

## Job Specification - Divisional Manager, Uganda

### Main Purpose of the Role

The incumbent will maintain responsibility for the following:

1. Developing, implementing and executing strategic plans to achieve budget goals and maximize profitability.
2. Managing all aspects of the business and administrative operations, including evaluating and analyzing market trends, product pricing, market conditions, competitive products, as well as expenses and revenues.
3. Formulating and implementing the sales and collections growth strategies for the division and maintain accountability for meeting and exceeding the agreed targets and profit objectives of the division.
4. Operationally directing a staff complement comprising of sales, collections and operations staff, to ensure that their day-to-day activities are being performed to the required level of diligence and competence. This includes maintaining responsibility for recruitment, training and performance coaching and management.

### Key Deliverables of the Divisional Manager

1. Sales Agent (“Agent”) Recruitment and Management:
    - i. Achieve and maintain Agent numbers in the region in line with the budget requirement.
    - ii. Ensure all Agents are equipped with the appropriate product knowledge, selling skills and devices.
    - iii. Coordinate recruitment of Agents in collaboration with the Regional Managers and Agent Administrators.
    - iv. Provide ongoing and regular training to ensure the Agents are equipped with up-to-date product and process knowledge and selling skills.
  2. Sales:
    - i. Achieve sales figures in accordance with budgets provided from time to time.
    - ii. Achieve activity (activations & appointments) and conversion rate targets for all agents and teams as set from time to time.
    - iii. Increase market share in the public sector guided by your portfolio targets set out in the budgets for the year.
    - iv. Assist in the development of marketing strategies for the financial year and implement as appropriate within the region.
    - v. Recruit appropriately qualified regional managers (“RMs”), team leaders and sales agents, in accordance with the manpower requirements as defined from time to time.
    - vi. Provide daily monitoring of all activity and conversion measurements, identifying negative variances and actioning same accordingly.
    - vii. Ensure the adoption, use of and compliance with the Pre-Sales App and maintain detailed records of all activation, prospect and conversion data as well as all interventions on underperforming regional managers and team leaders.
    - viii. Provide daily reports i.r.o. activity and conversion statistics and interventions as well as on general operational items, to line management, in the prescribed format and at the prescribed times. Identify, analyze and report on new trends in microfinance in the division.
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- ix. Interact and maintain key client relationships with employers and third parties.
- x. Ensure that service levels in branches and satellite offices under your control meet the required standards.
- xi. Relationship management: Ensure that sound relationships are created and maintained with key staff and management of the Votes, Government Ministries, UMRA Departments and Agencies (“MDAs”) and private entities which the Company deals with, as well as with external service providers (UCLA) in the division for the timely acquisition of LOUs, code uploads, collections and query resolutions.
- xii. Ensure that the image of the Company is consistently presented in a strong and positive light to relevant stakeholders.
- xiii. Conduct daily, weekly and monthly meetings with your sales team(s) discussing the previous period’s work and the following period’s planned activities.
- xiv. Prepare and submit weekly plans at the end of each week detailing activities for the following week.

### 3. Collections:

- i. Ensure collection of byproducts from Ministries, Departments and MDAs within your division to meet the set deadline every month.
- ii. Ensure that feedback on byproduct status and collection is provided to the Collections Manager and the Chief Executive Officer (“CEO”) daily.
- iii. Ensure that payments from MDAs and private payrolls within your division are promptly followed up with and collected.
- iv. Ensure that feedback on payments status and collection is provided to the Collections Manager and the CEO daily.
- v. Ensure that any dropped accounts and/or uploads, as informed by the Collections Manager, are promptly notified to the relevant MDA and are promptly followed up with in accordance with deadlines as provided from time to time.
- vi. Ensure monthly mismatches are lodged at respective payrolls and feedback is provided within the set deadlines.
- vii. Partial Performing Arrears Rollover Campaigns, as allocated to each RM monthly, to be actioned daily (calling - appointment - rollover) and reported on daily to the Collections Manager.
- viii. Calling, tracing and visiting of next of kin on deceased client matters to obtain death certificates for submission to the Collections Manager to conclude deceased claims via the relevant credit life insurer. Reporting on these daily to the Collections Manager.

