

Candidate Brief for the position of Director of Engagement

Introduction - Giving Africans a Voice

High-quality independent data are crucial for government and social innovation as well as research. In an increasingly competitive market and a complicated and potentially more challenging political and funding space, this new role will be critical for the success and sustainability of Afrobarometer (AB). The Director of Engagement (DoE), a senior management post reporting to the CEO, will have the opportunity to raise the profile, impact and value of this 'global public good' at a critical point in Africa's development.

During a time of both opportunity and change, the DoE will play a pivotal part in applying his or her skills, experience, knowledge and networks on behalf of AB to ensure that it has a secure and flourishing future as a valued contributor to African development and economic success.

The successful candidate will therefore need to be someone of outstanding capability and a leader in their field, who will command intellectual credibility among funders and philanthropic networks and who will provide vision and leadership for the AB brand.

The DoE reports directly to the AB CEO and leads AB's Engagement Department, overseeing the resource mobilization (RM aka fundraising) and communications programs. With the CEO, COO and four other Directors, the DoE is a member of the Central Management Team (CMT) and the Senior Advisory Team (SAT).

Coordination and prioritisation of effort will be an important part of the task. The DoE will need to marshal the talents and energy of their team, the AB Board, senior management and other members of the AB staff and network to ensure a strategic approach to fundraising and communications.

AB seeks a proven fundraising and communications professional with the confidence and presence to engage with a wide range of external stakeholders, knowledge of and deep commitment to Africa, experience working across cultures with a geographically dispersed team, and strategic vision. Given the important role of communications and partnerships in building AB value, the DoE will ensure the development and implementation of mutually reinforcing strategies for communications, stakeholder/partnership engagement, and fundraising. The DoE will line-manage the Head of Communications, who will contribute to and manage implementation of the communications strategy.

The international search will proceed immediately with the aim of identifying short list candidates by August, appointment by September 2019 and the post filled by November 2019. Applications will be dealt with on a rolling basis, so early applications are encouraged. We hope to long-list and begin interviews in August 2019.

Organization Overview

Afrobarometer (AB) is a pan-African, nonpartisan, nonprofit research network that measures citizen attitudes on democracy and governance, the economy, and other topics throughout Africa. Guided by the vision that African societies thrive when African voices count in public policy and development, AB provides high-quality public opinion data for use by policymakers, policy advocates, civil society organizations, academics, news media, donors and investors, and ordinary Africans.

From its corporate headquarters in Accra, Ghana, AB leads a network of national research partners in about 35 countries. Regional coordination is provided by the Ghana Center for Democratic Development (CDD-Ghana), the Institute for Justice and Reconciliation (IJR) in South Africa, and the Institute for Development Studies (IDS) at the University of Nairobi in Kenya. Michigan State University (MSU) and the University of Cape Town (UCT) provide technical support to the network.

Launched in 1999 in 12 countries, AB has completed more than 275,000 interviews in seven survey rounds in up to 38 countries. Round 8 surveys are planned in at least 35 countries in 2019/20. AB conducts face-to-face computer-assisted interviews in the language of the respondent's choice with nationally representative samples. Effective communication of survey findings and capacity building for research, analysis, communications, and management are integral parts of AB's work.

Based on a methodology described as "the gold standard for independent opinion polls in Africa," AB findings are used in global governance indicators generated by the Ibrahim Index of African Governance, Economist Intelligence Unit, United Nations Development Program, and World Bank, among others, and can measure progress toward at least 12 of the 17 Sustainable Development Goals. Donors, governments, non-governmental organizations, and academics make extensive use of AB data, a public good available for free.

Among AB key achievements are proving that public opinion research can be conducted even in fragile, post-conflict, and closed political environments in Africa; legitimating public opinion as a pillar of African democracy; and building a network of researchers that has earned the reputation as the go-to source for reliable data on what Africans are thinking.

