

Job Description:

Country Director, Sierra Leone



General role information

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| Job Title: | Country Director, Sierra Leone |
| Reporting to: | Senior Country Director |
| Salary Band: | 18 |
| Notice period: | 3 months |
| Budget Responsibility? | Yes |
| Direct Reports? | Yes |
| Client facing role? | Yes |

About MSI Reproductive Choices

MSI Reproductive Choices is one of the world's leading providers of sexual and reproductive healthcare. We believe that everyone should have the right to choose. From contraception to safe abortion and life-saving post-abortion care, we are committed to delivering compassionate, affordable, high-quality services for all.

Today, our organisation has over 9,000 team members working in 37 countries across the world. Our success lies in the fact that MSI teams are locally led, entrepreneurial and results-driven, and are passionate about delivering high quality, client-centred care in their own communities. As a social business, we focus on sustainable delivery, efficiency, and funding models that are built to last, so that the women and girls we serve today will have a choice in the future too.

We know that access to reproductive choice is life changing. For some, it can mean the ability to complete an education or start a career. For others, it means being able to look after the family they already have. For everyone, it means the freedom to decide their own future, creating a fairer, more equal world.

The programme

Since 1986, Marie Stopes Sierra Leone (MSSL), an affiliate of MSI Reproductive Choices (MSI), has provided voluntary family planning (FP) information and services across Sierra Leone, with a focus on high-quality long-acting and permanent methods (LAPM), to increase method choice and complement existing access and availability to short term methods. MSSL also provides maternal and child health services, cervical cancer screening and treatment of precancerous lesions, and sexually transmitted infection management. MSSL has national reach, with service delivery channels across all provinces and districts of Sierra Leone.

Over the last 35 years, MSSL known locally as “de mammy for welbodi” or “the mother of health” has established itself as a household name. Today we are the largest non-governmental provider of voluntary sexual and reproductive health (SRH) services in the country. MSSL complements and supports the Ministry of Health and Sanitation (MoHS), the Ministry of Education (MoE), and the Ministry of Youth

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Affairs at national, provincial, district, and facility level.

Over the last 5 years MSSL has reached over 1 million women, men, adolescents, and young people with high quality, client-centered voluntary FP services. In 2021 alone, MSSL served over 200,000 voluntary FP clients, generated over 510,000 FP couple-years of protection (CYPs), averting an estimated 231,000 unintended pregnancies and 1,800 maternal deaths. We estimate that more than 40% of the total demand for FP1 in Sierra Leone in 2021 was satisfied by services supported by MSSL, contributing to an increase in the modern contraceptive prevalence rate.

MSSL's programming is specifically designed to meet the needs of the most vulnerable groups, with a focus on adolescents, those living in poverty, those without alternative access to care, and other marginalized groups, such as people with disability, and survivors of gender-based violence. In 2021, 35% of MSSL's clients were under 19 years old; 59% under 25. 43% were living in multidimensional poverty and 32% were adopters of FP according to 2021 client exit interview data.

MSSL differentiates itself from others in the sector through our: client-centred care; clinical expertise; focus on service delivery at scale; use of evidence to constantly improve; and our emphasis on ensuring last-mile voluntary contraceptive access, beyond the reach of existing health infrastructure.

As a service delivery organization MSSL is well placed to gain community, facility, and client-level insights on what works for those with the greatest need.

We currently operate eight centers of excellence', located mainly in urban areas, 14 mobile outreach teams serving remote rural populations in partnership with government providers, and provide support to over 100 public sector facilities, through our proven health systems strengthening program. MSSL also engages a network of community-based mobilisers and peer educators to raise awareness of services. They provide SRH information using various strategies such as community talks, focus groups, and health talks in secondary and tertiary institutions, and are equipped with sensitisation tools and inclusive FP job aids.

All service delivery channels are supported by MSSL's toll-free free '3535' contact centre hotline for clients, which provides information on voluntary FP services, follow up care for clients and referrals for voluntary FP.

The role

The Country Director, Sierra Leone, is responsible for delivering results for women and their families, driving programmatic excellence, and implementing best practice at scale in Sierra Leone. They provide high quality services where they are needed the most, and their work directly contributes to preventing maternal deaths and making a sustainable impact on the lives of thousands of people every year. The CD is also responsible for ensuring Sierra Leone's social business model has a strong footing on both the social and business side.

The Country Director, Sierra is a key leadership position. The CD represents the organisation in Sierra Leone and is responsible for the overall strategy, management (programmatic, financial, and administrative), and development of Sierra Leone's national family planning and SRH programmes. They lead skilled, professional country teams to deliver life-saving services through clinical centres, mobile outreach teams, social franchising, and social marketing.

