial policies and procedures including reporting requirements.
- Project proposals prepared which are based on strong planning, monitoring and evaluation procedures.
- The dynamic contribution to the strategic leadership of the country programme and team within the Africa division and wider organisation with effective collaboration with other agencies and organisation.
- Decisions on programme, project and advocacy work in the region or division informed by Christian Aid's strategic focus areas.
- Recruitment, management and development of high performing team who are meeting their objectives.

**Role requirements**

**Relationships**

(Key relationships, frequency of contact, purpose of contact (liaison/influencing/negotiating etc.)

**External**

Liaising with institutional donors.

**Internal**

Key relationships with partners • Working with own workgroup managing and leading work on large partner portfolios and projects. Liaising with institutional donors

**Decision making**

(Accountability, level of decision making and impact of them, authority to make decisions, how often, responsibility for resources)

Managing and leading work on large partner portfolios and projects • Decisions made within project life cycle, providing technical input when required • Decisions on appropriate recruitment methods for work group and ensure work group are motivated and managed effectively • Control and monitor a budget • Develop, manage and oversee the implementation of the programme and provide strategic oversight on the programme including developing the visibility of the programme at regional level • Appraise, monitor and review partner's programme according to CA and EU requirements • Management of a Financial Controller/Monitor, support staff and consultants • Representing Christian Aid both internally and externally

**Analytical skills**

(Responsible for one discrete area or several strands within a function, how much creativity, analysis and judgement or routine/semi-routine)

- Works on complex specialist/ technical issues. Problems and issue, risks and benefits may have implications across a number of departments.
- Required to develop new ways of doing things to better meet directorate goals requiring substantial creative or analytical ability.

#### **Developing self and others**

(The extent to which the job holder is responsible for their own work, for influencing and/or directing the work of others, acting in an advisory/specialist capacity)

Has direct responsibility for developing, coaching and motivating the programme team or teams of colleagues/project team members.

### **Person specification**

#### **Applied skills/knowledge and expertise**

(Extent/type of knowledge, skills and experience required, extent to which a source of expertise to others. Maybe a professional qualification but may be skills and knowledge gained through experience)

##### **Essential**

Master's degree in public policy, governance and democracy, political sciences, economics or similar add on to development related subject or equivalent

Knowledge of development issues in the context of Sierra Leone or region • of programme management tools and techniques, including financial management tools • of capacity building tools and techniques. Engaging with policy makers and politics in Sierra Leone

Substantial experience of international development programme management, including of management of back donor funded projects, and field based management • Experience in the livelihoods sector • Experience in partner support and capacity building • Experience of living in a developing country • Experience of programme appraisal, monitoring and evaluation and financial management, working with local indigenous partner organisations • Staff and resource management

##### **Desirable**

Post graduate qualification in related area.

Knowledge of the socio-political context in the country or region • Advocacy issues in the country or region • Knowledge of EU funding regulations.

Experience of working in the region and knowledge of key development issues in the region • Experience of local and international advocacy work • Experience of managing large and complex budgets and of financial compliance issues. Programme management, project cycle management and PME (Planning, Monitoring and Evaluation). Project fundraising and reporting to donors. Capacity development of partners in policy and advocacy. Experience working in an international NGO.

#### **IT competency required**

Intermediate

### **Competency profile**

#### **LEVEL 3: You are expected to be able to:**

##### **Build partnerships**

- Supportively manage teams or lead on projects, involving others in discussing how to take work

- forwards, helping people feel part of the team and treating everyone equally.
- Influence others to develop shared understanding and work cooperatively and collaboratively towards common goals where there are different personal or organisational agendas.
- Develop and maintain new relationships with individuals and organisations to further Christian Aid's aims.
- Recognise and value differences in people; be ready to challenge assumptions, beliefs or attitudes in self or others.
- Manage expectations and adhere to what's agreed, by doing what you say you're going to do.

**Communicate effectively**

- Reflect the needs of different audiences, adapting style, media, timing and pace to communicate most effectively.
- Show an understanding of how personal and external factors impact on others' communication style and needs and seek to manage these differences to ensure that all voices are heard.
- Clarify expectations and anticipate interests and potential issues of others, in order to help them get involved in debate and dialogue.

**Steward resources**

- Accept accountability internally and externally for the effective use of Christian Aid resources.
- Look for ways to achieve more effective outcomes by using existing resources in a new or different way, before using or commissioning new resources.
- Ensure results of self and others are achieved to quality and time by managing allocated resources and workloads.

**Deliver results**

- Create plans with key milestones and measurable outcomes: track progress and adjust to meet the objectives, ensuring others are aware of changes and reasons for them.
- Ensure individuals/ teams understand and agree to work to the overall goals, specific objectives and quality standards.
- Make recommendations or decisions in the best interest of Christian Aid, involving others as needed whether in and beyond own work area.
- Be willing to take action or make recommendations or decisions in difficult or ambiguous situations.
- Commit to your decisions and be accountable for them.
- Show willingness to adapt if your initial decision did not produce the expected result.

**Realise potential**

- Demonstrate continuing commitment to your own professional and personal development.
- Utilise coaching and mentoring skills in order to support others to develop.
- Encourage others to give their best by discussing goals and aspirations and recognize achievement.
- Provide an appropriate level of supervision according to need; know when to provide help and when to give others enough space to learn.
- Give constructive and timely feedback to others on difficult or contentious issues.
- Deal with poor performance directly and sensitively, seeking appropriate and timely advice and support if needed.

**Strive for improvement**

- Be open to radical suggestions to avoid closing down options too early.
- Evaluate benefits and risks of new ways of working or ideas, and identify ways to reduce risk.
- Find and implement ways to better support internal knowledge and information sharing.
- Coach others on dealing with resistance to change.
- Seek and evaluate a range of viewpoints, whether internal or external, about how Christian Aid could do things better, regardless of whose ideas they are and what role they have.

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Further details of specific tasks and duties will be agreed with the line manager as part of the performance agreement. Any reasonable duty may be assigned that is consistent with the nature of the job and its level of responsibility.

This role profile is not prescriptive; it merely outlines the key behaviours the role-holder requires to be successful in the role; the key behaviours and responsibilities are subject to change. Any changes will be made in consultation with the role-holder.

You will be expected to abide by the Code of Conduct, policies and procedures within Christian Aid which may be updated from time to time.

You must be in sympathy with the aims, beliefs and values of Christian Aid as it seeks to work on relief, development and advocacy for poverty eradication.