

## Document Control

### Document Information

	Information
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File Name	Organization Units & Job Roles Team Monitoring & Evaluation

### Document History

Version	Issue Date	Changes
1.0	16/07/2025	<i>Adaptation of Job Role Description of Impact Assessor</i>
	05/09/2025	<i>Adaptation Role Description Compliance Officer &amp; Legal Specialist &amp; Contract Officer.</i>
	To do	<i>Adaptation after more clarity on governance of OVO AF &amp; Business Clubs</i>

## Team Monitoring & Evaluation

“Team Monitoring & Evaluation” guarantees transparency, compliance, controllability and reliability of the operations by monitoring investment progress and its degree of goal achievement, timely bottleneck identification and adherence to commitments. The team is a key driver of appropriate governance, prevention of unexpected financial and legal liabilities, and assessment of ST4A effectiveness.

The team is headed by the **Team Leader Monitoring & Evaluation** who is in charge of:

- The overall planning, coordination and follow up of the team’s cells and job roles
- People management within the team
- Follow-up on project status in collaboration with the local financial partner and the Business Coach for loans facilitated via OVO, either through the OVO Acceleration Fund or an OVO Business Club. This includes initiating action for critical cases.
- Sustainable cooperation with domestic teams and financial partner in the target ST4A countries
- Driving the annual cycle of project continuation and preparation for future growth.

### The team hosts 4 Cells:

#### 2.2.1. Compliance

Cell Compliance is in charge of enabling informed and fact-based decision making by means of thorough investigation to confirm facts and details surrounding a prospective investment opportunity or related to an emerging issue or risk in an ongoing investment. Cell Compliance hosts a pool of (volunteering) **Compliance Officers** who safeguard legal, financial, ethical and risk aspects of projects.

#### 2.2.2. Legal & Contracting

Cell Legal & Contracting is in charge of drawing up legally binding agreements to formalize transactions **between African companies and their investors. This includes loans facilitated via OVO (through the OVO Acceleration Fund and/or an OVO Business Club, organized via a syndicated loan agreement).** The objective is to outline the conditions of the investment and minimize risks. Cell Legal & Contracting also organizes and optimizes, at country or regional level, the legal structure for international loans and fund transactions, and takes appropriate legal action to safeguard investors' interests.

The Cell hosts the job roles of:

- Legal Specialist, responsible for legal review of all contract aspects and acting as advisor to other roles as required.
- Contract Officer, responsible for drafting and finalizing contracts and ensuring timely follow-up on contract signings.

#### 2.2.3. Repayments & Reporting

Cell Repayments & Reporting assures that repayments and interest payments on investment loans **facilitated via OVO (OVO Acceleration Fund or Business Club)** are executed as contracted. The cell acts in case of overdue commitments, in terms of rescheduling or legal action.

Cell Repayments & Reporting is also responsible for following up on reports to be delivered periodically by **investees of OVO-facilitated loans**. The cell monitors both timely delivery and quality of reports, ensuring visibility of success and early detection of problems.