In addition, they are responsible for preparing and executing annual budgets, marketing plans and work plans; developing new business opportunities; overseeing financial, administrative, and logistical

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resources; ensuring adherence to MSI minimum standards; and assuring quality operations in line with annual and long-term strategic goals and objectives. The Country Director manages for results, valuing and rewarding high performance, accountability, speed and efficiency and innovation, while keeping the client at the heart of everything we do.

The Country Director is Sierra Leone's senior representative in the country of assignment. Reporting to Africa Regional Office of MSI, MSI Sierra Leone is an implementing partner of the MoH, with whom MSI Sierra Leone works closely across all its projects and service delivery channels partnering at national, provincial, district and facility level. They work closely with government to overcome barriers that prevent women and men from accessing safe, affordable, reliable family planning and other sexual and reproductive health services.

Key Responsibilities

Leadership

- Provide inspiring leadership to create a shared vision across the team linking work of teams internally and internationally as one MSI
- Demonstrate the values and aspirations of MSI Reproductive Choices in behaviour and ambition, driving integrity and commitment in others
- Effectively lead and line manage the Senior Leadership Team (SLT) in Sierra Leone, developing both individual and team capacity, providing clear strategic direction to managers and team members and enabling them to act and develop their talents
- Work collaboratively with the Africa Regional Support Team (RST), enabling capacity building and sharing best practice within the region
- Drive innovation and effectiveness through the cost-efficient management of the short, medium- and long-term plans; simplifying the complexity for themselves and others
- Instil a positive MSI management culture and social business approach across the Sierra Leone team, constantly seeking feedback and continual improvement
- Ensure legal compliance of Sierra Leone locally and in relation to MSI's obligations, representing Sierra Leone's work to the Board and management of MSI and stakeholders in Sierra Leone
- Serve as a secretary for Sierra Leone Board of Trustees quarterly meetings and extraordinary sessions as required.

Business Planning

- Ensure that the programme is equipped to work towards the goals set out in new MSI's strategy 2020 – 2030.
- Ensure the programme delivers and surpasses the goals set forth in country programme annual business plans
- Lead country programme subsequent strategic and annual business planning processes
- Plan and implement strategies for delivering sustainable growth
- Position Sierra Leone as a sector leader contributing to national strategy and goals
- Deliver a comprehensive country marketing strategy and plan to build the brand of choice by using robust audience data, competitor analysis and other market data
- Deliver a robust business model ensuring the on-going growth of healthy income streams including innovative financing, earned income and more traditional grant resources

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Strategy & Development

- Build and maintain strong partnerships with the country programme Board, government, health professionals, businesses, peer agencies and the health community at large
- Foster relationships with traditional and non-traditional donor representatives, including domestic financing stakeholders.
- Ensure the development of strong new business proposals in collaboration with the London based Programme Design and Development (PDD) team, donor teams and the Regional Support Team
- Deliver an organisational structure that supports increasing efficiency of operations regardless of their funding modalities.
- Quality Operations
- Ensure the embedding of global tools such as MSI Channel, Youth & Adolescent Success Models to improve productivity and increase effectiveness of delivery channels
- Promote evidence-based decision making and support operational research to better understand our clients and barriers to access
- Ensure robust systems and processes are in place, such as strong compliance with MSI's service data validation principles and minimum standards, to support operations, drive productivity and deliver results
- Ensure clinical quality of care is always maintained; supports quality assurance processes and lead Medical Advisory Team (MAT) meetings for continuous clinical quality improvement
- Manage risk and ensure complete donor contractual compliance at every stage of the project cycle and ensure all project management staff are trained on and follow the MSI Project Cycle Management toolkit

Finance and Governance

- Improve the bottom line through the following:
- Revenue growth and optimising earned income from the country programme centre and social marketing channels
- Increased efficiency of operations and sound financial management
- Sustained surplus of the activities that are implemented under the social business model.
- Base strategic and annual business plans on accurate financial and statistical performance data
- Ensure strong financial management and robust internal controls are in place and that the programme adheres to local statutory obligations, MSI minimum standards and principles, and international development donor requirements
- Meet governance requirements of the country programme entity, including duly registration of its activities.
- Ensure that externally funded operations and use of funds are in full compliance with donor regulations
- Ensure compliance with key policies and procedures such as MSI anti-fraud and bribery (AFB), Quality Assurance and Safeguarding.
- Ensure the MSI Partnership Manual guidelines are observed, meeting MSI best practice and minimum standards.

