

POSITION DESCRIPTION

Manager, International Programs

Position Objective

To successfully direct, drive and lead AFAO's international policy, advocacy, programs and partnerships to prevent HIV and reduce its impacts in Asia and the Pacific.

Specifically, this position drives strategic change to achieve the goal of AFAO's *Sustainability of HIV Services for Key Populations in Asia* (SKPA) Program – to scale-up HIV programs for key populations in grant countries – through leadership, critical analysis and advocacy, diverse partnerships and brokering, and effective program planning and implementation.

Location and Reporting Structure

This position is based in Bangkok, Thailand. It reports directly to the Chief Executive Officer, who is based in Sydney, Australia. The following positions, based in Bangkok, report directly to this position:

- Country Leads (four positions)
- Manager, Finance and Grants
- Senior Technical Advisor.

This position manages external contractors from time to time.

Organisational Context

In Australia, AFAO leads the national effort to end HIV on behalf of its member organisations who represent the diverse communities most affected by HIV – lesbian, gay, bisexual, transgender and intersex communities, sex workers, people who inject drugs, people with HIV and Aboriginal and Torres Strait Islander communities.

Internationally, AFAO contributes to the development of effective HIV policy and programs in Asia and the Pacific, fosters the development of regional and country-level community responses to HIV, and represents Australia's community response to HIV in global forums.

From January 2019, AFAO will lead the *Sustainability of HIV Services for Key Populations in Asia* (SKPA) Program, funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria.

Program Context

The SKPA Program aims to promote sustainable services for key populations at scale to stop HIV transmissions and AIDS related deaths by 2030. The program will be implemented in Bhutan, Lao PDR, Malaysia, Mongolia, Papua New Guinea, the Philippines, Sri Lanka and Timor-Leste.

Economic growth and the consequent shift to middle income status requires that grant countries within this program increase domestic investment and be more self-sufficient in the delivery of national HIV/AIDS programs. Even where staged, the challenges of transition from donor to

domestic funding are acute. With diminishing donor funding, countries must be highly efficient in targeting their investments in accordance with epidemiology and mechanisms for funding community-led responses by those most affected by HIV – key populations – must be established or strengthened.

The SKPA Program recognises the considerable existing efforts of grant countries toward national and global HIV/AIDS goals, funded through domestic, private and donor sources. It also recognises that, as in all countries, each of the grant countries of this program experiences barriers that prevent the provision of services and programs for key populations at necessary scale. The SKPA Program seeks to identify barriers to scale-up and implement targeted actions to address those barriers.

The objectives of the SKPA Program are to:

- **Increase Financial Sustainability:** Secure the long-term sustainability of increased service delivery at national levels through securing domestic investment and spending, exploring innovative approaches and identifying alternative sources of funding for key programs
- **Strengthen Strategic Information:** Secure up-to-date strategic information, particularly on key epidemiological and response information including population size estimates and program coverage, community needs assessment of key populations to inform program design
- **Mitigate Service Delivery Gaps:** Scale-up outreach to key populations and improve their access to prevention, testing and treatment and retention in the service cascade
- **Strengthen Community Systems:** Strengthen community responses and systems to support increased scale-up of services for key populations including sustainability of community-led services through community-based research, effective use of data and other strategic information and through community mobilisation
- **Contribute to Enabling Environment:** Address barriers to access including addressing stigma and discrimination and other human rights- and gender-related barriers to services, where relevant.

Principal Duties

- Direct, drive and lead AFAO's international policy, advocacy, programs and partnerships.
- Utilise advocacy, negotiation, mobilisation and other influencing strategies to promote positive change consistent with AFAO's strategic objectives.
- Maintain and develop AFAO's strategic relationships with government representatives, civil society partners and other stakeholders at a senior level regionally and internationally.
- Participate in regional and global forums, lead discussions with external bodies and represent AFAO publicly.
- Manage, develop and inspire staff reporting to the position to achieve required levels of skill and performance, and undertake employee performance reviews and performance management.
- Ensure compliance with grant and donor requirements, including activity and financial progress reporting and evaluation processes.
- Lead the development of proposals and submissions.
- Ensure the effective functioning and operations of the AFAO Foundation, including its external audit processes, reporting to Thai authorities and compliance with Thai legal and regulatory requirements.
- Remain abreast of developments in HIV internationally to ensure AFAO remains at the cutting edge of current knowledge and practice.

- Prepare and otherwise ensure the quality of discussion and briefing papers prepared for the Boards of AFAO and the AFAO Foundation and contribute to Board meetings and processes.
- Provide support to the Chief Executive Officer as a member of AFAO's leadership team and perform other duties and responsibilities as assigned by the Chief Executive Officer.
- Promote AFAO's knowledge, skills, experience and successes.
- Adopt continuous learning and improvement processes in all aspects of the position.
- Understand, implement, participate and promote AFAO's business processes, policies and procedures, and WHS objectives, processes and procedures.

Specifically, in relation to the SKPA program:

- Establish early and effective relationships with senior government, advisory and civil society stakeholders to foster country-level commitment, determine pathways and agree on action toward the program goal of scale-up of HIV programs for key populations.
- Provide leadership, develop and inspire staff to lead strategic change processes in grant countries, including the adoption of targets aligned with program goal in National HIV Strategies and national implementation planning.
- Identify and pursue opportunities to leverage the capacity of others towards the program goal, including global, regional and country bodies (such as the World Bank, the Asia Development Bank, human rights institutions, UNAIDS, UNDP and the World Health Organization).
- Leverage synergies with other programs and initiatives with similar goals or other potential alignment, including other multicountry grants, country grants and other donor programs.
- Lead the effective planning, implementation and evaluation of the program.
- Ensure high standards of Sub-Recipient activity and financial performance and take early and effective action to remediate delayed or poor performance.
- Continuously monitor overall and country-level program delivery against program objectives, adjust or discontinue ineffective approaches and devise and execute new strategies more likely to achieve required program outcomes.
- Ensure the timely and quality delivery of program monitoring and evaluation.
- Ensure regular and visible communication of program achievements and learnings to inspire and influence program participants and others engaged in HIV sustainability and transition efforts.
- Lead communications with the Global Fund Country Team and key contacts.
- Ensure the resourcing of and AFAO's effective participation in the Regional Advisory Group established for the program.

Challenges and Problem Solving

Challenges faced by the position that the position-holder will be expected to be able to manage include:

- Delivering the SKPA Program and AFAO's Strategic Plan to achieve program and organisational goals.
- Conducting high-level advocacy and achieving influence in diverse country contexts.
- Delivering an ambitious and complex program to high performance and quality standards and overcoming institutional and other barriers to program goals.
- Determining the relative mix of 'pressure' and 'support' to be applied in program implementation and stakeholder relationships to achieve the greatest possible outcomes with available program resources and time.

- Recognising important issues that will affect program outcomes, engaging others around those issues and planning proportionate and effective responses to those issues.
- Making excellent judgements about priorities and managing those priorities so that deadlines are met.
- Managing risk and implementing effective risk mitigation strategies.
- Effectively responding to potentially sensitive issues and knowing when to escalate matters to the Chief Executive Officer.
- Representing AFAO publicly and in regional and global forums and events.

Decision Making

The role of Manager, International Programs, is critical to AFAO's success.

The Manager, International Programs, exercises considerable day to day discretionary and decision-making responsibility within the framework set by an annual work plan, which is approved by the Chief Executive Officer, and AFAO's Strategic, Business and other plans that are approved by the Chief Executive Officer and/or the Board.

The Manager, International Programs, is required to exercise considerable judgement in responding to issues within short timeframes, sometimes where there is little or no precedent. The Manager, International Programs, discusses major issues and issues of potential sensitivity that involve reputational risk with the Chief Executive Officer for direction and support.

In exercising their responsibilities and making decisions the Manager, International Programs, is bound by AFAO's Code of Conduct and policies and procedures.

Performance Review

The Manager, International Programs, will participate in an annual work planning and performance appraisal process for this role with the Chief Executive Officer.

Key Performance Indicators for the role will include:

- Effective leadership, stakeholder engagement and mobilisation, exercise of influence, use and reprogramming of resources and implementation of solutions to achieve the program goal in grant countries.
- Establishing and leading a high performing team and inspiring and fostering leadership among all staff to maximise capacity and effectiveness.
- Effective delivery of the SKPA Program and AFAO's Strategic Plan against agreed milestones, workplan tracking measures and indicators.
- Effective working relationships with Sub-Recipients, regional technical partners, government and Country Coordinating Mechanism representatives, civil society partners, the Global Fund and other stakeholders.
- Ensuring the effective functioning and operations of the AFAO Foundation.
- Making excellent judgements about priorities and managing those priorities so that deadlines are met.
- Recognising important issues that will affect the achievement of the program goal and leading proportionate and effective responses to those issues.
- Continuously assessing risk and implementing effective risk mitigation strategies.

- Effectively responding to potentially sensitive issues and knowing when to escalate matters to the Chief Executive Officer.
- Completion of duties in an efficient and effective manner.

Position Dimensions

Staffing

- Reporting directly: 6 FTE
- Reporting indirectly: 3 FTE

Budget

- USD \$13.5m over three years (2019 - 2021).

Skills and Experience

- Outstanding leadership capability with a proven track record of inspiring others and leading strategic change to achieve program and organisational goals.
- Strong management capability, encompassing planning, budgeting, human resources and people management skills.
- Demonstrated experience at a senior level in leading complex HIV (or related) programs, preferably in developing settings and with international donor financing.
- Demonstrated understanding of and commitment to the ethos of community-led action of health and issues affecting key populations.
- Strong ability to critically analyse information and proactively identify requirements and offer recommendations and solutions.
- Excellent written and oral communication and interpersonal skills.
- Demonstrated experience in working collaboratively, negotiating and exercising influence to resolve complex issues, including with stakeholders who may hold differing views and conflicting interests.
- High level of attention to detail and organisational skills with a methodical approach to manage concurrent priorities and meet deadlines.
- Experience in managing risk, including the exercise of political judgement and handling of corporate risk.
- A minimum of 10 years relevant professional experience at a senior level and tertiary qualifications or equivalent experience in international development, policy, management, public health, social sciences, communications or a similar field.