Financial support for AB Round 8 has been provided by the Swedish International Development Cooperation Agency (SIDA), the Mo Ibrahim Foundation, the Open Society Foundations, the William and Flora Hewlett Foundation, and the U.S. Agency for International Development (USAID) via the U.S. Institute of Peace.

For more information, please visit www.afrobarometer.org.

Context

During the past year, AB has conducted extensive organizational review and renewal and is now in the process of implementing governance and management changes.¹

Moving from pioneering project to pan-African institution, the AB research network will enter its third decade with a new structure emphasizing partnership, capacity building, and sustainability. The ambitious restructuring will provide a firm footing for the organisation and its independent network of national partner organizations and enable AB to make its wealth of data – an open-source global public good – more accessible, timely, and relevant to a wider range of users.

To strengthen institutional core competencies and better enable operations and capacity building internally and externally, AB was formalised as an independent non-profit with a secretariat in Accra; core partners in Ghana, South Africa and Kenya; and support units at the University of Cape Town and Michigan State University. The DoE will ideally be based at the AB secretariat in Accra, but could be located elsewhere.

Under the new legal structure, the **AB Board** is now legally responsible for overseeing the mission and purpose of the organization, reviewing management's performance, and ensuring accountability and legal and ethical integrity. The Board is responsible for overall governance and oversight. Members of this Board ('Trustees') are *not responsible for AB's management and operations*, which are delegated to the CEO and his or her team.

AB Management and operations are overseen by two key management groups. The **Central Management Team** (CMT)², comprising the CEO, COO, and Directors, meets regularly and is responsible for AB strategy. Directors are individually responsible for delivery of their programme area, making sure that all AB activities and expenditure support AB's mission and goals.

The **Senior Advisory Team** (SAT)³, comprising senior and specialist staff and National Partner representatives, provides strategic and tactical intelligence to drive AB's overall performance and impact. They enable development of strategy, cross-departmental alignment, engagement across the network, and communication from and to the staff and network to support transparency, learning and innovation.

¹ AB Organisation Chart in **Appendix A** and the Strategy Map in **Appendix B**.

² AB CMT Terms of Reference in **Appendix C**.

³ AB SAT Terms of Reference in **Appendix D**.

Position Summary – Job Purpose and Role

Responsible for: Resource Mobilization (RM) and Communications (Comms)

Location: Accra, Ghana or as otherwise arranged

Direct report to: CEO

Direct reports: RM Assistant, Head of Communications (Indirect report: Head of Publications)

Closing Date: Upon successful filling of the post; we recommend that you apply before 9 August

Main duties and responsibilities include:

- Provide advice and support to AB CEO and leadership on resource mobilization and communications
- Develop and implement mutually reinforcing strategies for communications, stakeholder/partnership engagement, and resource mobilisation in support of AB's mission and goals.
- Develop and communicate AB's Case for Support and the societal importance of its work and impact with effective and persuasive messaging and materials
- Manage the Engagement team, representing both RM and Comms on the CMT, ensuring that these activities are strategically embedded, appropriately resourced and synergistically executed across the organisation
- Lead cultivation and stewardship activity for major donors and prospects, supporting senior staff developing funder relationships
- Develop prospect contact strategies and personally cultivate major gift prospects where appropriate; manage key prospect meetings of AB staff, Board and International Council
- Employ appropriate techniques, e.g. Moves Management, to manage the process of identification, cultivation, solicitation and stewardship of major donors and prospects
- Implement an effective stewardship program that intensifies AB's relationship with its funders
- Work with volunteer leadership through the AB Board and International Council (IC)
- Collaborate with AB colleagues to ensure that fundraising proposals are realistic, achievable and accurately costed
- Ensure that funded projects are monitored, evaluated and that timely reports are produced for funders
- Build the fundraising capacity of AB's national partner network and engage and enable them where possible in fundraising activities
- Coordinate all relevant activity, ensuring that appropriate systems are in place to ensure that records are kept up-to-date and used consistently to coordinate, track and drive activity⁴
- Perform other related duties as assigned

⁴ AB has recently implemented a Salesforce customer relations management (CRM) system to manage funder records.

