



**MARIE STOPES  
INTERNATIONAL**  
Southern Sudan

## **CENTRE MANAGER (MSI SOUTHERN SUDAN REPRESENTATIVE) JOB FRAMEWORK**

Marie Stopes International Southern Sudan (MSI SS) is a results-oriented Social Business, which uses modern management and marketing techniques to provide family planning and reproductive healthcare. MSI Sudan's goal is to meet the needs of underserved people and dramatically improve access to and use of family planning and other reproductive health services. MSI SS is part of Marie Stopes International's Global Partnership, which operates in over 40 countries worldwide.

The primary responsibility of this role is to further MSI Sudan's partnership mission of: **enabling individuals to have children by choice not chance.**

It is a role requirement that the job holder must fully comply with, promote and live MSI CORE VALUES:

<b>Mission driven Sustainable</b>	<b>Customer focused People Centred</b>	<b>Results orientated Team work</b>	<b>Pioneering</b>
<b>Job Title:</b>	Centre Manager		
<b>Location:</b>	Juba, Southern Sudan		
<b>Reporting to:</b>	Clinical Services Manager		
<b>Duration of contract:</b>	Permanent		
<b>Probationary period:</b>	3 months		
<b>Grade:</b>	D Local Position		

The Centre Manager is responsible for the operational running of an MSI SS Centre. The job holder ensures that the Centre operates at a high level of effectiveness and efficiency whilst ensuring high clinical quality standards and client care. The job holder develops the business in order to improve productivity and makes the centre self sustaining by maximising income from all sources. The Centre Manager leads and develops their team by example.

Based in Juba, the CM will be required to deputise for the Country Director and represent MSI in Southern Sudan. One of the CM's key responsibilities is to assist the Country Director in starting-up MSI's programme in Southern Sudan; driving the organisation towards expansion, programme quality and sustainability. The CM directs the operational activities of the organisation in Southern Sudan to ensure effective implementation of all of MSI SS's programmes, and is responsible for the development of future activities and strategies.

This is a senior management position where the candidate is expected to demonstrate exceptional technical, leadership, strategic and organisational management skills. The post involves extensive travel within Sudan as a whole and some external travel.

### **RESPONSIBILITIES**

#### **1. MSI REPRESENTATION IN SOUTHERN SUDAN (30%)**

##### **1.1 Strategic and Annual Planning**

*Objective 1: Assist the Country Director with the successful strategic development and national expansion of MSI Southern Sudan, in line with the values of the MSI Global Partnership and the end goal of a sustainable organisation leading the way in the sector.*

- Lead in the development of strategic plans, aimed at maximising the opportunities available to MSI SS as a sustainable, long term, leading service organisation.

- Maintain an overview of key developments in the sector and in the country relevant to MSI SS's strategy and utilise this in planning.

*Objective 2: Take a strategic, forward-looking role in establishing MSI SS's future programme direction, with particular focus on driving MSI SS towards start-up, expansion, programme quality and sustainability.*

- Ensure that SRH services in SS are designed, managed and implemented in conformity with MSI's Global Strategic Plan and MSI SS's Strategic Plan.
- Oversee the development and implementation of annual operational plans, annual working budgets and marketing plans for Southern Sudan in conjunction with other team members, actively participating in meetings as needed.
- Establish MSI SS as an appropriate legal entity, ensuring that all relevant work permits and operating authorisations are obtained to enable MSI SS to function efficiently.

## **1.2 External Relations and Resource Development**

*Objective 6: Ensure MSI SS is well regarded, well resourced and influential in Southern Sudan*

- Along with the Country Director, act as MSI Sudan's representative in South Sudan in building and maintaining good relations with central and local government, donors agencies (actual and potential), relevant health professionals, businesses, UN agencies, NGOs and community groups, as appropriate, in order to secure a high level of support for the programme among relevant groups and individuals.
- Keep abreast of current priorities of existing and potential donors for South Sudan and design innovative projects and proposals to attract these donor funds. Ensure donor reports are on time and to a high standard.

## **2. CENTRE MANAGEMENT (70%)**

### **2.1. Service Provision**

*Objective 1: Provide the highest standard of reproductive health services to clients, upholding MSI's global goal of One World, One Standard.*

- Utilise the skill, knowledge and judgement accorded by your professional status to provide each client with the range of Reproductive Health choices offered by MSI Sudan within the organisation's philosophy of minimal intervention. This involves an obligation to treat all clients, irrespective of who provided previous care, and to implement the specific techniques and procedures developed by MSI.
- Undertake routine occasional consultation and regular treatment sessions as required, in accordance with MSI guidelines and standards.
- Provide occasional medical support to other providers to ensure standardisation of clinical practice across the board and that high standards are achieved and maintained. This may include undertaking clinical audits, training and other monitoring and advisory activities.
- Maintain professional registration, and own personal and professional knowledge and skills. Provide evidence on renewal and as requested of: registration and Continuous professional development.

