

Country Director – Sierra Leone

Job Framework

Job Title	Country Director Sierra Leone	Unit	International Operations
Location	Freetown	No of Direct Reports	5
Reporting to	Regional Director	Budget Responsibilities (Y/N)	Yes

Who we are

MSI Reproductive Choices is a global organisation providing personalised contraception and safe abortion services to women and girls. Our local teams of professionals are passionate about the work they do in communities across 37 countries. The services we provide give a woman the power to choose when she has children so that she's free to pursue her plans and dreams for herself and her family.

The primary responsibility of this role is to further MSI's Goal: The prevention of unwanted births and its mission of ensuring an individual's right to: children by choice, not chance.

The role sits within International Operations. The International Operations function plays a critical role in the work of our country programmes which deliver family planning and safe abortion services to our clients around the world. It is responsible for ensuring that our programmes are positioned to deliver results, drive growth, achieve programmatic and operational excellence, are committed to implementing best practices at scale, while simultaneously adhering to core programmatic and operational standards.

The Country Programme

Marie Stopes Sierra Leone (MSSL) is an affiliate organisation of MSI within the MSI partnership and is one of MSI's older country programmes, having been active in Sierra Leone since 1986. MSSL plays a leading role in the provision of family planning and sexual and reproductive health services in the country, in support of the Ministry of Health's national plan. MSSL operates on a national scale and provides services through a range of service delivery models, including 9 clinics, 14 outreach teams, supervision and training support to public facilities and through sales into the private sector. In 2020, MSSL provided family planning and sexual and reproductive health services to over 221,000 clients. MSSL is a strong advocate for women, their partners and their families with a staff base of about 175 people.

The Role

The Country Director is responsible for delivering results for women and their families, driving programmatic excellence and implementing best practice at scale. They provide high quality services where they are needed the most, and their work directly contributes to preventing unnecessary deaths and making a sustainable impact on the lives of thousands of people every year.

The Country Director is a key leadership position responsible for the overall strategy, management (programmatic, financial, and administrative), and development of our national family planning and sexual and reproductive health (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 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 MSI's senior representative in the country of assignment. They work closely with governments, donors and other key stakeholders to overcome barriers that prevent women and men from accessing safe, affordable, reliable family planning and other sexual and reproductive health services.

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Key Responsibilities

Leadership

- Lead, and develop individual and team capacity
- Lead MSI's vision and manage 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 team, constantly seeking feedback and continual improvement
- Improve operations by strengthening capacity, building high performance teams, identifying and promoting talent, managing performance
- Ensure human resource policy and processes and procedures are in line with best practice and local legislation

Business Planning

- Lead country programme strategic and annual business planning
- Plan and implement strategies for delivering sustainable growth
- Position MSI 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

Strategy & Development

- Build and maintain strong partnerships with government, health professionals, businesses, peer agencies and the community
- Foster relationships with traditional and non-traditional donor representatives
- Develop new business opportunities

Quality Operations

- Lead the adoption of innovative solutions 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 to support operations, drive productivity and deliver results
- Ensure clinical quality of care is maintained always; supports quality assurance processes and leads Medical Advisory Team meetings for continuous quality improvement
- Ensure complete donor contractual compliance at every stage of the project cycle

Finance and Governance

- Improve the bottom line through the following: -
- Revenue growth and optimising earned income from selected MSI outlets
- increased efficiency of operations and sound financial management
- 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 international development donor requirements
- Meet governance requirements of the country programme entity/entities
- Represent MSI on the country programme board

Security

- Ensure the programme fully meets duty of care requirements and operates within MSI's Global Security Framework

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- Ensure that team members and visitors receive full in-country briefings covering the 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

Skills and Experience (essential/ desirable)

