Job Framework:

Director of FP&A

General role information	
Job Title:	Director of Financial Planning and Analysis
Reporting to:	Global CFO
Location:	UK-based, with hybrid working
Salary Band:	BG12
Notice period:	3 Months
Career Band:	
Budget Responsibility?	Yes
Direct Reports?	5 FTE
Client-facing role?	No

Introduction:

MSI Reproductive Choices is a global leader in sexual and reproductive healthcare, operating across 36 countries through a network of Country Programmes and legal entities. With annual income and expenditure exceeding £300m, MSI combines donor-funded programmes and commercial healthcare activity across varied regulatory and operating environments. Finance is central to the stewardship of these resources, sound decision-making and the confidence of donors, regulators and the Board.

Finance is delivered across Global, regional and Country Programme teams, combining consistent group-wide requirements with local knowledge and accountability for delivery.

The Team

This role sits within the Global Finance Directorate, led by the CFO, which brings together Global Finance, Global Information Systems (GIS) and Internal Audit. Internal Audit operates independently within that structure.

Global Finance comprises Financial Control and FP&A and works with RST and Country Programme Finance teams across MSI. The global teams provide group-wide processes, consolidated reporting and specialist support, while regional and country teams bring local knowledge and remain responsible for local financial management and delivery. Together, they provide the financial stewardship, planning, performance insight and practical support needed across MSI. Global Finance also works closely with Internal Audit,

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responding to findings and using audit and investigation learning to strengthen financial management while respecting Internal Audit's independence.

The Director of FP&A leads the global FP&A team, providing organisation-wide leadership on business planning, forecasting, management reporting, performance insight and financial decision support.

The Role

Reporting to the CFO, the Director of FP&A leads the global FP&A team, sits on MSI's Senior Leadership Team and is a senior member of the Finance leadership team. The role brings together business planning, forecasting, performance reporting, business partnering and Finance's analytical capability.

The role provides MSI with a clear view of current performance and likely outlook, explaining the principal drivers, risks and opportunities and the decisions or action required. Working across Operations, Fundraising, regional and Country Programme teams, the Director helps connect strategy, funding and operational delivery and informs commercial, investment and resource-allocation decisions.

The Director works closely with the Group Financial Controller to present a single agreed Finance position to the CFO, Executive Team and Board. Financial Control owns the integrity of the actual financial position and, through Donor Finance, the controlled funding baseline and pipeline view; FP&A owns business planning, forecasting, performance insight and recommendations. Operational and functional leaders remain accountable for their assumptions, decisions and delivery.

The Director builds FP&A capability across Global, regional and Country Programme Finance and owns the business outcomes and requirements for FP&A planning, reporting, data and analytical tools.

Key Responsibilities

Planning, forecasting and decision support

- Lead MSI's annual business-planning process, setting the framework, timetable and common planning assumptions and establishing the approved plan as the organisational baseline. Ensure funding assumptions are aligned to the controlled funding baseline and plans reflect MSI's priorities and available resources.
- Own the group forecast and forward financial view, setting standards for forecast quality and bringing together actual performance, Country Programme forecasts and operational assumptions to explain the current and longer-term outlook, risks, opportunities and action required.
- Lead scenario analysis and financial modelling to support strategic, investment and resource-allocation decisions, including the forecast and scenario inputs required for cash-flow and going-concern assessments.
- Partner with the Executive Team, Operations, Fundraising, RSTs and Country Programmes, providing early financial insight, challenge and recommendations on commercial performance, pricing, investment, resource allocation and other material decisions.

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Performance reporting and insight

- Own MSI's consolidated performance reporting for senior management, the Executive Team and Board, providing a clear assessment of actual performance, the latest outlook and the principal risks and opportunities.
- Set standards for month-end, flash and Partnership reporting, bringing together financial and relevant operational information to explain material movements, underlying drivers and full-year implications.
- Ensure reporting identifies the decisions and actions required, with clear owners and timescales

Donor portfolio performance

- Lead analysis of Country Programme performance against plan and forecast, including expenditure forecasts, utilisation, cost recovery and delivery risk across the donor-funded portfolio, using the controlled funding baseline and pipeline view maintained by Donor Finance.
- Work with Fundraising and Donor Finance to ensure changes in opportunities, funding availability, timing and restrictions are reflected appropriately in business plans, forecasts and performance reporting. Fundraising retains responsibility for donor strategy, relationships and opportunity assumptions.
- Work with Financial Control on the accounting, compliance, external reporting and audit implications of donor-funded activity.

Reporting data systems and transformation

- Own FP&A management-reporting and planning products, associated definitions and business requirements, and remain accountable for the adoption, benefits and effective operation of systems and transformation within the FP&A remit. Work with Finance Transformation, GIS and Data colleagues on implementation and technical delivery.
- Define the data required for FP&A and monitor its completeness and reliability, working with Financial Control on accounting, control and master-data requirements and with GIS and Data on technical delivery.