### **2.2. Quality Management**

*Objective 2: Taking necessary steps to ensure that the highest standards of reproductive healthcare are achieved, as laid down in the Marie Stopes Partnership Manual.*

- **Clinic quality standards:** Promote and maintain clinical standards ensuring all team members are aware of existing policies and working practices and take appropriate action to improve any areas falling short of expected quality standards. Ensure incidents are reported and dealt with efficiently and effectively and take immediate action to minimise and resolve client complaints in line with MSI's complaints policy and procedure.
- **Client care:** Take necessary steps to ensure that all clinic and outreach clients are delivered: Consistent, Reliable, Courteous, Value for money, Prompt and Excellent services as perceived and judged by the customers.
- **Service Excellence:** Ensure excellence in service delivery and clinical care is maintain and work to enhance the centre standards to provide the best possible service to clients.

### **2.3. Marketing and business development**

*Objective 3: Develop the business in order to improve productivity and make the centre self sustaining.*

- **Business planning:** Prepare annual business plans, in line with the direction set by the Support Office which capture all income and expenditure for the year ahead and continue to improve bottom line surplus.
- **Increasing productivity and sustainability:** Continually review the efficiency of the centre and outreach services and take any opportunities that increase financial turnover and ensure that the centre is self-sustaining.
- **Finance Management:** Monitor income and expenditure, seeking support from Finance as required, and take appropriate action to ensure financial KPIs are met.
- **Business development:** Identify business improvement and support service opportunities, submit proposals, assess risks and engage in decision-making process with SMT.
- **Commercial decision making:** Continually assess all areas of the service provided to clients to ensure continued financial viability and take tough decisions where services are deemed non-viable.
- **Marketing:** Instill a marketing culture with teams so that everyone is aware of their individual responsibility for the success of their centre. Agree marketing activities with the Sales and Marketing Manager including initiating promotional events and arranging for signs and local advertising. Continuously appraise client trends and the effectiveness of existing and new promotions.
- **Liaising with external parties:** Strongly represent MSI Sudan and your centre with external organisations, service providers (private and public) and customers in order to promote our services and build firm, long term relationships which are beneficial to MSI and its clients. Develop and maintaining a referral network.
- **Outreach and demand generation:** Manage the Community Outreach programme and seek innovative approaches for the Reproductive Health Promoters (RHPs) to generate additional clients.

## **2.4. Operational Management**

*Objective 4: Ensure that the Centre operates at a high level of effectiveness and efficiency.*

- **Record keeping and reporting:** Take necessary steps to ensure that Support Office guidelines are adhered to, that **accurate** records are kept in the clinic, and that timely accurate reports are submitted to the Support Office with regard to: Stock movements; Cash expenditures; Cash collections; Banking; Staff attendance; and, Service statistics.
- **Budgetary control:** Taking responsibility for costs to be contained within the approved annual budget. Striving for income from services to meet or surpass budgeted targets.
- **Equipment and supplies management:** Take steps to ensure that adequate, but not excessive stocks are maintained. Ensuring that supplies are securely stored, controlled and accurately recorded.
- **Asset Management, building maintenance and security:** Ensure control and care of assets and facilities, setting up and maintaining appropriate maintenance contracts. Take necessary steps to ensure that risk to all MSI assets in the clinic are minimised, and that the clinic building is maintained in a sound and secure way.
- **Optimise client numbers:** Optimise capacity within the centre by efficiently managing human resources; continually reviewing the effectiveness of systems and working practices; and maintaining an effective client flow to minimise client wait times.
- **Ministry of Health and MSI compliance:** Ensure compliance with national minimum healthcare standards and MSI Global Standards taking immediate action where appropriate on any areas identified for improvements as a result of internal or external audits or inspections.
- **Resource planning:** Ensure that cost-effective human resource solutions are in place and that appropriate cover is in place to ensure continuity of service provision.
- **Contingency planning:** Ensure there is an appropriate plan in place which anticipates any risks to your centre and MSI and outline appropriate action to be taken to minimise impact.
- **Health and Safety:** Take overall responsibility for team, client and general safety in the Centre and as a consequence of its activities.

## **2.5. Team development**

Objective 5: Motivating and continuously setting **performance** targets for Centre and outreach team members, appraising and managing job performance. Establishing **training** needs and arranging for these to be met, including providing training, development and coaching. **Recruitment**, selection and induction of new team members.

