

## COUNTRY DIRECTOR JOB DESCRIPTION

### Job Framework

|                     |                         |                              |                           |
|---------------------|-------------------------|------------------------------|---------------------------|
| <b>Job Title</b>    | <b>Country Director</b> | <b>Cost Centre</b>           |                           |
| <b>Location</b>     | Kampala, Uganda         | <b>No. of Direct Reports</b> | Several                   |
| <b>Reporting to</b> | Senior Director Africa  | <b>Budget (Y/N)</b>          | <b>Responsibilities</b> Y |

#### The Role

Reporting to the Senior Director Africa, the Country Director is responsible for delivering results for women and their families, driving programmatic excellence, and implementing best practice at scale. He /she provides high quality services where they are needed the most, and his / her 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. He / she leads skilled, professional country teams to deliver life-saving services through clinical centres, mobile outreach teams, social franchising, and social business. In addition, he /she is 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. He / she works 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.

#### Key Responsibilities

##### **Leadership:**

- Effectively lead and line manages the country Executive Management Team (EMT), developing both individual and team capacity, providing clear strategic direction to managers and team members
- Work collaboratively with the Africa Regional Support Team (RST), and the MSI GSO, enabling capacity building and sharing best practice within the region.
- Lead MSI's vision and manage the implementation 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:**

- Ensure that the programme is equipped to work towards the goals set out in the country programme 'as per the MSI strategy.

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- Lead country programme subsequent strategic and annual business planning processes
- 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.
- Build 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
- Deliver an organisational structure that supports increasing efficiency of operations regardless of their funding modalities.

### ***Commercial***

- Manage MSUGs commercial operations towards sustainability.
- New business development; Products and services
- Credit control and debtor management

### ***Quality Operations:***

- Lead the adoption of innovative solutions, such as MSI Channel, Youth & Adolescent, Project Cycle Management (PCM) '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 minimum standards, to support operations, drive productivity and deliver results.
- Ensure clinical quality of care is maintained at all times; supports quality assurance processes and leads Medical Advisory Team meetings for continuous clinical quality improvement.
- 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 PCM rules and recommendations.

### ***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
  - 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 international development donor requirements.
- Meet governance requirements of the country programme entity/entities.
- Represent MSI on the Board of the local organization.
- Ensure that externally funded operations and use of funds are in full compliance with donor regulations.
- Ensure compliance with MSI anti-fraud and bribery (AFB) Safeguarding policies and procedures.

### ***Security:***

- Ensure compliance with relevant local regulations so that the CP operations are maintained at all times
- 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 context, risks and security rules.

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## ***Accountability and Partnership:***

- Foster and maintain close relationship with the Ministry of Health and the relevant agencies of the Government of Uganda.
- 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

## **Experience**

- At least 7 yrs experience at executive leadership/management level
- Proven experience of change management, including identifying required change, leading the change, and ensuring it is embedded and sustained.
- Experience in strategic and annual business planning.
- Experience setting up and running commercial operations; Making investment decisions, understanding P&L, Marketing, business risk management.
- Experience of resource mobilisation, business development and donor engagement
- Experience providing financial oversight, including internal controls and accountability, audit, credit control.
- Proven experience of building lasting relationships with key external stakeholders, e.g., government or donors and other stakeholders
- Board Management experience
- Public speaking, fluent in both written and spoken English.
- International work experience is an added advantage.

## **Qualifications and Training (essential/ desirable)**

- The applicant must hold a relevant post-graduate qualification e.g. MPH, MBA, MSc, MA (Essential)
- Project Management and leadership training (Prince 2 desirable)

## **Personal Attributes**

Successful performance at MSI is not simply defined in terms of 'what' people achieve, but equally is about 'how' people go about their jobs and the impact that they have on others. We encourage and expect all team members will demonstrate the following behaviours:

- **Initiative**  
Thinking ahead and taking action to make the most of opportunities by finding the optimum solution
- **Innovative**  
Thinking creatively and outside of the box so that ideas generated create a positive outcome
- **Effective Communication**  
Communicating through active listening and good questioning techniques, using appropriate body language, ensuring information is clear and concise.
- **Responsive**  
Being responsive to changing priorities and demands
- **Working Efficiently**  
Planning, prioritising, and organising work to ensure work is accurate and deadlines are met
- **Sharing Information**  
Sharing information and knowledge whilst maintaining confidentiality
- **Focus on Learning.**  
Taking responsibility for keeping knowledge and skills updated and for seeking opportunities to develop further
- **Commitment**  
Awareness and understanding of goals, vision and values and how your role impacts on this and going the extra mile to meet role requirements

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- **Driven**  
Drive and determination to deliver results
- **Accountable**  
Taking responsibility for appropriate decisions that you make, and the actions and behaviour you demonstrate
- **Embracing Change**  
Openness to embracing change within the organisation and being able to adjust plans/activities accordingly
- **Motivated**  
Motivation towards achieving quality results to maximise potential
- **Team Player**  
Working as part of a team by being supportive, flexible and showing respect for each other

## MSI Behaviours and Values

### Team Member Behaviours

#### Work as One MS

- You contribute, use, and share accurate data and evidence to improve understanding, insight and decision-making across MS, 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 MS 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.

### MS Values

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

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- **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.

I have read the job requirements and confirm that I clearly understand the job expectations.

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**Name**

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**Signature**