



Functional Title	:	Assistant Country Director – Program Quality
Responsibility level/Grade	:	ACD / K
Department/Project/PN	:	Program
Work station	:	Kathmandu
Incumbent's Name	:	
Supervisor/Principal Evaluator	:	Country Director

JOB SUMMARY

The Assistant Country Director – Program Quality (ACD – PQ) is responsible for ensuring that CARE Nepal's programs contribute to CARE's vision. The ACD - PQ is expected to provide strategic leadership in the areas of program development, implementation, monitoring and evaluation and ensure that CARE's programs/projects make a significant contribution to reducing poverty and social injustice with focus on core priorities including investment in the empowerment and leadership of women and girls, good governance and accountability, working in partnership and alliance with like-minded actors, and evidence-based advocacy.

The ACD - PQ is responsible for overseeing the development of program strategies appropriate for the specific environments in which CARE works S/he manages a team of professionals focused on the design, funding, implementation, monitoring and evaluation of programs and projects (including emergency programs) that effectively address the underlying causes of poverty in line with CARE's Programming Principles. S/he must also ensure that systems and people are in place to ensure the proper management of those projects and programs.

The ACD - PQ is responsible for overseeing the development, testing and implementation of new and innovative program approaches appropriate for the context of the Country Office (CO). S/he works closely with, and is supported by the program units at the Regional and at Headquarters in CARE USA as well as with other interested CARE International members. The ACD - PQ is a key member of the CO Senior Management Team and as such is responsible for leading and supporting CO initiatives. S/he is responsible for (along with the CD) maintaining good working relationships with host government officials, donors and other partners. S/he may be required to become Acting CD when the CD is out of the country.

RESPONSIBILITIES AND TASKS:

R1. Program Quality

- Oversee the development, implementation, monitoring and evaluation of country office programs and projects and ensure that they are in line with CO strategic plan and program strategy and with the CI Programming Principles.
- Ensure systems and plans are in place to guarantee that CO programs/projects are designed and implemented based on sound analysis, address the underlying causes of poverty and achieve measurable positive impact on the poor and marginalized.
- Work with staff and partners to generate viable programs in line with CO strategy and assist in identifying and securing funding for those programs
- Ensure that proper monitoring and evaluation systems are in place to demonstrate impact on Underlying Causes of Poverty (UCP) and that program lessons are being used to promote



improved programming and learning. Ensure that monitoring and evaluation systems enhance accountability of COs vis-a-vis the communities with whom we work as well as other stakeholders (civil society, donors and government counterparts).

- Assist CD in the development and regular updating of an appropriate emergency preparedness plan and ensure that disaster risk management is integrated in CARE programs.
- Work with the CD to oversee the development and implementation of a CO advocacy agenda that supports CO programs and, if possible, is in line with CO and CI priorities.
- Ensure that GED issues are properly considered and addressed in all programs/projects.

R2. Program Management

- Ensure that CARE programs and projects are managed in a manner which achieves the program/project goals, is in line with CARE policies and procedures and demonstrate sound resource management.
- Ensure that qualified staff and appropriate policies, procedures and systems are place to properly manage CARE's programs/projects.
- Monitor the CO programs and projects to ensure that they are implemented in a professional manner in line with the project proposal through project visits and the review of annual implementation plans and activity reports.
- Ensure proper management of financial and other resources entrusted to CARE's programs and projects, including the review and approval of program/project budgets (including project matches) and the monitoring of budget reports (including the proper recording of matches).
- Ensure donor and government reporting is done according to agreed upon standards and in a timely manner.
- Work closely with HR, Internal Audit and Program Support (Finance, Administration, Procurement, Transport, etc.) to ensure proper coordination exists for efficient program implementation.
- Ensure strong commodity management and accountability where applicable.
- Regularly review and ensure that the most efficient CO program management structure is established and functional in order to ensure program quality and the cost efficient achievement of project objectives.

