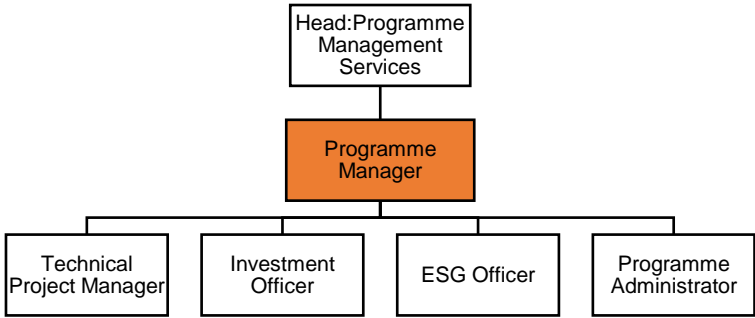


JOB PROFILE: PROGRAMME MANAGER (SADC WATER)

DBSA MANDATE	
<p>The Development Bank of Southern Africa (“the Bank”) is a Development Finance Institution (“DFI”) wholly owned by the Government of the Republic of South Africa (“the Shareholder”), with a mandate to finance infrastructure projects across Africa. The Bank has positioned itself as a Development Finance Institution (DFI) that champions and leads infrastructure integration and development. The Bank has sought to promote economic and social development by mobilising financial and other resources from the national and international, private, and public sectors, for sustainable development projects in South Africa, the Southern African Development Community (SADC) region and the whole of the African continent. In broad and aspirational terms, the Bank has the vision of a prosperous and integrated resource efficient region, progressively free of poverty and dependency. For more information, please access the website at www.dbsa.org</p>	

JOB INFORMATION			
Job Title	Programme Manager	Occupational Level	Professionally Qualified
Job Grade	17	Reports to	Head: Programme Management Services
Division	Infrastructure Delivery	Business Unit	Programme Management Services
Signature		Approved by	Head: Programme Management Services
		Date Approved	
Location	Midrand	Employment Type	Fixed term

PURPOSE OF THIS JOB
<p>This position is specific to the SADC Fund for Water Infrastructure and Basic Sanitation, reporting to the Head of Programme Management Services.</p> <p>The Programme Manager's responsibilities include a broad spectrum, covering all areas of project origination, investment evaluation administration and reporting. The purpose of this role is to manage project managers and monitor and report on all aspects of the programme while ensuring that the programme objectives are achieved.</p>
<p>Functional Structure</p> <div style="text-align: center; margin: 20px 0;">  <pre> graph TD A[Head: Programme Management Services] --> B[Programme Manager] B --> C[Technical Project Manager] B --> D[Investment Officer] B --> E[ESG Officer] B --> F[Programme Administrator] </pre> </div>

KEY PERFORMANCE AREAS

1. Strategic Functions and Business Development

- Lead the planning, execution, monitoring, control and closure of programme/s.
- Identify and implement expediting measures to prevent programme delays by actively engaging and managing project managers.
- Lead the preparation of and oversee the implementation of the Fund strategy.
- Oversee the operations and the institutionalisation of a functioning SADC Fund.
- Lead the process of developing and implementing an effective marketing and fundraising strategy to grow the programme by broadening the mix of income streams, and developing new streams of income including major donors.
- Identify and explore expansion/ growth opportunities through screening potential projects/programmes by analysing the market strategies and engaging with strategic partners.
- Oversee the team to prevent programme delays arising from project implementation.
- Lead the development of innovative approaches to ensure the growth and sustainability of the Fund.

2. Programme Management Functions

- Lead the programme planning, execution, monitoring and control of the operations according to the client's and funders' agreements.
- Ensure sound and efficient programme management in line with the agreed-upon objectives and indicators of the Fund.
- Identify and mitigate risks to the programme (and the respective investment projects).
- Provide a view of all projects underway concerning cost across the programme.
- Consolidate expenditure progress into meaningful portfolio/ programme key performance indicators.
- Implement project costing and cost control policy, practices, procedures and systems for the Programme.
- Coordinate, prepare and validate the cash flow requirements for submission to the applicable Investment committees.
- Develop and maintain a programme cost control system.
- Plan, align, coordinate, control and implement changes to the approved programme plans.
- Implement and maintain appropriate systems for best Project Management cost support.
- Transfer all programmes/projects that are completed efficiently to the relevant project owners and conduct post-transfer reviews promptly.
- Identify and implement expediting measures to prevent programme delays by actively engaging and managing the programme team.
- Oversee compliance with ESG requirements and standards.

3. Project planning

- Lead the investment project acquisition and a healthy project pipeline for the Fund.
- Oversee tendering and contracting procedures for each investment project financed by the Fund.
- Provide business with a view of all projects underway concerning time across the programme.
- Consolidate time-related progress into meaningful asset creation key performance indicators.
- Implement project planning and scheduling control policy, practice, procedures and system for the programme.
 - Provide inputs during the feasibility and business case stages for projects in the programme.
 - Provide professional resources, through a matrix structure, to projects within the programme.