Security

- Ensure the programme fully meets duty of care requirements and operates within MSI's Global Security Framework
- Ensure that team members and visitors receive full in-country briefings covering the

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context, risks, and security rules.

Accountability and Partnership

- Promote One MSI, encouraging cooperation and supporting learning across the partnership
- Ensure the MSI Partnership Manual guidelines are observed, meeting MSI best practice and minimum standards
- Actively participate in regional and international meetings of the MSI Global Partnership.

Key Skills

To perform this role, it is **essential** that you have the following skills:

- Proven experience of driving impact, quality and sustainability in programmes and improving operational standards
- Effective interpersonal skills, with the ability to lead, motivate and guide Country Programmes. Proven ability to effectively communicate ideas, proposals, issues and implications at senior level.
- Excellent project management skills related to organisational development projects and international, cross- functional teams with a proven history of delivering results
- Highly developed problem solving, diplomatic, networking and negotiation skills
- Demonstration of 'making things happen', operating at pace and delivering effectively through others

Key Experience

To perform this role, it is **essential** that you have the following experience:

- Experience of developing and successfully implementing business plans and growth strategies, with a track record of aligning resources with key priorities, keeping management teams focused on critical milestones and consistently achieving results
- Experience of communicating a range of complex issues with the ability to convey an inspiring vision and purpose both within operations and where appropriate across other business functions.
- An understanding of major policies/ issues of large bilateral/multilateral donors strong working knowledge of business practices
- An international mind-set, with an understanding of, and empathy for, the development sector, together with an appreciation for cultural differences
- Experience in leading a social business preferably in a developing country.
- Experience of formulating and controlling budgets to ensure effective monitoring takes place.
- Understanding of the issues surrounding provision of reproductive health care services internationally
- A reputation for 'making things happen', operating at pace and delivering effectively through others

Personal Attributes

We recruit talented, dynamic people with diverse backgrounds and experiences, all united by a belief in our mission and a focus on delivering measurable results. We're proud to be an equal opportunities employer and are committed to creating a fully inclusive workplace, where everyone feels able to

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participate and contribute meaningfully. You must be open-minded, curious, resilient, and solutions-oriented, and be committed to promoting equality, and safeguarding the welfare of team members and clients alike.

For this role, we're looking for an individual who is:

- Energy, drive and unwavering commitment for MSI's mission, with the ability to push boundaries, and make tough decisions and challenge others in line with our mission
- Passionate about our clients and strives to consistently meet and exceed expectations, putting the clients at the centre of everything, and ensuring we deliver high quality, high impact services that meet their individual needs
- Highly motivated with the ability to motivate and develop the skills of the team and inspire individuals and teams through situational leadership and by providing clear direction
- Works as part of a team, providing support and flexibility to colleagues, demonstrating fairness, understanding and respect for all people and cultures
- Ability to influence key stakeholders at all levels both internally and externally within the organisation. Acts as a true MSI ambassador
- A commercial mind-set, understanding the levers for profitability for success within the marketplace. Focuses on results, ensuring long term sustainability and increased impact
- Takes accountability for the decisions made and the behaviours demonstrated
- Aware of the emerging developments within our sector, with the ability to focus and articulate a vision of the future which inspires and excites others, while understanding the detail and looking for the evidence
- Highest levels of integrity, and a strong ethical sense
- Knowledge and experience of the region
- Ability to travel throughout Africa and internationally to represent the cluster both internally and externally

Our Values

Mission Driven: With unwavering commitment, we exist to empower women and men to have children by choice not chance.

Client Centred: We are dedicated to our clients and work tirelessly to deliver high-quality, high-impact services that meet their individual needs.

Accountable: We are accountable for our actions and focus on results, ensuring long term sustainability and increasing the impact of the Partnership.

Courageous: We recruit and nurture talented, passionate, and brave people who have the courage to push boundaries, make tough decisions and challenge others in line with our mission.

Resilient: In challenging situations, we work together and support each other, adapting and learning to find solutions, whatever we're up against.

Inclusive: We believe that diversity is a strength. We all play our part in creating a culture where every team member can thrive, feel valued and contribute meaningfully to our mission, and where all our clients feel welcome and supported.

Please note that you may also be required to carry out reasonable additional ad-hoc duties, at the request of your line manager.

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Please read this document in conjunction with the Person Specification for the role.

Signature

By signing below, you indicate that you have read and agree to this job description.

Full name:

Signature:

Date:

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