- **Motivation of team:** Engage and motivate all team members within the centre so that they understand and work to achieve centre objectives and KPIs and so that their role has a positive impact on the centre's success.
- **Performance management:** Take an active approach to managing the performance of all team members by providing honest feedback on performance; providing formal reviews at least annually; setting appropriate objectives; ensuring appropriate behaviours are discussed and appropriate training plans are put in place.
- **Induction:** Clearly define structured local induction plans to ensure new team members understand the requirements of their role and have appropriate training to do the job. Ensure that all new team members attend corporate induction within the first 3 months of starting.
- **Recruitment:** Source appropriately qualified, experienced team members with the correct blend of experience and skills to ensure that the centre can run effectively and efficiently, in line with MSI recruitment procedure and policy.
- **Retention:** Identify issues causing team member dissatisfaction and take appropriate action to ensure there is no impact through turnover on your ability to deliver on client and financial KPIs.
- **Discipline of team:** Take immediate and appropriate action in the event of misconduct or serious underperformance of team members, seeking support from SMT as required, and ensuring action is in line with MSI's HR policies.
- **Managing change:** Proactively and effectively manage any changes to working practices or resource requirements which impact on team members ensuring sensitivity to the issues and effective two-way communication with individuals to minimise the impact of the changes on the centre.
- **Communication:** Put in place mechanisms for effectively communicating with team members ensuring that the approaches used provide opportunities for two-way discussion. Promote a feedback culture within the team.
- **Rewards:** Recognise those team members who go the extra mile for our clients; deliver on their objectives; and have appropriate MSI behaviours by rewarding through bonuses in consultation with the CSM, and other team member recognition schemes.
- **Learning and development:** Create a learning environment to ensure your team members have the appropriate skills to deliver service excellence; assess and forward plan for training needs, getting appropriate support from the CSM and ensure attendance on mandatory/planned courses.
- **Succession planning:** Identifying the critical roles within the centre and ensure a deputy is fully trained and developed.
- **Personal development:** Actively take responsibility for own development including ownership of own training and keeping skills and knowledge up to date, seeking support as required.

## 2.6. Other responsibilities

- Any other duties that ensure the smooth and effective running of MSI Sudan.

## PERSON PROFILE

### Qualifications

- Recognised clinical qualification/ BSc in Clinical Medicine and Surgery, Nursing or Midwifery.
- Training in reproductive health services
- Management/ business qualification is desirable

### Knowledge

- Extensive knowledge of maternal health, family planning and general SRH guidelines.

### Experience

- Clinical competence with at least two years of clinical experience
- Significant operational, hands on management including team management gained within a customer focused service industry
- Healthcare management experience
- Commercial experience is desirable
- Have held, worked to and/or monitored a budget or business plan
- Track record of implementing change

### Skills

- IT literacy: confident using MS Office
- MS Word for reports and moderately complex documents
- MS Excel for financial management and clear communication of data
- Team leadership skills: effective delegation, supervision, coaching and motivation
- Communication skills: to convey message clearly and concisely, in a manner appropriate to the target audience both in writing and verbally
- Financial skills: understand and use financial information such as balance sheets and profit and loss accounts to inform business decision making.
- Excellent English, Written and spoken is essential. Good Arabic and/or local Southern Sudanese languages are desirable.

### Personality

- Commands personal credibility as a clinical leader
- Demonstrates persistence
- Is sympathetic to women seeking termination
- Is customer focused
- A team player with self motivation and drive
- Demonstrates personal commitment to continuing professional development
- **Must be pro-choice on reproductive health**

### Other

- Able to travel extensively in Sudan and overseas. Flexibility to be deployed to other regions is a bonus.

### KEY PERFORMANCE INDICATORS

The performance of the Centre Manager will be regularly appraised by the Clinical Services Manager, and will be judged by:

- A vibrant MSI SS, bursting with energy and innovative ideas for future project activities. Increasingly self-sustaining Centres and ever-expanding CYP achievements.
- Positive feedback received in HO from donors and Government Officers. "Good relations" developing into positive benefits for MSI Sudan.
- An expanding client base, with a very high incidence of repeat visits.
- A well-run clinic, efficient practices, expanding client base and diversity of demand for the various services provided.
- A self-sustaining Centre, with a proven track record for "trail-blazing", numerous innovative approaches to retaining existing and attracting new clients.

- Monthly reports being submitted on time and with no queries being raised by the HO. "Clean sheets" being given by the Clinical Services Manager and Operations Manager during routine monitoring visits.
- Well-motivated, energetic, efficient and content staff, with low turnover of incumbents.
- The Centre continuously operating at a surplus and meeting budgeted targets.
- Low incidence of stock-outs or supplies passing their expiry dates.
- No incidents of theft, pilferage or wastage. Centre Buildings being a credit to the Marie Stopes International brand.