Criteria for Selection

The successful candidate will be a dynamic, proactive and persuasive advocate for AB, capable of winning trust and respect, and will be able to demonstrate evidence of the following:

Personal Qualities

- Alignment to AB core values including equality, diversity and inclusion
- Maturity, poise and interpersonal sensitivity to comfortably interact with high level funders
- Open and engaging personality that combines the ability to lead with the skill to effectively work with others in a team
- Energy, stamina and resilience for the role; willingness to travel internationally and ability to cope with the demands of conflicting priorities
- Intellectual capacity, independence of mind and breadth of understanding to grasp complex issues and exercise strategic judgment
- Comfortable handling multiple priorities; ability to organize workload and meet deadlines
- Ability to maintain confidentiality and to represent AB in a positive manner at all times
- Self-control and emotional intelligence to handle conflict situations effectively and resolve differences through dialogue and open communication

Essential Experience, Knowledge & Skills

- Interest in and understanding of the African continent
- Knowledge of philanthropy, grantmaking and social investment; motivations for giving
- Ability to develop and execute fundraising strategies aligned with AB's mission; knowledge and experience of short and long-term planning, evaluation
- Meaningful experience and a track record of sustained success in major gift/grant fundraising, ideally in a leading position; success writing grant proposals and major gift solicitation
- Familiarity with major funder identification, cultivation, solicitation and stewardship
- Meaningful experience and expertise in communications; ability to design and lead a proactive, forward-looking communications program
- Management experience leading, influencing and coaching staff to meet their own and AB goals; highly competent enabler of volunteers and staff
- Understanding of ethics, relevant regulations and codes of practice
- Relevant university degree (BA/BSc or MA/MSc) or equivalent practical experience
- Baseline certification in fund raising, e.g. Diploma in Fundraising (IoF) or equivalent
- Familiarity with computer systems, including Word, PowerPoint, Excel, and CRM systems
- Fluent written and spoken English

Desirable

- African citizenship or heritage
- Experience personally securing multi-\$million grants/gifts
- Experience managing people and coordinating activity in an international setting and across a geographically dispersed network
- High-level relevant funder networks
- International Advanced Diploma in Fundraising (IoF) or equivalent
- Experience using Salesforce CRM system
- Multi-lingual, ideally fluent French, Portuguese and African languages

Additional Information

AB is an inclusive, equal opportunity employer offering conditions appropriate to an international organisation with a collegial and family friendly working environment. This role may be based in Accra, Ghana, or elsewhere as agreed.

The remuneration package includes a competitive salary. Other benefits to be negotiated depending on circumstances. The role is subject to a probationary period of six months, with review at three and six months against performance targets to be mutually agreed.

How to Apply

Applications are accepted on a rolling basis. We will long-list from an international candidate pool in August 2019, so please express your interest as soon as possible.

PLEASE READ THE **CRITERIA FOR SELECTION** CAREFULLY BEFORE APPLYING.

The AB Board is supported by Philia International, in this search. If you are a qualified candidate, we recommend that you express your interest in confidence prior to making an application.

Please contact: Lucy Blythe, Director, Philia International
via email: lucy@philia-intl.com

Please make your application including your name in the subject field of your email when you send your documents, like so: "*Subject: [YOUR NAME] AB DOE*"

Documents to include:

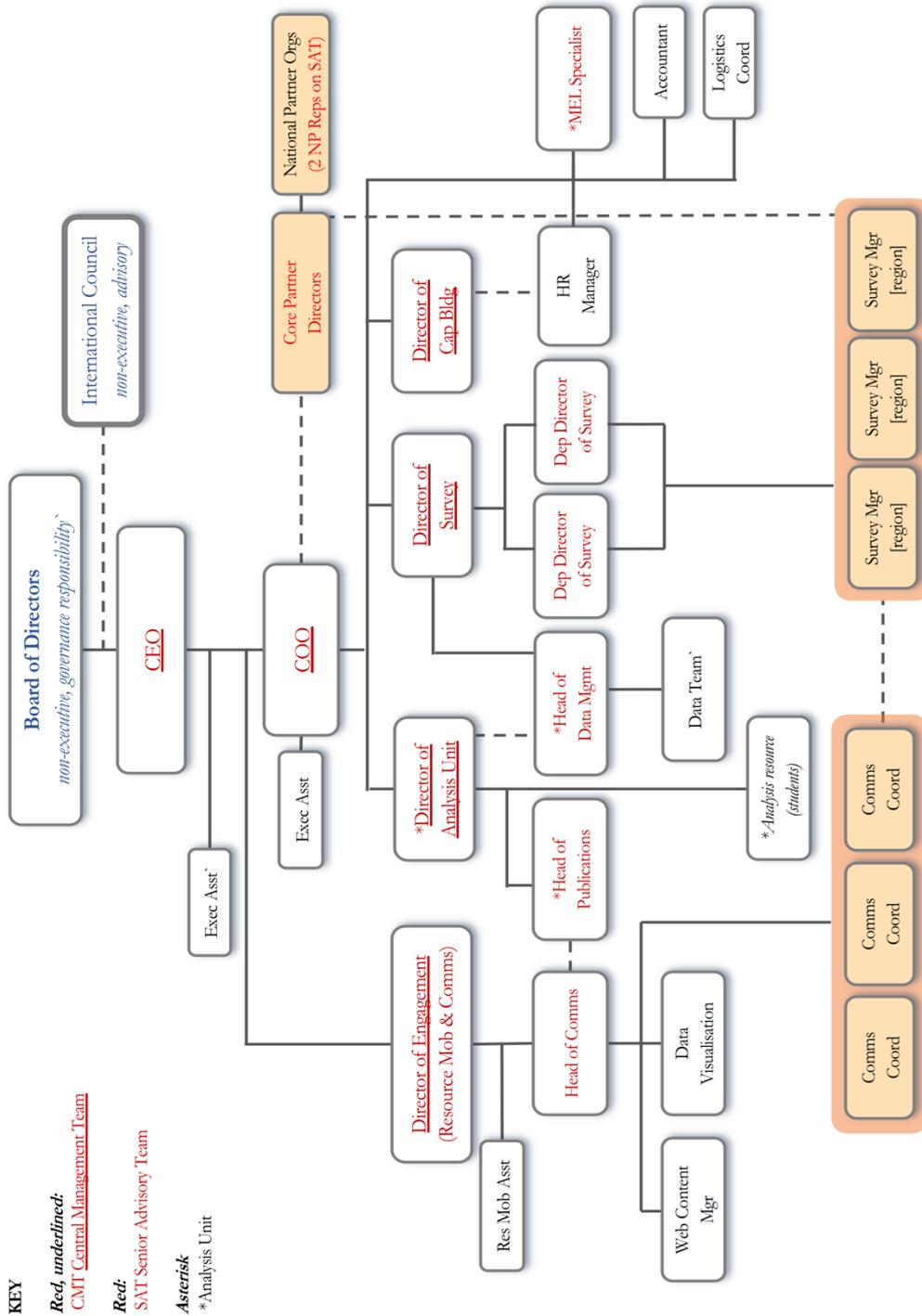
1. An up-to-date *curriculum vitae* with details of your career
2. A personal statement describing:
 - a. your interest in the post
 - b. what you would like to achieve as Director of Engagement
 - c. your availability for interview in August 2019 (by electronic means)
3. Specific and detailed evidence of how your skills, experience and knowledge meet the **Criteria for Selection**. If you lack experience or evidence in any area listed, please state how you would gain the knowledge or competency needed in order to succeed in the role.
4. For **three referees**: names, email addresses, their title/organization and how they know you
Please include at least one referee who can speak to your fundraising experience and reputation, and one who can corroborate evidence of successful strategic, business planning, and personnel management. Referees will not be approached without the prior agreement of the applicant.