R3. Reflective Practice and Learning

- Ensure that the CO program remains dynamic, with opportunities for innovation and personal growth by promoting a culture of, and mechanisms for reflective practice and learning at all levels.
- Establish mechanisms for knowledge sharing and learning between projects and programs within the CO and with parties beyond the CO.
- Establish a reward system and model a culture that recognizes and supports innovation, risk taking and leaning.
- Ensure that the CO actively participates in organization wide and regional learning initiatives related to CARE's priority program themes and approaches.
- Ensure that lessons learned are consolidated and used to inform ongoing and future practices.

R4. Program Strategy



- Lead the preparation and implementation of the overall CO Program Framework and Strategy in line with the CO's Strategic Plan, national development plans, the CI vision and programming principles and current CARE programming priorities.
- Lead the preparation of program strategies based on sound contextual analysis and that target specific underlying causes of poverty and social injustice, in line with CARE's Unifying Framework.
- Lead the CO work on Annual Operation Plans (AOPs).
- Ensure that all programs and projects designed and implemented by the CO are in line with those program strategies and contribute to achieving the objectives of the CO Strategic Plan.
- Oversee periodic review of the operating environment and ensure CARE's role and operating model are in line with that environment.
- Play a key role in the implementation of the Business Plan for the CO along the lines of the recommendation of the Country Presence Review.
- Seek strategic partnerships necessary to promote CARE's vision and programming principles and ensure that those partners understand the COs program strategies.
- Support the CO efforts towards organizational evolution

R5. External Relations and Partnerships

- Develop and enhance relationships between the CO and other parts of CARE and external organizations so that CARE can maximize its impact on poverty and social justice.
- Establish and maintain good relationships with relevant – counterparts/departments of the Government, CARE International (CI) members, the locally-represented Multi/Bi-lateral Donors, foundations, international and national NGOs, CBOs and other civil society organizations.
- Identify issues to be addressed to heighten donor and government accountability and maintain a positive image and good visibility for CARE amongst these groups.
- Support and work effectively in coalitions, networks and social movements.
- Contribute to national dialogue on poverty reduction strategies and related issues.
- Ensure timely reporting and communications with CI members, donors, government and other key actors.
- Ensure cordial media relations and act as CARE spokesperson as required..

R6. Program Design and Strategy Development

- Lead and support the coordination and development of new concept notes, project proposals and programs in response to solicited and unsolicited local and global calls in consultation with Program Development Coordinator, project staff and cluster teams
- Develop and share CARE Nepal program frameworks with CI members, local donors and partners; seek input and develop programs and strategy that are in line with CN focus areas and global CARE priorities
- Contribute/lead in planning and development of CO strategic plan and policies; formulation of and implementation of program approach/framework with support from the theme coordinators and technical experts;
- Establish effective linkages and partnership with all units of the organization and clusters for smooth design, implementation/learning and monitoring and evaluation of programs.



R6. Staff Management

- Provide proper supervision and management for all direct reports and lead the establishment and functioning of a strong, effective and coordinated Program Team.
- Ensure the proper implementation of CARE's performance management system for direct reports, including job description and IOP (Individual Operating Plan) development, regular feedback, mid-term reviews and annual performance appraisals.
- Proactively address performance issues through regular, constructive and honest feedback and coaching.
- Identify necessary staff development, career development and succession planning strategies for direct reports.
- Ensure that space and incentives are available to allow staff to develop and innovate.
- Oversee the recruitment and orientation of new senior program staff.

R7. Upholding CARE's Core values and ensuring its principles

- Comply and exercise organizational values and culture
- Help to promote rights and good governance
- Responsible for gender responsive behavior in all actions and decisions

R8. Undertake other responsibilities as required by the Country Director

- As may be directed by the Country Director, accept any assignment that is in keeping with the type of responsibilities as referenced above

AUTHORITY:

Spending Authority: As per ASF

SUPERVISION:

Program Coordinators

WORKING CONDITIONS:

Kathmandu based with field visits as required

PERSON SPECIFICATION REQUIREMENTS:

Qualification:

Master's Degree in a related field with 15 years of relevant experience with extensive management exposure with a minimum of 5 years' experience in senior management position in the development field.

Experience:

Experience in Program Development and Management, experience and skills in Organizational Change Processes, People/Relationship Management, Financial Management, Information/Knowledge Management and External Relationships/ Fundraising is required.