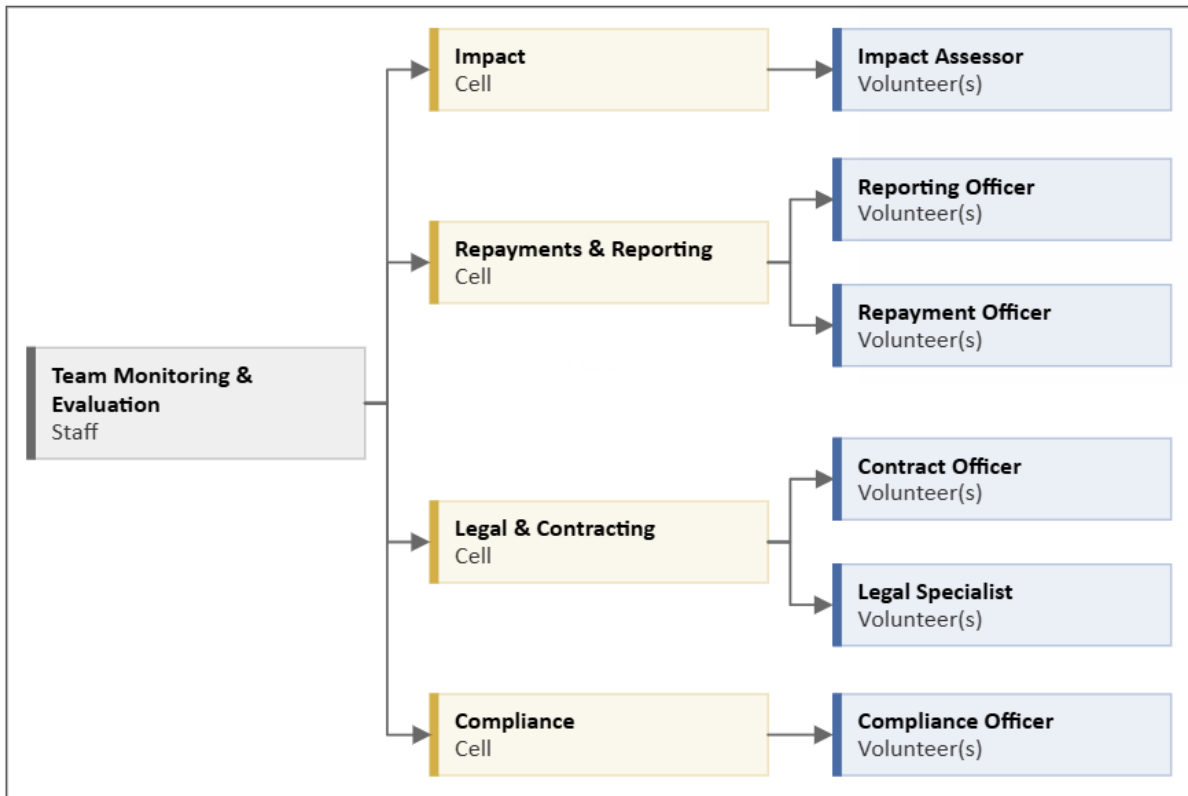
The Cell hosts the job roles of:

- Repayment Officer, who follows up on financial obligations of **OVO-facilitated loans** and initiates first-order actions in case of delays.
- Reporting Officer, who collects, validates, and analyzes data from ongoing **OVO-facilitated projects** and prepares summary reports to support fact-based decision making by other roles and committees.

#### 2.2.4. Impact

The objective of the Cell Impact is to measure (and manage) the social, environmental and financial outcomes of investments to ensure that the OVO programs achieve their goals with positive and sustained effects on target groups. The Cell hosts a pool of **Impact Assessors**, who conduct interviews, collect and analyze data and report findings according to a standardized scheme.

### Job roles Team Monitoring & Evaluation



## COMPLIANCE OFFICER

### *Team Monitoring & Evaluation – Cell Compliance*

#### **Key Role Objectives**

Key objective of the Compliance Officer role is to guarantee respect of legal and formal obligations for investment by a ST4A project.

The Compliance Officer is an independent role, not permanently assigned to a specific entrepreneurial investment or an individual Business Coach. Independence is key from an audit perspective.

#### **Competence Profile**

The Compliance Officer has a very specific expertise profile as evidenced by professional experience and/or methodological education and training in audit and assessment skills. In addition (s)he needs demonstrated expertise in one or more of the following domains:

- accounting, financial & investment planning know-how
- business & contract law
- business ethics
- sustainability assessment and SDG
- risk analysis & mitigation

Compliance Officers are part of a specific Cell Compliance, a pool of experts upon which a Business Coach or others can call for structurally planned or ad hoc interventions.

The role is executed by an incumbent in a volunteer status.

#### **Responsibilities**

The Compliance Officer only intervenes at specific discretionary moments in the life cycle of an entrepreneurial investment project or on call in case of an emergency. A Compliance Officer is called upon in the following cases and consistent with his/her expertise profile.