Leadership and Finance capability

- Lead and develop the FP&A team, setting clear roles, priorities, objectives and performance expectations and building effective succession plans.
- Provide functional leadership for planning, forecasting, reporting, insight and business partnering across Global, regional and Country Programme Finance, while respecting existing reporting lines and local accountability.
- Identify capability gaps and development priorities, bringing Finance colleagues together to share expertise, improve practice and provide practical support to non-Finance managers.
- Contribute to collective Finance leadership with the CFO and Group Financial Controller, resolving cross-functional priorities and dependencies.

Respond to requests from the CFO and Executive Team and undertake other reasonable duties consistent with the seniority and purpose of the role.

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Key Relationships

Chief Financial Officer

The CFO provides line management, sets the overall direction for Finance and retains accountability for MSI's financial strategy and overall Finance function.

Group Financial Controller

The Group Financial Controller is the role's closest Finance counterpart. The two roles align actuals, the funding baseline, forecasts and shared assumptions before presenting a consolidated Finance position to the CFO, Executive Team or Board, while remaining accountable for their respective outputs.

Executive Team and Board

The Director provides clear insight, advice and constructive challenge to Executive Team and Board members on matters within the role's remit.

Operational regional and country leadership

The role works with the COO and operational, regional and Country Programme leaders to connect financial insight with planning, performance and decision-making.

Fundraising and Donor Finance

The role works with Fundraising on donor strategy and opportunity assumptions and with Donor Finance on the controlled funding baseline and pipeline view, connecting both to business planning, forecasting and performance.

Internal Audit

The Director maintains an open and constructive relationship with Internal Audit, providing relevant information, responding to findings and drawing on audit and investigation learning while respecting its independence.

Other key relationships

The role works with GIS, Data and Transformation colleagues on planning and reporting systems, data requirements and organisational change.

Key Skills

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- Exceptional analytical judgement, with the ability to synthesise complex financial and operational information, identify material trends and underlying drivers, and form a clear organisational view in conditions of uncertainty.
- Strong planning, forecasting and financial-modelling capability, including scenario analysis and assessment of risk and longer-term implications.
- Highly effective communication and influencing skills, able to present a concise, evidence-based narrative to senior leaders and Boards, communicate difficult messages with authority and provide constructive challenge.
- Strong commercial and operational judgement, with a clear understanding of how funding, delivery, pricing, investment and resource decisions affect financial outcomes.
- Effective people and matrix leadership, including setting clear expectations, developing talent, managing performance, resolving competing priorities and securing delivery without direct line authority.
- Confident working with data, reporting systems and analytical tools, including defining business requirements, assessing data quality and using technology to strengthen insight and decision-making.

Key Experience

- Significant senior-level FP&A experience within a large, complex, international and multi-entity organisation. Experience of complex donor or restricted funding alongside commercial or earned-income activity would be a strong advantage.
- Leading organisation-wide business planning, budgeting, forecasting and scenario analysis across multiple business units, entities or countries.
- Leading consolidated management reporting and producing a coherent performance narrative, insight and recommendations that have influenced Executive and Board decisions.
- Working as a senior business partner to operational and functional leaders, including providing constructive challenge on performance, investment and resource allocation.
- Leading and developing high-performing Finance teams and providing effective functional or matrix leadership beyond the direct reporting line.
- Delivering material improvements to FP&A processes, reporting, systems and capability, including acting as business owner, defining requirements and securing adoption.

Formal Education / Qualification

- A recognised professional accountancy qualification, such as ACA, ACCA, CIMA, CPA or an equivalent international qualification.

- Further qualifications or substantial professional development in data analytics, business intelligence, statistics, financial modelling or a related discipline would be an advantage.

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Personal Attributes

- Intellectually curious, prepared to look beyond headline numbers and test assumptions.
- Acts with integrity, takes ownership and follows decisions through.
- Constructive and appropriately challenging, while remaining practical, direct and supportive.
- Open and collaborative, listening to different perspectives and sharing expertise.
- Calm and resilient under pressure.
- All team members are expected to share MSI's commitment to reproductive choice, safeguarding, equality and inclusion.

Success Measures

- MSI has a reliable and integrated view of current performance and forward financial outlook, with material risks and opportunities identified early.
- Senior leaders and the Board receive timely, concise insight, constructive challenge and clear recommendations that support better decisions, accountability and follow-through.
- Funding, business plans, forecasts and operational delivery are better connected, enabling earlier action on underutilisation, cost recovery, delivery risk and resource allocation.
- FP&A is a high-performing and sustainable capability, with stronger skills, succession, data and analytical practice across Global, regional and Country Programme Finance and improvements embedded into normal operations.

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