

AFRICAN RISK CAPACITY GROUP DIRECTOR GENERAL TERMS OF REFERENCE

African Risk Capacity Johannesburg, South Africa

Title: DIRECTOR GENERAL
Location: Johannesburg, South Africa
Closing Date: 30 September 2019

The African Risk Capacity Group (ARC) was established in 2012 as a Specialised Agency of the African Union (AU) by a Conference of Plenipotentiaries to help the AU Member States improve their capacities to better plan, prepare and respond to extreme weather events and natural disasters. The objective of the ARC Group is to assist the AU Member States to reduce the risk of loss and damage caused by extreme weather events and natural disasters affecting Africa's populations by providing targeted responses to disasters in a more timely, cost-effective, objective and transparent manner. A variety of donors support ARC.¹ Current donor funding extends up to 2022, with a constant and potential stream of funding that will enable ARC to fulfil its core activities until 2022.

ARC Agency Member States created the African Risk Capacity Insurance Company Limited ("ARC Ltd"), in 2014 supported by seed funding from Donors.² The African Risk Capacity Insurance Company Limited (ARC Ltd) is a financial affiliate of the African Risk Capacity Agency (ARC Ltd and ARC Agency are hereinafter referred to as the "ARC Group"), incorporated and licensed initially in Bermuda as a 'hybrid mutual' Class 2 insurance company. ARC Ltd was established to carry out insurance and other risk transfer programs providing direct or indirect coverage for participating AU Sovereigns, against extreme weather events and natural disasters.

ARC concept is a ground-breaking public-private partnership that focuses on facilitating economic development in Africa and empowering African governments to protect vulnerable people through proactive risk management frameworks that promote resilience and food security in the wake of extreme weather events and natural disasters. ARC Agency's financial affiliate, ARC Ltd is a mutual insurance company that will eventually be owned and controlled by African sovereigns.

After five years of operations and emerging challenges such as lack of alignment of the governance structures, deepening of the climate crisis and evolution of the business model, the Boards of ARC Agency and ARC Ltd (collectively, henceforth to be termed "ARC Group Board"), launched a review of the

¹ Government of Canada, Department of Foreign Affairs, Trade and Development (DFATD), Government of France, Ministry of Foreign Affairs and International Development (MAEDI), Government of the Federal Republic of Germany, KfW Development Bank, The Rockefeller Foundation, The Swiss Confederation, Swiss Agency for Development and Cooperation (SDC), United Kingdom, Department for International Development (DFID), United States Agency for International Development (USAID). Prior support was provided by The Swedish International Development Cooperation Agency (SIDA) and the International Fund for Agricultural Development (IFAD)

² The United Kingdom (through DFID) and Germany (through BMZ via KfW).

governance structures and operations of the ARC Group, mainly to confirm the adequacy and effectiveness of the overall ARC architecture. The review concluded in a joint governance structure approved by the ARC Group. The new joint structure will be headed by a single Director General (DG). This Director General will, therefore, assume enlarged responsibilities for all ARC Group components/affiliates and report both to a Group Board consisting of both ARC Agency and ARC Ltd Board members and donor representation³, which in turn reports to the AU Conference of the Parties (COP) as the supreme governing body.

The ARC Group is thus seeking a DG with a broad skill-set to play a critical role in bringing strategic guidance and oversight to its performance. In line with the renewed governance structure, the DG will actively lead the reform process, navigating the critical change management activities, ensuring a smooth transition of the organisation. In addition to this, the DG will be tasked in transforming the operational practices of the Group including creating a new culture of collaboration between the private and public sector arms of the Group, identifying a clear roadmap to financial sustainability and maintaining a definite consideration of different stakeholder interests

The DG will lead a team that is making strides in empowering African sovereigns to build resilience against the catastrophic effects of climate disasters; a first for Africa. They will join a team that, in just over five years of operations, has led the delivery of pay-outs of more than \$36 million to countries affected by drought, thereby assisting over 2.1million people. Despite this promising start, further progress has been hampered by the low technical capacity for disaster risk management and weak understanding of risk financing within many AU Member States; challenges with accessing reliable data and building robust models; and political incentives to wait until after a disaster strikes before planning the response. Faced with a scarcity of resources at home, and an international community which continues to provide ready concessional finance following disasters, it has been very challenging to convince AU Member States to purchase ARC insurance to protect their people. However, ARC Group now stands at a crossroads as international donors have pledged greater support to AU Member States to co-finance insurance policies. This new offer of premium financing creates different incentives and provides a great opportunity for ARC Group to forge ahead with a transformative vision for disaster response in Africa. The DG will need to seize this opportunity, developing a long-term strategy within this complex, evolving context and creating a sustainable future for ARC.

Working under the guidance of the ARC Group Board , the DG will define the institution's strategic vision and be accountable for its implementation as well as both the developmental and financial results. He/she will bring their expertise, experience, knowledge and networks to channel a new path towards strategies and partnerships that will continue to place ARC as a leader in disaster risk management and as a true partner to Africa's people and Governments in alleviating the impact of natural disasters.

The DG is an ex-officio member of each of the affiliates managing organs, including the Board of Directors, and is responsible for ensuring the overall ARC Group strategy is aligned with each affiliate. Additionally, the DG co-ordinates the ARC Group's senior management team, known as the Executive Committee (Ex-Co), including the financial sustainability of each affiliate, comprising the ARC's substantive affiliate heads in establishing and implementing ARC's strategic mission. The DG outlines performance targets for the Ex-Co and guides its performance reporting this to the ARC Board.

³ The ARC Treaty will be amended accordingly.

Appointment

The DG is appointed by the ARC Conference of the Parties (**CoP**) for a term of **4 years** renewable once.

Notwithstanding the above, the DG will be on a fixed term contract of 2 years, renewable. The first 1 year of the fixed term contract will be probationary, which period may be extended up to 18 months by the ARC Group Board. During the probationary period, the ARC Group Board will assess the overall performance of the DG. This assessment will include fulfilment of duties and capabilities required for the position, conduct in the job and suitability to meet the requirements of the organization.

Duties and Responsibilities

The DG's primary responsibilities are as set out below:

Strategic Leadership and Delivery

- Provides overall leadership and oversight to the ARC Group (ARC Agency and its affiliates) and advises the ARC Group Board;
- Lead the development of ARC group strategy and its implementation with a clear roadmap to financial sustainability and its implementation;
- Prepares and submits for approval by the Group Board and CoP, the Group Programme of Work and Budget of the ARC Group;
- Leads the ARC Group in pursuing the strategic objectives defined by the CoP and the Group Board;
- Operationalizes, leads and monitors the implementation of the organisational structure, work programme, main policies and other business processes;
- Ensures that there are strong fiduciary controls in place to monitor the use of ARC resources;
- Develops rigorous management and communications systems to ensure the implementation of and strict adherence to CoP, the Annual General Meeting and ARC Group Board decisions and other ARC policies in a timely manner;
- Ensures meaningful monitoring and evaluation of ARC programs and performance and the provision of accurate analysis and routine reporting on ARC's activities;
- Manages the ARC Group and its interaction with the Member States, including the provision of technical services for the development of risk management, operational and contingency plans;
- Provides oversight to the Secretariat functions of the ARC Group, working harmoniously with the Chief Operating Officers of ARC Agency and its financial affiliate ARC Ltd, and other affiliates;
- Represents the ARC Group at the highest level, ensuring its role within the food security and disaster management communities is well understood; and
- Accountable for results of ARC group.

Coordinating with Affiliates

- Provide oversight to ensure that ARC Group objectives are being met;
- Coordinate the Executive Committee (Ex-Co) ensuring consistency and performance of ARC Group's objectives and targets;

- Sit on the Board of Directors of any ARC Group subsidiary or affiliated entity, as an ex officio member, and serve as a liaison between the Board of Directors of such subsidiary or affiliated entity and the ARC Group Board; and
- Facilitate coordination between the ARC Group Board and the Boards of Directors of any affiliates, as well as of any subsidiary bodies of the Boards and/or joint committees.

Managing Finance, People and Systems

Operational management

- Exercise authority over personnel and human-resource matters and further strengthen performance management by tracking key performance indicators across the organisation;
- Prepare Staff Regulations and rules for approval by the ARC Group Governing Board and adoption by the ARC Conference of the Parties;
- Maintain a positive work environment that facilitates collaboration and information sharing within the ARC Group that is conducive to attracting, retaining, and motivating diverse talent; and
- Prepare evaluations of the operations of the ARC Agency Subsidiary or Affiliated Entities for consideration by the ARC Group Board.

Financial management

- Prepare the Financial Regulations and Rules of the ARC Agency for approval by the ARC Group Board and adoption by the ARC Conference of the Parties;
- Ensure the overall transparent and effective financial and administrative functionality of ARC and its assets;
- Provide oversight over the assets/investment management in an ex-officio role in premium support or other funds that are linked to ARC Group; and
- Oversee the management and implementation of all ARC Group contracts according to corporate procurement systems and practices that deliver value for money and focus on the primary work of ARC.

Official Representation

- Represent ARC Group before relevant authorities, in particular, the organs of the AU.

Partner Engagement, working with the Board and Mobilizing Resources

To safeguard and continually strengthen the effectiveness, reputation, and profile of ARC Group, the DG will work closely with the Board and its committees to:

- Build and maintain effective alliances and operational collaboration with public and private partners, such as governments of implementing countries, United Nations agencies and other international organisations, bilateral donors, non-governmental organisations, the business sector, civil society actors, and communities impacted by natural disasters;
- Engage with other regional groups of AU Member states and non-member states countries, communicating the ARC's purpose and aiming to secure their support;
- Represent the ARC Group and its work with external stakeholders in critical and strategic engagements related to disaster management in Africa;

- Build effective partnerships with public and private entities to support the work of ARC Group;
- Interact with governments at the highest political level to advocate for appropriate engagement with ARC Group;
- Maintain effective communications with all stakeholders; and
- Ensure overall leadership and oversight on strategies relating to the financial sustainability of the ARC Group.

Mobilising and sustaining resources

- Provide strategic guidance for resource mobilization;
- Oversee and advance the development of new funding streams for the ARC Group and affiliates, broadening the donor base and encouraging increased investment in programs; and
- Ensure the highest level of confidence among public and private donors in ARC operations.

Working with the CoP and Group Board

- Prepare and submit reports to the CoP as required by the Establishment Agreement;
- Report to the Group Board together with the COO/CEO on the operational, administrative, and financial aspects of the ARC Agency and the work of its Subsidiary or Affiliated Entities at each Governing Board meeting;
- Ensure that the Board is made aware, in a timely way, of critical strategic and other material operational challenges the Secretariat or affiliates is encountering in the course of its work;
- Represent the management of the Secretariat at Group Board Meetings, and ensure effective and timely preparation and distribution of all materials in accordance with Board mandated policies and procedures;
- Assist the Committees of the Group Board, their advisory and technical panels and other support structures; and
- Communicate Group Board decisions to the ARC's staff, and other relevant stakeholders.

Level of Performance and Qualifications

As the Director General (Group CEO) of an African Union Specialized Agency, the ARC Director General shall have the authorities specified in the Establishment Agreement and shall be appointed at the level and with the remuneration commensurate with that of an **Assistant Executive Director** of the World Food Programme, as is required to fulfil this position's competencies. Subject to the reform process mentioned above, ARC Group will be undergoing significant organisational changes which could result in decoupling from the World Food Programme and as such, the grade level and remuneration will be reviewed to ensure it is appropriate. The ARC Director General shall be a national of a Party to the ARC Establishment Agreement.

The Director General will be evaluated by the ARC Group Board. During the evaluation of the Director General, consultations with ARC Group's critical stakeholders may be conducted by the ARC Group Board.

Education

- A PHD or Masters degree (or equivalent professional qualification) in economics, management, finance, or business.

Experience

- At least 15 years of, postgraduate, progressively responsible professional and managerial experience as a manager at both the national and international level; in public and private sector experience;
- Demonstrated ability to think strategically, prioritise effectively, mobilise resources and deploy them flexibly;
- Ability to translate broad strategies into specific objectives and action plans and align the organisation to support strategic priorities and ability to set strategic direction and ensure implementation;
- Comfort working at ministerial level and with international development partners;
- Pan-African commercial and financial markets experience;
- Experience in managing complex change management programmes;
- Demonstrated ability to lead effectively and manage a large and dispersed team in a dynamic and multicultural environment;
- Experience in public-private partnerships;
- Excellent written and oral communication skills to represent the ARC Group's viewpoint publicly in global fora;
- Strong work ethic established professional credibility and unquestionable integrity;
- Experience in disaster management, food security, insurance, or a related field, will be an added advantage; and

Languages

Fluency in English and French is strongly preferred. Working knowledge of more than one language of the AU will be an added advantage