### 4. Operations:

- i. Carry out regional monthly internal audits as set out in the audit templates, to the standard and in accordance with the deadlines set, to ensure compliance with Standard Operating Procedures (“SOPs”).
- ii. Ensure the timely disbursement of loans to clients within the Turnaround Time (“TAT”) standards of the Company, through an effective and efficient system of top-level customer service in processing loans to limit any delays in the acquisition of loan documents to improve customer satisfaction and retention.
- iii. Ensure adequate and proper control and management of all assets in your division, including but not limited to vehicles, electronic devices such as tablets, mobile phones, laptops, desktop, printers, copiers etc., furniture, fixtures and fittings, kitchen appliances, safety deposit boxes and/or safes, stationery, cash, vouchers etc. and ensure that proper records of all are maintained and that all are properly cared for and serviced/maintained in accordance with the manufacturers specifications.
- iv. Ensure that the Select Group values, as defined from time to time, are shared with all staff, and actively propagated through induction sessions for all new staff and regular communication sessions with all existing staff, as well as actively practicing same and setting the example.

## **Reporting Structure**

The incumbent will report to the Chief Executive Officer.

## **The Candidate**

We seek the following in our desired candidate:

### ***Qualification Requirement***

1. A relevant tertiary qualification is essential.
2. A postgraduate qualification will be advantageous.

### ***Experience / Background Preference***

1. The ideal candidate will have five to ten years' relevant, working experience.
2. Extensive experience in the financial services sector is essential.
3. Experience in the Microfinance industry will be advantageous.
4. Previous exposure to Africa will be highly advantageous.
5. Solid management, accounting and legal skills are essential.
6. Previous Collections experience will be advantageous.
7. Knowledge of Uganda and general Microfinance laws relating to financial services, particularly with regard to Microlending is essential.
8. A strong command of English, both written and verbal is a requirement of the job.

### ***Key Competencies***

The successful candidate will need to demonstrate the following:

1. Determination to win and be the best.
2. Extraordinary and proven people management and leadership skills, preferably with people from different cultures and countries.
3. Above average EQ and substantial experience in the leadership of teams.
4. Self-assurance and a confident manner.
5. Excellent interpersonal and communication skills, both verbal and written.
6. Ability to engage with clients at the highest level of decision-making.
7. The ability to influence and persuade others.
8. Strong analytical skills, with the ability to assess complex situations and use creativity to solve problems.
9. Established negotiation skills.
10. Strong presentation skills.
11. A self-starter, who is proactive, shows initiative, displays high levels of self-motivation and assumes responsibility for projects.
12. Proven ability to operate independently and exercise significant latitude for independent judgment, discretion and action.
13. Strong time management skills - the ability to prioritise and handle multiple tasks within strict time frames within a fast-paced environment.
14. High energy levels.
15. Strict attention to detail.
16. Strategic thinking.
17. The ability to debate in a constructive manner and to challenge conventional wisdom.
18. The ability to build strong relationships with team members, company management and clients.
19. A strong work ethic.
20. Be alert to changing situations, show flexibility in approach, adaptability in difficult circumstances and continuously strive to achieve meaningful results.

**Location**

The position is based at our Uganda office located at Plot 2, Republic Street, Mbale.

By nature of this position, travelling will be required. As such, a valid driver's license is a requirement. In this particular role, travel will be required to branches and satellite branches within Uganda.

**Compensation**

An annual cost to company remuneration package, which will be commensurate with the technical skills and experience of the successful candidate.

Please forward applications to Tracey Strong: [strongt@africanalliance.com](mailto:strongt@africanalliance.com)

If you do not hear from us within two weeks, please consider your application for this particular vacancy unsuccessful. In this instance, please be assured that we shall retain your application and will be in touch should a suitable opportunity arise in the future.