- ST4A Campaign – Selection Phase:
- May assist in screening and selection of candidates for ST4A Campaign
- Audits all projects tagged as investment candidates from a business perspective on legal and financial aspects to ensure prerequisites for coaching and potential investment are met and in line with the Compliance Document List.
- ST4A Campaign – Development Phase:
  - Compliance Officers play a crucial role throughout the one-on-one coaching process, **not only ensuring adherence to legal, financial, and ethical standards but also providing guidance to strengthen the investment dossier.**
  - OVO supports Business Coaches by providing guidelines, personalized **Compliance Document Lists**, and a structured database of project information collected in earlier phases.
  - Compliance Officers assist in advising entrepreneurs and Business Coaches on:
    - Completing and enhancing financial plans and business plans.
    - Ensuring all necessary legal, formal, and documentation requirements are met.
    - Aligning projects with OVO templates and SDG assessments.
  - Before submission to the Investment Committee, the Compliance Cell reviews the project to confirm that all final conditions are fulfilled.

### ***Outcomes & KPI's***

- Timely delivery of assessment reports
- Number of resolved issues & recommendations
- Number of projects going to Investment Committee

### ***Tools***

- Compliance Document List
- SDG impact assessment tool
- Business Plan template
- Financial Plan template
- Risk Analysis and Mitigation (to be developed)

## LEGAL SPECIALIST

### *Team Monitoring & Evaluation – Cell Legal & Contracting*

#### **Key Role Objectives**

- The Legal Specialist is in charge of **legal review of all contractual aspects of projects facilitated via OVO** and acts as an advisor to Management and other roles as required.
- Maintains a functional relationship with **Country Legal Experts in target countries**.
- Provides legal guidance relevant to OVO-facilitated loans (Acceleration Fund or Business Club)

#### **Competence Profile**

The role requires a law degree, preferably with an orientation or experience in corporate and contract law.

The role is executed by an incumbent in a volunteer status.

#### **Responsibilities**

- Contract reviews:
  - drafting of contract templates
  - review of deviations from agreed standard contract templates and approval advice
- Litigations:
  - advice on legal steps in case of discussion or conflicts regarding contract items or (re)payment failure
  - editing of documents and letters in case of litigation
- Legal structures:
  - Advising and assisting on legal structures regarding OVO-facilitated funding vehicles or focus and partner country structures.
  - Advising on OVO's legal structure and partnership arrangements.
- Troubled projects:
  - advice and assistance on required steps to resolve troubled project

#### **Tools**

- Legal and Tax Questions List
- Legal Toolkit per country (to be developed)

## CONTRACT OFFICER

### *Team Monitoring & Evaluation – Cell Legal & Contracting*

#### **Key Role Objectives**

- The Contract Officer is responsible for the **material production of contracts for OVO-facilitated investment loans** and for following up on contract signing by all stakeholders.
- Ensures timely completion of contracts to **enable the start of investments** under the OVO Acceleration Fund or Business Club.

#### **Competence Profile**

The role is executed by an incumbent in a volunteer status.

Key skills are:

- Basic knowledge of contract law
- Good administrative skills
- Familiarity with standard office applications
- Project management skills and deadline-oriented
- Effective communication skills

#### **Responsibilities**

- Contract production:
  - Material editing of contracts based on **OVO standard contract templates**, incorporating specific conditions approved by the investors and legal cell
  - Registration of the contract in Loandisk
- Contract follow-up:
  - Managing timely completion of all contract signings in order not to delay the start of the investment

#### **Tools**

- Signwell
- OVO Standardized Contracts

### REPAYMENT OFFICER

#### *Team Monitoring & Evaluation – Cell Repayment & Reporting*

##### *Key Role Objectives*

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- Assures follow-up on financial obligations of **OVO-facilitated investment loans** and initiates first-order actions to collect payments in case of delays.
- Supports early detection of repayment issues to protect OVO and investor interests.

##### *Competence Profile*

The role preferably is executed by an incumbent in a salaried or contracted status.

Key skills are:

- Basic knowledge of financial and contract law
- High precision and good administrative skills
- Familiarity with office automation applications
- Strong communication skills

##### *Responsibilities*

- Payment's follow-up:
  - Track received payments and register them by contract.
  - Ensure timely repayment of OVO-facilitated loans (Acceleration Fund or Business Club).
- Inquiries for payment failure:
  - Initiate first-order actions in case of payment failure.
  - Alert Team Leader if failures persist.
  - Coordinate with Legal Specialist for proposals regarding potential legal action.
  - Work with local teams for project-level follow-up.