4. Programme communication and reporting

- Ensure timely reporting and communication to the Board, ICPs, SADC and DBSA Divisional Management.
- Lead the process to Identify, build and maintain stakeholder/ partner relations & partnerships, SADC member state relevant government authorities and utilities.
- Oversee the development and implementation of a visibility plan.
- Identify and pursue visibility opportunities including participation in regional, continental & international forums to promote the Fund and lead on behalf of SADC a proactive involvement.
- Ensure sound communication with project sponsors.
- Implement project administration policy, practices, procedures and system.
- Oversee the maintenance of the documentation management system.
- Create a centre point for accessing all project information.
- Implement a resource balancing system.
- Compile programme management reports and submit them to various stakeholders.

5. Project contract management

- Implement adopted contract management policy, practices, procedures and system.
- Conclude financing agreements with the government of the proposing country and the project sponsor per the agency agreement between SADC and the DBSA.
- Oversee the conclusion of consultancy/contractor agreements for investment projects according to the requirements of the Fund.
- Determine the appropriate execution and contract strategies with known facts of the programme and the maturity level of the projects in the programme ensuring minimum risks to the programme.
 - keep contractors fully informed of all changes or modifications to requirements regarding contracting, both legislative and those of the Development Bank of South Africa and funders.
 - Follow up and ensure the resolution of contractual breaches / non-compliance.

6. Project management

- Implement a project management discipline to ensure repeatable and consistent delivery of projects.
- Implement a suitable methodology and process to achieve the required level of project management maturity.
- Ensure that programme execution staff have the necessary certification or alignment as applicable.

7. Financial Management Functions.

- In liaison with the program accountants, oversee the consolidation of expenditure progress into meaningful portfolio/programme key performance indicators.
- Oversee Implementation & Compliance with project costing and cost control policy, practices, procedures and systems for the programme.
- Validate the cash flow requirements for submission to the applicable oversight committees.
- Develop and maintain a programme cost control system.
- Plan, align, coordinate, control and implement changes to the approved rolling plans.
- Oversee implementation and maintain appropriate systems for best Project Management cost support.
- Transfer all programmes/projects that are completed efficiently to the relevant project owners and conduct post-transfer reviews promptly.
- Provide a business overview of all projects.
- Consolidate time-related progress into meaningful asset-creation key performance indicators.
- Identify, analyse and report to PMB on programme slippages and recommend corrective actions.

8. Management Functions

- Provide mentorship and coaching to programme execution staff in line with Human Capital requirements and processes.
- Identify and implement strategies to address the training requirements and gaps within the programme.

- Manage consultants assigned to the programme.

Key Measurements of Outputs

1. Successful programme completion within the project quality standard, budget and timelines.
2. Programmes completed within specified costs.
3. Compliance with Health & Safety legislation and protocols.
4. Implementation of effective project management governance and compliance structures.
5. Quality of presentations and reports.
6. Clean audit.

KEY INTERNAL LIAISON RELATIONSHIPS

- | | |
|---|---|
| 1. All unit teams in the Infrastructure Delivery Division | 2. Other relevant Divisions within DBSA |
|---|---|

KEY EXTERNAL LIAISON RELATIONSHIPS

- | | |
|-------------------------------------|---------------------------------|
| 1. Service Providers (as appointed) | 3. External Client(s) |
| 2. DBSA stakeholders (as required) | 4. All SADC Water Fund partners |

QUALIFICATIONS & EXPERIENCE

Minimum requirements

1. Bachelor's Degree in Engineering (e.g. BSC/BEng Civil Engineering) and or equivalent.
2. Master's degree in Development Finance, Business Administration and/or equivalent.
3. A minimum of 12 years experience in a similar job function at a programme level as well as the skills to manage teams of professionals.
4. Professional Registration with a recognised engineering professional body.
5. Project management training and experience is required.
6. Experience working in the SADC countries.
7. Exposure to the senior management committees, reporting and attending board meetings is essential.
8. Experience in development project origination, proposal writing and fund mobilisation.
9. Demonstrable experience in identifying client challenges and playing an active part in finding innovative solutions.
10. Experienced communicator and negotiator.
11. Strong negotiation skills with the ability to close deals.
12. Experience in working with International Financial Institution (IFI) funded programmes in the SADC region.

Desirable Requirements

13. Experience working on water infrastructure projects.
14. Project management and delivery experience.
15. Fund Management experience.

COMPETENCIES

1. BEHAVIOURAL

a) Teamwork & Cooperation

- Acts to promote a friendly climate and good morale and resolves conflicts.
- Creates opportunities for cross-functional working.
- Encourages others to network outside of their team/department and learn from their experience.

b) Leading and empowering others

- Creates the conditions that enables the team to perform at its best (e.g., setting clear directions, providing appropriate structure, getting the right people, obtain needed resources).
- Monitors performance against clear standards, addresses performance issues promptly and takes action to get performance back to desired levels.
- Proactively asks for feedback on own performance from team members, aiming to become more effective.

c) Driving delivery of results

- Identifies and implements a business opportunity that will have a long-term impact on the business (which may include the organisation's reputation or brand image). Monitors progress and adapts the plan, if necessary, to ensure optimal benefit to the business.
- Makes decisions, sets priorities, or chooses goals based on inputs and outputs: makes explicit considerations of potential profit, return on investment, or cost-benefit analysis.
- Based on the cost-benefit analysis, makes decisions of an entrepreneurial risk nature.

d) Achievement orientation

- Undertakes challenging assignments and strives to complete them.
- Sets priorities and chooses goals on the basis of calculated costs, anticipated benefits and improvement of performance.
- Aim at exceptional performance, setting out to achieve a unique standard.
- Constantly analysis outcomes to ensure the achievements of business goal.
- Identifies short-term opportunities or potential problems aiming to achieve better outcomes.

e) Customer Orientation

- Tries to understand the underlying needs of customers and match these needs to available or customized products and services.
- Adapts processes and procedures to meet on-going customer needs.
- Utilises the feedback received from customers, in order to develop new and / or improving existing services / products that relates to their on-going needs.
- Thinks of new ways to align DBSA's offering with future customer needs.

f) Integrity

- Is willing to end a business relationship because it was associated with unethical business practice.
- Is capable of challenging senior management (in an appropriate and respectable manner) in order to act on espoused values.

g) Self-awareness & self-control

- Withholds effects of strong emotions in difficult situations.
- Keeps functioning or responds constructively despite stress.
- May apply special techniques or plan ahead of time to manage emotions or stress

2. TECHNICAL

a) Project Management

- Defines, plans and manages large and/or strategic projects, including those with a high degree of technical complexity, with impacts across the organisation and/or with national implications.
- Assembles and leads diverse and multi-disciplinary teams, ensuring maximum effective resource utilisation.
- Successfully manages substantial project budgets and reports directly to senior managers on the progress and results of projects.

- Identifies complex issues that need escalation and proposes appropriate corrective actions.

b) Business Acumen

- Takes actions to fit business strategy.
- Assesses and links short-term tasks in the context of long-term business strategies or perspectives.
- Reviews own actions against the organisation's strategic plan; includes the big picture when considering possible opportunities or projects or thinks about long-term applications of current activities.
- Anticipates possible responses to different initiatives.
- Understands the projected direction of the industry and how changes might impact the organisation.

c) Business Development

- Identifies lucrative market opportunities through an excellent understanding and interpretation of sector analyses, including market structure, supply and demand aspects, competitor environment, gap analysis.
- Actively participates in formulating, developing and implementing the business development strategy/ies to generate new investment opportunities in public and private sector (delivery of infrastructure services).
- Constructs business plans for bankable multi-dimensional projects, using standard and/or customised templates and processes.
- Assesses Project/ Programme Feasibility through interrogation of resource requirements (including financing, capacity, capability and related issues).
- Coordinates, controls and manages the activities and efforts required for the implementation of the plan.

d) Detailed Oriented

- Quickly identifies relevant and irrelevant information to support accurate decision-making.
- Maps out all the logistics and details of a situation to ensure smooth and flawless implementation.
- Consistently identifies all relevant details that are not obvious in complex situations.
- Requires the highest standards for accuracy and quality of their work.
- Establishes processes to ensure accuracy and quality of services delivered by the team.

e) Planning & Organizing

- Coaches' others on advanced planning and organising skills.
- Plays a role in transferring advanced planning and organising skills and knowledge to others.
- Identifies and acts on opportunities to partner with other units in the department to achieve desired results.
- Develops partnership agreements that ensure win-win outcomes for all parties. Develops integrated plans for the work unit and others that interfaces with the function's budget.

f) Reporting & Communication

- Designs, reviews and improves reporting processes and provides guidance.
- Leads production of complex environment reports, takes an editorial role, determines content and level of detail, and ensures consistent messaging and branding.
- Is relied on by others to help them write complex technical and non-technical documents and briefs.
- Can determine which aspects of this knowledge area need to be transferred to others to achieve organisational goals.
- Coaches others and transfers communication skills and knowledge to others.
- Able to communicate complex problems or concepts, by making them simple and understandable for others.
- Adapts language to the level of the audience to ensure that the message has a positive impact and is interesting to the audience.
- Is articulate, demonstrates a wide range of vocabulary, and is confident when talking to large/high level audiences.

g) Presentation Skills

- Knows how to deliver arguments persuasively by employing a range of advanced presentation techniques (e.g., the appropriate use of body language, how to close a presentation so that the audience continues to think about the subject matter etc.).
- Has knowledge of various feedback mechanisms to check levels of audience understanding.

h) Written communication

- Understands that different writing styles are required for different documents or audiences.
- Write effective correspondence, prepares questions and reports, statements of circumstance and briefing notes.
- Reviews others' documents for clarity and impact.
- Has a solid mastery of writing principles such as grammar, sentence construction etc.

i) Verbal communication

- Able to present a theme in writing in an ordered, intelligible manner with well-structured and relevant supporting detail.
- Able to understand topic switches and use vocabulary of attitude.
- Reasonably fluent in speaking.