- International work experience – will have successfully worked in a senior management role in a different country (preferably developing countries in sub Saharan Africa) and will have had experience of growing the business
- Proven general management experience in operationally demanding and challenging environments (to include staff recruitment, training, motivation and supervision of teams)
- Ideally some experience of managing operations which deliver quality assured and client focused clinical services
- Proven experience of change management, including identifying required change, leading the change programme and ensuring change is embedded and sustained
- Previous experience identifying and sharing best practice and encouraging innovation within dispersed teams
- Experience of income generation through donor funding and/or commercial activities and in delivering proven results by making informed decisions with the use of management information
- Ideally, experience of building a brand into a brand of choice (including experience in FMCG or other private sector experience)
- Proven experience of building lasting relationships with key external stakeholders, e.g. government or donor stakeholders to deliver tangible results for the organisation (for example, previous fundraising success).
- Designed and delivered strategic and annual business plans
- Experience of business development including developing and writing compelling tender proposals
- Financial management experience, including internal controls and accountability: Ideally the individual will have managed a P&L; however, they will have experience managing and improving the bottom line
- Demonstrable experience of generating, tracking and analysing management information and client data to inform management decision-making
- Educated to degree level, relevant post-graduate qualification e.g. MBA, MSc, MA (desirable)
- Experience in managing operations in insecure environments, ideally with some humanitarian or other relevant background.
- Fluent written and spoken English, good communication and presentation skills, good written communication

Personal Attributes

- Energy, drive and unwavering commitment for MSI's mission, and the ability to inspire others
- 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
- Inspires individuals and teams through situational leadership providing clear direction
- Motivates and develops the skills of the team members
- Works as part of a team, providing support and flexibility to colleagues, demonstrating fairness, understanding and respect for all people and cultures; able to communicate at a team level, a country level and at a regional and global level, to ensure that the country programme remains an active member of the MSI partnership.
- Focuses on results, ensuring long term sustainability and increased impact
- Courageous: pushes the boundaries, make tough decisions and challenge others in line with our mission

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- Takes accountability for the decisions made and the behaviours demonstrated
- A commercial mind-set, understanding the levers for profitability for success within the marketplace
- 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
- Actively seeks out feedback on their performance (both results and behaviours) with a view to continuously learning and growing as a leader
- Builds and maintains effective long-term working relationships with all stakeholders, and is a true MSI ambassador.

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Team Member Behaviours

Work as One MSI

- You contribute, use, and share accurate data and evidence to improve understanding, insight and decision-making across MSI, enabling us to maximise our ability to influence others
- You share relevant knowledge, expertise and resources to strengthen teamwork and prevent duplication of effort
- You actively work as part of a team, providing support and flexibility to colleagues, demonstrating fairness, understanding and respect for all people and cultures.

Show courage, authenticity and integrity

- You hold yourself accountable for the decisions you make and the behaviours you demonstrate
- You are courageous in challenging others and taking appropriately managed risks.

Develop and grow

- You seek feedback to enable greater self-awareness and provide the same to others in a way which inspires them to be even more effective
- You manage your career development including keeping your knowledge and skills up to date.

Deliver excellence, always

- You strive to consistently meet and exceed expectations, putting clients at the centre of everything, and implement smarter, more efficient ways of performing your role
- You build and maintain effective long-term working relationships with all stakeholders, and are a true MSI ambassador.

Leadership (For Leaders only)

- You inspire individuals and teams, through situational leadership, providing clear direction
- You seek and provide opportunities which motivate team members, helping to develop skills and potential whilst strengthening our talent and succession pipeline
- You are aware of emerging developments in our sector, demonstrating strategic insight about our clients and business and encourage this in your team
- You articulate a vision of the future which inspires and excites others.

MSI Values

- **Mission driven:** With unwavering commitment, we exist to empower women and men to have children by choice, not chance
- **Client centred:** We are passionate about our clients and dedicate our efforts to delivering agreed objectives to the highest possible quality
- **Accountable:** We are accountable for our actions and take responsibility for everything we do to ensure long-term sustainability and increased impact
- **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 .

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