Your application will be acknowledged within four working days of receipt **if you are a qualified candidate**. Long-listed candidates will be given details of the subsequent interview process.

Updated 28 July 2018

Appendix A – Organisation Chart 2020

Afrobarometer Organizational Chart 2020
(implementation to be completed by 2020)



Appendix B – Strategy Map

VISION Les sociétés africaines réussissent lorsque **les voix africaines comptent** dans les politiques publiques et développement Plan stratégique 2019

AB est considérée comme la source de référence pour les données sur l'opinion publique africaine

Objectifs permettant un impact social	Rendre les données d'opinion panafricaines accessibles, précises et pertinentes	Renforcer les capacités en Afrique par le réseau l'organisation d'AB	Eclairer les politiques publiques par la recherche de pointe et l'analyse de données			
Répondre aux besoins (publics)	Représenter fidèlement l'opinion africaine	Habiliter la société civile à utiliser les données pour défendre les politiques publiques	Délivrer un impact durable par des partenariats stratégiques avec des financeurs clés	Mettre en avant les problèmes des Africains en publiant des informations précises, fiables et fonctionnelles	Equiper les politiques et les décideurs avec des données fiables et indépendantes sur le point de vue des citoyens	Aider le secteur privé à stimuler le développement africain avec les partenariats et les services de AB
Compétence & Capacité	Enrichir le contenu des sondages et des communications avec une meilleure compréhension du contexte national/continental	Renforcer la gouvernance institutionnelle et la durabilité	Augmenter l'efficacité dans l'évaluation et la communication de l'impact	Renforcer la faculté d'analyse et de communication de partenaires nationaux	Contribuer au débat actuel et saisir les opportunités de faire participer les intervenants	
Apprentissage & Croissance (populations)	Renforcer les compétences institutionnelles fondamentales	Intégrer le suivi et l'évaluation à tous les niveaux de AB pour une amélioration continue	Développer le leadership et un plan de succession	Développer les facultés et les compétences des partenaires nationaux	Encourager une culture de l'apprentissage pour stimuler l'innovation	
Ressources	Mettre en place une mobilisation stratégique des ressources	Faire progresser le développement organisationnel	Maintenir et améliorer la méthodologie et les protocoles			

VISION African societies thrive when **African voices count** in public policy and development Jan 2019

AB is valued as the go-to source for data on African public opinion

Goals to enable social impact	Pan-African public opinion data is accessible, timely and relevant	AB's strong sustainable organization and network build capacity across Africa	State-of-the-art research and data analysis inform public policy formulation			
Meeting needs (audiences)	Faithfully represent African opinion	Empower civil society to use public opinion data for policy advocacy	Deliver sustainable impact through strategic partnerships with key funders	Illuminate issues affecting Africans by publishing timely, reliable, user-friendly information	Equip politicians and policy makers with reliable, independent information on citizen views	Help private sector drive African development through AB partnerships and services
Competence & Capacity	Enrich survey content and communications with a deeper understanding of national/continental context	Strengthen institutional governance and sustainability	Increase effectiveness in assessing & communicating impact	Strengthen analysis and communication capacity of National Partners	Contribute to current debate and seize opportunities to engage stakeholders	
Learning & Growth (people)	Strengthen institutional core competencies	Embed M&E throughout AB for continuous improvement	Develop leadership and succession plan	Develop National Partner capacity and skills	Encourage a learning culture to drive innovation	
Resources	Implement strategic resource mobilization	Advance organisational development	Maintain and improve methodology and protocols			