Skills and knowledge:

Program Management

- Extensive experience and ability to represent the organization with Government and donors
- Demonstrated experience in leading strategic and operational planning
- Demonstrated leadership and management skills in a very complex international setting



- Extensive conceptual skills including development of program strategy
- Demonstrated experience in program design (including proposal development), implementation and evaluation
- Experience in emergency related activities

People/Relationship Management

- Demonstrated leadership and interpersonal skills
- Ability and interest to coach and develop staff
- Experience with performance management
- Experience with the management of a diverse workforce
- Strong representation and negotiation skills
- Demonstrated use of positive coping strategies in stressful environments
- Demonstrated cross cultural communication skills

Financial Management

- Knowledge and experience with financial management as demonstrated by:
- Ability to manage a complex budget
- Donor compliance and reporting

Information/Knowledge Management

- Ability to establish a learning culture within the CO

External Relationships/Fundraising

- Experience in successfully managing institutional partnerships with national and international NGOs
- Experience in establishing and maintaining collaborative relationships with donors and government counterparts.
- Experience and knowledge of operationalizing a rights-based approach
- Demonstrated experience with proposal development with range of international donors (i.e USAID, EU, DFID, CIDA)
- Experience and skills in organizational change processes

Competencies:

Adaptability:

- Adapts to changing business needs, conditions, and work responsibilities.
- Responds positively to change, embracing and using new practices or values to accomplish goals and solve problems.
- Copes well and helps others deal with the ongoing demands of change; sees and shows others the benefits of change.
- Recovers quickly from setbacks, and finds alternative ways to reach goals or targets.
- Manages change in a way that reduces the concern experienced by others.
- Clarifies priorities when leading change.

Emotional Intelligence:

- Emotional Self-Awareness to focus attention on self emotional state
- Emotional Self Regulation to be able to choose the emotions they want to experience, rather than being the victim of whatever emotions occur



- Emotional Self-Motivation with the ability to use their emotions to take positive action to continue to persistently pursue goals even in the face of significant adversity or difficulty
- Empathy - possess the ability to listen effectively and accurately enough to put yourself in the other person's shoes
- Nurturing Relationships with the ability to demonstrate sincere concern for others through word and deed, demonstrate appreciation for people's efforts and contribution.

Stress Management:

- Maintains composure in highly stressful or adverse situations.
- Handles high workloads, competing demands, vague assignments, interruptions, and distractions with poise and ease.
- Remains steady or thrives under pressure, using it to fuel productivity and efficiency.
- Stays calm and maintains focus in turbulent, threatening, or emergency situations.
- Makes rational decisions and continues to perform effectively.
- Provides direction in crisis situations and defuses potentially violent people or situations, calming others and removing them from harm.

Negotiations Skills:

- Diplomatically handles challenging or tense interpersonal situations.
- Works through difficult or awkward interpersonal situations in a positive manner.
- Broaches sensitive issues that allows rational and open discussion.
- Delivers tough messages with sensitivity to minimize the negative impact on others; critiques constructively.
- Thoughtfully intervenes in conflicts to improve communication, diffuse tension, and resolve problems.
- Seeks to find common ground and preserve relationships.

Managing Performance for Success:

- Delegates the appropriate responsibility, accountability and decision-making authority.
- Makes sure that roles, responsibilities and reporting lines are clear to each staff member.
- Accurately judges the amount of time and resources needed to accomplish a task and matches task to skills.
- Monitors progress against milestones and deadlines. Regularly discusses performance and provides feedback and coaching to staff.
- Encourages risk-taking and supports staff when they make mistakes.
- Actively supports the development and career aspirations of staff and appraises performance fairly.

Strategic Decision Making:

- Makes timely, informed decisions that take into account the facts, future goals, constraints, and risks.
- Gathers data and others' input when making decisions.



- Considers lessons learned from experience, differing needs, and the impact of the decision on others.
- Balances and analyses wisdom, experience, and perspective when making decisions.
- Finds solutions that are acceptable to diverse groups with conflicting interests and needs.
- Weighs the pros and cons of each option before making a decision and moving forward.
- Able to explain the rationale for a decision and makes necessary decisions even when information is limited or unclear.
- Learns from the consequences of decisions.

