

Job Framework

Job Title	Sahel Director	Cost Centre	Senegal Sahel
Location	Senegal	No. of Direct Reports	8 (4 country directors plus regional team)
Reporting to	Regional Director West and Central Africa (WACA)	Budget (Y/N)	Responsibilities Yes

The Function

Marie Stopes International's (MSI's) International Operations department plays a critical role in the delivery of family planning and safe abortion services using social business strategies to deliver quality, client-centred services around the world. International Operations is responsible for ensuring that our country programmes are positioned to deliver results, drive growth and achieve programmatic and operational excellence, whilst being committed to implementing success models at scale.

The Role

As a dynamic and results-oriented leader in the Francophone West Africa region, you will be responsible for a sub-region within MSI, called *MSI Sahel*. Composed of four country programmes - Burkina Faso, Mali, Niger and Senegal -the objective of this sub-region is to achieve greater impact in the provision of high quality family planning and post abortion care services as a single entity, by harmonising strategies, sharing resources and attracting new investment.

As the Sahel Director, you will oversee an annual turnover which in 2019 will be an estimated £15.2 million, with approximately 620 staff delivering services worth just over 1.6 million 'couple years of protection' (CYPs). Under the direction of the Regional Director and in collaboration with the Regional Operations Director and MSI technical teams, you will be responsible for implementing the Sahel strategy which is a key part of MSI's global strategy "*Scaling Up Excellence*".

You will lead and supervise the Country Directors / Représentants Résidents and the Sahel regional team, with the primary purpose of leading the four countries as an operational subregion which delivers on a shared business plan, attracts additional investment and builds capability and efficiency.

You will be responsible, together with the WACA Regional Director for improving the operating model of the Sahel, defining management and governance frameworks and resources, harmonising best practice service delivery models and promoting the vision of the sub-region both externally and internally. You will ensure good communication, shared and specific accountability at country and regional level in order to achieve delivery of results that align with MSI's mission and strategy.

Key Responsibilities

- Coordinate with MSI's technical experts, ensuring that country programmes have the capacity and ability to meet MSI standards and guidelines and deliver sustainably on their annual business plans.
- Strategic development of the Sahel region; delivering 2020-2025 Sahel commitments - increased scale and impact at lower cost per client served.
- In agreement with the Regional Director, create and deliver the vision for the next phase of the Sahel strategy, determining the synergies, management and governance needs and structure of the Sahel region in order to maximise alignment, sharing and development of resources, expertise and capacity.
- Lead and develop individual and team capacity by building high performing teams, identifying and promoting talent and managing performance, leveraging opportunities across the Sahel to develop talent through regional responsibility.

- Specifically, manage the four country directors / Représentants Résidents and regional teams, agreeing OGSMs, personal development plans, performance reviews and remuneration, in consultation and agreement with the Regional Director to ensure alignment but also equal access to opportunity across the MSI partnership.
- Identifying, with technical colleagues, best practice models delivering high quality and accessible services; ensuring implementation of harmonised service delivery models and client strategies across the four country programmes, ensuring impact at scale and efficiencies across the region.
- Promote and raise the profile of MSI Sahel in the donor and governmental community as an operational model designed to have greater impact on reducing Unmet Need in the four countries at greater efficiency.
- Identify and attract new investment for MSI Sahel, accessing traditional family planning investment, new regional funds and creating new partnerships which situate family planning with resilience strategies for the region. Capitalise on these opportunities with support from MSI's Strategy and Development team and ensure funding is available to support the growth and development of each individual country operation well as the Sahel infrastructure.
- Oversee and develop funding mechanisms for regional funds, allowing greater ease of grant management and reporting for donors, country programmes and support office, while ensuring accountability.
- Guide the four country programmes to develop future sustainability strategies that generate a diversity of income streams from a regional social marketing and product strategy, private funders, bi-lateral and multi-lateral contracts and grants, government contracts, insurance payments and user fees. Ensure that earned income networks develop to sustainable levels where dependency on external subsidy is no longer required, so that they can contribute to the sustainability of the programmes overall.
- Oversee country programmes in executing, managing and evaluating their work according to a shared Sahel business plan. In 2020 this will represent the amalgamation of the four individual country plans. For the 2020 business plan, you will be responsible for developing the modalities for alignment, amalgamation, review and evaluation of a shared robust annual business plan for MSI Sahel that aligns with MSI strategic priorities, values and behaviours.
- Ensure effective formulation and monitoring of operations, identify potential business risks and implement appropriate action to mitigate risk.
- Lead a culture of excellence in service delivery based on operational data, client insight and international best practice from the commercial and public health sector, setting the standard for clinical quality and client-centred care in the region.
- With support from the Regional Finance Director ensure strong financial management and robust internal controls are in place for the Sahel and that all country programmes adhere to local statutory obligations, MSI audit standards and donor contractual obligations.
- Foster a disciplined management culture and social business approach across the Sahel sub-region, constantly seeking feedback and continuous improvement. Improve the bottom line of the Sahel sub-region through increased efficiency of operations, sound financial management, revenue growth and optimised earned income from selected MSI outlets.

Experience

- Extensive experience running a complex country programme or regional office, (or equivalent scale private sector entities), including accountability for Profit and Loss (P&L).
- 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.
- Proven experience driving significant strategic cultural and structural change (processes and technology) within an international multi-site organisation.

- Demonstrable ability to deliver motivational leadership that achieves results and change through others.
- Ability to coach and lead by example.
- Proven ability to effectively communicate ideas, proposals, issues and implications at executive level.
- Experience in managing complex operational and service delivery models, analysing outputs and making changes to achieve synergies and efficiencies, ideally in the region or Sub-Saharan Africa.
- Highly numerate and able to construct and deconstruct P&L to understand financial impact of decision making.
- Understanding of major policies/issues of large bilateral/multilateral donors and strong working knowledge of donor related business practices.
- Demonstrable experience of fundraising or campaigning with the donor community to raise substantial financing for development projects
- Understanding of the issues surrounding provision of reproductive health care services internationally.
- Fluency in spoken and written French and English.

Qualifications and Training (essential/desirable)

- Educated to degree level (essential).
- Relevant post-graduate qualification (desirable).

Personal Attributes

- Energy, drive and unwavering commitment for MSI's mission, with the ability to push boundaries, make tough decisions and challenge others in line with MSI's mission.
- Passionate about MSI's 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.
- International mind-set with an understanding of, and empathy for, the development sector, together with an appreciation for cultural differences.
- Strongly developed interpersonal skills. Ability to communicate easily and effectively with a variety of people, at different levels, backgrounds and often remotely.
- Ability to work with a head office in the UK and regional offices in four country programmes, managing down and up the different levels and accountabilities with ease.
- Comfortable and familiar with working in organisations that are in "change management" and therefore can manage ambiguity with ease.
- Willing and able to "roll up sleeves" to get things done and lead by example.
- Ability to influence key stakeholders at all levels both internally and externally. A true MSI ambassador.
- Commercial mind-set, understanding the levers for profitability for success within the marketplace.
- Results-focused, ensuring long term sustainability and increased impact.
- Aware of emerging developments within the 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.
- Ability to travel extensively throughout the Sahel and internationally to represent the sub-region both internally and externally, (up to 40% travel, sometimes to fragile and unstable areas).

MSI Behaviours and Values

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 appropriate 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

- 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