##### *Outcomes & KPI's*

- Number and trends of overdue repayments and interest payments

##### *Tools*

- Loandisk



### REPORTING OFFICER

#### *Team Monitoring & Evaluation – Cell Repayment & Reporting*

##### **Key Role Objectives**

- Collects, validates, and analyzes data regarding the fulfillment of contractual obligations for **OVO-facilitated loans**.
- Prepares summary reports to underpin fact-based decision-making by other roles and committees.

##### **Competence Profile**

The role may be executed by an incumbent in a volunteer status.

Key skills are:

- Excellent administrative skills
- Insight into financial and contract data
- Analytical skills and ability to synthesize information
- Familiarity with office automation applications
- Good reporting skills

##### **Responsibilities**

- Data collection and analysis:
  - Extracting data from the systems
  - Verification of extracted data
  - Check the quality of reports collected and submitted from socio-economic projects.
  - Analysis of root causes of common failures and for trending
- Reporting:
  - Drafting of management reports to support fact-based decision making
  - Proposal of potential routes for prevention of recurrent and trending failures

##### **Tools**

- Intermediate Report OVO
- Loandisk
- Loan Performance Tool

## IMPACT ASSESSOR

### *Team Monitoring & Evaluation – Cell Impact*

#### *Key Role Objectives*

An **Impact Assessor** is an independent volunteer assigned to monitor and evaluate the societal and economic outcomes of supported entrepreneurial projects within the ST4A program. The role contributes to the strategic learning and improvement of the OVO's initiatives by:

- Conducting structured impact assessments of entrepreneurial projects
- Supporting data-driven learning and accountability
- Guiding teams on optimizing impact and reducing negative externalities
- Contributing to the annual OVO Impact Report
- Strengthening the ST4A community's understanding of SDG-linked results

Impact Assessors are engaged throughout different phases of the ST4A campaign, based on need and availability. They act independently of project execution and evaluation processes and bring a critical, constructive lens to understanding value creation.

#### *Competence Profile*

The role is executed by an incumbent in a volunteer status.

- **Strategic Insight:** Strong understanding of the ST4A strategy and objectives
- **Analytical Skills:** Proficiency in interpreting performance metrics and key impact indicators (KPIs)
- **Interviewing Skills:** Ability to conduct structured interviews, drill down to key insights, and synthesize qualitative and quantitative data
- **Communication:** Strong conversational, writing, and reporting skills in both English and French
- **Tool Proficiency:** Skilled in using digital tools such as Kobo Toolbox, Power BI, and standardized evaluation templates
- **Objectivity:** Able to assess projects independently, without prior involvement in their implementation.

#### *Responsibilities*

- *General Responsibilities*
  - Data Collection: On an annual basis, the Impact Assessor gathers project data through standardized surveys and qualitative interviews, using a structured interview guide and available documentation. This process ensures consistent and comparable information across projects and countries.
  - Data Analysis: Collected data is then analyzed to assess each project's contribution to the Sustainable Development Goals (SDGs). The Impact Assessor synthesizes key findings and insights, which feed directly into the OVO Impact Report and support a broader understanding of OVO's societal and economic impact.
  - Expertise: The Impact Assessor is available as an expert to support projects in defining and improving their impact. (S)he may also be consulted to advise on the impact aspects of OVO initiatives.
- *ST4A Campaign*

- Coaching: Support SMEs in completing the SDG Assessment & Impact Indicator Tool during the Development Phase. Offer guidance on how to enhance impact or reduce negative outcomes.
- Collaboration with Business Coach: Although working independently, the Impact Assessor may coordinate with the Business Coach for access to project information and timelines. The assessor does not participate in project execution or decision-making.
- Constant Evaluation: Conduct follow-up assessments toward the end of the execution phase. Evaluate project progress and impact achievements based on the SDG Assessment & Impact Indicator Tool.

### ***Tools***

- SDG Assessment & Impact Indicator Tool
- Kobo Toolbox
- Power BI

***Evaluation time of the job***: Ad hoc – with a peak period during the months the data collection and analysis for the OVO Impact Report is being conducted.