Political Acumen:

- Uses knowledge of the organization and political climate to solve problems and accomplish goals. Understands how the roles, products, and services of one's work unit relate to and impact those of other work units.
- Understands the interrelationships between different departments of the organization.
- Applies to issue knowledge of the mission, values, resources, culture, systems, and business strategies to find solutions that best serve the organization and its customers.
- Knows the reasoning behind key policies, practices, and procedures, and seeks exceptions when needed to achieve goals.
- Capitalizes on both formal channels and informal networks to achieve goals. Forms alliances with key players to get things done.
- Understands internal and external politics and their impacts on the organization. Aligns resources and maneuvers politics to solve problems or reach goals.

Leading through Vision & Values:

- Promotes organizational mission and goals, and shows the way to achieve them.
- Understands the bigger, long-range picture for the organization. Links mission, vision, values, goals, and strategies to everyday work.
- Takes calculated risks to improve performance, try a fresh approach, or reach a challenging goal.
- Sets clear, meaningful, challenging, and attainable group goals and expectations that are aligned with those of the organization.
- Observes where current trends will lead, and how they may influence the organization's direction.
- Foresees opportunities that will come and go. Forms and articulates a clear picture of the future the organization should strive for. Explains why that future is important and how current decisions make or break the chance to reach it.
- Using a global perspective, reliably forecasts future needs and devises plans to meet those needs.
- Analyzes options and decisions based on long-term pay-offs or outcomes. Translates the vision for a program or organization into clear strategies.

Facilitating Change:

- Monitors and evaluates social, fiscal, and political trends that affect the plan.



- Prepares strategies to deal with problems or drastic changes.
- Evaluates proposed actions and timelines against Organizational mission and values. Integrates the current plan with other plans as needed to achieve the overall mission

Delegating Responsibility:

- Assigns decision-making and work functions to others in an appropriate manner to maximize organizational and individual effectiveness.
- Clearly communicates the parameters of the delegated responsibility, including decision making authority and any required actions, constraints, or deadlines.
- Provides appropriate support and acts as a resource depending on the situation and capabilities of the employee.
- Establishes procedures to keep informed of issues and results of delegated responsibilities.

Communicating with Impact:

- Ensures that others involved in a project or effort are kept informed about developments and plans.
- Ensures that important information from management is shared with employees and others as appropriate.
- Shares ideas and information with others who might find them useful.
- Uses multiple channels or means to communicate important messages. Keeps manager informed about progress and problems.
- Establishes communication plans and/or systems to ensure that communications fully support the work of the organization.
- Ensures that regular, consistent communication takes place within area of responsibility.

Coaching:

- Enables co-workers to grow and succeed through feedback, instruction, and encouragement.
- Coaches others regardless of performance level. Shares specialized approaches and skills that will increase capabilities.
- Helps others identify key goals and use their talents to achieve those goals. Sees others' potential and strengths, and works to build on them.
- Takes time to observe behaviors that contribute to or detract from others' success.
- Highlights performance strengths and weaknesses by giving factual, specific, non-judgmental feedback.
- Builds relationships with teammates so that coaching efforts are received in a positive, developmental manner.
- Takes steps to learn the work interests and career goals of teammates.
- Actively supports others stretching beyond their comfort levels and trying new techniques that may enhance success.
- Coaches for incremental, one-step-at-a-time improvements, offering praise and recognition as each step forward is made.



- Encourages repeating and building upon areas of strength, and dissects areas that may be improved. Suggests methods and gives examples that provide a roadmap to improved performance.
- Models success behaviors, a high performance work ethic, and constant self-improvement.

Building Partnerships:

- Develops networks and builds alliances with all stakeholders within and outside the organization.
- Participates in cross-functional activities to achieve organizational objectives.
- Collaborates across internal and external agency boundaries to meet common objectives.
- Keeps support areas like budget and HR informed of program priorities, needs, and issues, in pursuit of responsive service.

Incumbent's Signature: Date:

Supervisor's Signature: Date: